

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

Columbus, Ohio, August 26, 27, & 28, 2015

The Board of Trustees met on Wednesday, August 26 at the Barrister Club, and on Thursday, August 27 and Friday, August 28, 2015, at Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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August 28, 2015 meeting, Board of Trustees

The Chairman, Dr. Wadsworth, called the meeting of the Board of Trustees to order on Wednesday, August 26, 2015 at 8:05am.

Present: Jeffrey Wadsworth, Chairman, Alex Shumate, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Clark C. Kellogg, Timothy P. Smucker, Cheryl L. Krueger, Brent R. Porteus, Erin P. Hoeflinger, Alex R. Fischer, Abigail S. Wexner, Steven M. Loborec, and Halie M. Vilagi. Corbett A. Price and James D. Klingbeil were late.

Dr. Wadsworth:

Good morning. I would like to convene the meeting of the Board of Trustees and ask the Secretary to note the attendance.

Dr. Thompson:

A quorum is present, Mr. Chairman

Dr. Wadsworth:

I hereby move that the board recess into Executive Session to discuss personnel matters regarding the appointment, employment, and compensation of public officials and to consider business sensitive trade secret matters required to be kept confidential by Federal and State statutes.

May I have a second?

Upon motion of Dr. Wadsworth, seconded by Mr. Fischer, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees Wadsworth, Shumate, Kass, Reid, Jurgensen, Kellogg, Smucker, Krueger, Porteus, Hoeflinger, Fischer, and Wexner.

Dr. Thompson:

Motion carries, Mr. Chairman.

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The Chairman, Dr. Wadsworth, called the meeting of the Board of Trustees to order on Thursday, August 27, 2015 at 10:17am.

Present: Jeffrey Wadsworth, Chairman, Alex Shumate, Linda S. Kass, Janet B. Reid, Clark C. Kellogg, Timothy P. Smucker, Cheryl L. Krueger, Brent R. Porteus, Erin P. Hoeflinger, Alex R. Fischer, Abigail S. Wexner, Corbett A. Price, James D. Klingbeil, Steven M. Loborec, and Halie M. Vilagi. William G. Jurgensen was late.

Dr. Wadsworth:

Good morning. I would like to reconvene the meeting of the Board of Trustees and ask the Secretary to note the attendance.

Dr. Thompson:

A quorum is present, Mr. Chairman

Dr. Wadsworth:

I hereby move that the board recess into Executive Session to consult with legal counsel regarding pending or imminent litigation, to discuss details of security arrangements, to consider business sensitive trade secret matters required to be kept confidential by

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Federal and State statutes, and to discuss personnel matters regarding the appointment, employment, and compensation of public officials.

May I have a second?

Upon motion of Dr. Wadsworth, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees Wadsworth, Shumate, Kass, Reid, Kellogg, Smucker, Krueger, Porteus, Hoeflinger, Fischer, and Wexner.

Dr. Thompson:

Motion carries, Mr. Chairman.

Dr. Wadsworth:

We are recessed.

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The Chairman, Dr. Wadsworth, called the meeting of the Board of Trustees to order on Friday, August 28, 2015 at 9:32am.

Present: Jeffrey Wadsworth, Chairman, Alex Shumate, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Clark C. Kellogg, Timothy P. Smucker, Cheryl L. Krueger, Brent R. Porteus, Erin P. Hoeflinger, Alex R. Fischer, Abigail S. Wexner, James D. Klingbeil, Steven M. Loborec, and Halie M. Vilagi.

Dr. Wadsworth:

I would like to reconvene the meeting of the Board of Trustees and ask the secretary to note the attendance.

Dr. Thompson:

A quorum is present, Mr. Chairman.

Dr. Wadsworth:

So that we are able conduct the business of this meeting in an orderly fashion, and if it isn't in an orderly fashion then we are going to reconvene elsewhere so I would ask you to behave in an orderly manner in the spirit of this university and not to disrupt this meeting so please be quiet.

*(Inaudible Disruption)*

Dr. Wadsworth:

You are disrupting the meeting right now because I have various statements that I need to make and I can't make them when I am being yelled at.

*(Inaudible Disruption)*

Dr. Wadsworth:

You are yelling and I am not going to tolerate it so you have a choice. I want an orderly meeting.

*(Inaudible Disruption)*

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Dr. Wadsworth:

No. I have a script. I have an orderly meeting I need to do.

*(Inaudible Disruption)*

Dr. Wadsworth:

I would like a voice vote to recess the Board of Trustee meeting please. Those in favor?

The Board of Trustees recessed the meeting by unanimous voice vote.

Dr. Wadsworth:

We are recessed.

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The Chairman, Dr. Wadsworth, called the meeting of the Board of Trustees to order on Friday, August 28, 2015 at 9:46am.

Dr. Wadsworth:

Okay. If everyone is ready, we will begin.

I would like to reconvene the meeting of the Board of Trustees. The Secretary has noted the attendance and a quorum is present.

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

I know they were welcomed at their committee meetings yesterday. One of the great things about this university is our students and this is an opportunity to recognize two outstanding students, but also to recognize our new student trustee. I would like to ask that we do that appropriately because Halie Vilagi is our new student trustee and we also have a new charter trustee, Jim Klingbeil.

I'm going to probably have to ask Captain Whiteside to establish decorum. Thank you.

*(Inaudible Disruption)*

Dr. Wadsworth:

The question can be submitted in writing to the President's Office. Thank you.

Halie is a junior, majoring in Public Affairs with a minor in Political Science. And although student trustees serve for only two years, we look forward to their full participation.

Halie, we've found that student trustees often end up giving us wonderful insights into the workings of the university. You are to be commended on being selected through a very competitive process and I emphasize that. It is extremely competitive and we know you will represent Ohio State very well.

Jim Klingbeil is an alum of this great institution. He lives primarily in California but we have given him more reason to spend time here in Ohio. Jim and his wife Sally have shown their commitment to Ohio State and its students through their leadership of the

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Ohio Scholarship Challenge aimed at raising undergraduate scholarships for students at all of our campuses.

Jim has also had a truly remarkable career and brings a wealth of knowledge to this board especially in the area of real estate development and campus planning. Some of you may know of Jim's extensive involvement with the Urban Land Institute, the world's premier organization dedicated to providing leadership in the responsible use of land and in creating and sustaining thriving communities.

Welcome Jim. Welcome Halie.

I also want to recognize Dr. Richard Herrmann, seated in the front row, as he fills the faculty representative spot on the Academic Affairs and Student Life Committee of the board. Dr. Herrmann, in his day job, serves as chair of the Department of Political Science, and has also served capably as Director of the Mershon Center for International Security Studies.

We look forward to working with all three of you. Please join me in welcoming our three new members.

We promised Halie that we would put her straight to work and we're going to do that by asking her to present the Student Recognition Awards. For all of us, this is one of the finest parts of the process we go through as we hear about outstanding students and how much they've achieved at such a young age. Halie, it's all yours.

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#### **STUDENT RECOGNITION AWARDS**

Ms. Vilagi:

Thank you Mr. Chairman. Would our two students being recognized today please join us at the table?

Our first student being recognized is Hannah Bonacci, a student earning a dual master's degree in the College of Social Work and the College of Public Health at The Ohio State University. Hannah is not only an excellent student, but an active member of the buckeye community with a strong sense of social responsibility.

During her time at Ohio State, Hannah has been a part of a myriad of campus organizations. As an undergraduate, Hannah was a leadership collaborative participant, a Mount Leadership Society Scholar, and a member of the Student Alumni Council. She also worked for the Huckleberry House in their crisis shelter for at-risk youth in Columbus. As a graduate student, Hannah spent last year working for a refugee resettlement agency in Columbus.

Not only has Hannah served her local community, but she has worked to make an international impact. Since 2011, Hannah has spent her summers leading service trips to Ghana with Ohio State students. In April 2014, Hannah and her husband Francis, co-founded a non-profit organization, The Akumanyi Foundation, with the mission of serving at-risk youth and women globally. This organization seeks to empower youth and women through sustainable development initiatives tailored to the unique needs of each partner. Hannah recently returned from leading two trips to Ghana with the plans of organizing more trips next summer.

After graduation, Hannah plans to work for an internationally focused organization with an emphasis on female and youth empowerment and sustainable development initiatives. Wherever her path leads her, she knows she will continue growing the Akumanyi Foundation alongside her co-founder, Francis.

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Congratulations and best of luck Hannah. Would you like to offer any words to the board?

Ms. Bonacci:

Good morning. As you heard, my name is Hannah Bonacci and I am a second year master's student in the College of Social Work and the College of Public Health. I am honored and grateful to be in front of you today, thank you for having me.

When thinking about what I have achieved since starting my college career, I can't help but think of everyone who has been involved in my successes. There is an African proverb "Ubuntu" and it means "I am because we are." Being here is not solely because of my own efforts, but mostly because of the help others have had in my life. I can't stand up here and acknowledge my accomplishments without expressing my gratitude for those who have impacted me along my Ohio State journey.

My journey started with the College of Social Work. From the beginning, they have invested in me as a student and they have cared about my passions. For that, Dean Gregoire, I thank you and the college for standing out in how you build relationships with your students. Within the College of Social Work, Dr. Jacquelyn Meshelemiah has been my greatest mentor. She inspired my academic and professional involvement in international social work and has stood by my side through my challenges along the way.

Outside of the College of Social Work, I have been blessed with other amazing mentors. The first being Dr. Amy Barnes. She has always reminded me to stay true to myself and to always leave time for self-reflection and self-care.

The other significant office I would like to highlight is the Office of Student Life. Student life set the stage for my international involvement in Ghana by supporting my leadership development through my involvements in student organizations. Within Student Life, Dr. D'Andra Mull has been a mentor of mine. For my first experience with her as my advisor on a BuckeyeServ trip to Ghana, Dr. Mull has challenged me in ways that I did not think I could stretch. She has encouraged me to trust my strengths and to pursue my passions, even when I doubted my ability to run a foundation at 21 years old. Dr. Mull told me that I had everything that I needed inside of me to run my own NGO (non-governmental organization). That conversation changed my life and gave me the encouragement I needed to start.

Lastly, I need to give thanks to my family. Without the encouragement of my parents to be the best that I can be, I would not be up here today. To my husband, Francis, thank you for walking this life with me. I cannot think of someone more supportive and talented to share my passions with and love me along this journey. Our lives are not isolated events, but rather paths molded by those around us. I am so grateful for all of you here and all who I have mentioned, who have believed in me. It is because of the empowerment that so many have provided me that I am so passionate about giving back and empowering others without access to adequate resources across the world. I am excited about what the future holds and I know as long as I continue to follow my passions and give back to others, the best is yet to come. Thank you.

Ms. Vilagi:

Thank you Hannah. Our second student being recognized today is Michelle Bennett.

Like Hannah, Michelle's excellence has not been confined to the classroom. During her time at The Ohio State University, Michelle has been a tireless advocate for her peers as a member of Undergraduate Student Government. She began as a first year intern, later won an election to represent the public affairs students in the general assembly, and most recently served as chief of staff.

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Among Ohio State's student organizations, Michelle is famous for her work in founding and organizing Clean Up Columbus. This program, held once a month, incentivizes student organizations to clean up the local community in exchange for a donation to their club. Her leadership has allowed hundreds of organizations to gain much needed funding, while performing a service that benefits the entire community. Michelle has also served as the Chair of the Council on Student Affairs, advising student leaders on matters pertinent to students.

During her summers, Michelle has held internships with the Ohio State Bar Foundation and the Office of Senator Portman through the Glenn College's Washington Academic Internship Program. Michelle has also served as an orientation leader for Ohio State, welcoming thousands of students to our campus.

After graduation, Michelle plans to attend law school. And while she has a short list, she hopes to find a program that offers joint degree opportunities.

Congratulations and best of luck Michelle.

Ms. Bennett:

Good morning. My name is Michelle Bennett and I am senior public affairs major. To the Board of Trustees, President Drake, the John Glenn College of Public Affairs, and Dean Brown, thank you for having me here today to accept this award. I am extremely honored and thrilled to be here with you today.

My time at Ohio State has been more than I could have ever imagined. During my time here, I involved myself in student government, University Senate, class honoraries, Greek life, the Office of Orientation and First Year Experience, and the John Glenn College, and even outside Ohio State and the internship and job world. I am very proud to attend a university and be a part of a college that makes providing numerous and diverse opportunities available to students and makes it even a greater opportunity to encourage students to take advantage of such opportunities. I think this is the most vital part to helping students to grow their potential.

This past summer, I participated in the Washington Academic Internship Program through the John Glenn College of Public Affairs, where I lived in Washington DC for three months. I interned for the Office of Senator Rob Portman and completed my capstone courses for the public affairs major. This turned out to be a phenomenal experience that really helped to shape my vision for what I wanted out of a career in public service.

Now as a graduating senior, I have obviously been doing a bit of reflecting on my time here at Ohio State and I am just incredibly thankful for all of the people that have been a part of my life though these past four years. I am going to miss this place very much.

Most importantly, I am very thankful for my parents for always supporting and encouraging my Ohio State experience. Thank you again and as always, go Bucks!

Dr. Wadsworth:

I would like to take a moment to congratulate our students receiving recognition today. We fully anticipate both of you will have very successful careers because of what you have learned and experienced here at this great university. Thank you for coming here today and again congratulations. Let's give them a round of applause.

Now today, we have another great event to celebrate. We are delighted to hear from Mr. Doug Ulman who is the CEO (chief executive officer) of Pelotonia. I hear you had a rather small event just a week or so ago. I know many people in this room were involved in Pelotonia either as a rider, virtual rider, or volunteer. I would like to ask my fellow

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trustee, and this board's most prolific Pelotonia rider, Linda Kass, who has a wonderful blog on her ride every year as well, to introduce Doug. Linda.

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## PELOTONIA

Mrs. Kass:

Thank you Mr. Chairman. It is my honor to introduce our special guest. Before I do so, I want to recognize, as you mentioned, the involvement of several of my fellow trustees who rode in Pelotonia earlier this month: Abigail Wexner, Steven Loborec, our newest trustee Halie Vilagi, and as a virtual rider, Alex Fischer. Our board office, Mr. Chairman, was also quite involved. Theresa, Bekah, and Heather all rode, Blake was a virtual rider, and Laura was a volunteer. We have a lot of involvement right around this table and room. I think Dr. Drake is also a rider and a big cyclist.

I've had the good fortune of participating in Pelotonia since its inception. This past August was my fifth century ride. Pelotonia is an extraordinary event and we are so very lucky to have a truly remarkable leader in Doug Ulman. Doug joined the Pelotonia family in September of last year. A three-time cancer survivor himself, Doug is a widely recognized ambassador and well respected voice in the cancer community.

Prior to joining us in Ohio, Doug served as the President and CEO of the LiveStrong Foundation where he helped build what was a start-up non-profit into an iconic global force that advances cancer causes and survivorship support. He brings that international perspective and his passion for the mission to Pelotonia as its CEO and President and to his role at the James Cancer Hospital in its fight against cancer.

I am a member of the neighborhood based Peloton called "Team Bexley." It is the seventh highest Peloton in fundraising, if I am allowed to brag. Since Doug is a Bexley resident, he has taken a special interest in our team, joining us for training rides and speaking at several of our fundraising events. His passion for Pelotonia is contagious, his enthusiasm, palpable. He is a wonderful advocate for cancer research and cancer survivors. He also happens to be an incredibly nice person. We are very fortunate to have Doug in our community and at the helm of Pelotonia and with that, I will turn it over to you Doug.

Mr. Ulman:

(Presentation)

Thank you very much. That was overly kind and generous and thank you for your support, both of Team Bexley and Pelotonia, more broadly. I hope that in the coming months, I will only have more time to ride with you and get out and maybe I can keep up with you.

Members of the trustees, thank you for allowing me to be here this morning. Dr. Drake, thank you for your leadership and for riding and for being so passionate about what we do.

We just came off a phenomenal Pelotonia, our seventh. The success and the growth has been significant. I will show you just a few brief slides that will help explain the success in terms that hopefully will be exciting to you.

As you all know, this started as an event and it quickly became, what I would describe, as a social movement. A community of people who really want to see the eradication of a disease that impacts all of our lives personally and in our communities. The growth, to spare the suspense, has been absolutely phenomenal. I will note that these numbers

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are based on our fiscal year which is December 1 to November 30 so they are a little bit different than what you might see in the Advancement Committee or other materials, but rest assured that the growth has been significant.

Pelotonia is actually now the talk of the national philanthropic community. People are saying, why Columbus? What is going on there? Why are they growing so quickly? While we don't announce the final tally of fundraising until November 18th, you can see that the ridership grew by more than 10%, the virtual ridership grew, and we expect that our results this year will be even greater than last year's \$21 million. We are excited to invest those funds at the James Cancer Hospital.

One of the questions that I get asked all the time from people across the country is, why is this working? Why has this been so successful? As someone who just relocated here eight months ago, I can tell you that I have never witnessed the level of community engagement, like I have seen here. Both at the grassroots level, communities like Team Bexley, like Granville, like Upper Arlington, and Stephanie's Team of Hope, as well as the corporations who have been so generous. I want to acknowledge Abigail for her personal and professional leadership and support, not only as a board member of Pelotonia, but frankly for making all of this possible because it simply wouldn't be without you and Les and the L Brands family.

What I have witnessed here is phenomenal. Corporations who not only underwrite all of our expenses to allow 100% of every dollar raised to be invested in life saving cancer research, but the way they engage their employees. The way they use the event and the movement to build their culture and to help with employee engagement and morale is unlike anything I have ever seen. We are grateful to all of our partners who enable the success. And, while the success, historically, has been measured by the dollars raised, I think moving forward what we are going to see is that the focus is going to be on the impact. What are we actually achieving with those dollars? We are so fortunate to have, what I would describe as, the number one cancer hospital in the world here in Columbus, Ohio.

As a result we are able to achieve some great things. Whether that is investing in 353 young scientists, undergrad, graduate students, and post-docs, or whether that is funding clinical trials that resulted in the approval of the FDA last year of Ibrutinib, a drug that is now available around the world for anyone with chronic lymphocytic leukemia. These are lifesaving and life changing developments. I always like to say that if you have ever participated in Pelotonia, if you've ridden, if you've volunteered, if you've donated, if you're a virtual rider, you have literally saved thousands of lives. It is so rare in our life that we get to be a part of something that is that significant.

Our challenge is how we grow the impact. We know what works here but yet there is something bigger. The challenge really is how we engage millions of people. It is great that we had 8,000 riders, it's great that we're going to have over 150,000 donors, nearly 40% of which will come from outside of Ohio.

This movement is expanding and growing. Our opportunity and our responsibility is how do we make sure that we save even more lives. We are spending a lot of our time thinking about how to grow this, how to use technology. Imagine, for just a minute, if we, hundreds of thousands or millions of people around the world, who were participating in some way, generating \$10, or \$20, or \$50, or \$100 in a grassroots fashion. Imagine the impact that we could have not only on the lives of scientists but on those who are diagnosed with cancer. The potential is endless.

We're grateful to the board, the university, the James Cancer Hospital, and this community for the opportunity and the privilege to serve in this capacity because our team at Pelotonia, who I am proud to work with and honored to work with, we're just conduits and we are helping to create a platform for others to make an impact on a disease that impacts all of us.

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This is possible. We have this brand new, beautiful facility. We have state of the art equipment. We have the world's leaders and experts in oncology, both clinically and scientifically, and this movement can fuel the eradication of this disease. As just one cancer survivor and someone who has watched both of my parents diagnosed with this disease, I thank you for the opportunity because I think it is so rare in life that we get the chance to be a part of something so big, so significant, so massive. When you go to bed tonight, please know that you have impacted the lives of millions or people who you've never met, you'll never know their name, but their quality of life is better and their lives may have been saved because of Pelotonia, because of the James Cancer Hospital, and because of The Ohio State University. Thank you very much.

(See Appendix II for background information, page 82)

Dr. Wadsworth:

Thank you Doug.

Mr. Fischer:

I want to take a personal privilege and acknowledge Doug, your leadership. Every now and then, a leader comes to our community that takes it by storm and you are one of those that has done that: your enthusiasm, your ideas, and your entrepreneurship. You come with a very important day job but you're everywhere, engaging in all aspects of our community.

I want to acknowledge your leadership, and your tireless work throughout every aspect of our community, that in less than a year's time, is being noticed and making a huge personal impact in a lot of lives in ways that you'll never maybe fully understand. Thank you for your service.

Mrs. Wexner:

I have to echo what Alex just said. In terms of privilege, again, Doug is an extraordinary leader. As you know, L Brands has personally been involved from the beginning. All I can say is that there is no single event in the community that is as well received. Associates of the companies across the community, those who ride, feel it is our privilege to be part of this event and this movement. We thank you for extraordinary leadership.

Dr. Wadsworth:

Thank you Doug. I think none of us conceived of how great an event this would become and it truly is nationwide. It represents our values. This is why we are here, it is for the values we just heard. A great university doing a great event for the benefit of society. That is what makes me proud to be associated with this university. Thank you again, Doug.

The first order of business on our agenda is the minutes of the June meeting of the Board of Trustees which were distributed to all members of the board. If there are no additions or corrections, the minutes are approved as distributed. Hearing none.

Before I turn to President Drake for his remarks, I want to share something that was recently posted on the university's website. You may have seen the media coverage about the president's state tours this summer. President Drake and others visited small towns and big cities in southern and western Ohio, met with students and parents, visited county fairs and local businesses, and connected with legislators and community leaders. He also shared his vision for making college more accessible and affordable while continuing to elevate our inclusive excellence. Let's take a look at a video of what Ohio State's been doing around Ohio this summer.

(Video)

That is terrific. Thank you Michael for all that you do for the university. I shared with the trustees yesterday a long list of all of the outreach that Michael does and it was an astonishing collection, just since January of this year: the places he visits, the people he hosts, the visits that he goes on himself. I would also like to just take a moment to acknowledge Brenda Drake because she has a similar list of events that she does and volunteers her time on behalf of the university and we really acknowledge and appreciate that as well. Michael, with that, may I turn to your report.

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### PRESIDENT'S REPORT

President Drake:

Yes, thank you. Well good morning and thanks very much for the video. You have these things when you get back to school, you can write a paper on what I did during my summer vacation. Now I have a video to remind me of some great times we had.

It was a wonderful time for me to really get to meet people where they live and to see and to feel the reach of the university. We started in Cleveland so we were in large cities but we went to small towns and hamlets. That was great, I enjoyed it very much.

One of the main focuses of our tour was affordable excellence in education. We want families and elected leaders across the state to know that we are serious about balancing access, affordability, and excellence. We held two affordability forums. One in Wilmington and the other in Urbana. These meetings gave us a chance to talk about our vision as a land grant university and also gave us the opportunity to hear directly from students and parents.

One thing that was really great about the tours is that we were able to meet some of the recipients of our new affordability grants. Overall, we have been able to award affordability grants to at least one student in all of Ohio's 88 counties. The total number of grants exceeds 12,000, we're really pleased about that. We heard time and time again that our efforts are making a real difference, especially in the smaller communities.

We also invited higher education colleagues and elected officials to our forums, such as Senator Faber who joined us in Champaign County. At our last meeting here in June, we voted to freeze tuition and fees for our undergraduates from Ohio. At that time we didn't know what the state budget would look like, but we did what we thought we should do by holding down costs. We are pleased that Governor Kasich and our legislative leaders did their part with the largest increase in a decade in State Share of Instruction funding, SSI funding. That was very important to us. We also look forward to continuing our work together to ensure that the next generation of Ohioans has access to an affordable, excellent education.

Just last Friday, we continued our conversation about access, affordability, and excellence here on campus. We held an affordability summit to explore ways to reduce costs while increasing the quality of teaching and learning. It was a great discussion with faculty, students, and staff and I am particularly grateful to everyone who participated in that forum. It was wonderful to have students be a part of this since they bring a unique perspective and we appreciated their input very much. We plan to examine the recommendations that came out of the summit to ensure that we are doing everything we can to help our students graduate on time with less debt and with an exceptional education.

We've had so much happening this week and there has been a lot of good news to share. I'll give a few highlights.

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Last weekend, we welcomed more than 11,000 students onto our campus community. I want to thank everyone who helped with move-in day and move-in day worked so smoothly. I'll say two things happened. One, I arrived at the beginning of the day in the Schott and I thought maybe I had gotten there too early because instead of it being chaotic, there were people moving in an orderly fashion. They said "no, no it has been going on for hours" and I thought that was nice. Then, at the end of the day, we were finishing up and actually all of the activity registering at the Schott was finished about half an hour to 45 minutes early so the people there had nothing much to do because everyone had been processed so easily.

Honestly, several people said to me it was the smoothest thing that they had seen of its kind. It was really just an amazing thing. We appreciate the hard work of all of our volunteers who made that such a good idea. Halie and I spent a lot of time together and that was great fun on that day.

I also want to thank everyone who worked tirelessly on our North Residential District to bring the new residence halls on line, on time, and on budget. That was great. I actually had another very special moment there. Members of the family of Omar Torres, one of our students who left the university mid-career in 2007 to join the Armed Forces and unfortunately was killed in action in the Middle East. We name our new dorms after people who have been in the Armed Services and one of our new dorms is named after Omar Torres. His sisters, brothers-in-law, and his nieces and nephews all came to be a part of this. We had a chance to meet them and I will say two things. One, they were incredibly moved by the fact that he will be remembered and have a legacy. We were pleased to be able to open a new facility so that generations of Buckeyes will have this particular person to be able to understand that he had made such contributions to our country. I thought that was very touching and moving and we felt very grateful to be able to honor him and all of our service men and women in some small way.

We welcomed a new class of first year students this week at convocation in downtown Columbus and thank you Alex for helping to organize that. That's something that does not occur any place else in the country and that was well received by our students.

Something also happened then. A few of us were on stage, the student body president, Dr. Javaune Adams-Gaston, and a few others. We looked at the 8,500 students who were out there in the audience, over 7,000 freshman, and 1,500 new transfer students. We have more diversity in our student body than we've ever had before. Seventy percent of the students are from Ohio but 30% are from other places. At the end we sing Carmen. Everyone stood up and I was looking at them and most of them didn't know it well and were afraid to touch the person next to them at the beginning, so we were standing relatively stiffly. But we knew the drill and began to sing a little bit. Then as we began, more and more of them began to pick up the rhythm of it. I saw, very touchingly, two students who appeared to me to be new, they were in the front row, and they appeared to be international students, one of them reached and grabbed the wrist of the young lady standing next to her. They began gently to sway and then by the time it was done they had their arms around each other. I would say that by the end of the song, 70% or 80% of the people in the audience now were singing Carmen and swaying. At the very end when it came for O-HI-O, every arm in the building went up and it was almost like watching a class be born. It was really one of my favorite moments of my time here.

The class that we admitted is the most competitive class in our history. We had near just under 46,000 applicants, up from 42,000 a year ago. The most in our history. They had the highest level of academic preparation than any class in our history. Twenty-two percent of them are first generation students, the first in their family to go to college, which is a wonderful thing. Sixty-three percent of them, roughly, in the top 10% of their high school class, which is an amazing figure.

You know, we have a class of 7,000. If we had a class that is more like the average size of classes of Big 10 universities, I think close to 100% of them would be in the top 10%

of their high school class. We do all that everyone else does at the very highest levels of academic achievement and we do more. I think that is something to be very proud of. It is a wonderful class and it was great again to kind of see them be born into being buckeyes on that day. That was a great thing.

We also had a wonderful year this year in fundraising, thanks to Janet and Mike Eicher. We had an amazing 237,340 donors. That is unbelievable. Some of them gave small amounts of money, some gave eight figures. We were able to honor Stan and Jodi Ross last week who gave a wonderful \$10 million gift last fiscal year. We were reminded that in the 1980s they gave their first gift which was \$10. We like that multiplication over these years.

The most important figure that we raised is the amount of money we actually receive. We received this year more money that we'd ever received in our past, \$360 million, and 8% more than we had raised last year. It was a record year and a number of people who donated to us, a record year on the amount of money that we received and two incredible things that show the great support of our alumni and the broader community for this university.

We had a great year at the medical center. The medical center had two or three things that were really special that happened there and let me mention them.

First, it was rated among the top hospitals in the country in safety and quality. That was amazing, particularly the mortality numbers, as I have mentioned here before, were only about two-thirds of what would have been predicted. We are well ahead of the expected mortality and the observed mortality, that is people who are alive who were not expected to live, who are home now with their families. What an amazing thing that is to do.

We also had the strongest financial year in our medical center's history so when we have the medical center doing its best ever in patient care and the best financially, those are two really important things.

We were able to welcome a new leader for the health sciences, our executive vice president, Dr. Sheldon Retchin. I would like to acknowledge that Dr. Retchin is here in the audience and share a round of applause and welcome. Thank you and I know we have other new senior leaders arriving in medicine and we're all excited about that.

We mentioned Pelotonia. I would say that Doug did a great job of describing the things that go on with Pelotonia, the great spirit that Pelotonia brings to us. It is wonderful to have an event that raises money for us to fight the spread of disease that brings people together in a community and unites us all together. That's great. The event itself is a health promoting event with 8,000 people riding. I rode 50 miles, I was going to do 25 but I knew people were going to ask me how far I rode so I rode 50 to be able to make sure you know I did 50. It is just a great event to be out there on the road all through Ohio and see how much this is supported. It is great to welcome Doug, as we have said, and what great spirit you bring to this and what a great future we have with Pelotonia.

That leads me to our cancer program, one of the most successful cancer programs in the country. I will be mildly technical and focus on the comprehensive cancer center itself. They are the research arm of the cancer center. We are one of 41 places designated by the National Cancer Institute as a comprehensive cancer center.

They are all reviewed every five years with a rigorous process. People come for several days and we prepare for it for months and months. We submit a center grant and then it is reviewed. The center grant get scores, like a golf score, the higher the score, the less competitive. One hundred is about the minimum level that one can consider and still be viable. Then the scores go down as you get better and better and better and the lowest possible score is a 10 and that is essentially a perfect score. We have an exceptional rating in our cancer center, that's great. In 2010, when we were reviewed last time, we

had an amazing score of 12, very near a perfect score and we were rated exceptional and we are very pleased to do that. Only one place in history has ever received a perfect score, MD Anderson. This year we were very pleased and honored to receive a score of 10, a perfect score on our comprehensive cancer center review. Again, these have been going on for decades, there are 40 of them around the country and this is only the second time that any place has received a perfect score. That is a credit to Mike Caliguri and the research team that works so hard.

It is also directly related to Pelotonia because one of the things they look at is what level of community support you have and I think that has really helped to push us over the line. The concept of being the best we can at doing cancer research is something that we are really proud of. We would love to get a nine next time. I don't know, that's not possible. We would love to keep moving forward and we take great pride in that.

We are also continuing to make progress in our plans for a teaching and learning institute. We had a teaching and learning summit this past May and we're having a follow-up coming soon. An advisory group will be meeting this fall. We received a recent update from Provost Steinmetz about making more effective use of our summer session, one of the outcomes of our teaching summit. We are very excited about those things. We think that more effective use of the summer could help our students complete their degrees on time. We could use some innovative ways to deliver course material which we think will be quite helpful and that will also, in addition to making the instruction better, allow students to leave with less debt and we think that is very important.

I have mentioned our academics and how well that has worked, I mentioned our health sciences and how well that has worked. We have mentioned some wonderful outreach we've had to the state. We mentioned really historic support from the state, from our local legislators and from our federal representatives as well. We are having dinner tonight actually with one of our senators and we really are well supported there.

We also have athletic programs at The Ohio State University. I don't want them to be overshadowed too much by our academic success. Last year, we won the Big Ten Conference, a great conference. The Big Ten was very pleased to be able to win nine National Championships. There are 33 conferences, and they won nine National Championships. Ohio State won five of those nine so we did more than our share of heavy lifting. We are really proud of that.

Kudos to Gene Smith and his staff for an extraordinary year of excellence. Wrestling won its first National Championship in 94 years, our pistol team won a national championship, as I say with chagrin by beating the U.S. Military Academy's but you know we are pleased with how well they did. Our women's rowing team won its third consecutive national championship. We had them over to the house for dinner a couple of nights ago. They are more than 50 women who are just incredible people to meet, really, really dedicated. They had to leave early because they have a nine o'clock bedtime every night and then get up in the morning to row. This was their third consecutive national championship. First time in NCAA history that a rowing team has done that.

Our women's synchronized swimming team won its 29th national championship which is unbelievable, that is great dominance. Of course, our men's football team, which is currently again ranked number one, won its national championship last year. We had a wonderful year on the athletic field.

I was also proud to know that our athletes who graduated had a cumulative GPA of 3.02; they did very, very well in that category. We are proud of them as students and proud of them as athletes and proud of them as representatives of The Ohio State University.

I wanted to say that I am very pleased about the new changes, new legislation in the budget bill that allows us to provide full voting rights for our students on the Board of

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Trustees. The state budget bill that passed at the end of June enables this so we will change our bylaws and this will allow our student trustees to be voting members. There is a 90-day waiting period. I look forward to that happening and congratulate our legislators for this positive change.

I am grateful for our student trustees for their contributions and to our past student trustees, one of whom you saw in the video, for behaving in a way that showed everyone that they deserve full voting rights and full membership and we really do appreciate your contributions.

I will echo the chairman's remarks and welcome Halie Vilagi, who is our new student trustee. Halie is pursuing a degree in Public Affairs with a minor in Political Science. Halie it is wonderful to have your participation here at university events. It was great to spend last weekend with you and we look forward to great years working with you.

Also, want to welcome new charter trustee and longtime friend of the university, Jim Klingbiel. Jim previously served on our university's Foundation Board of Directors and is the co-chairman and CEO of the Klingbiel Company in San Francisco. Jim we are grateful to have you and Sally be a part of our family and appreciate your support over all of the years and we look forward to working closely with you in the coming years as well. Thank you.

And finally, I want to just say I couldn't be more excited and enthusiastic to begin my second academic year here. There is no university on the planet with the complexity, the depth, the richness, and the possibilities of The Ohio State University. It is a great privilege to be working with all of you. I look forward to another year of undisputed excellence in everything we do.

This concludes my report and thank you all very much.

Dr. Wadsworth:

Thank you very much President Drake, Again, a long list of wonderful things that we can be proud of and I appreciate the report.

At this time we are going to go to committee reports and Abigail Wexner is going to report out on the Wexner Medical Center Board, where we also had the opportunity for a more in-depth dive this week into the wonderful things that have been happening there. Mrs. Wexner.

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## COMMITTEE REPORTS

Mrs. Wexner:

Thank you, Mr. Chairman. The Wexner Medical Center Board met on Tuesday and we began our meeting with the CEO update. Dr. Retchin reported on our *U.S. News and World Reports* rankings as well as reviewed the Wexner Medical Center performance scorecard. I would like to note that inpatient mortality is green, as our president noted. This metric is a reflection of the quality of care that we provide to our patients and as we all know, this is probably the most important metric that we are concerned about and track and look at.

Dr. Retchin then presented the Plan for Patient Care Services for University Hospitals and the Arthur G. James Cancer Hospital. We were required to review these plans annually. There were no significant changes from last year.

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Dr. Wadsworth then presented the Amendments to the *Bylaws of the Wexner Medical Center Board*. The amendments bring us in alignment with Joint Commission Standards related to granting temporary privileges and the composition of our medical staff administrative committees. Also, there are some more general changes to the bylaws that established the Wexner Medical Center Board. We are rescinding three sections that are either outdated or duplicated and we are also proposing the addition of the individual hospital chief executives and the CEO of the Health System as ex-officio, non-voting members. Related to the chair of the Wexner Medical Center Board's term, we are recommending a continuance of the current structure.

Mr. Geier then presented the year-end financials and overall performance is up, as noted. Our operating margin and debt service coverage continue to grow and we are outperforming budgets in these areas. Our days cash on hand has grown but this is still a metric that we will continue to watch and monitor closely. Again, financial health is very good.

Mr. Geier also presented the Fiscal Year 2016 Budget for the medical center. Both the budget and the Amendments to the *Bylaws of the Wexner Medical Center Board* are being recommended by the Wexner Medical Center Board to the university board for approval.

We concluded with an update of our outreach efforts with a particular focus on our telemedicine program. We have telemedicine operations and connections to our community hospitals throughout the state of Ohio. Our most developed telemedicine program is related to the care and treatment of stroke. We were able to connect to Memorial Health in Marysville and witness firsthand the lifesaving impact that telemedicine can have on patients.

We also met in executive session and that concludes my report Mr. Chairman.

(See Appendix III for background information, page 86)

Dr. Wadsworth:

Thank you very much. Any questions or comments? It was certainly a very successful year and it was a very good meeting we had to learn about the details. Next up is Dr. Reid on Advancement committee.

Dr. Reid:

Thank you, Mr. Chairman. The Advancement Committee met yesterday and we began with several items for action.

Mr. Eicher provided the university foundation report. Foundation Board recruitment continues with commitments from six new directors. The Foundation Board is preparing for meetings on October 8th and 9th. The meetings will begin with the Celebration of Excellence, which formerly was the Evening of Distinction. Lou Ann Moritz Ransom will receive the Gerlach Development Award and Ralph and Barbara Rockow will receive the Reese Medal. Following the Foundation board meeting, Dr. Robert Wright will guest lecture to students and leadership about his personal experience of participating in the March on Selma with Dr. Martin Luther King, Jr. and his role during the Civil Rights Movement for Voting Rights.

Dr. Fincher then presented the namings related to the otolaryngology laboratories being named after Dr. David Schuller as well as three internal spaces within the Chemical and Biomolecular Engineering and Chemistry Building. The Foundation report and naming resolutions were passed by the Advancement Committee and are they are included in the consent agenda.

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Mr. Eicher provided an update on fundraising, and as Dr. Drake just bragged and I think it is still worth bragging again, \$405 million in new fundraising activities and a university record of \$360 million in cash activity. Nothing is wrong with saying that twice.

On the scorecard, there are a couple of areas of note. Participation in the Buckeye Room is nearing 10,000 members. The Buckeye Room is a virtual community of alumni, and it is from this virtual community that we get loads of input on how the university is doing overall and things that are of interest to the university and to alumni. We continue to collect great insights from them.

Overall performance for our engagement efforts are every healthy. We nearly doubled the number of unique event attendees. This means people who come out and attend events that are related to the university.

Ms. Beckwith provided an update on Alumni Association activities. The association is transitioning the officers of the board. There will be a new chair, vice chairs, and treasurer, all of whom will be named in September. Ms. Beckwith also acknowledged the excellent work Chris Ito has done to lead the board over the last two years and he has been really phenomenal.

Fall will be busy for the Alumni Association, as the team is working, in conjunction with partners across the university, to produce events for alumni, not the least of which is homecoming on October 9th and 10th.

Mr. Gurd then discussed details of the first ever 2016 Volunteer Summit. I would like to ask all of us, those in the room, to note April 14th on your calendars. That will be the first time that we will host a summit that brings together volunteers, faculty, staff, and students from across academic and administrative disciplines and across the country to become better educated about one of our discovery themes, Food Security. Dr. Drake has said this regarding food security: This is something that "can and will transform lives in our community and beyond."

The committee then met in executive session and that concludes my report Mr. Chairman.

Dr. Wadsworth:

Thank you Dr. Reid. Any comments or questions? These reports are fairly brief but are reminders that we cover about \$6 billion of responsibility every year. It really is a bit of an iceberg where we see the tip here and there is an awful lot of work that goes on and thank you for that.

The next report is by Mr. Jurgensen on Audit and Compliance.

Mr. Jurgensen:

Thank you, Mr. Chairman. The Audit and Compliance Committee met yesterday and we had three items for discussion on our agenda.

The first item dealt with an update from our external auditing firm, PricewaterhouseCoopers (PwC), relating to the year-end financial audit of the university. Planning for the year-end audit has been completed. There have been no significant changes with respect to the plan itself. No new significant risks identified in the audit and we are on track for all of the expected deliverables. This leads up to the receipt of the audit in October, we are on our normal time frame there.

This week there is a number of meetings that will begin to take place with PwC and various members of our financial staff. PwC also spent some time talking to us about GASB (Governmental Accounting Standards Board) 68. This is a relatively complicated

issue but it deals with "Schedules of Collective Pension Amounts and Employer Allocations." For the first time, we are going to be required to put on our balance sheet, liabilities with respect to our pension obligations. The interesting thing about this is that these are actually pension obligations carried by the state of Ohio but they are going to end up on our balance sheet. The liability will, the assets actually rest with the state. I will admit that, I don't get it, but rules sometimes are rules.

Our chief financial officer is spending a lot of time working with everyone to calculate what these amounts will look like. They actually have come down a little bit. That is a function of interest rates and the performance of assets that are on the other side of the liability, but nevertheless these are really big numbers. My first concern was if we were going to change our balance sheet in a significant way, how would some outside people look at that, particularly the rating agencies? I think in this particular case, the rating agencies understand that yes that's going on the balance sheet but they know what the truth of the liability is. Geoff tells us that he does not anticipate any issues with respect to the rating agencies for this but more to come. This should go on our balance sheet as of June 2015, so when we get the audit in October, we will have a reconstituted balance sheet.

Next, Gates Garrity-Rokous provided the committee with an update on the university's compliance and integrity program. Gates began with an assessment of the university's compliance program and presented the Office of University Compliance and Integrity's annual report for the year. This is a pretty comprehensive plan, covers a lot of ground, and covers every square inch of the university. I think it should go without saying that, at least in my experience, and supporting something Dr. Drake said, is an extremely complicated place. When you go across the academic part of the university, the medical center part of the university, the athletic part of the university, all the research that goes on at the university, it is federal government, it is state government, it is local government, it is accounting, it is just a whole host of things. This plan to ensure that we have proper controls and procedures and testing, is a very daunting task, but we are on track. We have made significant progress. I think it is too soon to declare victory necessarily across all these things, but the committee remains pleased with the progress that we've made.

Gates also addressed internal and external factors that the office has identified in three areas. One is risk mitigation, one is integrity in governance, and the third is issue response. Another aspect of Ohio State that stands out is, we have a lot of events that happen and a lot of issues that we need to respond to and deal with. We track and monitor all of those very carefully.

As part of the planning for all of the compliance work, Gates' office will continue to work closely with the Audit and Compliance Committee to examine its progress over the last year. One of the things that we spent a fair amount of time talking about are lessons learned. As things come up and as we get to control breaks of one kind or another, and everybody does, the key to all of it really is trying not to make the same mistake twice. We really would like to learn from what has gone on in the past.

Finally, as is the case with most of our committees, Gates presented the Audit Committee scorecard. I would note that performance is up on all items and, as a continuation of our conversation from the June meeting, we are watching closely the staffing and resource changes in the Office of Research, and Gates noted as part of the scorecard that the Office of Research performance is trending upward for the year. That is a good thing.

The committee also met in executive session and that concludes my report.

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Dr. Wadsworth:

Thank you, Mr. Jurgensen. Questions or comments? That is a very busy agenda in Audit and Compliance and those of us that are able to attend see a tremendous range of activities and complexity.

Next up is Mr. Shumate who is going to discuss the outcome of the Academic Affairs and Student Life Committee.

Mr. Shumate:

Thank you Mr. Chairman. Our committee met yesterday at Curl Hall, part of the new North Residential District, and it was great to experience and see this project first hand. We also, at the beginning of our meeting, welcomed our three new members. Dr. Richard Herrmann is joining us as our faculty representative. He is the chair of the Department of Political Science and has held that position since 2011. We look forward to working with Dr. Herrmann on the committee issues and deliberations. Also, Jim Klingbiel, our newest charter trustee, brings to us a wealth of background and experience to add to the deliberations of the Academic Affairs and Student Life Committee. Halie Vilagi is our new undergraduate student trustee who is majoring in public affairs with a minor in political science. We look forward to working with all three of our new members.

We began our meeting focused on two action items. The long list of personnel actions and secondly the approval of a reaccreditation process for ATI (Agricultural Technical Institute) becoming part of the university's overall process. Both of these resolutions were passed by the committee and they are included on the consent agenda for approval by the full board.

As all of our committees do, we reviewed the academic initiatives scorecard, and it is in very good shape. As we know, we are focused on our strategic items of balancing affordability, access, and excellence for our students, developing e-learning, a strong focus on increasing need-based aid for our students, as well as continuing our focus on the discovery themes for our faculty and research.

The committee then heard from Dr. Javaune Adams-Gaston, the vice president for Student Life, and Dr. Linda Martin, who is the Director of the STEP Program, the Second-Year Transformational Experience Program. They spoke about the STEP program and the activities over the past several years. Having the North Residential District as part of that process has really added to the experiences and the significance of the STEP program.

As we all know, we approved the STEP program in 2012, with the goal of increasing second year student success through interaction with faculty, participation in campus events, as well as peer interaction and living on campus. The elements of STEP include a two-year on-campus residency requirement, weekly meetings, faculty support, a two-part financial literacy program, which is going quite well, and a signature project in the spring. In its first two years, about 2,000 students and approximately 130 faculty mentors have been involved with this program and it is a national model in terms of enhancing the student experience, also one of our primary goals.

Also during our meeting, a student, who participated in the STEP program, Alexis Johnson joined us and talked about her experience with STEP. In particular, she was very pleased with the opportunity to participate in a global experience that was provided by the STEP program. She was very complementary of her faculty advisor and mentor, Dr. Tim Gerber, and talked about the importance of that interaction with faculty as a part of this program. The committee then heard from the dean of our College of Social Work who gave an overview of the college, which currently ranks as 15th among public universities by *U.S. News and World Report*.

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I would also note that the Ohio State's College of Social Work is the oldest continuously accredited public social work program in the United States. The college is doing quite well. It received its largest sponsored research award from Franklin County Children's Services which is a five year award totaling more than \$1.3 million. The college received a \$2 million grant to create the Higher Education Center for Alcohol and Drug Abuse Prevention and Recovery. Also, the college is at 117% of its capital campaign goal, including a \$1 million bequest from an alum, which is the largest single donation to date for the college. We certainly encourage them to continue their fundraising efforts.

Mr. Chairman we had a very interactive meeting. One focused, as I said, on our priorities and our strategic initiatives and that concludes my report.

Dr. Wadsworth:

Thank you very much. Any comments or questions? Moving on, Mr. Brent Porteus will cover the work of the Finance Committee.

Mr. Porteus:

Thank you Mr. Chairman. The Finance Committee met yesterday and had a very ambitious agenda. During the meeting, six items were presented for discussion.

Ms. Devine presented the university financial scorecards and the fiscal year 2015 interim financial report, which showed the university and Wexner Medical Center are overall financially on budget through June 30, 2015. The consolidated scorecard showed all metrics as exceeding budget except for total expenses and change in net financial assets due to underperformance for investment income. I would like to note that the medical center had a record year of earnings while increasing safety, as we have talked about, and we need to recognize Geoff Chatas's role in helping to launch initiatives that were crucial in that success.

The physical environment scorecard was then reviewed by Mr. Kasey. He discussed with us those items that were coded yellow and what they are doing to bring them back into the green status. The construction project status report was presented by Ms. Readey and it was noted that most major projects are green on the report as on time and on budget to date.

Mr. Lane, Mr. Papadakis, and Mr. Chatas gave the annual review on the long term investment pool from the Office of Investments and the Office of the Treasurer. The fiscal year 2015 year end summary was provided, along with the contribution analysis, the distribution by designated use, and a review of the operating funds investment policy as we do on an annual basis.

Mr. Papadakis then provided the annual review on the internal bank. This included a summary of the services to the different university departments, a list of outstanding loans and leases, and projects funded during the 2015 fiscal year.

The Finance Committee additionally discussed six items for the consent agenda and I will briefly review those resolutions. Mr. Chatas presented the fiscal year 2016 budget. The budget, as presented, is based on the tuition and fee levels approved at the June board meeting. We were unable to approve the budget in June as we didn't know what the legislature's final decisions would be and that is why we are presenting it here in August. The university closed fiscal year 2015 in a strong financial position, however there are a number of challenges that we continue to review and that must be managed.

Mr. Chatas and Mr. Kasey presented the capital investment plan for fiscal years 2016 through 2020. The total request for the five year period is just slightly above \$1 billion, with \$797 million of that made up of prior commitments.

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Then, Mr. Chatas presented the appointments to the self-insurance board. The members being appointed to the board are Charlotte Agnone and James Gilmour with terms ending on June 30, 2017.

Ms. Readey and Mr. Kasey then presented several requests for approval to increase professional services and/or construction contracts that we reviewed and discussed. The materials for each of those projects can be found in your board materials.

Finally, Mr. Myers presented the sale of two real properties, one located at 506 Park Overlook Drive and the second at 786 Griswold Street for distribution. These resolutions were passed by the Finance Committee and are included in the Board of Trustee's consent agenda today.

Mr. Chairman we then went into executive session and that concludes my report.

Dr. Wadsworth:

Thank you very much. Comments, questions? We will move to our final report by Mr. Tim Smucker, which is the Governance Committee. Tim.

Mr. Smucker:

Thank you Mr. Chairman. The Governance Committee met yesterday and we reviewed four items for action and had one item for discussion.

The meeting began with a presentation on Amendments to the *Bylaws of the Board of Trustees*. Ms. Link and Mr. Meadows provided an overview of the process that they used to ensure that a comprehensive review and evaluation of our bylaws was conducted. They reviewed bylaws of peer intuitions as well as used resources from the Association of Governing Boards to ensure that our bylaws reflect best practice. They then walked through the revisions to each chapter of the bylaws. The vast majority of the changes proposed were not designed to change current board practice, but are to either correct incorrect or outdated items, codify certain board practices already in existence, or remove duplicative provisions of the bylaws as compared with the remaining bylaws, revised code provisions, and existing university rules.

The additional changes were designed to provide the board and administration with additional reasonable flexibility and clarity about how the board conducts its work. We also moved the talent and compensation and master planning and facilities from ad hoc committees to full standing committees of the board.

Ms. Link then presented the Amendments to the *Bylaws of the Wexner Medical Center Board*. These were reviewed by the Wexner Medical Center Board at its meeting on Tuesday, as was indicated by Mrs. Wexner's report, and were recommended to the Governance Committee for consideration.

Dr. Wadsworth presented the ratification of committee appointments for 2015-2016. Our new student trustee, Halie Vilagi, and the new faculty representative, Richard Herrmann, to the Academic Affairs and Student Life Committee were added to the roster. Also, the committee roster was updated at yesterday's meeting to include the appointments to the newly formed talent and compensation and master planning and facilities committees.

Mr. Jurgensen then presented the total compensation philosophy and the procedure for setting and reviewing compensation for university executives. These documents were vetted through our Talent and Compensation Committee when they were functioning as an ad hoc committee. The compensation philosophy is a formal statement regarding the university's position on total compensation for executives. It sets the foundation for a consistent and standardized approach for attracting, rewarding, and retaining key executives to the university and medical center. This document is an update to the

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university's current compensation philosophy. The procedure for setting and reviewing compensation identifies which executive compensation actions may be approved by the president and which ones require board or committee approval. The procedure also outlines how the board will complete its annual review of senior executive compensation.

All of these resolutions were passed by the committee and are on the consent agenda for approval of the full board.

We concluded our meeting with an update by our chairman on the presidential performance evaluation and then we also met in executive session.

With that, I would like to ask Chairman Wadsworth to report to the full board on the presidential performance evaluation.

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### **PRESIDENTIAL PERFORMANCE EVALUATION**

Dr. Wadsworth:

Thank you very much Mr. Smucker. As is our practice, and has been for many years, we did undergo a thorough review of the president's performance during his first year, in this case, and he has been met with many successes and I want to take a few minutes and detail progress over the last year.

President Drake began his tenure as the 15th President in July of 2014, and we all welcomed him and his wife Brenda to the Columbus community. Since then, we've been impressed with his professional accomplishments, keen intellect and his grounded humility, and we are very pleased that we have him as our new leader.

President Drake quickly went about the work of building a working knowledge of both the institution and the state of Ohio. Amongst those, we set five early goals for his first year of the presidency as reported to the Governance Committee in late 2014. In addition to unexpected events that always come up during the year and took a lot of his attention, we worked collaboratively on these goals and I am now going to briefly outline what they were and some of the accomplishments.

The first goal, recognizing by the way, that the Wexner Medical Center is about \$3 billion of the total \$6 billion of this university on an annual basis. The first goal was to create an environment of excellence at the OSU Wexner Medical Center focused on leadership and organizational structure. President Drake successfully recruited Dr. Sheldon Retchin, who was introduced earlier, as executive vice president and has the comprehensive health sciences organization as part of his medical center structure. In addition, he successfully opened the new James. I am pleased to report from the Wexner Medical Center Board meeting earlier this week, and as we heard from Mrs. Wexner, that the medical center has had an outstanding year both financially and with regard to the quality of the care provided to our patients. I know we have repeated that several times but it bears repeating when you both have great financial success and you have the quality and safety record that was earned this year. It really is rewarding. I have to say that Dr. Drake's career's worth of experience in academic medical centers has undoubtedly benefitted us.

Goal number two was to strengthen the quality of academic and research programs in order to continue our pursuit of excellence. The president led us through a renewal of our enrollment plan and laid out a bold plan regarding tuition, fees and housing. He also moved the Discovery Themes initiative forward with its first 20+ hires which will strengthen our research program. Other significant initiatives include the president's new thinking on student wellness and mental health programs as well as the University

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Teaching Institute that he mentioned earlier. We have enjoyed having a very strong focus on the core purpose of our university and teaching and seeing that emphasized.

Goal number three was to build a five year financial plan that balances revenue generation and expense reduction. The president, in his investiture, laid out a vision that meets this goal through a \$200 million reduction in cost and at the same time a \$200 million increase in revenue generation over a five year period, in both cases. This financial plan, in turn, takes those monies and reinvests them in our core mission. The first two years of a tuition plan, focusing on access and affordability, have already been put in place. And as we heard earlier, I am also pleased to report that the university's philanthropic giving campaign is not only on schedule, but we think a little bit ahead. That is a tremendous accomplishment also.

Goal number four was to establish a diverse university-wide culture that strengthens wellbeing as well as attracts, retains, and develops faculty and staff. This comprehensive effort resets expectations and plans for campus wide engagement. Recruitment of talent toward the university's most pressing priorities continues under this framework.

The fifth and final goal is to build off-campus relationships that further integrate the university into the economic, cultural, and public fabric of the state. Coming into a new community is quite a challenge to learn all the nuances and the intricacies and President Drake invested substantial time and energy in building meaningful relationships with key community, philanthropic, government, and business leaders and those relationships have already started to pay off for the university and will only grow and deepen in the next year. In addition, trustees and their feedback praise Dr. Drake's integrity, his intelligence, his capabilities, and in general, we feel collectively we are on a very favorable trajectory. Overall your time with us, Dr. Drake, we characterize it as very strong optimism for the future.

Specifically, I think the President struck an excellent tone with his investiture address where he laid out a compelling vision for Ohio State centered on access, affordability, and inclusive excellence. We recognize there were challenges, there always will be, but the president managed them extremely well. Overall, work remains to be done, but a great deal was accomplished this year and the board looks forward to partnering with you on our continued important work moving forward.

I have asked Mr. Jurgensen, in his role which will be new as Chair of a fully implemented, Talent and Compensation Committee, to come forward at our November meeting with recommendations for compensation adjustments and any necessary contractual changes as a result of this positive evaluation.

Finally and most importantly, I want to thank you, Michael, for your steadfast work on behalf of the university and this board and I will repeat my appreciation for all that Brenda does as well. It is a real team effort and I think we are all much better for it.

With that, I will ask if there are any further comments from my fellow trustees. Well I did receive them all in writing and in various other ways so I won't be surprised if there isn't.

The consent agenda is now before the trustees. I would like to call on Dr. Drake to present it to the board.

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## **CONSENT AGENDA**

President Drake:

Thank you, Chairman Wadsworth. Thank you for the kind words and thank you very much for the great welcome that Brenda and I have had to this community. You, the

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entire Columbus community, and also the amazing 500,000 person strong Buckeye Nation, have been really terrific.

Today we have a total of 16 resolutions on the consent agenda. We will hold a separate vote on item two, Amendments to the *Bylaws of The Ohio State University Wexner Medical Center Board*. We have revised copies of the Amendments to the *Bylaws of The Board of Trustees*, Amendments to the *Bylaws of the Wexner Medical Center Board*, and Ratification of Committee Appointments for 2015-2016.

We are seeking approval for the following:

**AMENDMENTS TO THE BYLAWS OF  
THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES**

Resolution No. 2016-01

Synopsis: Approval of the attached amendments to the *Bylaws of the Ohio State University Board of Trustees*, is proposed.

WHEREAS a comprehensive periodic review of all chapters of the bylaws is a governance best practice; and

WHEREAS the last revisions to the *Bylaws of the Ohio State University Board of Trustees* took place in August 2013; and

WHEREAS the Board of Trustees desires to update Board committee structure and other board practices as described in the *Bylaws of the Ohio State University Board of Trustees*; and

WHEREAS pursuant 3335-1-09 (C) of the Administrative Code the rules and regulations for the university may be adopted, amended, or repealed by a majority vote of the Board of Trustees at any regular meeting of the Board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached adoptions, amendments, and rescissions of the *Bylaws of the Ohio State University Board of Trustees*.

(See Appendix IV for background information, page 149)

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**RESOLUTIONS IN MEMORIAM**

Resolution No. 2016-02

Synopsis: Approval of Resolutions in Memoriam, is proposed.

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

Ronald G. Corwin

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 29, 2015, of Ronald G. Corwin, Professor Emeritus of Sociology in the College of Arts and Sciences.

Professor Corwin held a BA from Iowa State Teachers College, served in the United States Air Force in Japan, and then upon completion of his military service Professor Corwin obtained his MA and PhD degrees in Sociology at the University of Minnesota. He taught

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at Teachers College, Columbia University, and for one year he served as director of basic research in the U.S. Department of Education. He joined the Ohio State faculty in 1962 and had a distinguished 33 year career. After an early retirement from Ohio State Professor Corwin moved to California where he worked for several years as a research administrator for an independent research organization.

Professor Corwin authored or co-authored over 100 publications, including 14 books and dozens of research articles in top professional journals including the American Sociological Review, American Journal of Sociology, Social Forces, and Administrative Science Quarterly. His main scholarly focus was on the sociology of education and is widely noted for his books, *The School Choice Hoax: Fixing America's Schools and Reform* and *Organizational Survival: The Teacher Corps as an Instrument of Educational Change*.

Professor Corwin's work was well received by his colleagues. Within the field of sociology of education, Professor Corwin was voted as one of the five individuals making the greatest contributions to the growth and development of the field. He was also voted as a top contributor to the field of educational administration. He was former vice president of the American Educational Research Association. He held elected positions in the American Sociological Association and served as Associate Editor of the journal *Sociology of Education*.

Among his numerous and valuable assignments in the sociology department he served with distinction both as Chairman of the Graduate Committee and as Personnel Committee Chairman during a period of very rapid growth and expansion. His efforts helped consolidate the sociology department's position as one of the best in the country.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Ronald Corwin its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Daniel L. Cowdrey

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 25, 2015, of Daniel L. Cowdrey, Associate Professor Emeritus of The Ohio State University Extension Service.

Dan was born May 16, 1935, in Williamsburg, OH. He received his BS degree in 1957 and his MS degree in 1969 in Agriculture Education, both from The Ohio State University.

His Extension career in Ohio began on July 1, 1966 as the County 4-H Extension Agent in Fayette County. He resigned on July 31, 1968. On June 1, 1970 he was reemployed as the County Extension agent in Highland County. Professor Cowdrey added Community and Natural Resource Development programming to his responsibilities July 1, 1979. Beginning June 1, 1990 he gave leadership to the Alternative Agriculture Enterprise Center (AAEC) in Hillsboro and began working solely with these duties on April 1, 1993. He held this position until his retirement on March 31, 1995.

Professor Cowdrey was recognized for his teaching of various agricultural programs to many audiences. He participated and worked with cultural and technical exchange programs in Brazil with a major area of emphasis on the dairy program which included reproduction feeding, care and management, and handling milk from farm to market. He also worked extensively to further develop and expand trade relations so that the export of dairy breeding livestock could be expanded. His work at the AAEC included many programs on economic development and alternative crops for the citizens of southern Ohio. He served on many committees and was a member of the National Association of Agricultural Extension Agents.

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On behalf of the university community, the Board of Trustees expresses to the family of Professor Daniel Cowdrey its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Derek Horton

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 5th, 2015, of Derek Horton, Professor Emeritus of Chemistry in the College of Arts and Sciences.

Professor Horton held a bachelor of science in chemistry, with honors, in 1954, PhD in 1957, and DSc in 1972 from Birmingham University, UK. He was hired by The Ohio State University in 1959 as a research associate in the Department of Chemistry, joined the faculty in 1962 and was promoted to full professor in 1969. After 33 years, he retired from the Department of Chemistry in 1992.

In terms of Derek Horton's excellence in science and the profession of chemistry at The Ohio State University, he was given a citation of outstanding teaching in 1973, the Alumni Award for Distinguished Teaching in 1980, and the University Distinguished Scholar Award in 1989.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Derek Horton its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Eleanor R. Kersh

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 18, 2015, of Eleanor R. Kersh, Instructor Emeritus of The Ohio State University Extension Service.

Ellie was born December 30, 1924, in Columbus, OH. She received her BS degree in 1947 in Home Economics from St. Mary's of the Springs and her MS degree in 1976 in Agriculture Education from The Ohio State University.

Her Extension career in Ohio began on January 1, 1970, as the County Extension Agent, Home Economics in Franklin County. On December 1, 1972, she became the County Extension Agent, Home Economics in Delaware County. She held this position until her retirement on July 31, 1987.

Instructor Kersh was recognized for her outstanding teaching to various audiences. She prepared and taught many classes for the Expanded Food and Nutrition Education Program and was instrumental in establishing that program for low income citizens. Instructor Kersh wrote radio scripts, established Extension homemaker groups, was instrumental in providing educational programs directed to low income senior citizens who needed home furnishing and she also prepared 4-H subject matter training. She was instrumental in organizing and planning sessions with the Ohio 4-H Fashion Board for young teens who took clothing projects in 4-H. Instructor Kersh served on many committees and was a member of the National Association of Extension Home Economists.

Peers and supervisors recognized that Instructor Kersh was a hard-working, dependable and outstanding home economist.

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On behalf of the university community, the Board of Trustees expresses to the family of Professor Eleanor Kersh its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

Donald R. Kibbey

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 2, 2015, of Donald R. Kibbey, Associate Professor Emeritus in the Department of Integrated Systems Engineering in the College of Engineering.

Prior to coming to Ohio State, Dr. Kibbey was a member of the Civilian Conservation Corps (CCC) in California and Oregon. He also served in Algiers in the Army Air Corps during World War II. Professor Kibbey received his master's and doctoral degrees from The Ohio State University in 1949 and 1957, respectively.

After receiving his degrees, Professor Kibbey taught Industrial Engineering at The Ohio State University for more than 30 years. Dr. Kibbey was a respected teacher who trained and influenced generations of students. He was a valued colleague amongst his peers and his efforts contributed to the reputation and prestige of the department and its programs.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Donald Kibbey its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Joel H. Magisos

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 3, 2015, of Joel H. Magisos, Professor Emeritus in the Department of Agricultural Education.

Joel Hans Magisos was born May 20, 1929, in Chuquicamata, Chile to Norwegian parents Hans and Belinda (Sletmoe) Magisos. He became a naturalized citizen as a child and was raised in Auburn, Washington. Joel graduated from Auburn High School in 1947 and received two BS degrees from Washington State University; one in Agriculture and one in Education. He received his MS degree in Education from Washington State University, and a PhD in 1968 in Vocational Education from The Ohio State University.

Professor Magisos devoted himself to education as a teacher of secondary vocational agriculture from 1953-1962 in Deer Park and Auburn, Washington, then as a state vocational education supervisor, professor, leader, and international consultant. He was an Ohio State University professor, a Washington State University assistant professor, associate director of the National Center for Research in Vocational Education at Ohio State, and director of the ERIC (Education Resources Information Center) Clearinghouse on Adult, Career, and Vocational Education.

He loved to travel, and directed/consulted on vocational education projects around the U.S. and in 22 other countries. In his retirement, he co-founded Powell International, Inc., and chaired the Accrediting Commission of Career Schools and Colleges of Technology.

Professor Magisos served his profession as president of the American Vocational Education Research Association (now the Association for Career and Technical Education) and was a member of the American Association for Agricultural Education. He received various honors and awards, including membership in seven professional and academic honorariums and The City & Guilds of London. The International Vocational Education and

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Training Association, which he founded, annually awards The Joel Magisos Exceptional Service Award Scholarship.

Joel believed in community participation and was a member of the National FFA (Future Farmers of America) Organization, Kiwanis International, the Masonic Lodge, and the United Methodist Church. In retirement, he learned to pilot and served as commodore of the Sequim Bay Yacht Club, educational officer of the North Olympic Power Squadron, and chair of the New Dungeness Light Station Association.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Joel Magisos its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Richard C. McNutt

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 8, 2015, of Richard C. McNutt, Assistant Professor Emeritus of The Ohio State University Extension Service.

Dick was born April 19, 1936, in Forest, Ohio. He received his BS degree in 1959 in Agriculture Education and his MEd degree in 1963, both from The Ohio State University.

His Extension career in Ohio began on July 1, 1964 as the County Extension Agent, 4-H in Portage County. On June 1, 1969 he was moved to Holmes County as the County Extension Agent, Agriculture. He held this position until his retirement on June 30, 1987.

Professor McNutt provided leadership to many different agriculture programs to many audiences. His programming and expertise included working with Christmas tree growers, the forestry industry, estate planning for the agriculture clientele, the dairy industry which included programs on dairy production, dairy marketing, and dairy expansion. He also worked very closely with the agricultural clientele in Tuscarawas and Coshocton counties. He served on many committees and was a member of the National Association of Agricultural Extension Agents.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Richard McNutt its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Wilma K. Meckstroth

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 11, 2015, of Wilma K. Meckstroth, Professor Emeritus of Chemistry at The Ohio State University at Newark.

Professor Meckstroth held a BS in Chemistry/Mathematics degree from The Ohio State University. She received her PhD degree in Physical Chemistry from The Ohio State University in 1968 and joined the faculty at the Newark Campus as an assistant professor that same year. Professor Meckstroth's research yielded numerous publications in scientific journals and talks at national and local conferences, which enabled her to rise to the rank of full professor, at that time a rare achievement for a faculty member at a regional campus.

Professor Meckstroth was an effective and dedicated teacher during her tenure at the university and beyond. She taught courses in general chemistry and physical chemistry,

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designed laboratory experiments, and developed a new chemistry course for underprepared students. Results of the latter she published at the national level. Two teaching awards highlight Professor Meckstroth's excellence in teaching. In 1976 the Manufacturing Chemists Association awarded her the Two-Year College Chemistry Teacher Award and in 1979 she received The Ohio State University's Alumni Award for Distinguished Teaching.

Dr. Meckstroth was very active in service to the university community. She served on and chaired a number of faculty committees, both at the Ohio State Newark and the Columbus campus. She also was head coach for the men's and women's tennis teams for the Newark Campus.

Following her retirement from academia, Dr. Meckstroth worked for many years in the emergency room at Mount Carmel East Hospital in Columbus, Ohio, as a patient liaison. While there, she also applied her teaching skills to conduct workshops for medical intensive care personnel.

Both at the academic and the personal level, Wilma Meckstroth was a remarkable woman. She pursued an academic career in science at a time when women were unrepresented and faced numerous challenges based on gender. She accomplished this while also raising three children. She was an energetic woman with the ability to balance career, family life, and hobbies. She had a passion for flying and performing aerobatic stunts, bicycling and hiking, tennis and camping, downhill and water skiing, and playing the piano and bridge.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Wilma Meckstroth its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

John B. Neuhardt

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 4, 2015 of John (Jack) B. Neuhardt, Professor Emeritus in the Department of Integrated Systems Engineering in the College of Engineering.

Professor Neuhardt served as a lieutenant in the United States Air Force in the early 1950s. He attended the University of Michigan where he received his BA in Mathematics in 1956, Masters in Mathematics in 1958, Masters in Industrial Engineering in 1965, and PhD in Industrial Engineering in 1967.

After receiving his degrees, Professor Neuhardt moved to Ohio State where he taught Industrial Engineering for more than 30 years. Professor Neuhardt was a respected teacher who trained and influenced generations of students. He was a valued colleague amongst his peers and his efforts contributed to the reputation and prestige of the department and its programs.

After the conclusion of his academic career, he moved to Mission Viejo, California to be closer to his daughters and grandchildren. Jack was a loving husband, father, and grandfather. He enjoyed playing the piano for others, watching the Detroit Lions and Tigers, and watching Ohio State University football and basketball.

On behalf of the university community, the Board of Trustees expresses to the family of Professor John Neuhardt its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

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Myra G. Philpott

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 15, 2015, of Myra G. Philpott, Assistant Professor Emeritus of The Ohio State University Extension Service.

Myra was born March 2, 1920, in Dillon, Montana. She received her BS degree in 1941 in Education from Bowling Green State University.

Her Extension career in Ohio began on December 1, 1952, as the Home Demonstration Agent in Allen County. On July 1, 1956 the title was changed to County Extension Agent, Home Economics. She held this position until her retirement on March 31, 1980.

Professor Philpott was recognized for her outstanding teaching to various audiences that included the minority population, young and employed homemakers, senior citizens, and low income citizens of Allen County. She held many workshops and gave presentations on food production and preservation. She was instrumental in organizing and planning sessions with the Ohio 4-H Fashion Board for Mall programs and conducted classes on pattern style and changes that also included basic sewing and tailoring. She served on many committees, was a member of the National Association of Extension Home Economists, and received the Distinguished Service Award from this organization.

Peers and supervisors recognized that Professor Philpott was a hard-working, dependable home economist and many indicated that "they were a better person for having had the opportunity to know and work with Myra".

On behalf of the university community, the Board of Trustees expresses to the family of Professor Myra Philpott its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

Katsumi Tanaka

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 12, 2015 of Katsumi Tanaka, Professor Emeritus in the Department of Physics.

Born in 1925 in San Francisco, Professor Tanaka received his preparatory education in Japan and briefly attended the Imperial University, Osaka. In 1947 he returned to the United States and attended the University of California, Berkeley where he received his AB degree in 1949 and his PhD degree in 1952. Professor Tanaka enjoyed a long and distinguished career as a theoretical physicist concentrating on high energy and elementary particle physics.

Prior to joining The Ohio State University as professor in 1964, he was an associate physicist at the Argonne National Laboratory from 1952-1964 and a visiting professor of physics at Ohio State from 1960-1961. He retired from the department in 1995 but maintained an active presence there throughout his emeritus years, right up to a week before his death.

During his tenure here he travelled extensively and was honored by visiting appointments at Fermi National Accelerator Laboratory, Batavia; Lawrence Berkeley Laboratory, Berkeley; CERN (Conseil Européen pour la Recherche Nucléaire), Geneva; Niels Bohr Institute, Copenhagen; Royal Institute of Technology, Stockholm; International Center for Theoretical Physics, Trieste; University of Warsaw, Warsaw; Institute of Theoretical Physics, Goteborg; University of Lund, Lund; Free University of Berlin, Berlin; Kyoto University, Kyoto; Stanford Linear Accelerator Center, Palo Alto; KEK National Laboratory, Tsukuba; and Centro Brasileiro de Pesquisas Fisicas, Rio de Janeiro.

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A fellow of the American Physical Society, Professor Tanaka was a versatile and very active researcher who participated in numerous conferences and symposia worldwide as lecturer and chairman. His work over the years was generously supported by grants from the U.S. Atomic Energy Commission, the U.S. Energy Research and Development Administration, and the U.S. Department of Energy. In 1975 he organized the Third International Conference on Weak Interactions at Columbus. His work spans the gamut of strong, weak and electromagnetic interactions where he worked with many collaborators, national and international. His extensive publication list in distinguished journals evokes a veritable history of high energy physics of the last 50 years.

Dr. Tanaka was a smiling and genial colleague in the Department of Physics before and after his retirement. His presence in the department and the university will be sorely missed.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Katsumi Tanaka its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

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#### RATIFICATION OF COMMITTEE APPOINTMENTS 2015-2016

Resolution No. 2016-03

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2015-2016 are as follows:

##### **Academic Affairs and Student Life Committee:**

Alex Shumate, Chair  
Linda S. Kass, Co-Chair  
Cheryl L. Krueger, Vice Chair  
Janet B. Reid  
Clark C. Kellogg  
Timothy P. Smucker  
Abigail S. Wexner  
Alan VanderMolen  
James D. Klingbeil  
**HALIE M. VILAGI**  
**RICHARD K. HERRMANN** (faculty member)  
Jeffrey Wadsworth (ex officio)

##### **Advancement Committee:**

Janet B. Reid, Chair  
Erin P. Hoeflinger, Vice Chair  
Linda S. Kass  
Clark C. Kellogg  
Cheryl L. Krueger  
Brent R. Porteus  
Alexander R. Fischer  
Abigail S. Wexner  
Corbett A. Price  
Alan VanderMolen  
Steven M. Loborec  
Nancy Kramer  
Craig S. Bahner  
Christopher A. Ito (Alumni Assn member)  
Samira K. Beckwith (Alumni Assn member)  
Keith D. Monda (Foundation Board member)  
Daniel J. Wampler (Foundation Board member)  
Jeffrey Wadsworth (ex officio)

##### **Finance Committee:**

Michael J. Gasser, Chair  
Brent R. Porteus, Vice Chair  
W.G. "Jerry" Jurgensen  
Erin P. Hoeflinger  
Alexander R. Fischer  
Corbett A. Price  
Steven M. Loborec  
Jeffrey Wadsworth (ex officio)

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**Audit and Compliance Committee:**

W.G. "Jerry" Jurgensen, Chair  
Michael J. Gasser, Vice Chair  
Timothy P. Smucker  
James D. Klingbeil  
**HALIE M. VILAGI**  
Lawrence A. Hilsheimer  
Amy Chronis  
Craig S. Morford  
Jeffrey Wadsworth (ex officio)

**Governance Committee:**

Timothy P. Smucker, Chair  
Alex Shumate, Vice Chair  
Linda S. Kass  
Janet B. Reid  
Erin P. Hoeflinger  
Alan VanderMolen  
Steven M. Loborec  
Jeffrey Wadsworth (ex officio)

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**APPROVAL OF TOTAL COMPENSATION PHILOSOPHY AND PROCEDURE  
FOR SETTING AND REVIEWING COMPENSATION FOR UNIVERSITY EXECUTIVES**  
Resolution No. 2016-04

Synopsis: Approval of the attached Total Compensation Philosophy and Procedure for Setting and Reviewing Compensation for University Executives, is proposed.

WHEREAS in order to fulfill its mission and meet institutional hiring needs and priorities, the university must attract and retain outstanding executives; and

WHEREAS the university must set a foundation for a consistent and standardized approach for determining and approving executive compensation; and

WHEREAS a compensation philosophy and procedure for setting and reviewing compensation are important components in providing a foundation for the design and administration of executive compensation; and

WHEREAS the university's current compensation philosophy was updated to align with the university's approach for executives;

**NOW THEREFORE**

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Total Compensation Philosophy and Procedure for Setting and Reviewing Compensation for University Executives.

(See Appendix V for background information, page 174)

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**PERSONNEL ACTIONS**

Resolution No. 2016-05

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the Personnel Budget Records of the University since the June 5, 2015, meeting of the Board, including the following Appointments, Reappointments, Appointment/Reappointment of Chairpersons, Faculty Professional Leaves, Faculty Professional Leave Correction, Emeritus Titles, and Promotion to Professor, and Tenure.

Appointments

Name: JOHN W. CHRISTMAN  
Title: Professor (The John A. Prior Professorship)  
College: Medicine  
Term: July 1, 2015 through June 30, 2019

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Name: DARWIN L. CONWELL  
Title: Professor – Clinical (The Charles Austin Doan Chair of Medicine)  
College: Medicine  
Term: July 1, 2015 through June 30, 2019

Name: SHARON L. DAVIES  
Title: Vice Provost for the Office of Diversity and Inclusion  
Office: Academic Affairs  
Effective: July 1, 2015 through June 30, 2020

Name: JOHN P. FULTON  
Title: Associate Professor (The Food, Agricultural, and Biological Engineering Endowed Professorship)  
College: Food, Agricultural, and Environmental Sciences  
Term: August 16, 2014 through May 31, 2019

Name: PETER L. HAHN  
Title: Divisional Dean, Arts and Humanities  
College: Arts and Sciences  
Term: July 1, 2015 through August 30, 2020

Name: M. SCOTT HERNESS  
Title: Interim Vice Provost, Graduate Studies  
College: Dean, Graduate School  
Office: Academic Affairs/Graduate School  
Term: September 1, 2015 through August 31, 2016

Name: SAFDAR N. KHAN  
Title: Associate Professor (The Dr. Benjamin R. and Helen Slack Wilberger Memorial Chair in Orthopaedic Surgery)  
College: Medicine  
Term: July 1, 2015 through June 30, 2019

Name: RUSTIN M. MOORE  
Title: Dean and Professor (Ruth Stanton Chair in Veterinary Medicine)  
College: Veterinary Medicine  
Term: September 1, 2015 through June 30, 2020

Name: RITA H. PICKLER  
Title: Research Professor (FloAnn Sowers Easton Endowed Professorship in Child and Adolescent Health)  
College: Nursing  
Term: October 1, 2015 through September 30, 2019

Name: KUI XIE  
Title: Associate Professor (The Ted and Lois Cyphert Distinguished Professorship Fund in Teacher Education)  
College: Education and Human Ecology  
Term: September 1, 2015 through August 30, 2018

Reappointments

Name: PHILIP F. BINKLEY  
Title: Professor (The James Hay and Ruth Jansson Wilson Professorship in Cardiology)  
College: Medicine  
Term: July 1, 2015 through June 30, 2019

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Name:	MICHAEL J. BOEHM
Title:	Vice Provost, Academic and Strategic Planning
Office:	Academic Affairs
Term:	May 1, 2015 through June 30, 2020
Name:	WAYNE E. CARLSON
Title:	Vice Provost, Undergraduate Studies Dean, Undergraduate Education
Office:	Academic Affairs
Term:	September 1, 2014 through August 31, 2017
Name:	RAMESH GANJU
Title:	Professor (Ernest Scott, M.D. Endowed Professorship in Pathology)
College:	Medicine
Term:	July 1, 2015 through June 30, 2019
Name:	SAMSON T. JACOB
Title:	Professor (The William C. and Joan E. Davis Cancer Research Professorship)
Center:	Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term:	July 1, 2015 through June 30, 2019
Name:	PETER E. LARSEN
Title:	Professor (The Dr. Larry J. Peterson Endowed Professor in Oral and Maxillofacial Surgery)
College:	Dentistry
Term:	October 1, 2015 through September 30, 2019
Name:	ALAN D. LETSON
Title:	Professor – Clinical (William H. Havener, M.D. Chair in Ophthalmology)
College:	Medicine
Term:	July 1, 2015 through June 30, 2019
Name:	EHUD MENDEL
Title:	Professor (The Justine Skestos Chair in Minimally Invasive Neurological Spinal Surgery)
College:	Medicine
Term:	July 1, 2015 through June 30, 2019
Name:	R. LAWRENCE MOSS
Title:	Professor (The E. Thomas Boles Jr. M.D. Chair in Pediatric Surgery)
College:	Medicine
Term:	July 1, 2015 through June 30, 2019
Name:	JOHN M. NUSSTEIN
Title:	Professor (Dr. William J. Meyers Endowed Chair in Endodontics)
College:	Dentistry
Term:	July 1, 2014 through June 30, 2019
Name:	CYNTHIA J. ROBERTS
Title:	Professor (The Martha G. and Milton Staub Chair for Research in Ophthalmology)
College:	Medicine
Term:	July 1, 2015 through June 30, 2016

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Name:	MICHAEL F. TWEEDLE
Title:	Professor (The Stefanie Spielman Chair in Cancer Imaging)
Center:	Comprehensive Cancer Center - The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term:	July 1, 2015 through June 30, 2017
Name:	PATRICK S. VACCARO
Title:	Professor – Clinical (The Luther M. Keith Professorship in Surgery)
College:	Medicine
Term:	July 1, 2015 through June 30, 2019
Name:	INGRID M. WERNER
Title:	Professor (The Martin and Andrew Murrer Professorship in Finance)
College:	Max M. Fisher College of Business
Term:	March 1, 2015 through February 28, 2020
Name:	KARLA S. ZADNIK
Title:	Executive Dean
Office:	Health Sciences
Term:	September 1, 2015 through June 30, 2017

(See Appendix VI for background information, page 178)

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### **APPROVAL FOR ATI REACCREDITATION TO BE CONSOLIDATED WITH THE UNIVERSITY REACCREDITATION PROCESS**

Resolution No. 2016-06

Synopsis: Approval of the Office of Academic Affairs (OAA), for The Ohio State University (OSU) and The Ohio State University's Agricultural Technical Institute (OSU-ATI) to consolidate their separate accreditations with the Higher Learning Commission (HLC), of the North Central Association of College and Schools (NCA), into a single accreditation under the University, is proposed.

WHEREAS The Ohio State University has been accredited by the NCA since 1913 with its last comprehensive review for reaffirmation in 2006-07; and ATI has been accredited since 1978 with its last reaffirmation in 2007-08; and

WHEREAS despite a separate accreditation process, administratively, ATI is one of 12 academic units that are part of the College of Food, Agricultural and Environmental Sciences (FAES), which reports to OAA; ATI operates with the same academic calendar, academic program and course approval processes, human resources and fiscal systems, facilities and equipment decision processes, promotion and tenure processes, residence hall planning, and budget and assessment systems, as the college and university; and therefore the consolidation will not affect how ATI functions as an academic unit within the college or the university; and

WHEREAS although ATI plays a distinctive role, offering Associate of Applied Science and Associate of Science degree programs, over the past 10 years there has been a greater focus on integrating ATI with all operational aspects of FAES including: teaching at ATI by faculty from other FAES academic units; more cohesive program offerings to facilitate the growing number of ATI students transitioning to the Columbus campus; housing program alignments between the two campuses; coordinated student recruitment efforts and student learning assessment processes; and now State Support of Instruction funding for ATI, and the university's four regional campuses, will pass through OAA before being transferred to them; and

August 28, 2015 meeting, Board of Trustees

WHEREAS the consolidation is aligned with an ongoing “re-envisioning” process for ATI, through the College, to guide its development over the next 5-10 years; and it is aligned with the results of a program review of ATI, initiated by OAA and FAES, whose external review team recommended an accreditation process consistent with the 5 other OSU campuses; and

WHEREAS ATI will be included in the university’s next comprehensive evaluation for Reaffirmation of Accreditation by HLC in 2016-17; and

WHEREAS the consolidation of accreditation was approved by the Higher Learning Commission Board of Trustees on June 25, 2015, contingent upon approval by The Ohio State University Board of Trustees;

**NOW THEREFORE**

BE IT RESOLVED, that the Board of Trustees hereby approves the Office of Academic Affairs request for a consolidation of the separate accreditation processes for The Ohio State University and The Ohio State University’s Agricultural Technical Institute, into a single accreditation under the University, effective October 1, 2015.

\*\*\*

**UNIVERSITY FOUNDATION REPORT**

Resolution No. 2016-07

Synopsis: Approval of the University Foundation Report as of July 31, 2015, is proposed.

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

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

WHEREAS this report includes the establishment of The Robert K. and Dale J. Weary Chair in Social Psychology; the Sanford and Rife Family Chair in Neuro-Oncology; The Dr. Morgan L. Allison Endowed Professorship in Oral and Maxillofacial Surgery; the David E. Schuller MD Professorship for Patient Compassion Funded by the Walter Family Foundation; The Dr. Lonnie J. King Veterinary Medicine Graduate Business Minor in Health Sciences Scholarship; forty-two (42) additional named endowed funds; the creation of nine (9) endowed funds as part of the Ohio Scholarship Challenge: The Stephen E. Kaufmann Endowed Scholarship Fund, Medical Class of 1965 Endowed Scholarship Fund, The Supply Chain Management Endowed Graduate Scholarship Fund, Janet and Jack Creighton Leadership Scholarship Fund, The Rex and Helen Ritchie Endowed Graduate Scholarship Fund, The George and Lois Epstein Memorial Scholarship Fund, William Knepper Memorial Ohio Scholarship Challenge Fund, The Ryan Marcia Memorial Endowed Scholarship Fund, The Dr. Gerald Gregorek Aerospace Endowed Scholarship Fund; the revision of thirty-two (32) named endowed funds, and the closure of one (1) endowed fund:

**NOW THEREFORE**

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of July 31, 2015.

(See Appendix VII for background information, page 183)

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August 28, 2015 meeting, Board of Trustees

**NAMING OF THE DAVID E. SCHULLER, MD, LABORATORIES**

Resolution No. 2016-08

**IN THE TZAGOURNIS MEDICAL RESEARCH BUILDING  
AT THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER**

Synopsis: Approval for naming the Otolaryngology Laboratories, inside the Tzagournis Medical Research Building, at 420 West 12th Avenue at The Ohio State University Wexner Medical Center, as the David E. Schuller, MD, Laboratories, is proposed.

WHEREAS the Otolaryngology Laboratories represent excellence in otolaryngology research and patient care; and

WHEREAS Dr. Schuller graduated from Ohio State's College of Medicine in 1970, joined the medical faculty in 1976 and served as chair of the Department of Otolaryngology - Head and Neck Surgery from 1984-2005; and

WHEREAS Dr. Schuller is a renowned surgical oncologist and researcher specializing in head and neck cancer and he led an interdisciplinary team that developed clinical trials that dramatically improved patient survival and became the preferred treatment world-wide in this type of cancers; and

WHEREAS Dr. Schuller was instrumental in the growth of The Ohio State University Comprehensive Cancer Center - Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, he served as the first director of The James and deputy director of the Comprehensive Cancer Center, and was appointed CEO emeritus of The James and director emeritus of the CCC in 2008; and

WHEREAS as vice president for expansion and outreach and as medical director of The Ohio State University Wexner Medical Center's *But For Ohio State* campaign, he guided the vision and construction of the \$1.1 billion new hospital and his leadership resulted in dramatically increased external funding of Ohio State's Comprehensive Cancer Center - James Cancer Hospital and Solove Research Institute, a \$100-million grant for the new radiation oncology center, the largest grant awarded in Ohio State's history, a nationally recognized Human Cancer Genetics program, over \$350 million in philanthropic support, and the success of The James to become nationally ranked in just nine years; and

WHEREAS Dr. Schuller worked tirelessly to improve lives throughout his 40-year career at The Ohio State University; and

WHEREAS Dr. Schuller and his wife Carole spent countless hours sharing their passion, advocating, and garnering support for the OSUCCC - James, and they also set an example through their personal philanthropy; and

WHEREAS friends and family of David and Carole Schuller made generous contributions in honor of Dr. Schuller as he retired in June 2015; and

WHEREAS naming the David E. Schuller, MD, Laboratories, will recognize Dr. Schuller's legacy of improving lives through his world-renowned research, his commitment to education, and his devoted leadership and service to the medical center, the university, and the community:

**NOW THEREFORE**

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the naming of the David E. Schuller, MD, Laboratories in the Tzagournis Medical Research Building at 420 West 12th Avenue at The Ohio State University Wexner Medical Center.

\*\*\*

**NAMING OF INTERNAL SPACES: CHEMICAL AND  
BIOMOLECULAR ENGINEERING AND CHEMISTRY BUILDING**

Resolution No. 2016-09

Synopsis: Approval for naming of internal spaces at the new Chemical and Biomolecular Engineering and Chemistry (CBEC) Building, located at 151 West Woodruff Avenue on the Columbus campus, is proposed.

WHEREAS the CBEC Building will bring transformational advancements to the departments housed within it and the interdisciplinary education that will result from this merger into one building will better prepare students for careers in research, either within academia or the private sector; and

WHEREAS the building design enables biochemistry, chemistry, chemical and biomolecular engineering faculty, researchers and students to work synergistically, combining expertise across diverse fields and the collaborative environment will give Ohio State graduates the edge they need to come out on top in today's competitive job market; and

WHEREAS the donors listed below have provided significant contributions to the building funds in the College of Arts and Sciences for the new CBEC Building:

- James C. and Mary L. Abbott
- Thomas Claugus

**NOW THEREFORE**

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the internal spaces in the CBEC Building be named the following:

- Room 253 Sheldon G. Shore Faculty Office
- Within Room 270 James C. and Mary L. Abbott Lab Bench
- Within Room 440 Thomas Claugus Lab Bench

\*\*\*

**FISCAL YEAR 2016 BUDGET**

Resolution No. 2016-10

Synopsis: Approval of the operating budget for the fiscal year ending June 30, 2016, is proposed.

WHEREAS The State of Ohio Biennial Budget for State Fiscal Years 2016 and 2017, including funding levels for state institutions of higher education, has been signed into law; and

WHEREAS tuition and fee levels for the Columbus and regional campuses for the fiscal year ending June 30, 2016 were approved at the June 5, 2015, Board of Trustees meeting; and

WHEREAS the president now recommends approval of the operating budget for the fiscal year ending June 30, 2016:

**NOW THEREFORE**

August 28, 2015 meeting, Board of Trustees

BE IT RESOLVED, The Board of Trustees hereby approves that the university's operating budget for the fiscal year ending June 30, 2016, as described in the accompanying Fiscal Year 2016 Budget Plan book, be approved, with authorization for the president to make expenditures within the projected income.

(See Appendix VIII for background information, page 250)

\*\*\*

**FISCAL YEAR 2016 CAPITAL INVESTMENT PLAN**

Resolution No. 2016-11

Synopsis: Authorization of the Capital Investment Plan for the fiscal year ending June 30, 2016, is proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2016; and

WHEREAS the recommended capital expenditures are the result of the university's comprehensive annual capital planning process; and

WHEREAS only those projects outlined in these recommendations will be approved for funding:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that Capital Investment Plan for the fiscal year ending June 30, 2016, as described in the accompanying documents, be approved; and

BE IT FURTHER RESOLVED, That any request for authorization to proceed with any project contained in these recommendations or for university funds for any such projects must be submitted individually by the university for approval by the Board of Trustees, as provided for by Board policy.

(See Appendix IX for background information, page 281)

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**APPOINTMENTS TO SELF-INSURANCE BOARD**

Resolution No. 2016-12

Synopsis: Appointment of members to the Self-Insurance Board, is proposed.

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

WHEREAS the Board of Trustees on December 6, 2002, approved the expansion of the University Self-Insurance Program to include the faculty physicians and their clinical staff who are employees of Ohio State University Physicians, Inc.; and

WHEREAS all members of the Self-Insurance Board are appointed by The Ohio State University Board of Trustees upon recommendation of the president; and

WHEREAS Gary Katz, MD was reappointed to the Self Insurance Board in May 2015 with a term that expires on April 30, 2017; and

WHEREAS Gary Katz, MD has resigned from this appointment effective July 23, 2015;

August 28, 2015 meeting, Board of Trustees

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approve that the following individuals be appointed as members of the Self-Insurance Board effective September 1, 2015, for the terms specified below:

Charlotte Agnone, MD, FACS, term ending June 30, 2017  
James Gilmour, term ending June 30, 2017

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

\*\*\*

**APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND ENTER INTO CONSTRUCTION CONTRACTS**

Resolution No. 2016-13

**APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES CONTRACTS**

Campus Hazard Mitigation Plan  
Covelli Multi-Sport Arena  
Schottenstein Center - North Expansion and Concourse Renovation  
Student-Athlete Development Center  
Lima Campus - New Student Life Building  
Newark Campus - Residence Hall

**APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS**

300 West 10th Brain and Spine  
Mount Hall Renovation  
Lima Campus - New Student Life Building

Synopsis: Approval to enter into/increase professional services and enter into construction contracts, as detailed in the attached materials, is proposed.

WHEREAS in accordance with the attached materials, the university desires to enter into/increase professional services contracts for the following projects:

	Prof. Serv. Increase/Approval Requested	Total Project Cost	
Campus Hazard Mitigation Plan	\$0.4M	\$0.6M	university funds
Covelli Multi-Sport Arena	\$3.0M	\$30.0M	development funds
Schottenstein Center - North Expansion and Concourse Renovation	\$4.5M	\$32.0M	development funds and university debt
Student-Athlete Development Center	\$3.0M	\$32.0M	development funds
Lima Campus - New Student Life Building	\$0.8M	\$4.2M	development and state funds
Newark Campus - Residence Hall	\$1.4M	\$12.9M	university funds

August 28, 2015 meeting, Board of Trustees

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

	Construction Approval Requested	Total Project Cost	
300 West 10th Brain and Spine	\$13.2M	\$14.3M	auxiliary funds
Mount Hall Renovation	\$11.1M	\$15.0M	university funds and university debt
Lima Campus - New Student Life Building	\$3.4M	\$4.2M	development and state funds

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to enter into/increase professional services contracts and enter into construction contracts for the projects listed above in accordance with established university and State of Ohio procedures, with all actions to be reported to the board at the appropriate time.

(See Appendix X for background information, page 283)

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**SALE OF REAL PROPERTY: 506 PARK OVERLOOK DRIVE DISPOSITION**

Resolution No. 2016-14

PARCEL ID#100-001348  
WORTHINGTON, FRANKLIN COUNTY, SHARON TOWNSHIP, OHIO

Synopsis: Authorization to sell +/- 0.50 acres of land of improved real property located at 506 Park Overlook Drive, Worthington, Franklin County, Sharon Township, Ohio, Parcel ID #100-001348, is proposed.

WHEREAS the property is titled to the State of Ohio for the use and benefit of The Ohio State University and legislative approval authorizing the sale of this property has been granted; and

WHEREAS the property is currently zoned R-10, Low Density Residential; and

WHEREAS the university acquired this property in 2004 as a gift donation valued at \$187,000 from the Harding Hospital Asset Holding Company; and

WHEREAS this property was part of the Harding Center for Mental and Behavior Health (Harding Hospital) acquisition by the university; and

WHEREAS this parcel was not included in the sale to Step by Step Academy in 2014; and

WHEREAS appropriate university offices have categorized this as a surplus property and determined that the sale of the +/- 0.50 acres is in the best interest of the university; and

WHEREAS proceeds from the sale of the above referenced property will benefit the Wexner Medical Center:

NOW THEREFORE

August 28, 2015 meeting, Board of Trustees

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to take any action required to effect the sale of the property for a purchase price of no less than 90% of the current appraised value and to negotiate a purchase contract containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XI for background information, page 291)

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**SALE OF REAL PROPERTY: 786 GRISWOLD STREET DISPOSITION**

Resolution No. 2016-15

PARCEL ID#100-000601  
WORTHINGTON, FRANKLIN COUNTY, SHARON TOWNSHIP, OHIO

Synopsis: Authorization to sell +/- 0.157 acres of unimproved real property located at 786 Griswold Street, Worthington, Franklin County, Sharon Township, Ohio, Parcel ID #100-000601, is proposed.

WHEREAS the property is titled to the State of Ohio for the benefit of The Ohio State University and legislative approval authorizing the sale of this property has been granted; and

WHEREAS the property is currently zoned R-10, Low Density Residential; and

WHEREAS this property was part of the Harding Center for Mental and Behavior Health (Harding Hospital) acquisition by the university; and

WHEREAS this parcel was not included in the sale to Step by Step Academy in 2014; and

WHEREAS appropriate university offices have categorized this as a surplus property and determined that the sale of the +/- 0.157 acres is in the best interest of the university; and

WHEREAS proceeds from the sale of the above referenced property will benefit the Wexner Medical Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to take any action required to effect the sale of the property for a purchase price of no less than 90% of the current appraised value and to negotiate a purchase contract containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XII for background information, page 292)

Dr. Wadsworth:

Thank you. May I have a motion?

Upon motion of Mr. Jurgensen, seconded by Mr. Kellogg, the Board of Trustees adopted the foregoing resolution with twelve affirmative votes, cast by trustees Mrs. Wexner, Mr. Fischer, Mrs. Hoeflinger, Mr. Porteus, Mrs. Krueger, Mr. Smucker, Mr. Kellogg, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Mr. Shumate, and Dr. Wadsworth.

\*\*\*

August 28, 2015 meeting, Board of Trustees

Dr. Wadsworth:

Thank you. President Drake.

President Drake:

In addition, we are seeking approval of the following and Mrs. Hoeflinger will abstain.

**AMENDMENTS TO THE BYLAWS OF THE OHIO STATE  
UNIVERSITY WEXNER MEDICAL CENTER BOARD**

Resolution No. 2016-16

Synopsis: Approval of the attached amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board*, is proposed.

WHEREAS the University Board of Trustees approved the creation of The Ohio State University Wexner Medical Center Board at its August 2013 meeting; and

WHEREAS pursuant 3335-1-09 (C) of the Administrative Code the rules and regulations for the university may be adopted, amended, or repealed by a majority vote of the Board of Trustees at any regular meeting of the Board; and

WHEREAS the Quality and Professional Affairs Committee of the Wexner Medical Center Board recommended the proposed amendments to the Chapter 3335-101 of the *Bylaws of the Ohio State University Wexner Medical Center Board* on July 22, 2015; and

WHEREAS the Wexner Medical Center Board recommended to the Board of Trustees the approval of the attached amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board* on August 25, 2015; and

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board*; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby rescinds Ohio Administrative Code Chapters 3335-99, 3335-103, and 3335-104 of the *Bylaws of the Ohio State University Wexner Medical Center Board*.

(See Appendix XIII for background information, page 293)

Dr. Wadsworth:

May I have a motion?

Upon motion of Mrs. Kass, seconded by Ms. Krueger, the Board of Trustees adopted the foregoing resolution with eleven affirmative votes, cast by trustees Mrs. Wexner, Mr. Fischer, Mr. Porteus, Mrs. Krueger, Mr. Smucker, Mr. Kellogg, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Mr. Shumate, and Dr. Wadsworth. Trustee Hoeflinger abstained.

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Dr. Wadsworth:

With there being no other business to come before the board, this meeting is adjourned. The next meeting of the board will take place on Friday, November 6th of this year. Thank you all very much.

August 28, 2015 meeting, Board of Trustees

Attest:

Jeffrey Wadsworth  
Chairman

Blake Thompson  
Secretary

APPENDIX I

Degrees Conferred at

THE OHIO STATE UNIVERSITY  
COMMENCEMENT CONVOCATION

August 9, 2015

(approved by the Board of Trustees at the June 2015 meeting)

## COMMENCEMENT ADDRESS

### **Bruce A. McPheron**

Recognized internationally for his innovative insect genetics research, and respected nationwide for his strong agricultural leadership, Dr. Bruce A. McPheron has served as vice president for agricultural administration and dean of the College of Food, Agricultural and Environmental Sciences at The Ohio State University since November 2012. The research and outreach arms of the college, including Ohio State University Extension and the Ohio Agricultural Research and Development Center, also fall under his purview.

An Ohio native, Dr. McPheron earned his undergraduate degree in entomology from Ohio State in 1976, followed by his graduate and doctoral degrees from the University of Illinois in biology and entomology, respectively.

His interest in insects stemmed from a 4-H project he conducted during his second year attending Ohio State, which led to his focus on the use of genetic tools to examine population structure in pest insects. The U.S. Department of Agriculture's Animal and Plant Health Inspection Service and several state and international agencies have adopted tools Dr. McPheron developed to monitor the spread of invasive fruit fly species.

His scholarly interests also include international agriculture and agricultural biosecurity, with research conducted throughout Latin America, Africa and Australia.

After starting his professional career as a 4-H agent in Clermont County, Ohio, Dr. McPheron joined Pennsylvania State University in 1988, where

he worked for 24 years. He rose through the ranks, beginning as an assistant professor and ultimately serving as dean of the College of Agricultural Sciences.

A fellow of the American Association for the Advancement of Science and recipient of an Outstanding Leadership Award from the Association of Public and Land-grant Universities (APLU), Dr. McPheron is a committed agricultural leader. He has served on the APLU board of directors and as chair of the APLU's policy board of directors for the Board on Agriculture Assembly. He is a member of Ohio State's Discovery Themes executive team, leading the Food Production and Security theme, and serves as chair of the BioHio Research Park board.

## RECIPIENT OF HONORS

### **Stephanie A. Hightower**

#### Distinguished Service Award

A true champion in every sense of the word, Stephanie Hightower has become a high-profile leader in the realms of public and higher education, government affairs, athletics and not-for-profit human services. She currently serves as the first female president and CEO of the Columbus Urban League - the city's oldest urban family advocate.

Previously, Ms. Hightower served as vice president for institutional advancement for the Columbus College of Art & Design; director of communications for the Ohio Department of Mental Health; and communications/press secretary and special assistant for Columbus Mayor Greg Lashutka. A strong advocate for quality education, Ms.

Hightower was twice elected to the Columbus City Schools Board of Education and served as president for five years. She was a leading voice on Mayor Michael Coleman's Columbus Education Commission. In 2015, she was named the first chair of the Community Engagement Council and Future Ready Columbus.

Her focus is on empowering communities and changing lives - central values to the land-grant mission of The Ohio State University.

Since graduating from Ohio State in 1981 with an undergraduate degree in communications, Ms. Hightower has maintained close ties to her alma mater. She often returns to campus to speak to students, offering her expertise in public

policy courses, judging marketing education class projects for the John Glenn College of Public Affairs and reviewing proposals for the Center for Innovation and Entrepreneurship.

A world-class track and field athlete, Ms. Hightower has held several American and world records. During her time as a Buckeye, she earned Big Ten conference, collegiate and national championship titles and a place in the university's Athletics Hall of Fame. In 2014, she received the Jesse Owens Influential Athlete Award from Ohio State's African American Alumni Society. She now serves as president and chair of the USA Track & Field board of directors.

## Commencement Convocation, August 9, 2015

### The Graduate School

Dean: Patrick S. Osmer

### Doctor of Musical Arts

**Chih-Liang Lin**, Kaohsiung, Taiwan, ROC  
B.F.A. (National Taiwan Normal University)  
M.Mus. (Boston University)  
*Music*  
Dr. Jan Radzynski

**Anthony L. Weikel III**, Columbus  
B.Mus. (State University of New York at Fredonia)  
M.Mus. (Duquesne University)  
*Music*  
Dr. Joseph Duchi

### Doctor of Philosophy

**Kevin Michael Ahlgren**, Columbus  
B.Civil.Eng. (University of Minnesota, Twin Cities)  
M.S.  
*Geodetic Science and Surveying*  
Dr. Michael Bevis

**Neda Ahmadiani**, Columbus  
M.S.  
*Food Science and Technology*  
Dr. M. Giusti

**Jin Soo Ahn**, Chun-an, Korea  
B.S. (Yonsei University)  
M.S. (Ohio University)  
*Ohio State University Nutrition*  
Dr. Kichoon Lee

**Mubarak Muhair Obaid**  
**Mubarak Omair Alkitbi**, Sharjah, United Arab Emirates  
Bachelor's (University of Wales)  
M.S.  
*Electrical and Computer Engineering*  
Dr. Andrea Serrani

**Yazan Mohammad Abdallah Alsmadi**, Columbus  
B.S. (Yarmouk University)  
M.S.  
*Electrical and Computer Engineering*  
Dr. Longya Xu

**Angela Lyn Andersen**, Victoria, BC, Canada  
B.A.Honors, M.A. (University of Victoria)  
*History of Art*  
Dr. Howard Crane

**Derek Ryan Anderson**, Columbus  
B.S. (Arizona State University)  
*Psychology*  
Dr. Charles Emery

**Daniel Alejandro Arango Tamayo**, Columbus  
B.S.Biology (Universidad de Antioquia)  
*Molecular, Cellular, and Developmental Biology*  
Dr. Andrea Doseff,  
Dr. Erich Grotewold

**Patricia Arroyo Calderon**, Madrid, Spain  
Licenciado, M.A., Diploma (Autonomous University of Madrid)  
*Spanish and Portuguese*  
Dr. Abril Trigo

**Brid C. Arthur**, Columbus  
B.A. (University of California, Davis)  
M.A.  
*History of Art*  
Dr. Karl Whittington

**Vagulejan Balasanthiran**, Jaffna, Sri Lanka  
B.S. (University of Jaffna)  
*Chemistry*  
Dr. Malcolm Chisholm

**Elizabeth K. Balk**, Columbus  
B.S., M.S. (Florida State University)  
*Human Sciences*  
Dr. Lorraine Wallace

**Jaideep Banerjee**, San Antonio, TX  
B.S.Honors, M.S. (University of Calcutta)  
*Molecular, Cellular, and Developmental Biology*  
Dr. Chandan Sen

**Andrzej Baranski**, Columbus  
B.A. (Universidad de Costa Rica)  
M.A.  
*Economics*  
Dr. James Peck,  
Dr. John Kagel

**Adrienne M. Barbo**, Circleville  
B.A., M.A.  
*French and Italian*  
Dr. Danielle Marx-Scouras

**Alexander Paul Bartlett**, Columbus  
B.S. (University of Michigan, Ann Arbor)  
M.S.  
*Mechanical Engineering*  
Dr. Giorgio Rizzoni

**Amber Victoria Baughman**, Columbus  
B.A., M.Ed. (University of South Carolina)  
*Education*  
Dr. James Moore

**Mary Elizabeth Beaton**, Maineville  
B.A., M.A.  
*Spanish and Portuguese*  
Dr. Scott Schwenter

**Ryan Daniel Bell**, Columbus  
B.S.Biology (Susquehanna University)  
M.S.  
*Evolution, Ecology, and Organismal Biology*  
Dr. Jefferson Roberts

**Anna V. Belyaevskaya**, Columbus  
B.S. (Muskingum University)  
*Molecular, Cellular, and Developmental Biology*  
Dr. Tina Henkin

**Carlos Fabian Benitez-Quiroz**, Columbus  
B.S.Elec.Eng. (Pontificia Universidad Javeriana)  
M.S. (University of Puerto Rico)  
M.S.  
*Electrical and Computer Engineering*  
Dr. Aleix Martinez

**Stuart I. Benton**, Columbus  
B.S.Aero.Astro.Eng., M.S.  
*Aeronautical and Astronautical Engineering*  
Dr. Jeffrey Bons

**Wenjuan Bi**, Columbus  
B.A. (Sun Yat-sen University)  
M.S. (Nankai University)  
*History*  
Dr. Christopher Reed

Commencement Convocation, August 9, 2015

<b>Michele M. Bigger</b> , Columbus B.Land.Arch. (North Dakota State University) M.S. <i>Horticulture and Crop Science</i> Dr. David Gardner, Dr. Roger Williams	<b>Kellen Marie Calinger-Yoak</b> , Wheeling, WV B.S. (West Virginia University) <i>Evolution, Ecology, and Organismal Biology</i> Dr. Peter Curtis	<b>Clare Yoonshin Cho</b> , Hilliard B.A. (University of Utah) M.S. <i>Agricultural, Environmental and Development Economics</i> Dr. Mark Partridge
<b>Andrew James Bodine</b> , Columbus B.A. (Mercer University-Macon) M.A. <i>Psychology</i> Dr. Michael Edwards	<b>Jessica J. Carnevale</b> , Columbus B.A. (Boston University) M.A. <i>Psychology</i> Dr. Kentaro Fujita	<b>Hyejeong Choi</b> , Seoul, Korea B.A. (Soong Sil University) M.A. (Dongguk University) <i>History of Art</i> Dr. Lisa Florman, Dr. John Huntington
<b>Chase Anthony Bollig</b> , Columbus B.A. (University of Oklahoma-Norman) M.A. <i>English</i> Dr. Beverly Moss	<b>Maria Isabel Casas</b> , Rosario, Argentina Licenciado (Universidad Nacional de Rosario) <i>Molecular, Cellular, and Developmental Biology</i> Dr. Erich Grotewold	<b>Moonsun Choi</b> , Columbus B.A., M.A. (Sungshin Women's University) M.A. <i>Education</i> Dr. Dean Cristol, Dr. Michael Glassman
<b>Mark David Boonshaft</b> , White Plains, NY B.A. (State University of New York at Buffalo) M.A. <i>History</i> Dr. John Brooke	<b>Paula Elizabeth Chan</b> , Columbus B.A. (Cleveland State University) M.A. (University of South Florida) <i>Education</i> Dr. Moira Konrad, Dr. Helen Malone	<b>Lyvia Sarah Chriki</b> , White River Junction, VT B.A. (Simmons College) M.A. <i>Psychology</i> Dr. Michael Vasey
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<b>Sarah Rose Bowman</b> , Livonia, MI B.S. (Baldwin-Wallace College) M.S. (University of Georgia) <i>Evolution, Ecology, and Organismal Biology</i> Dr. Roman Lanno	<b>Linchuan Chen</b> , Lianyungang, China Bachelor's (Nanjing University) M.S. <i>Computer Science and Engineering</i> Dr. Gagan Agrawal	<b>Eric James Coleman</b> , Columbia, SC B.S. (Erskine College, and Theological Seminary) <i>Chemistry</i> Dr. Anne Co
<b>Andrew James Calinger-Yoak</b> , Grove City B.S. <i>Evolution, Ecology, and Organismal Biology</i> Dr. Ian Hamilton, Dr. Stanley Gehrt	<b>Xiang Chen</b> , Guangzhou, China B.S. (University of Science and Technology of China) <i>Materials Science and Engineering</i> Dr. Peter Anderson	<b>Cristina Aurora Connolly</b> , Newburyport, MA B.A. (Middlebury College) M.A., M.S. <i>Agricultural, Environmental and Development Economics</i> Dr. Henry Klaiber
	<b>Zhaomin Chen</b> , Chizhou, China B.S. (Wuhan University) M.S. <i>Chemistry</i> Dr. James Coe	<b>Jason Matthew Cox</b> , Columbus B.F.A., M.A.Teach. (Maryland Institute College of Art) <i>Arts Administration, Education and Policy</i> Dr. Christine Morris

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<b>Alicia Suzanne Croft,</b> Columbus B.A.Honors (Seattle Pacific University) M.A. <i>Sociology</i> <i>Dr. Douglas Downey</i>	<b>Jessica Ann Defenderfer,</b> Columbus B.A. (Elizabethtown College) M.A. (George Washington University) M.A. <i>Political Science</i> <i>Dr. Kathleen McGraw</i>	<b>Charlotte Risby Eschenbrenner,</b> Columbus M.A. <i>Education</i> <i>Dr. Antoinette Miranda</i>
<b>Krista Leigh Cunningham,</b> Boardman B.S. (Youngstown State University) <i>Chemistry</i> <i>Dr. Craig Forsyth</i>	<b>Wei Deng,</b> Wuhan, China B.S. (Zhejiang University) M.A. <i>Psychology</i> <i>Dr. Vladimir Slotsky</i>	<b>Jorge Mauricio Espinoza,</b> Ashland Master's (Universidad de Costa Rica) B.A. (Ashland University) M.A. <i>Spanish and Portuguese</i> <i>Dr. Ignacio Corona</i>
<b>Emily Sharon Levy Curiel,</b> Columbus B.A., M.A.Teach. (California State University, Fresno) <i>Education</i> <i>Dr. Diane Sainato</i>	<b>Zhangxian Deng,</b> Columbus B.Engr. (Zhejiang University) <i>Mechanical Engineering</i> <i>Dr. Marcelo Dapino</i>	<b>Jamie Faulkner,</b> Hilliard Bachelor's (University of London) M.A. <i>Education</i> <i>Dr. Mollie Blackburn</i>
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<b>Katherine Raines Dale,</b> Cincinnati B.A. (Georgetown College) M.A. (Georgetown University) <i>Communication</i> <i>Dr. Daniel McDonald</i>	<b>Sarah K. Douglas,</b> Powell B.A., M.A. <i>History</i> <i>Dr. John Guilmartin</i>	<b>Ryan Andrew Folk,</b> Columbus B.S. (University of Akron) <i>Evolution, Ecology, and Organismal Biology</i> <i>Dr. John Freudenstein</i>
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<b>Spencer James Debenport,</b> Ballwin, MO B.A. (Saint Olaf College) M.S. <i>Plant Pathology</i> <i>Dr. Brian McSpadden Gardener</i>	<b>Chunhui Du,</b> Columbus B.S. (East China Normal University) M.S. <i>Physics</i> <i>Dr. Peter Hammel</i>	<b>Alison M. Furlong,</b> Gambier B.A. (Kenyon College) M.A. <i>Music</i> <i>Dr. Danielle Fosler-Lussier</i> <i>Dr. Ryan Skinner</i>
<b>Danielle Rose Deemer,</b> Columbus B.A. (New Mexico State University) M.S. <i>Rural Sociology</i> <i>Dr. Linda Lobao</i>	<b>Emily Kilpatrick Durham,</b> Perryburg <i>Food, Agricultural and Biological Engineering</i> <i>Dr. Sudhir Sastry</i>	<b>Christina Marie Garcia,</b> Reynoldsburg B.A., M.A. <i>Spanish and Portuguese</i> <i>Dr. Terrell Morgan</i>
	<b>Aseim M.N. Elfregani,</b> Columbus B.S., M.S. (Garyounis University) M.S. <i>Electrical and Computer Engineering</i> <i>Dr. Roberto Rojas-Teran</i>	

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<b>Joshua Wayne Garner,</b> Circleville B.A., M.A. <i>Education</i> <i>Dr. Nancy Neef,</i> <i>Dr. Ralph Gardner</i>	<b>Steven Alexander Gubkin,</b> Columbus B.S. (Case Western Reserve University) <i>Mathematics</i> <i>Dr. Jeffery McNeal</i>	<b>Calen Barnett Henderson,</b> Leawood, KS B.A. (Vanderbilt University) M.S. <i>Astronomy</i> <i>Dr. Bernard Gaudi</i>
<b>Xiaoyin Ge,</b> Shanghai, China M.S. <i>Computer Science and Engineering</i> <i>Dr. Yusu Wang</i>	<b>Jean Guerrettaz,</b> Cincinnati B.A. (Indiana University Bloomington) M.A. <i>Psychology</i> <i>Dr. Robert Arkin,</i> <i>Dr. Jennifer Crocker</i>	<b>Seth William Hennon,</b> Blacklick B.S. (University of Mount Union) <i>Ohio State Biochemistry Program</i> <i>Dr. Ross Dalbey</i>
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<b>Scott Alan Goodman,</b> Washington Township B.S. (University of Kansas) M.S. (Air Force Institute of Technology) <i>Electrical and Computer Engineering</i> <i>Dr. Robert Burkholder</i>	<b>Rebecca Jan Hanes,</b> Columbus B.S.Chem.Eng., M.ApplStats., M.S. <i>Chemical Engineering</i> <i>Dr. Bhavik Bakshi</i>	<b>Shannon Nicole Hollars,</b> Columbus B.A. (Emory University) M.A. <i>Psychology</i> <i>Dr. Daniel Strunk</i>
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<b>Randee Linn Hunter,</b> Columbus B.S. (Saint Louis University) M.A. <i>Anthropology</i> <i>Dr. Clark Larsen</i>	<b>Yue Jin, Columbus</b> Bachelor's (Capital Medical University) M.S. <i>Public Health</i> <i>Dr. Amy Ferketich</i>	<b>Pielah Kim, Iowa City, IA</b> B.F.A. (School of the Art Institute of Chicago) Master's (Fashion Institute of Technology) <i>Human Sciences</i> <i>Dr. Leslie Stoel</i>
<b>Taneem Syeda Alnisa Husain, Columbus</b> B.A. (University of Maryland, College Park) M.A. <i>Women's, Gender and Sexuality Studies</i> <i>Dr. Shannon Winnubst</i>	<b>Bret Adam Johnson, Hilliard</b> B.S., M.Acct. (Brigham Young University) <i>Accounting and Management Information Systems</i> <i>Dr. Darren Roulstone</i>	<b>Sang Hyo Kim, Columbus</b> B.A. (Yonsei University) M.A. (Duke University) <i>Agricultural, Environmental and Development Economics</i> <i>Dr. Carl Zulauf</i>
<b>Kathryn Elizabeth Husarek, Columbus</b> Bachelor's (University of Illinois at Urbana-Champaign) <i>Integrated Biomedical Science Graduate Program</i> <i>Dr. Pamela Lucchesi</i>	<b>Yon-Soo Kang, Columbus</b> B.A. (Hankuk Aviation University) Cert.TESOL (Sookmyung Women's University) M.A. <i>Education</i> <i>Dr. Alan Hirvela</i>	<b>Tabitha Kirkland, Delaware</b> B.A.Honors (University of California, San Diego) M.A. <i>Psychology</i> <i>Dr. Jennifer Crocker, Dr. William Cunningham</i>
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<p><b>Jennifer Rose Lando,</b> Worthington B.A. (Saint John's University, New York) M.A. (New York University) <i>Education</i> <i>Dr. Tatiana Suspitsyna</i></p>	<p><b>Danny Xin Liu,</b> Columbus B.S. (University of Minnesota, Twin Cities) <i>Chemistry</i> <i>Dr. Anne Co</i></p>	<p><b>Jeremy Matthew Lucy,</b> Hilliard B.S.Eng.Physics, M.S. <i>Physics</i> <i>Dr. Fengyuan Yang</i></p>
<p><b>Sophie Lazarus,</b> Columbus B.A. (University of Delaware) M.A. <i>Psychology</i> <i>Dr. Jennifer Cheavens</i></p>	<p><b>Huayang Liu,</b> Beijing, China B.S. (Tsinghua University) <i>Molecular Genetics</i> <i>Dr. Gustavo Leone,</i> <i>Dr. Helen Chamberlin</i></p>	<p><b>Robert Benjamin Lull,</b> Columbus B.A. (Miami University Oxford) M.A. <i>Communication</i> <i>Dr. Brad Bushman</i></p>
<p><b>Ji Young Lee,</b> Seoul, Korea B.A., M.A. (Pennsylvania State University) <i>Communication</i> <i>Dr. Michael Slater</i></p>	<p><b>Qi Liu,</b> Columbus B.S. (Tsinghua University) <i>Ohio State Biochemistry Program</i> <i>Dr. Kurt Fredrick</i></p>	<p><b>Di Luo,</b> Huanren, China B.A., M.A. (Beijing Normal University) <i>History</i> <i>Dr. Christopher Reed</i></p>
<p><b>Tiasha Barik Letostak,</b> Powell B.S., M.Pub.Hlth. (Emory University) <i>Public Health</i> <i>Dr. Thomas Wickizer</i></p>	<p><b>Yan Liu,</b> Elmhurst, IL B.S., M.A. (Dalian University of Technology) <i>Human Sciences</i> <i>Dr. Jay Kandampully</i></p>	<p><b>Heather Ann MacPherson,</b> Chicago, IL B.A. (Boston University) M.A. <i>Psychology</i> <i>Dr. Mary Fristad,</i> <i>Dr. Steven Beck</i></p>
<p><b>Tiffany Lewis,</b> Lee's Summit, MO B.F.A. (DePaul University) M.A. <i>Arts Administration, Education and Policy</i> <i>Dr. Margaret Wyszomirski</i></p>	<p><b>Mitchell Robert Livy,</b> Louisville, KY B.S. (Clemson University) M.A., M.S. <i>Agricultural, Environmental and Development Economics</i> <i>Dr. Henry Klaiber</i></p>	<p><b>Chad Allen Malone,</b> Columbus B.S. (University of Alabama) B.A. (University of Colorado at Colorado Springs) B.A. M.A. (University of Toledo) <i>Sociology</i> <i>Dr. Ryan King</i></p>
<p><b>Guangze Li,</b> Xiaogan, China Bachelor's (Shanghai Jiao Tong University) <i>Materials Science and Engineering</i> <i>Dr. Michael Sumption</i></p>	<p><b>Yicheng Long,</b> Yongxin, Jiangxi, China B.S. (Tsinghua University) <i>Ohio State Biochemistry Program</i> <i>Dr. Jane Jackman</i></p>	<p><b>Niranchana Manivannan,</b> Sirappalli, India B.Engr. (Anna University) M.S. <i>Electrical and Computer Engineering</i> <i>Dr. Bradley Clymer,</i> <i>Dr. Kimerly Powell</i></p>
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<p><b>Xiang Li,</b> Columbus Bachelor's, M.S. (Tsinghua University) M.S. <i>Nuclear Engineering</i> <i>Dr. Carol Smids</i></p>	<p><b>Robert Lindsey Lowe,</b> Columbus B.S.Mech.Eng. (Ohio Northern University) M.S. <i>Mechanical Engineering</i> <i>Dr. Sheng-Tao Yu</i></p>	<p><b>Darryl Evan Marois,</b> Tallahassee, FL B.S. (University of Florida) <i>Environment and Natural Resources</i> <i>Dr. William Mitsch,</i> <i>Dr. Patrick Goebel</i></p>
<p><b>Zhizhou Li,</b> Columbus B.Engr., Master's (Tsinghua University) M.S. <i>Computer Science and Engineering</i> <i>Dr. Ten-Hwang Lai</i></p>	<p><b>Shaohua Lu,</b> Columbus Bachelor's (Qingdao University) M.A. (Shanghai University of Finance and Economics) <i>Business Administration</i> <i>Dr. Jaideep Anand</i></p>	

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<b>Yalidy Mercedes Matos</b> , New York, NY M.A. <i>Political Science</i> Dr. Kathleen McGraw	<b>Carlos German Montoya Rodriguez</b> , Tegucigalpa, Honduras B.S.Civil.Eng. (Universidad Católica de Honduras) M.S. <i>Civil Engineering</i> Dr. William Wolfe, Dr. Tarunjit Butalia	<b>Diana Maria Norden</b> , Nykoping, Sweden B.S. (Campbell University) <i>Ohio State Biochemistry Program</i> Dr. Jonathan Godbout
<b>Christie Joy McCracken</b> , Columbus B.S. (Pennsylvania State University) <i>Integrated Biomedical Science Graduate Program</i> Dr. W. Waldman	<b>Jason Morgan</b> , Columbus B.A. (Lewis and Clark College) M.A. (Boston College) <i>Political Science</i> Dr. Janet Box-Steffensmeier, Dr. Irfan Nooruddin	<b>Denise Nyema Obinna</b> , Columbus B.A. (Claflin College) M.A. <i>Sociology</i> Dr. Ryan King
<b>Kristy Lee McCray</b> , Columbus B.A., M.Educ. (University of Southern California) <i>Human Sciences</i> Dr. Donna Pastore	<b>Michael James Morris</b> , Columbus B.F.A. (Belhaven College) <i>Dance</i> Dr. Norah Zuniga-Shaw	<b>Andrew Nolan Olsen</b> , Wadsworth B.S. (Brigham Young University) <i>Statistics</i> Dr. Radu Herbei
<b>Andrea Dawn McCue</b> , Columbus B.S. (Cedarville University) <i>Molecular Genetics</i> Dr. Richard Slatkin	<b>Travis Mountain</b> , Pickerington B.S., M.S. (University of Wisconsin-Madison) <i>Human Ecology</i> Dr. Sherman Hanna	<b>Kenji Masato Oman</b> , Columbus B.S. (Carnegie Mellon University) M.S. <i>Physics</i> Dr. Ralf Bundschuh
<b>Gretchen Duchon McIntosh</b> , Bexley B.A. (Wittenberg University) M.A. <i>Arts Administration, Education and Policy</i> Dr. Wayne Lawson	<b>Michael Murphy</b> , Columbus B.A. (Colgate University) M.A. (Duke University) <i>Comparative Studies</i> Dr. Nina Berman, Dr. Thomas Kasulis	<b>Jeffrey David Ouellette</b> , Brimfield, MA B.S.Elec.Eng. (Western New England University) M.S. <i>Electrical and Computer Engineering</i> Dr. Joel Johnson
<b>David McLaughlin</b> , North Olmsted B.A. (Ohio Wesleyan University) M.A. <i>Spanish and Portuguese</i> Dr. Abril Trigo	<b>Laura Navarro Moron</b> , Palau-Solita i Plegamans, Spain <i>Spanish and Portuguese</i> Dr. Salvador Garcia, Dr. Rebecca Haidt	<b>Carolyn Anne Paisie</b> , Columbus B.S. (University of Toronto) <i>Integrated Biomedical Science Graduate Program</i> Dr. Kathleen Huebner
<b>Megan Marie Miller</b> , Panama City, FL B.S. (John Carroll University) M.S. (Florida State University) <i>Education</i> Dr. Helen Malone	<b>Kathryn Scott Nelson</b> , Columbus B.S.Educ. (Miami University Oxford) M.A. <i>Education</i> Dr. Ian Wilkinson	<b>Angela Lynn Palmer-Wackerly</b> , Delaware B.A., B.S.Hunn.Ecol., M.A. M.A. (Northeastern University) <i>Communication</i> Dr. Nancy Rhodes
<b>Elif Eda Miskioglu</b> , Houghton, MI B.S. (Iowa State University) M.S. <i>Chemical Engineering</i> Dr. David Wood	<b>Nicole K. Nieto</b> , Hilliard B.A. (University of Southern Mississippi) M.A. (University of Alabama) <i>Women's, Gender and Sexuality Studies</i> Dr. Linda Mizejewski	<b>Megan Lacy Parietti</b> , Plain City B.S.Educ., M.Educ. (Bowling Green State University) <i>Human Sciences</i> Dr. Donna Pastore

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<b>ChangKyoo Park</b> , Columbus B.S. (Korea University) <i>Welding Engineering</i> <i>Dr. Dave Farson</i>	<b>Jeffrey Scott Pigott</b> , Columbus B.A., M.S. <i>Geological Sciences</i> <i>Dr. Wendy Panero</i>	<b>Angela Noelle Ripley</b> , San Antonio, TX B.Mus., M.Mus. (Baylor University) <i>Music</i> <i>Dr. David Clampitt</i>
<b>Sang Hyun Park</b> , Clifton Park, NY B.S. (Sungkyunkwan University) M.S. (Korea Advanced Institute of Science and Technology) <i>Industrial and Systems Engineering</i> <i>Dr. Steven Lavender</i>	<b>Kathleen Elisabeth Powers</b> , Columbus B.S. (Arizona State University) M.A. <i>Political Science</i> <i>Dr. Richard Herrmann</i>	<b>Mark Daniel Risser</b> , Columbus B.S. (Eastern Mennonite College) M.S. <i>Statistics</i> <i>Dr. Catherine Calder</i>
<b>Youngho Park</b> , Columbus B.A. (Yeungnam University) M.S. (Southern Illinois University Carbondale) <i>Education</i> <i>Dr. Donna Pastore</i>	<b>Jeongsoo Pyo</b> , Dublin B.A., M.A. (Ewha Womans University) M.A. (New York University) <i>Education</i> <i>Dr. Alan Hirvela</i>	<b>Matthew David Rocklage</b> , Columbus B.A. (Saint Olaf College) M.A. <i>Psychology</i> <i>Dr. Russell Fazio</i>
<b>Kadri Akinola Akanni Parris</b> , Georgetown, Guyana Diploma, B.Engr. (University of Guyana) M.S. <i>Civil Engineering</i> <i>Dr. William Wolfe</i> , <i>Dr. Tarunjit Butalia</i>	<b>Royston Samuel Quintyn</b> , East Bank Demerara, Guyana B.S. (University of Guyana) M.S. (Queen Mary University of London) <i>Chemistry</i> <i>Dr. Vicki Wysocki</i>	<b>Randall Stace Romero Aguilar</b> , Columbus Bachiller, Licenciatura (Universidad de Costa Rica) Master's (University of London) M.A. <i>Agricultural, Environmental and Development Economics</i> <i>Dr. Mario Miranda</i>
<b>Robey Clark Patrick</b> , Columbus B.A. (University of California, Santa Cruz) M.A. (Pennsylvania State University) <i>Spanish and Portuguese</i> <i>Dr. Jonathan Burgoyne</i>	<b>Karol Gabriela Ramirez Chan</b> , Columbus Licenciatura (Latin University of Costa Rica) Titulo.Mast. (Pontificia Universidad Javeriana) M.S. (University of Puerto Rico, Medical Sciences Campus) <i>Oral Biology</i> <i>Dr. John Sheridan</i>	<b>Margaret Catherine Rooney</b> , Columbus B.A. (Elmhurst College) M.A. <i>Communication</i> <i>Dr. Jesse Fox</i>
<b>Cassie Rosita Patterson</b> , Columbus B.A. (California State University, San Bernardino) M.A. <i>English</i> <i>Dr. Amy Shuman</i>	<b>Adam Christopher Rappold</b> , San Antonio, TX B.A. (University of Texas at Austin) M.A. (Tulane University of Louisiana) <i>Greek and Latin</i> <i>Dr. Sarah Johnston</i>	<b>Sara Rossini</b> , Columbus Laurea, Master's (Università Cattolica del Sacro Cuore) M.A. <i>Germanic Languages and Literatures</i> <i>Dr. Bernhard Fischer</i>
<b>Daniel Noah Pearlberg</b> , Columbus B.A., J.D. (University of Michigan, Ann Arbor) M.S. (London School of Economics and Political Science) <i>Philosophy</i> <i>Dr. Richard Samuels</i>	<b>Patrick Francis Reidy</b> , Longview, TX B.A.Honors (University of Texas at Austin) <i>Linguistics</i> <i>Dr. Mary Beckman</i>	<b>Mary Rachel Sawyer</b> , Columbus B.S., M.A. (University of South Florida) <i>Education</i> <i>Dr. Sheila Morgan</i>
<b>Jason Todd Peifer</b> , Saint Louis, MO B.A. (Temple University) M.A. (Saint Louis University) <i>Communication</i> <i>Dr. Robert Garrett</i>	<b>Lindsay Marie Rettler</b> , Waco, TX B.A. (Biola University) M.A. (Western Michigan University) M.A. <i>Philosophy</i> <i>Dr. Declan Smithies</i>	<b>Justin Jon Scheidler</b> , Stow B.S.Mech.Eng. <i>Mechanical Engineering</i> <i>Dr. Marcelo Dapino</i>
		<b>Jamie Rzeznik Schiff</b> , Columbus B.S.Educ. (University of Dayton) M.Educ. (Jacksonville University) <i>Education</i> <i>Melinda Rhoades</i>

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<b>Jacob Brian Schmidt</b> , Springfield B.S. (University of Wisconsin-Madison) M.S. (Iowa State University) <i>Aeronautical and Astronautical Engineering</i> <i>Dr. Igor Adamovich</i>	<b>Molly Louise Sharp</b> , Columbus B.A. (Trinity University) M.A. (University of Texas at Austin) <i>Communication</i> <i>Dr. Susan Kline</i>	<b>Zhiru Sun</b> , Jinzhong, China M.A., M.Appl.Stats. <i>Education</i> <i>Dr. Kui Xie</i>
<b>Matthew Schoene</b> , Columbus B.A. (Villanova University) M.A. <i>Sociology</i> <i>Dr. Rachel Dwyer</i>	<b>Akheil Singla</b> , Ellicott City, MD B.S. (Skidmore College) <i>Public Policy and Management</i> <i>Dr. Charlotte Kirschner</i>	<b>Kruthika Sundaram</b> , Madurai, Tamil Nadu, India Bachelor's , M.S. (Birla Institute of Technology and Science) <i>Biophysics</i> <i>Dr. Mark Wewers</i>
<b>Stephen Bradley Schoun</b> , Spring Valley B.S.Physics (Pacific Union College) M.S. <i>Physics</i> <i>Dr. Pierre Agostini,</i> <i>Dr. Louis DiMauro</i>	<b>Jack W. Skaggs</b> , Dublin B.S., M.A. (Indiana State University) <i>Education</i> <i>Dr. Rick Petosa</i>	<b>Urszula Bozena Szafruga</b> , Pullman, WA B.S. (Washington State University) M.S. <i>Physics</i> <i>Dr. Louis DiMauro</i>
<b>Eric B. Schwartz</b> , Powell B.S. (Ohio University) <i>Pharmaceutical Sciences</i> <i>Dr. James Fuchs</i>	<b>Mandy McCormick Smith</b> , Columbus B.S. (University of Dayton) <i>Education</i> <i>Dr. Lin Ding</i>	<b>Jenna Kathleen Tague</b> , Gahanna B.S. (Bucknell University) M.S. (Colorado State University) <i>Education</i> <i>Dr. Azita Manouchehri</i>
<b>Matthew A. Schwieterman</b> , Ashville B.S. (Miami University Oxford) M.A. <i>Business Administration</i> <i>Dr. Thomas Goldsby</i>	<b>Margaret Ann Solic</b> , Columbus B.A. (Saint Mary's College) M.A. (University of Maine) <i>History</i> <i>Dr. Judy Wu</i>	<b>Yue Tan</b> , Columbus B.S. (University of Science and Technology of China) M.A. (Columbia University) <i>Industrial and Systems Engineering</i> <i>Dr. Cathy Xia</i>
<b>Mark John Scott</b> , Columbus B.S.Elec.Cptr.Eng., M.S. <i>Electrical and Computer Engineering</i> <i>Dr. Jin Wang,</i> <i>Dr. Fang Luo</i>	<b>Yang Song</b> , Taiyuan, China B.S. (Peking University) <i>Chemistry</i> <i>Dr. Vicki Wysocki</i>	<b>Zachary Micah Thomas</b> , Columbus B.S. (Otterbein College) M.S. <i>Statistics</i> <i>Dr. L. Berliner</i>
<b>Aditi Sengupta</b> , Kolkata, India B.S. (University of Delhi) M.S. (Teri University) <i>Environment and Natural Resources</i> <i>Dr. Warren Dick</i>	<b>Ying Song</b> , Wuhan, China B.S. (Wuhan University) M.S. (University of Utah) <i>Geography</i> <i>Dr. Harvey Miller</i>	<b>Timothy O'Connor Thurston</b> , Columbus B.A. (Carleton College) M.A. <i>East Asian Languages and Literatures</i> <i>Dr. Mark Bender</i>
<b>Kun Shang</b> , Columbus B.S. (Nanjing University) M.S. <i>Geodetic Science and Surveying</i> <i>Dr. C. Shum</i>	<b>James Coy Stapleton</b> , Columbus B.S. (University of South Carolina) <i>Physics</i> <i>Dr. James Beatty</i>	<b>Stephen Christopher Tobin</b> , Dayton B.A. (Otterbein College) M.A. (Middlebury College) <i>Spanish and Portuguese</i> <i>Dr. Laura Podalsky</i>
<b>Shuai Shao</b> , Bei Jing, China Bachelor's (City University of Hong Kong) M.S. <i>Electrical and Computer Engineering</i> <i>Dr. Robert Burkholder,</i> <i>Dr. John Volakis</i>	<b>Anupama Sukhu</b> , Mastic, NY B.A. (University of Calicut) M.B.A. (University of Plymouth) <i>Human Sciences</i> <i>Dr. Soobin Seo,</i> <i>Dr. Robert Scharff</i>	<b>Daniel Conor Troy</b> , Columbus B.A. (Davidson College) M.A. (University of Chicago) <i>History</i> <i>Dr. Peter Mansoor</i>

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<b>Dmitry Tumin</b> , Columbus M.A. <i>Sociology</i> <i>Dr. Zhenchao Qian</i>	<b>Gregory David Wainwright</b> , Marlborough, MA B.S. (Western New England University) M.S. <i>Electrical and Computer Engineering</i> <i>Dr. Chi-Chih Chen</i>	<b>Changdong Wei</b> , Columbus B.S. (Fudan University) M.S. <i>Materials Science and Engineering</i> <i>Dr. Ji-Cheng Zhao</i>
<b>Rachel Ann Tumin</b> , Columbus B.S. (University of Virginia) M.S. <i>Public Health</i> <i>Dr. Sarah Anderson</i>	<b>Maninder Kaur Walia</b> , Punjab, India B.S.Agr., M.S. (Punjab Agricultural University) <i>Environment and Natural Resources</i> <i>Dr. Warren Dick</i>	<b>Zongsu Wei</b> , Columbus B.Engr. (University of Science and Technology, Beijing) M.S. (University of Toledo) <i>Civil Engineering</i> <i>Dr. Linda Weavers,</i> <i>Dr. John Lenhart</i>
<b>Spencer Randolph Tyce</b> , Milton, FL B.A., M.A. (University of North Florida) <i>History</i> <i>Dr. Kenneth Andrien</i>	<b>Hailong Wang</b> , Columbus B.S. (East China Normal University) <i>Physics</i> <i>Dr. Fengyuan Yang</i>	<b>Maya Li Wei-Haas</b> , Tulsa, OK <i>Geological Sciences</i> <i>Dr. Yu-Ping Chin</i>
<b>Jennifer Ann Tyrawski</b> , Wilmington, DE B.A. (University of Delaware) <i>Communication</i> <i>Emily Moyer-Guse</i>	<b>Ling Wang</b> , Changsha, China B.S.Nurs. (Xiangnan University) M.Pub.Hlth. (Indiana-Purdue University) <i>Public Health</i> <i>Dr. Amy Ferketich</i>	<b>Jacob Alexander Wenger</b> , Petersburg, PA B.S. (Manchester University) <i>Entomology</i> <i>Dr. Andrew Michel</i>
<b>Sivaranjani Vaidyanathan</b> , Columbus B.Engr. (Anna University) M.S. <i>Statistics</i> <i>Dr. L. Berliner</i>	<b>Wanzheng Michelle Wang</b> , Singapore, Singapore B.A., M.A. (Nanyang Technological University, Singapore) <i>English</i> <i>Dr. Brian McHale</i>	<b>Alicia Kate White</b> , Columbus Bachelor's (University of South Carolina) M.A. <i>Slavic and East European Languages and Literatures</i> <i>Dr. Ludmila Isurin</i>
<b>Dries Pieter Marc Cornelius Vandorpe</b> , Columbus Certificate (University College Ghent) Postgrad.Dipl. (Groep T) M.A. (University of Wales) M.S. (University of Teesside) <i>Theatre</i> <i>Dr. Stratos Constantiniidis</i>	<b>Yi Wang</b> , Wuhan, China B.Engr. (Wuhan University) M.S. <i>Computer Science and Engineering</i> <i>Dr. Gagan Agrawal</i>	<b>Staci Ann White</b> , Chillicothe B.S. (Shawnee State University) M.S. <i>Statistics</i> <i>Dr. Radu Herbei</i>
<b>Jeffrey Todd Vernon</b> , Batesville, IN B.A., J.D. (Indiana University Bloomington) <i>History</i> <i>Dr. Judy Wu</i>	<b>Barbara Wonneken Wanske</b> , Columbus B.A.Honors (University of Ottawa) M.A. <i>Germanic Languages and Literatures</i> <i>Dr. Katra Byram,</i> <i>Dr. Barbara Becker-Cantarino</i>	<b>Kurtis J. Wickey</b> , Kalamazoo, MI B.A., B.S. (Western Michigan University) M.S. <i>Physics</i> <i>Dr. Ezekiel Johnston-Halperin</i>
<b>Michael Vilensky</b> , Pittsburgh, PA B.A. (University of Michigan, Ann Arbor) M.A. (University of Chicago) M.A. <i>Psychology</i> <i>Dr. Michael Vasey</i>	<b>Hannah Beth Washington</b> , Columbus B.A. (Middlebury College) M.A. <i>Spanish and Portuguese</i> <i>Dr. Scott Schwenter</i>	<b>Justin Allen Wilmes</b> , Dayton B.A., B.S.Cptr.Sci.Eng. (Miami University Oxford) M.A. <i>Slavic and East European Languages and Literatures</i> <i>Dr. Yana Hashamova</i>
<b>Henry Hoang Vo</b> , San Jose, CA B.S., M.S. (California Polytechnic State University) M.S. <i>Electrical and Computer Engineering</i> <i>Dr. Chi-Chih Chen,</i> <i>Dr. John Volakis</i>	<b>Lindy Lee Weaver</b> , Bexley B.S.Educ., M.Occ.Ther. <i>Health and Rehabilitation Sciences</i> <i>Dr. Amy Darragh</i>	<b>Adrienne Ann Winans</b> , Columbus B.A. (University of Chicago) M.A. (New York University) <i>History</i> <i>Dr. Judy Wu</i>

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<b>Christopher Stuart Wolfe</b> , Crystal Lake, IL B.S. (Southern Illinois University Carbondale) M.S. <i>Physics</i> <i>Dr. Peter Hammel</i>	<b>Philip J. Young</b> , Columbus B.A., B.S. (Cedarville University) <i>Chemistry</i> <i>Dr. Malcolm Chisholm</i>	<b>Ruilan Zhao</b> , Xinxiang, China B.A., M.A. (South China Normal University) M.A. (Southern Illinois University Carbondale) <i>Education</i> <i>Dr. Alan Hirvela</i>
<b>Shan Wu</b> , Shanghai, China B.S.Agr. (China Agricultural University) M.S. <i>Horticulture and Crop Science</i> <i>Dr. Esther Vanderknaap</i>	<b>Carla L. Youngdahl</b> , Columbus B.S. (Truman State University) M.A. (Ohio University) <i>Speech and Hearing Science</i> <i>Dr. Eric Healy</i>	<b>Mai Zheng</b> , Columbus B.S. (Qingdao University) Master's (University of Science and Technology of China) M.S. <i>Computer Science and Engineering</i> <i>Dr. Feng Qin</i>
<b>Su Ya Wu</b> , East Brunswick, NJ B.A.Honors (American University) M.A. (University of Chicago) M.A. <i>Political Science</i> <i>Dr. Christopher Gelpi</i>	<b>Howard Yu</b> , Columbus B.S. (Harvey Mudd College) <i>Physics</i> <i>Dr. Ezekiel Johnston-Halperin</i>	<b>Zhun Zhou</b> , Columbus B.S. (Zhejiang University) <i>Chemistry</i> <i>Dr. Dennis Bong</i>
<b>Xiaoyue Xia</b> , Columbus B.A. (Sun Yat-sen University) <i>Mathematics</i> <i>Dr. Ovidiu Costin</i>	<b>Inga Mirdza Zadvinskis</b> , Dublin B.S.Nurs. (Michigan State University) M.S. (Wayne State University) <i>Nursing</i> <i>Dr. Pamela Salsberry</i>	<b>Kefeng Zhu</b> , Shenyang, China B.S., M.S. (Northern Jiaotong University, Beijing) <i>Geodetic Science and Surveying</i> <i>Dr. C. Shum</i>
<b>Xin Xia</b> , Nanjing, China Bachelor's (China Pharmaceutical University) <i>Chemistry</i> <i>Dr. Dennis Bong</i>	<b>Dong Zhang</b> , Columbus B.S. (Nanjing University) M.S. <i>Astronomy</i> <i>Dr. Todd Thompson</i>	<b>Doctor of Audiology</b>
<b>Ting Xiao</b> , Xi'an, China B.Engr., B.S. (Xi'an Jiaotong University) M.A. <i>Business Administration</i> <i>Dr. Jaideep Anand,</i> <i>Dr. Mona Makhija</i>	<b>Wendong Zhang</b> , Columbus B.S. (Fudan University) M.A. <i>Agricultural, Environmental and Development Economics</i> <i>Dr. Elena Irwin</i>	<b>Donna Renee Moore</b> , Denver, CO B.S. (West Virginia University) <i>Speech and Hearing Science</i>
<b>Woon Gi Yeo</b> , Seoul, Korea B.Engr. (Korea Aerospace University) M.S. (University of Michigan, Ann Arbor) M.S. <i>Electrical and Computer Engineering</i> <i>Dr. Kubilay Sertel</i>	<b>Xu Zhang</b> , Columbus B.S., M.S. (Nankai University) <i>Biomedical Engineering</i> <i>Dr. Yi Zhao</i>	<b>Emily Anne Sansom</b> , Delaware B.A. <i>Speech and Hearing Science</i>
<b>Hao Ying</b> , Yongkang, Zhejiang, China B.S. (University of Science and Technology of China) <i>Mathematics</i> <i>Dr. Barbara Keyfitz</i>	<b>Yue Zhang</b> , Columbus B.S. (Peking University) M.S. (San Diego State University) <i>Evolution, Ecology, and Organismal Biology</i> <i>Dr. John Hunter</i>	<b>Megan Lisbeth Strang</b> , Avon B.A. (University of Arizona) <i>Speech and Hearing Science</i>
<b>Jieun You</b> , Incheon, Korea Bachelor's , M.A. (Yonsei University) M.A. <i>Education</i> <i>Dr. Joshua Hawley</i>	<b>Bo Zhao</b> , Columbus B.S., M.S. (Nanjing University) <i>Geography</i> <i>Dr. Dianzhi Sui</i>	<b>Doctor of Nursing Practice</b>
	<b>Junfeng Zhao</b> , Taiyuan, China Bachelor's (Tsinghua University) Master's (University of British Columbia) <i>Mechanical Engineering</i> <i>Dr. Junmin Wang</i>	<b>Melissa Miwha Bridgett</b> , Hilliard B.S.Nurs. M.S. (University of Phoenix) <i>Nursing</i>
		<b>Cheryl Lynn Cairns</b> , Willowick B.S.Nurs., M.S. (University of Akron) <i>Nursing</i>

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<p><b>Joshua Eli Gossett</b>, South Bloomingville B.S., M.B.A. B.S.Nurs. (Mount Carmel College of Nursing) <i>Nursing</i></p>	<p><b>Todd Michael Ficeto</b>, Marion B.A. <i>Interdisciplinary Programs</i></p>	<p><b>Jung Dae Bae</b>, Lakewood, WA B.S. (University of Washington) <i>Economics</i></p>
<p><b>Elizabeth C. Matre</b>, Columbus B.A. (Chaminade University of Honolulu) M.S. (University of Phoenix) <i>Nursing</i></p>	<p><b>Kevin George Ricks</b>, Canfield B.S.Pharm.Sci. <i>Interdisciplinary Programs</i></p>	<p><b>Joe Scott Ballard</b>, Spring Hill, TN B.S. (Middle Tennessee State University) <i>Economics</i></p>
<p><b>Doctor of Physical Therapy</b></p>	<p><b>Master of Applied Statistics</b></p>	<p><b>Megan Ann Ballinger</b>, Westerville B.A. (Ohio Wesleyan University) <i>Education</i></p>
<p><b>Lauren Enns</b>, Dayton B.S. (University of Dayton) <i>Health and Rehabilitation Sciences</i></p>	<p><b>Katherine Victoria Jurgens</b>, West Chester B.S.Bus.Adm. <i>Statistics</i></p>	<p><b>Mariah Elizabeth Barber</b>, Phoenix, AZ B.A. (Colorado State University) <i>Education</i></p>
<p><b>Jack Pan</b>, Columbus B.S. <i>Health and Rehabilitation Sciences</i></p>	<p><b>Neil Howard Mecham</b>, Berea, KY B.A. (Berea College) <i>Statistics</i></p>	<p><b>Brenden Thomas Bishop</b>, Louisville B.S., M.ApplStats. <i>Psychology</i></p>
<p><b>Master in the Study of Law</b></p>	<p><b>Master of Architecture</b></p>	<p><b>Sarah Marie Blaine</b>, Powell B.S.Educ. <i>Education</i></p>
<p><b>Andrea N. Garrings</b>, Mount Sterling B.A. M.B.A. (Franklin University) <i>Law</i></p>	<p><b>Shane Alexander Freebourn</b>, Ashtabula B.S. (Kent State University) <i>Architecture</i></p>	<p><b>Allison Semele Blair</b>, Columbus B.A. (City University of New York, Brooklyn College) <i>Greek and Latin</i></p>
<p><b>Master of Accounting</b></p>	<p><b>Ross Parker Jackson</b>, Bridgeport B.S.Arch. <i>Architecture</i></p>	<p><b>Elizabeth Ann Blank</b>, Columbus B.S.Educ. (Bowling Green State University) <i>Education</i></p>
<p><b>Edward A. Butcher</b>, Lucas, TX B.S. (Brigham Young University-Idaho) <i>Accounting and Management Information Systems</i></p>	<p><b>Diana K. Reddick</b>, Columbus B.S.Agr., B.S.Arch. <i>Architecture</i></p>	<p><b>Leslie Marie Boggs</b>, West Jefferson B.Art.Educ. <i>Education</i></p>
<p><b>Haoyue Zhang</b>, Beijing, China B.A. (University of Michigan, Ann Arbor) <i>Accounting and Management Information Systems</i></p>	<p><b>Stephanie Lynne Sang Delgado</b>, Columbus B.A. (Ithaca College) <i>Architecture</i></p>	<p><b>Shelby Elizabeth Brewster</b>, Colorado Springs, CO B.F.A., B.A. (Marshall University) <i>Theatre</i></p>
<p><b>Master of Applied Clinical and Preclinical Research</b></p>	<p><b>Master of Arts</b></p>	<p><b>Jennifer L. Brothers</b>, Columbus B.S. (Pennsylvania State University) M.S. (Clarion University of Pennsylvania) <i>Education</i></p>
<p><b>Souhad Chbeir</b>, Dublin B.S.Nurs., M.S. (American University of Beirut) Ph.D. (State University of New York at Buffalo) <i>Interdisciplinary Programs</i></p>	<p><b>Kristen Rae Ackerman</b>, Cortland B.A. <i>Speech-Language Pathology Program</i></p>	<p><b>Halah Saleh S. Alwehaibi</b>, Columbus B.Educ. (King Saud University) <i>Education</i></p>
		<p><b>Jinsoo Bae</b>, Daegu, Korea B.A., M.A. (Yonsei University) <i>Economics</i></p>

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<b>Ashley Ariana Brown,</b> Snohomish, WA B.S. (Washington State University) M.S. (Eastern Washington University) <i>Psychology</i>	<b>Crista Lynn Cornelius,</b> Columbus B.A. (Bryan College) M.A. (University of Tennessee-Knoxville) <i>East Asian Languages and Literatures</i>	<b>Allison Lynn Frew,</b> Columbus B.A. (Virginia Commonwealth University) <i>History of Art</i>
<b>Mary Kathryn Bruner,</b> Kettering B.A. <i>Speech-Language Pathology Program</i>	<b>Alyssa Kay Dosen,</b> Brecksville B.A. <i>Speech-Language Pathology Program</i>	<b>Haiyan Fu,</b> Columbus B.A. (Guizhou University) <i>East Asian Languages and Literatures</i>
<b>Sangeeta J. Cargile,</b> Columbus B.S. (Kent State University) <i>Education</i>	<b>Lara Downing,</b> Kinsman B.A. (University of Toledo) <i>Linguistics</i>	<b>Kerri Christine Gonzalez,</b> Blacklick B.A., M.Ed. <i>Education</i>
<b>William MacDonald Carr,</b> Rumford, RI B.A. (Boston College) <i>East Asian Languages and Literatures</i>	<b>Paul Harrison Downs,</b> Dayton B.A. (The Master's College) <i>Near Eastern Languages and Cultures</i>	<b>DeLayna Raye Green,</b> Reynoldsburg B.A. (Kentucky State University) <i>Education</i>
<b>Amy Lynn Case,</b> Powell B.S. M.S., Ed.S. (University of Dayton) <i>Education</i>	<b>Kelly P. Dugan,</b> Columbus B.A. (University of Minnesota, Twin Cities) M.A. (University of Kansas) <i>Greek and Latin</i>	<b>Briun Akeem Greene,</b> Columbus B.S. (Hawaii Pacific College) <i>East Asian Languages and Literatures</i>
<b>Benjamin Casner,</b> Columbus B.A. (Saint John's University) M.S. (University of Nottingham) <i>Economics</i>	<b>Erica Ann Dumm,</b> Columbus B.S. (Ohio University) M.A. <i>Education</i>	<b>Timothy Jared Grix,</b> Galion B.A. <i>Sociology</i>
<b>Pubali Chakraborty,</b> Kolkata, India B.S. (University of Calcutta) Master's (Indian Statistical Institute) <i>Economics</i>	<b>Kiersten Elaine Fenske,</b> Huron <i>Education</i>	<b>Leah J. Groom,</b> Bexley B.S.Humn.Ecol. <i>Education</i>
<b>Jessica Paige Chalfin,</b> Risingsun B.S. (Bowling Green State University) <i>Speech-Language Pathology Program</i>	<b>Andrea Beth Fitzgerald,</b> Dublin B.A. <i>Speech-Language Pathology Program</i>	<b>Justin Jeff Hanson,</b> Columbus B.A. (University of Utah) <i>Greek and Latin</i>
<b>Seung-hun Chung,</b> Jeju-si, Korea B.A., M.A. (Seoul National University) <i>Economics</i>	<b>Sean Thomas Flynn,</b> Columbus B.S.Educ. (Ashland University) <i>Education</i>	<b>Adrienne Mathes Harvey,</b> Westerville B.S. (Ohio University) M.S. (Medical University of South Carolina) <i>Education</i>
<b>Johanna Cathleen Corbin,</b> Columbus B.S.Educ. (Baldwin-Wallace College) <i>Education</i>	<b>Allison Anne Fontana,</b> Columbus B.S. (Ohio University) <i>Education</i>	<b>Natalee Heath,</b> Piqua B.Educ. (University of Gloucestershire) <i>Education</i>
	<b>Stephanie Marie Fountain-Zaragoza,</b> Kent B.S. (Denison University) <i>Psychology</i>	<b>Lucas Daniel Hinsenkamp,</b> Columbus B.S. (University of Wisconsin-Madison) <i>Psychology</i>
	<b>Heather Lynn Freado,</b> Westerville B.F.A. (Columbus College of Art and Design) <i>Arts Administration, Education and Policy</i>	<b>Kelly Anne Hovinga,</b> Stanton, MI B.A. <i>History</i>
		<b>Anna Renee Jacolenne-Zunich,</b> Pickerington B.S.Educ. (Ohio University) <i>Education</i>

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<b>Alexander Edward Jania</b> , Austin, TX B.A. (Baylor University) <i>East Asian Studies</i>	<b>Hyung Koo Lee</b> , Columbus B.A. (Seoul National University) B.S. (National Institute for Lifelong Education) <i>Economics</i>	<b>Cathleen Nell McComas</b> , Columbus B.A. (Miami University Oxford) M.A. <i>Education</i>
<b>Matthew David Johnson</b> , Stow B.Mus.Ed. (University of Illinois at Urbana-Champaign) <i>Music</i>	<b>Soyoung Lee</b> , Seoul, Korea B.A. (Seoul National University) <i>Economics</i>	<b>Bonnie Ann Meeks</b> , Gahanna B.A. (Mount Vernon Nazarene University) <i>Arts Administration, Education and Policy</i>
<b>Jill Marie Jones</b> , Columbus B.S. (Kent State University) <i>Education</i>	<b>Loren Pennino Lefeld</b> , Columbus B.A. <i>Speech-Language Pathology Program</i>	<b>Candice Ellen Michel</b> , North Canton B.A. <i>Speech-Language Pathology Program</i>
<b>Judith Henterly Jones</b> , Columbus B.S.Educ. (University of Virginia) M.Educ. (Ashland University) <i>Education</i>	<b>Ross Heath Leighner</b> , Dayton B.S.Educ. <i>Education</i>	<b>Mary Catherine Miller</b> , Columbus B.A. (College of William and Mary) M.A. (University of North Carolina at Charlotte) <i>Education</i>
<b>Matthew James Jordan</b> , Grove City B.S.Educ. (Bowling Green State University) Master's (Marygrove College) <i>Education</i>	<b>Tina Lynn Li</b> , Columbus B.A. <i>East Asian Languages and Literatures</i>	<b>Kilhoe Na</b> , Goyang, Korea B.A. (Korea University) <i>Communication</i>
<b>Ashley Rae Kennard</b> , Troy B.A. (University of Cincinnati) <i>Communication</i>	<b>Kai Liang</b> , Qingdao, China B.A. (Qingdao University) <i>East Asian Languages and Literatures</i>	<b>Peter Nencka</b> , Columbus B.A. (Beloit College) <i>Economics</i>
<b>Ana Estefania Kim</b> , Columbus B.A. (University of California, Los Angeles) <i>Latin American Studies</i>	<b>Charlette Lin</b> , Columbus B.S. (University of California, San Diego) <i>Psychology</i>	<b>Cassandra Ashton Olson</b> , Waco, TX B.A. (Bard College) M.A. <i>East Asian Languages and Literatures</i>
<b>Dan Kim</b> , Seoul, Korea B.A., M.A. (Ewha Womans University) <i>Psychology</i>	<b>Yiwen Liu</b> , Wenzhou, China Bachelor's (Peking University) <i>History of Art</i>	<b>Travis Heath Olson</b> , Saint Paul, MN B.A. (Loyola University Chicago) <i>Education</i>
<b>Sarah Zane Kincaid</b> , Columbus B.A. (Wittenberg University) <i>Public Policy and Management</i>	<b>Mack F. Lorden</b> , Lakeside Park, KY B.S.Humn.Ecol. <i>East Asian Languages and Literatures</i>	<b>Stacy L. Orbaker</b> , Columbus B.A. (Muskingum University) <i>Education</i>
<b>Alexandra Kissling</b> , Cincinnati B.A. (University of Cincinnati) <i>Sociology</i>	<b>Bryan Eugene Lutz</b> , Athens Bachelor's (Ohio University) <i>Education</i>	<b>Kathleen M. Patton</b> , Olmsted Township B.S. (John Carroll University) <i>Psychology</i>
<b>Christopher Neal Landauer</b> , Upper Arlington B.A. (University of Arizona) M.S. (University of Dayton) <i>Education</i>	<b>Joetta Sue Manion</b> , New Albany B.Bus.Adm. (Mount Vernon Nazarene University) <i>Education</i>	<b>Nick J. Pochedly</b> , Mantua B.A. <i>East Asian Languages and Literatures</i>
<b>Kathryn Jane Lang</b> , Worthington B.S. <i>History</i>	<b>Benjamin Jay Marteney</b> , Pickerington B.F.A. (Otterbein College) <i>Music</i>	<b>Lauren McMillin Porter</b> , Jamestown B.A., B.S.Educ. (Miami University Oxford) <i>Education</i>
	<b>Rachel Lynn Massey</b> , Arlington, VA B.A. (University of Virginia) <i>Education</i>	

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<b>Ariel Janaye Rawson,</b> Oakland, CA B.A. (San Diego State University) <i>Geography</i>	<b>Marisa Ashley Smith,</b> Columbus B.S. (California State University, Sacramento) <i>Communication</i>	<b>Emily Catherine Winner,</b> Minster B.S. (University of Toledo) <i>Speech-Language Pathology Program</i>
<b>Lauren Krug Reyes,</b> Columbus B.A. <i>Speech-Language Pathology Program</i>	<b>Richard James Spicer,</b> Columbus B.A. <i>Public Policy and Management</i>	<b>Yichun Xu,</b> Shanghai, China Bachelor's (Shanghai University) <i>East Asian Languages and Literatures</i>
<b>Sarah Lynn Rosevear,</b> Plain City B.S. (Purdue University) <i>Speech-Language Pathology Program</i>	<b>Spencer Dean Stewart,</b> Columbus B.A. (Brigham Young University) <i>East Asian Studies</i>	<b>Joshua Mark Younge,</b> Grove City B.A., M.Educ. <i>Education</i>
<b>Heidi J. Russo-Loparo,</b> Hilliard B.A. (Wittenberg University) M.Educ. <i>Education</i>	<b>Jacob Daniel Teeny,</b> Portland, OR B.S. (Santa Clara University) <i>Psychology</i>	<b>Ziqi Yuan,</b> Zhengzhou, China Bachelor's (Zhejiang University) <i>Comparative Studies</i>
<b>Natasha Sadoff,</b> Columbus B.S. (University of Vermont) <i>Geography</i>	<b>Mary Kathleen Tompkins,</b> Columbus B.S. <i>Psychology</i>	<b>Runtian Zhang,</b> Hangzhou, China B.A. (Emory University) <i>Economics</i>
<b>Justin Carl Schramm,</b> Saint Paul, MN B.A. (Gustavus Adolphus College) <i>Music</i>	<b>Macy Kathleen Uccino,</b> Poland B.A. <i>Speech-Language Pathology Program</i>	<b>Yan Zhang,</b> Hangzhou, China Bachelor's, Master's (Nanjing University) <i>East Asian Languages and Literatures</i>
<b>Leslie Marie Scott,</b> Columbus Bachelor's (Eastern Connecticut State University) <i>Education</i>	<b>Laura E. Wallace,</b> Cincinnati B.A. (Xavier University) <i>Psychology</i>	<b>Shiyu Zhao,</b> Shanghai, China Bachelor's (Shanghai Jiao Tong University) <i>Economics</i>
<b>Alexandra Marie Seiling,</b> Powell B.S.Humn.Ecol., M.Educ. <i>Education</i>	<b>Bo Wang,</b> Columbus B.S. (Beijing Institute of Technology) M.A. (Miami University Oxford) <i>Economics</i>	<b>Master of Business Administration</b>
<b>Hannah Elizabeth Shatzer,</b> Columbus B.A. (Luther College) <i>Psychology</i>	<b>Chen Wang,</b> Qinhuangdao, Hebei, China B.A. (Nankai University) M.S. (Saint Cloud State University) <i>Arts Administration, Education and Policy</i>	<b>Yugendra Madhusudan Bhide,</b> Powell B.Engr. (University of Pune) M.S. (State University of New York at Buffalo) <i>Business Administration</i>
<b>Sarah Katherine Singer,</b> Columbus B.A. <i>Speech-Language Pathology Program</i>	<b>Qian Wang,</b> Linyi, China B.A. (Linyi University) M.A. (Ohio University) M.A. (Beijing Language and Culture University) <i>East Asian Languages and Literatures</i>	<b>Keith Patrick Carroll,</b> New Albany B.S.Bus.Adm. B.S. (Park University) <i>Business Administration</i>
<b>Ishika Sinha,</b> Jamshedpur, India B.S., M.S. (University of Delhi) <i>Education</i>	<b>Suzanne T. Watkins-Martinez,</b> Columbus B.A. (George Mason University) <i>Speech-Language Pathology Program</i>	<b>Travis Gerald Casper,</b> Hilliard B.A., M.A. <i>Business Administration</i>
<b>Emily Ruth Williamson Smith,</b> Columbus B.A. <i>Speech-Language Pathology Program</i>		<b>Ting Chen,</b> Dublin B.S. Master's (University of Michigan, Ann Arbor) <i>Business Administration</i>

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<b>Aaron Andrew Haines,</b> Columbus B.S. (Wright State University) <i>Business Administration</i>	<b>Master of City and Regional Planning</b>	<b>Christopher Earle Harvey,</b> Palo Alto, CA B.A. (SUNY Empire State College) <i>Art</i>
<b>Kevin Andrew Hothem,</b> Dublin B.S.Mech.Eng. (North Carolina State University) <i>Business Administration</i>	<b>Marshall Alan Pomeroy,</b> Columbus B.S. (Purdue University) <i>City and Regional Planning</i>	<b>Thomas Edward Heban,</b> Gahanna B.Bus.Adm. (Ohio University) M.Land.Arch. <i>Industrial, Interior and Visual Communication Design</i>
<b>Luke Andrew MacAdam,</b> Columbus B.S.Cptr.Sci.Eng. <i>Business Administration</i>	<b>Alyssa Megan Taylor,</b> Whitehouse B.A., B.S.C.R.P. <i>City and Regional Planning</i>	<b>Michael David McDevitt,</b> Columbus B.S. (College of William and Mary) B.F.A. (Virginia Commonwealth University) <i>Art</i>
<b>Marisa Danielle Maxey,</b> Galloway B.S.Nurs. (Chamberlain College of Nursing) <i>Business Administration</i>	<b>David Zeller II,</b> Newark B.S.C.R.P. <i>City and Regional Planning</i>	<b>Shane McGeehan,</b> Columbus B.F.A. (Syracuse University) <i>Art</i>
<b>Justin Laurier McGee,</b> Indianapolis, IN B.A., B.S., M.D. <i>Business Administration</i>	<b>Master of Dental Hygiene</b>	<b>Maija Helena Miettinen-Harris,</b> Lebanon, PA B.F.A. (Temple University) <i>Art</i>
<b>John Joseph Mellett,</b> Dublin Doctoral (Drake University) <i>Business Administration</i>	<b>Lauren Colleen DeSantis,</b> Poland B.S.Dent.Hygn. <i>Dental Hygiene</i>	<b>Peter Alexander Morgan,</b> Columbus B.F.A. (Columbus College of Art and Design) <i>Art</i>
<b>Ahmad Mehran Mostafavifar,</b> Columbus B.S. (West Virginia University) <i>Business Administration</i>	<b>Master of Education</b>	<b>Liam O'Connor,</b> Alameda, CA B.A. (Lewis and Clark College) <i>Art</i>
<b>Jameson Michael Nunney,</b> Columbus B.S.Bus.Adm. <i>Business Administration</i>	<b>Andrew G. Deyo,</b> Columbus B.S. <i>Education</i>	<b>Paul Scott Page,</b> Columbus <i>Art</i>
<b>Anthony Joseph Parolini,</b> Columbus B.S.Bus.Adm. <i>Business Administration</i>	<b>Geoffrey Clark Mitchell,</b> Utica B.S. (Illinois Institute of Technology) <i>Education</i>	<b>Emma Caitlin Sanders,</b> Columbus B.S.Design <i>Industrial, Interior and Visual Communication Design</i>
<b>Erik John Ramsey,</b> Columbus B.A. (University of Minnesota, Twin Cities) <i>Business Administration</i>	<b>Master of Fine Arts</b>	<b>Sarah Schultz,</b> Pataskala B.F.A. (Michigan State University) <i>Art</i>
<b>Maha Nour Raslan,</b> Dublin M.D. (Cairo University) B.S.Alld.Hlth.Prof. <i>Business Administration</i>	<b>Natalia Arbelaez,</b> Columbus B.F.A. (Florida International University) <i>Art</i>	<b>Malory Elyse Spicer,</b> Bellbrook B.S.Cptr.Sci.Eng. <i>Industrial, Interior and Visual Communication Design</i>
<b>Brian Kenny Rupp,</b> Dublin <i>Business Administration</i>	<b>Natalie Kenra Cagle,</b> Columbus B.A. (Eastern Kentucky University) <i>Theatre</i>	<b>Zachary Aaron Weinberg,</b> Columbus B.F.A. (Alfred University) <i>Art</i>
<b>Brian Kevin Smith,</b> Columbus B.S., B.A. <i>Business Administration</i>	<b>Shane Paul Cinal,</b> Columbus B.A. (Indiana University Bloomington) <i>Theatre</i>	
	<b>Jennifer Hansen Gard,</b> West Olive, MI B.A. (Hope College) M.A. (University of Florida) <i>Art</i>	
	<b>Mark Gunderson,</b> Columbus B.S. (DeVry Institute of Technology) <i>Art</i>	

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**Master of Mathematical Sciences**

**Kerri-Ann Margo Anderson,** Decatur, GA  
B.A. (Ave Maria University)  
Mathematics

**Raymond Taylor Cox,** Columbus  
B.S. (York College  
Pennsylvania)  
*Mathematics*

**Susan Jo Foss,** Webster, NH  
B.A. (Keene State College)  
*Mathematics*

**Allison Hoyle,** Columbus  
B.S. (University of Florida)  
*Public Policy and Management*

**Tianyi Shi,** Beijing, China  
B.A. (University of Colorado  
Denver)  
*Public Policy and Management*

**Alyssa Megan Taylor,** Whitehouse  
B.A., B.S.C.R.P.  
*Public Policy and Management*

**Jalisa Marie Herron,** Reynoldsburg  
B.S.  
*Public Health*

**Gregory Tom Langdon,** Milford  
B.S.Agr.  
*Public Health*

**Colleen Marie McGovern,** Westerville  
B.S.Educ. (Ohio Dominican  
University)  
B.S.Nurs.  
*Public Health*

**Master of Music**

**Brian Patrick Hupp,** Pataskala  
B.Mus. (Capital University)  
*Music*

**Russell Eric Nagy,** Columbus  
B.Mus.Ed. (University of  
Cincinnati)  
*Music*

**Master of Public Health**

**Abdillahi H. Abokor,** Whitehall  
B.S. (Concordia University)  
M.A. (Wayne State University)  
*Public Health*

**Heidi Renate Ballard,** Columbus  
B.A.  
M.A., Ph.D. (University of New  
Mexico)  
*Public Health*

**Rachel Brackett,** Columbus  
B.A. (University of Kansas)  
*Public Health*

**Cristen Liesse Carlson,** Dublin  
B.S.  
*Public Health*

**Michelle Marie Caster,** Chagrin Falls  
B.A. (Washington University in  
Saint Louis)  
M.D.  
*Public Health*

**Kathleen Jeanne Cenkus,** Galloway  
B.S. (Ohio University)  
*Public Health*

**Ryan Caldwell Everett,** North  
Canton  
B.S.  
*Public Health*

**Joanne Wampler Midla,** Dublin  
B.A. (Franklin and Marshall  
College)  
D.V.M. (University of  
Pennsylvania)  
*Public Health*

**Teresa Anne Mills,** Fairview  
Park  
B.S.  
*Public Health*

**Hira Aftab Raja,** Edison, NJ  
B.A. (Rutgers University-New  
Brunswick)  
*Public Health*

**Jessica C. Solomon,** Lima  
B.S.Agr.  
*Public Health*

**Wengora Thompson,** Columbus  
B.S. (Jackson State  
University)  
*Public Health*

**Amber Marie Vasquez,** Hilliard  
B.S. (Bowling Green State  
University)  
M.D. (Wright State University)  
*Public Health*

**Allison Michele Wilder,** Columbus  
B.S. (University of California,  
Riverside)  
*Public Health*

**Master of Public Administration**

**Ashley Lane Bowman,** Mount  
Pleasant, SC  
B.S. (College of Charleston)  
*Public Policy and Management*

**Jia Cao,** Shanghai, China  
B.S.Bus.Adm.  
*Public Policy and Management*

**Gina Nicole Daniele,** Columbus  
B.A.  
*Public Policy and Management*

**Alexander Jonathan Highley,** Worthington  
B.A.  
*Public Policy and Management*

**Darren Richard Hobbs,** Columbus  
B.A. (Tusculum College)  
*Public Policy and Management*

**Lindsay Elizabeth Harmon-Matthews,** Canal Winchester  
B.S. (Ohio University)  
*Public Health*

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<b>Master of Science</b>	<b>Maximilian Rupert Barczok,</b> Columbus Certificate (Anna-Essinger-Gymnasium Ulm) B.S.Env.Nat.Res. <i>Earth Sciences</i>	<b>Evan Michael Byrne,</b> Loveland B.S.Elec.Cptr.Eng. <i>Electrical and Computer Engineering</i>
<b>Julio Ernesto Acuna Garcia,</b> Managua, Nicaragua Titulo.Bach. (Universidad Americana Managua) Master's (University of Guadalajara) Agricultural, Environmental and Development <i>Economics</i>	<b>Katelyn Lucille Barnhart,</b> Logan B.S.Agr. <i>Animal Sciences</i>	<b>Xiaoyu Cai,</b> Beijing, China B.S. (Shanghai University of Finance and Economics) <i>Statistics</i>
<b>Shashank Agarwal,</b> Columbus Engr.Dipl. (Aligarh Muslim University) B.Tech. (Guru Gobind Singh Indraprastha University) Computer Science and <i>Engineering</i>	<b>Adrian Alberto Barragan,</b> Algarrobo, Argentina Diploma (National University of La Plata) <i>Comparative and Veterinary Medicine</i>	<b>Richard Andersen Carstens,</b> Dublin B.S.Nurs., D.D.S. (University of Nebraska Medical Center) <i>Dentistry</i>
<b>Aakanksha Agnani,</b> Kota, India B.Engr. (University of Mumbai) Computer Science and <i>Engineering</i>	<b>Jorge Luis Barrera Cruz,</b> Columbus B.S. (Escuela Superior Politecnica del Litoral) <i>Mechanical Engineering</i>	<b>Jigar Mohanlal Chandra,</b> Mumbai, India B.Engr. (University of Mumbai) <i>Computer Science and Engineering</i>
<b>Ebjii Anthony Akah,</b> Columbus B.S.Civil.Eng. <i>Civil Engineering</i>	<b>Toni Marie Beirl,</b> Ashland, WI B.S. (University of Louisville) <i>Chemistry</i>	<b>Huachen Chen,</b> Columbus B.S. (Sun Yat-sen University) <i>Mathematics</i>
<b>Bhilhanan Alagarsamy Jeyaram,</b> Bangalore, Karnataka, India Bachelor's (Anna University) Computer Science and <i>Engineering</i>	<b>Laura Elyse Binkley,</b> Columbus B.A. (Ohio Wesleyan University) M.Pub.Hlth. <i>Environment and Natural Resources</i>	<b>Jitong Chen,</b> Xianju, Zhejiang, China Bachelor's (Northeastern University) <i>Computer Science and Engineering</i>
<b>Christopher Robert Antonik,</b> Centerville B.S.Geog.Info.Sci. <i>Industrial and Systems Engineering</i>	<b>Tyler E. Borchers,</b> Columbus B.S.Weld.Eng. <i>Welding Engineering</i>	<b>Minghui Chen,</b> Columbus Bachelor's (Harbin Engineering University) <i>Nuclear Engineering</i>
<b>Nneka Ariguzo,</b> Gahanna B.S.Nurs. <i>Nursing</i>	<b>Kelsey Rae Bowers,</b> Sidney B.S. (Wright State University) <i>Evolution, Ecology, and Organismal Biology</i>	<b>Zhangqi Chen,</b> Columbus B.S. (University of Science and Technology of China) <i>Materials Science and Engineering</i>
<b>Alexander Matthew Aurand,</b> Columbus B.S.Mech.Eng. <i>Industrial and Systems Engineering</i>	<b>Mindy Ann Bowers,</b> Upper Arlington B.S. (Ohio University) <i>Health and Rehabilitation Sciences</i>	<b>Michael Chilcote,</b> Pepper Pike B.A. (Dartmouth College) <i>Physics</i>
<b>Anys Bacha,</b> Dublin B.S., M.S. (Western Michigan University) Computer Science and <i>Engineering</i>	<b>Coree Adam Brooks,</b> Chesterfield, MI <i>Environment and Natural Resources</i>	<b>Andrew Jordan Clark,</b> Camarillo, CA B.S.Chem.Eng. (University of California, Irvine) <i>Nuclear Engineering</i>
<b>Ronald Ganayo Bangcuyo,</b> Dublin B.S. (University of South Carolina) B.S.Food.Sci. Food Science and <i>Technology</i>	<b>Kristy Lynn Bultema,</b> Columbus B.A., D.D.S. <i>Dentistry</i>	<b>Andrew Leigh Collins,</b> Columbus B.A. (College of Wooster) <i>Earth Sciences</i>
	<b>Emily Rose Burns,</b> Grove City B.A., Master's (University of Kentucky) D.D.S. <i>Dentistry</i>	<b>Tamara L. Combs,</b> Hillsboro B.S. (Morehead State University) <i>Agricultural and Extension Education</i>

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<b>Meghan Dubois Condit,</b> Columbus D.D.S. (University of Michigan, Ann Arbor) <i>Dentistry</i>	<b>Jenna Kathryn Dumbleton,</b> Northville, MI B.A. (Albion College) <i>Biomedical Engineering</i>	<b>Victor Hugues Gendre,</b> Chatenay Malabry, France B.A. (University of Glamorgan) M.S. (City University London) <i>Statistics</i>
<b>David William Cooke,</b> Columbus B.S.Mech.Eng. <i>Mechanical Engineering</i>	<b>Danielle Marie Dunham,</b> Vacaville, CA <i>Materials Science and Engineering</i>	<b>Rachel Gentz,</b> Grass Lake, MI B.A. (Case Western Reserve University) D.D.S. (Harvard School of Dental Medicine) <i>Dentistry</i>
<b>Carlos Jose Coronado,</b> Hazel Park, MI B.S. (Central Michigan University) <i>Environment and Natural Resources</i>	<b>Boluwatiwi Olalekan Durojaye,</b> Ikorodu, Lagos State, Nigeria B.S. (University of Lagos) <i>Human Sciences</i>	<b>Will Cameron Georgic,</b> Delaware B.A. (Denison University) <i>Agricultural, Environmental and Development Economics</i>
<b>Andreas Mitsutoshi Culbertson,</b> Dublin B.S.Food.Ag.Bio.Eng. <i>Food, Agricultural and Biological Engineering</i>	<b>Jennifer Jean Eggerichs,</b> Hilliard B.S. (Wilberforce University) M.S. (University of Utah) <i>Public Health</i>	<b>Michael Patrick Gibbons,</b> Canal Winchester Bachelor's (University of Dayton) <i>Materials Science and Engineering</i>
<b>Katarzyna Małgorzata Dabrowa,</b> Wroclaw, Poland B.A. <i>Human Sciences</i>	<b>Christopher David Eidson,</b> Bucyrus B.S.Env.Nat.Res. <i>Environmental Science</i>	<b>Marie Christine Gildow,</b> State College, PA B.S. (Pennsylvania State University) <i>Food, Agricultural and Biological Engineering</i>
<b>Abhishek Das,</b> Siliguri, India Bachelor's (Bengal Engineering and Science University) <i>Computer Science and Engineering</i>	<b>Melinda Kay Everman- Moore,</b> Hilliard B.S.Educ., Ph.D. M.S. (Ball State University) <i>Nursing</i>	<b>Brandon L. Giles,</b> Columbus B.S. (University of California, Berkeley) <i>Materials Science and Engineering</i>
<b>Robert David Dawson,</b> Maple Valley, WA B.S. (Washington State University) <i>Physics</i>	<b>Mary Helen Evert,</b> Columbus B.S. (Otterbein College) <i>Environmental Science</i>	<b>Brandon N. Glenn,</b> Columbus B.S. (Brigham Young University) D.D.S. <i>Dentistry</i>
<b>Santosh Dhakal,</b> Chitwan, Nepal B.S. (Tribhuvan University) <i>Comparative and Veterinary Medicine</i>	<b>Bo Feng,</b> Columbus Bachelor's (Shanghai Jiao Tong University) M.S. (State University of New York at Buffalo) <i>Agricultural, Environmental and Development Economics</i>	<b>Haleigh Golub,</b> Columbus B.A. (Skidmore College) <i>Human Sciences</i>
<b>Jessica Danielle Dicke,</b> Xenia B.S.Educ. <i>Human Sciences</i>	<b>John David Frederick,</b> Worthington B.S.Mech.Eng. <i>Mechanical Engineering</i>	<b>David Carl Gross,</b> Westerville B.S. (Purdue University) <i>Biomedical Engineering</i>
<b>Seung Ho Doo,</b> Yongin-Si, Korea B.S., M.S. (Yonsei University) <i>Electrical and Computer Engineering</i>	<b>Janelle Marie Gabriel,</b> Avon Lake B.S. (State University of New York at Fredonia) <i>Molecular, Cellular, and Developmental Biology</i>	<b>Yafei Han,</b> Beijing, China B.Engr. (Southwest University) <i>Food Science and Technology</i>
<b>Smrite Dua,</b> Columbus B.Tech. (Guru Gobind Singh Indraprastha University) <i>Computer Science and Engineering</i>	<b>Timothy Kun Gao,</b> Seville B.S., Master's (Cornell University) <i>Physics</i>	<b>Janani Hariharan,</b> Wooster B.Tech. (Anna University) <i>Environmental Science</i>
	<b>Joseph Landon Garry,</b> Columbus Bachelor's (Tennessee Technological University) <i>Electrical and Computer Engineering</i>	<b>Yingsheng He,</b> Shanghai, China Bachelor's (Shanghai Jiao Tong University) <i>Electrical and Computer Engineering</i>

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<b>Zhuang He</b> , Renmin Street, Changchun, China B.S. (Peking University) <i>Mathematics</i>	<b>Kurt Jeffry Justus</b> , Columbus B.S. <i>Ohio State Biochemistry Program</i>	<b>Randall Thomas Knapik</b> , South Bend, IN B.S. (Purdue University) <i>Environment and Natural Resources</i>
<b>Kevin Khoi Hoang</b> , Highland Heights B.S.Elec.Cptr.Eng. <i>Electrical and Computer Engineering</i>	<b>Gary Wayne Kash</b> , Columbus B.S. (Wright State University) <i>Physics</i>	<b>Samantha Nicole Konkle</b> , Woodstock B.S.Agr. <i>Horticulture and Crop Science</i>
<b>Chengsong Hu</b> , Cixi City, China Bachelor's (Zhejiang University) <i>Horticulture and Crop Science</i>	<b>David Raphael Kasler</b> , Ashville B.S.Food.Ag.Bio.Eng. <i>Food, Agricultural and Biological Engineering</i>	<b>Kavia Chandra Kreitel</b> , Columbus B.A. (Ohio University) <i>Nursing</i>
<b>Yanchen Hu</b> , Huaian, China B.S. (Nanjing University) <i>Chemistry</i>	<b>Amaravadi Kaustubha</b> , Hyderabad, India B.Tech. (National Institute of Technology, Warangal) <i>Computer Science and Engineering</i>	<b>Verner Conrad Kreuter</b> , Webster, NY B.S.Weld.Eng. <i>Welding Engineering</i>
<b>Huidong Huang</b> , Guangzhou, China B.Engr. (South China University of Technology) <i>Food Science and Technology</i>	<b>Andrea Renee Kautz</b> , Monroeville B.S. <i>Entomology</i>	<b>Srivatsava Krishnan</b> , Chennai, India B.Engr. (Anna University) <i>Mechanical Engineering</i>
<b>Jarred Thomas Hudson</b> , Columbus B.S. (University of Arizona) <i>Physics</i>	<b>Gabriel Jamil Hart Khan</b> , Willimantic, CT B.A. (Boston University) <i>Mathematics</i>	<b>Michael Redmond Kurth</b> , Columbus B.S.Mech.Eng. <i>Nuclear Engineering</i>
<b>Emily G. Hutchins</b> , Columbus B.S. (University of Maryland, College Park) <i>Environment and Natural Resources</i>	<b>Nayan Khodke</b> , Columbus B.Tech. (University of Mumbai) <i>Computer Science and Engineering</i>	<b>Stephanie Diane Lauback</b> , Columbus B.S. (Ohio Northern University) <i>Physics</i>
<b>Tahir Asmah Ibrahim</b> , Chicago, IL B.S. (University of Illinois at Urbana-Champaign) <i>Evolution, Ecology, and Organismal Biology</i>	<b>Thomas Patrick Kilbane, Jr.</b> , Columbus B.S. (Chapman University) M.Appl.Stats. <i>Agricultural, Environmental and Development Economics</i>	<b>Edwin W. Lee II</b> , Columbus B.S.Elec.Eng. (Louisiana State University, Baton Rouge) <i>Electrical and Computer Engineering</i>
<b>Virinchi Krishna Jalaparti</b> , Hyderabad, India B.Engr. (Birla Institute of Technology and Science) <i>Computer Science and Engineering</i>	<b>Ana Estefania Kim</b> , Columbus B.A. (University of California, Los Angeles) <i>Environment and Natural Resources</i>	<b>Michelle Connie Lee</b> , Columbus B.S.Agr. (National Taiwan University) <i>Food Science and Technology</i>
<b>Evan Vaughn Jasper</b> , Columbus B.A. (University of Colorado- Boulder) <i>Physics</i>	<b>Prisca Elifuraha Kimaro</b> , Morogoro, Tanzania B.A. (Sokoine University of Agriculture) <i>Agricultural, Environmental and Development Economics</i>	<b>Forest Abraham Lee-Elkin</b> , Xenia B.S. (Worcester Polytechnic Institute) <i>Electrical and Computer Engineering</i>
<b>Yuanyuan Jia</b> , Houma, China Bachelor's (Jilin University) <i>Geodetic Science and Surveying</i>	<b>Andrew Kintz</b> , Dublin B.S. (University of Texas at Dallas) <i>Electrical and Computer Engineering</i>	<b>Stephanie Marie Leis</b> , Ansonia B.A. (Taylor University) <i>Agricultural and Extension Education</i>
<b>Vivian Eun Jung</b> , Columbus B.S. (University of Illinois at Urbana-Champaign) <i>Molecular, Cellular, and Developmental Biology</i>		

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<b>Zhenfei Liang</b> , Zhumadian, China Bachelor's (Northwest Agriculture and Forestry University) Master's (Chinese Academy of Agricultural Sciences) <i>Environmental Science</i>	<b>Kayhan Moharreri</b> , Columbus Bachelor's (Shahid Beheshti University) <i>Computer Science and Engineering</i>	<b>Cory Steven Myers</b> , Columbus B.A. (Ohio Wesleyan University) <i>Materials Science and Engineering</i>
<b>Melissa Dawn Limbaugh</b> , Glen Allen, VA B.S. (Virginia Polytechnic Institute and State University) <i>Food Science and Technology</i>	<b>Vrinda Vineet Mohunta</b> , Nagpur, India B.Dent.Surg. (Maharashtra University of Health Sciences) <i>Dentistry</i>	<b>Christopher Nagelli</b> , Naperville, IL B.S. (University of Illinois at Chicago) <i>Biomedical Engineering</i>
<b>Yan Liu</b> , Elmhurst, IL B.S., M.A. (Dalian University of Technology) <i>Human Sciences</i>	<b>Scott Matthew Monfort</b> , Worthington B.S.Chem.Eng. (Bucknell University) <i>Mechanical Engineering</i>	<b>Neil John Naples</b> , Columbus B.S.Eng.Physics <i>Industrial and Systems Engineering</i>
<b>Yixian Liu</b> , Zhumadian, China Bachelor's (Tianjin University) <i>Industrial and Systems Engineering</i>	<b>Nall Inshan Moonilal</b> , Miami, FL B.S. (Florida International University) <i>Environmental Science</i>	<b>Robert Nichol</b> , Panama City, FL B.S. (University of South Florida) <i>Materials Science and Engineering</i>
<b>Christopher William Ludden</b> , Dublin B.S. (University of Iowa) D.D.S. (Marquette University) <i>Dentistry</i>	<b>Alejandra Leticia Morales</b> , Baton Rouge, LA B.S. (Louisiana State University, Baton Rouge) <i>Chemistry</i>	<b>Sierra Rose O'Bryan</b> , Edgewood, KY B.S. (Thomas More College) <i>Physics</i>
<b>Dimitrios Malamis</b> , Athens, Greece D.D.S. (University of Athens) <i>Dentistry</i>	<b>Nathan Morrison</b> , Columbus B.S. (University of Minnesota, Twin Cities) <i>Food Science and Technology</i>	<b>Wendi O'Neill</b> , Antigonish, NS, Canada B.S., B.A. (St. Francis Xavier University) D.D.S. (Dalhousie University) <i>Dentistry</i>
<b>Ashley Davaei Markazi</b> , Barrington Hills, IL B.S. (University of Illinois at Urbana-Champaign) <i>Animal Sciences</i>	<b>William Wesley Morton</b> , Cincinnati B.S.Mech.Eng. (University of Cincinnati) <i>Mechanical Engineering</i>	<b>Jackie Marie Ollis</b> , Columbus B.S.Nurs. <i>Nursing</i>
<b>Rishi Matharoo</b> , Columbus B.S.Elec.Cptr.Eng. <i>Electrical and Computer Engineering</i>	<b>Qi Mu</b> , Hohhot, Inner Mongolia, China Bachelor's (China Agricultural University) <i>Horticulture and Crop Science</i>	<b>Steven Thomas Ostrowski</b> , Dublin B.S.Civil.Eng. <i>Civil Engineering</i>
<b>Kathryn Elizabeth McCullough</b> , Columbus B.S. (Texas A&M University) D.V.M. <i>Comparative and Veterinary Medicine</i>	<b>Katherine Ann Muhlenkamp</b> , St. Marys B.S. (Ohio Dominican University) <i>Chemistry</i>	<b>Anil Erdem Ozylcin</b> , Seattle, WA B.S.Elec.Cptr.Eng. <i>Electrical and Computer Engineering</i>
<b>Michael John McFall</b> , South Charleston B.S. (Butler University) <i>Physics</i>	<b>Siddharth Pradeep Mulay</b> , Thane-West, Maharashtra, India Bachelor's (University of Mumbai) M.S. <i>Mechanical Engineering</i>	<b>Robert Kenneth Palmer</b> , Westmoreland, TN B.A., M.S. (Western Kentucky University) M.S. (Purdue University) <i>Mechanical Engineering</i>
<b>Veronica Ann Mitko</b> , Holmes, NY D.D.S. (Harvard School of Dental Medicine) <i>Dentistry</i>	<b>Mansoor Mustafa</b> , Columbus B.S.Aero.Astro.Eng. <i>Aeronautical and Astronautical Engineering</i>	<b>Tera Pandragi</b> , Westlake B.S. D.D.S. (Midwestern University) <i>Dentistry</i>
		<b>Michael Papageorge</b> , Columbus B.S. (Princeton University) <i>Mechanical Engineering</i>

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<b>Paul Park</b> , Orange, CA B.S. (University of California, Davis) <i>Food Science and Technology</i>	<b>Pravin Krishna Ramesh</b> , Madurai, India B.S. (Regional Engineering College-Bharathidasan University) M.S. <i>Industrial and Systems Engineering</i>	<b>Yuhao Shui</b> , Shanghai, China B.S.Elec.Cptr.Eng. Electrical and Computer Engineering; <i>Mechanical Engineering</i>
<b>Sriya Parthasarathy</b> , Beavercreek B.S.Ind.Sys.Eng. <i>Industrial and Systems Engineering</i>	<b>Derek Jordan Recker</b> , Findlay B.S.Mech.Eng. <i>Mechanical Engineering</i>	<b>Duan-Liang Shyu</b> , New Taipei City, Taiwan, ROC Bachelor's (National Chung Hsing University) Master's (National Taiwan University) <i>Comparative and Veterinary Medicine</i>
<b>Christopher Adam Pease</b> , Auburn, IN B.S. (Indiana University Bloomington) <i>Physics</i>	<b>Benjamin Tyler Reinke</b> , Bowling Green B.S. <i>Nuclear Engineering</i>	<b>Gaurav Kumar Singh</b> , Columbus B.Tech. (Symbiosis International University) <i>Computer Science and Engineering</i>
<b>Jennifer Ann Perry</b> , Columbus B.S. (Drake University) <i>Mechanical Engineering</i>	<b>Mark Henderson Rembert</b> , Wilmington B.A. (Haverford College) Agricultural, Environmental and Development <i>Economics</i>	<b>Shashank Singh</b> , Lucknow, India B.Engr. (Manipal University) <i>Computer Science and Engineering</i>
<b>Vitaly Petrishchev</b> , Columbus Diploma (Moscow State University) <i>Aeronautical and Astronautical Engineering</i>	<b>Nicolas Robitaille</b> , Sainte-Thérèse, QC, Canada D.D.S. (University of Montreal) <i>Dentistry</i>	<b>Maria A. Slack</b> , Lewis Center B.S. (Oklahoma State University) M.D. (University of Oklahoma Health Sciences Center) <i>Medical Science</i>
<b>Nandan Neelkanth Phadke</b> , Pune, India B.Engr. (University of Pune) <i>Computer Science and Engineering</i>	<b>April Minor Saltzmann</b> , Columbus B.S.Humn.Ecol. <i>Nursing</i>	<b>Andrew William Spiegel</b> , Bucyrus B.S.Mech.Eng. <i>Mechanical Engineering</i>
<b>Jacob Posner</b> , Columbus B.S. (Brandeis University) <i>Molecular Genetics</i>	<b>Teryn Nicole Sapper</b> , Warsaw, IN B.S. (Purdue University) <i>Human Sciences</i>	<b>Christopher Peter Stanislovaits</b> , West Chester B.S.Mech.Eng. <i>Mechanical Engineering</i>
<b>Arati Prakash</b> , Columbus B.S. (Massachusetts Institute of Technology) <i>Physics</i>	<b>Douglas Sborov</b> , Columbus B.S. (University of Wisconsin-Madison) M.D. (American University Caribbean) <i>Medical Science</i>	<b>Kayla Marie Styers</b> , Delaware B.S. <i>Anatomy</i>
<b>Ashok Ramanathan Premanathan</b> , Tiruchirapalli, India B.Engr. (P.S.G. College of Technology, Bharathiar University) <i>Industrial and Systems Engineering</i>	<b>Daniel Thomas Schmuhl</b> , Chardon B.S.Civil.Eng. <i>Civil Engineering</i>	<b>Sripad Sudersan</b> , Columbus Bachelor's (Birla Institute of Technology and Science) <i>Industrial and Systems Engineering</i>
<b>Sarah Elizabeth Puchala</b> , Powell B.S.Humn.Ecol. <i>Human Sciences</i>	<b>Gaurav Snehal Shah</b> , Mumbai, India B.Engr. (University of Mumbai) <i>Computer Science and Engineering</i>	<b>Allen Yijun Sun</b> , Grove City B.S.Mech.Eng. <i>Mechanical Engineering</i>
<b>Hossein Qarib</b> , Lewis Center B.S., M.S. (Sharif University of Technology) <i>Mechanical Engineering</i>	<b>Han Shen</b> , Suzhou, China B.S. (University of Kansas) <i>Mechanical Engineering</i>	<b>Claire Louise Sutton</b> , Perrysburg B.S.Env.Nat.Res. <i>Environmental Science</i>
	<b>Bobo Shi</b> , Jinchang, China B.S. (Fudan University) <i>Biophysics</i>	

Commencement Convocation, August 9, 2015

<b>Mark Edward Syvuk,</b> Middleburg Heights B.S. (Case Western Reserve University) <i>Mathematics</i>	<b>David Michael Walters,</b> Hilliard B.S.Mech.Eng. (Ohio Northern University) <i>Mechanical Engineering</i>	<b>Amanda Sue Zeid,</b> Dublin B.S.Alld.Hlth.Prof. <i>Health and Rehabilitation Sciences</i>
<b>Harmony Kristin Szarek,</b> Verona, WI B.S. (University of Wisconsin- La Crosse) <i>Environment and Natural Resources</i>	<b>Stephen W. Webster, Jr.,</b> Mansfield B.S. (Walsh University) D.D.S. <i>Dentistry</i>	<b>Xiaochen Zhang,</b> Columbus B.A. (Shandong University) Master's (Fudan University) <i>Agricultural, Environmental and Development Economics</i>
<b>Ramachandra Rahul Taduri,</b> Rajahmundry, India B.Tech. (National Institutes of Technology) <i>Mechanical Engineering</i>	<b>James David White,</b> Albany B.S.Agr., D.V.M. <i>Veterinary Preventive Medicine</i>	<b>Yingle Zhang,</b> Shanghai, China B.S.Bus.Adm., B.S. <i>Statistics</i>
<b>Shaohui Tang,</b> Xinxian, China Bachelor's (Northwest Agriculture and Forestry University) <i>Agricultural, Environmental and Development Economics</i>	<b>Jonathan Wille,</b> Freehold, NJ B.S. (University of Oklahoma- Norman) <i>Atmospheric Sciences</i>	<b>Yuhao Zhang,</b> Columbus B.Engr. (Wuhan University) <i>Computer Science and Engineering</i>
<b>Michael Tuan,</b> Kirkland, WA B.A. (University of California, Berkeley) D.D.S. (New York University) <i>Dentistry</i>	<b>Rhyan Elizabeth Williams,</b> Westerville B.S. Nutrition <i>Nursing</i>	<b>Lei Zhao,</b> Beijing, China B.S.Civil.Eng. (China University of Geosciences) <i>Civil Engineering</i>
<b>Daniel J. Tung,</b> Newark B.S.Weld.Eng. <i>Welding Engineering</i>	<b>Nathan Michael Willy,</b> Columbus B.S. (University of Tulsa) <i>Physics</i>	<b>Jingyi Zhou,</b> Columbus B.S.Elec.Cptr.Eng. <i>Electrical and Computer Engineering</i>
<b>Sarah Beth Tyler,</b> Salt Lake City, UT B.S. (University of Utah) <i>Chemistry</i>	<b>David Michael Wolf,</b> Stoddard, WI B.A. (Saint John's University) <i>Agricultural, Environmental and Development Economics</i>	<b>Yucheng Zhou,</b> Zhenjiang, China Bachelor's (Nanjing Agricultural University) <i>Food Science and Technology</i>
<b>Juliet Jaison Varghese,</b> Columbus Bachelor's (University of Calicut) <i>Biomedical Engineering</i>	<b>Dustin Joseph Wolters,</b> Anna B.S.Food.Ag.Bio.Eng. <i>Food, Agricultural and Biological Engineering</i>	<b>Xiaoyi Zhu,</b> Changzhou, China B.Engr. (Nanjing Normal University) <i>Food Science and Technology</i>
<b>Danielle Renee Vent,</b> Mount Vernon B.S. (University of Idaho) M.Env.Nat.Res. <i>Environment and Natural Resources</i>	<b>Fei Wu,</b> Columbus Bachelor's (Tongji University) <i>Industrial and Systems Engineering</i>	<b>Sheng Zou,</b> Wuhan, China B.S. (Ohio University) <i>Electrical and Computer Engineering</i>
<b>Christine Ann Vollmar,</b> Columbus B.A. (Miami University) D.D.S. <i>Dentistry</i>	<b>Xiaojing Xu,</b> Shenyang, China Bachelor's (Shanghai Jiao Tong University) <i>Electrical and Computer Engineering</i>	<b>Master of Social Work</b>
<b>Richard Alan Wagner,</b> New Albany B.S.Cptr.Sci.Eng. <i>Computer Science and Engineering</i>	<b>Quan Yu,</b> Anqing, Anhui, China Bachelor's, Master's (Zhejiang University) <i>Computer Science and Engineering</i>	<b>Antwanette Nicole Brown,</b> Columbus B.S.Soc.Work <i>Social Work</i>
	<b>John Joseph Zakelj,</b> Willoughby Hills B.S.Elec.Cptr.Eng. <i>Electrical and Computer Engineering</i>	<b>Rachelle Amanda Bryant,</b> Columbus B.A. <i>Social Work</i>
		<b>Hayla Storm Clark,</b> Mansfield B.S.Soc.Work <i>Social Work</i>

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<b>Kari Ann Cornett</b> , Richwood B.A. (University of South Florida) <i>Social Work</i>	<b>Certificate of Specialist in Medieval and Renaissance Studies</b>
<b>Deborah Ampofoa Edusah</b> , Columbus B.A. (University of Ghana) <i>Social Work</i>	<b>Robey Clark Patrick</b> , Columbus B.A. (University of California, Santa Cruz) M.A. (Pennsylvania State University) <i>Medieval and Renaissance Studies</i>
<b>Courtney Elrod</b> , Columbus B.S.Soc.Work <i>Social Work</i>	
<b>Jason Martin Frazier</b> , Lucasville B.A. (Shawnee State University) <i>Social Work</i>	
<b>Ismahan Abdulahi Haji</b> , Gahanna Bachelor's (Ahfad University) <i>Social Work</i>	
<b>Nadia Nicole Kheirkhah</b> , Columbus B.S. (Ohio University) <i>Social Work</i>	
<b>April L. McDaniel</b> , Westerville B.S.Nurs. <i>Social Work</i>	
<b>Abby Lynn Miller</b> , Columbus B.A. (Ohio University) <i>Social Work</i>	
<b>Rahmatu Mahama Tampuri</b> , Columbus B.S. (Franklin University) <i>Social Work</i>	
<b>Bryant Tela</b> , Columbus B.A. (University of Massachusetts Amherst) M.Educ. (University of Dayton) <i>Social Work</i>	
<b>Raquel Lee Tobian</b> , Toledo B.A. <i>Social Work</i>	
<b>Elizabeth L. Varanese</b> , Columbus B.S.Home.Ec. <i>Social Work</i>	
<b>Amy L. Webster</b> , Mansfield B.S.Soc.Work <i>Social Work</i>	
<b>Erin Lynn Wolph</b> , Tiffin B.A. (Bowling Green State University) <i>Social Work</i>	

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### College of Arts and Sciences

Executive Dean: David C. Manderscheid

Peter L. Hahn, Divisional Dean Arts and Humanities

Christopher M. Hadad, Divisional Dean Natural and Mathematical Sciences

Janet M. Box-Steffensmeier, Divisional Dean Social and Behavioral Sciences

### Bachelor of Arts

Abdullah Khalid Abahussain, Damman, Saudi Arabia  
*Cum Laude*

Azham Ahktar Abdullah, Melaka, Malaysia

Katherine E. Achor, Orlando, FL

Daniel Mark Ackerman, Curtice

James Velimir Acomb, Columbus

Victoria Lynn Aeling, Dover  
Asha Ahmed, Columbus  
Alana Paige Alfrey, Palo Alto, CA

Noha Mohsen Ali, Cairo, Egypt  
Alexis Allen, Shaker Heights  
Naomi Rebecca Alitchouler, Shaker Heights

Abdulrahman Aqil Ahmad  
Mohammad Alzarouni, United Arab Emirates  
*Cum Laude*

Olivia More Ambrose, Columbus

Brittany Nicolette Anderson, Pataskala

Darik Taylor Angeli, Lakewood, CO

Caroline Devereux Angell, Columbus

Ellie Samantha Attias, Shaker Heights

Jonathan William Babatz, St. Louis Park, MN

Danielle Katlyn Baker, Louisville  
*Magna Cum Laude*

Emilia Ann Baker, Wapakoneta

Megan Nicole Baker, St. Clairsville

Nicholas MacKenzie Balyint, Massillon  
*Cum Laude*

Myung Hwan Bang, Seoul, Korea  
Rebecca Marie Barile, Cleveland  
Brian T. Bassitt, Dublin  
Travis Donald Beckett, Dublin  
Micah Steven Bell, Brookville  
Nicholas Berning, Pickerington  
Ashley Nicole Berry, Dublin  
Kristen Elizabeth Bertke, Maria Stein  
Hillary Ann Betts, Conneaut  
Kuleni L. Beyene, Addis Abeba, Ethiopia  
Andrew James Blechman, Hudson  
Cruz Lee Bonlarron, Columbus  
Cori Alysha Bootes, Worthington  
Brett Andrew Boston, Charlotte, NC  
Melinda Ann Boyd, Louisville  
Kevin Brennan Boylan, Cincinnati  
Christen Elizabeth Boyles, Sunbury  
*Cum Laude*  
Warren David Brantingham, Columbus  
Paige Nicole Briggs, Lima  
Nicholas Joe Bright, Norwalk  
Andrew Hart Brinn, West Chester  
Mary Elizabeth Britton, Richwood  
Amelia Marie Brown, Dublin  
Giddian Loren Brown, Columbus  
Kathleen Ann Brown, Columbus  
Lawrence Evans Brown II, Columbus  
Adrienne Hartford Buckley, Youngstown  
Mikayla Nicole Bungard, Elyria  
Tricia Lynn Burger, Massillon  
Ariel Marie Burress, Utica  
Clayton Matthew Bushey, Powell  
Michelle Amy Byer, Dublin  
Jessica G. Callinan, Alamogordo, NM  
Tabitha Brooke Canter, Jackson  
Wesley Ross Carlson, Cincinnati  
Jon Joseph Carpenter, Wapakoneta  
Daniel Steven Cech, Brighton  
Yi Wei Chai, Petaling Jaya, Malaysia  
*Magna Cum Laude*  
Cameron Seth Charme, Boise, ID  
*Cum Laude*  
Neda Chindavong, Orient  
Ji Yeon Choi, Korea

Kelsey M. Christlieb, Elida  
*Cum Laude*

Erin M. Clancy, Chardon  
Jermaine Alfonzo Clarke, Xenia

Daniel Michael Cochran, Mansfield

Jennifer E. Cohen, Reynoldsburg

Brenna Anna Collins, Twinsburg

Timothy Francis Colwell, Hilliard

Anthony Jordan Coughlan, Columbia, MD

James Timothy Craven, Massillon

Michael Ashton Craythorn, Westerville

Ginnie Lynn Critten, Alger

Christopher Masanobu Culbertson, Columbus  
*Magna Cum Laude*

Jason C. Cunningham, Worthington

Joseph Patrick Curran, Johnstown

Melissa Paige D'Esposito, Jericho, NY

Julia Louise Danda, Milan  
Catherine Ilene Davis, San Antonio, TX

Garrett Stephen Davis, Oak Hill

Kevin C. Davis, Hudson  
Lacey Anne Dean, Russells Point

Coreen Lee Debelak, Mentor  
Jillian Rose Deken, Columbus

Vyishali Dharbhamballa, Dublin  
Chyna Lindsey Dickenson, Worthington  
*Cum Laude*

Anthony M. Donato, Mansfield  
Alyce Lucille Donohue, Columbus

Patrick W. Donovan, Westerville

Megan Elizabeth Doty, Marion  
Alexandria Taylor Drake, Hilliard

Derek Alan Duncan, Obetz  
*Cum Laude*

Courtney Renee Ebersole, Shelby

Casey Caroline Edelstein, Bexley

Catherine Elicson, Hudson  
*Magna Cum Laude*

Rasha Elmahdi Elkhhammas, Columbus

Armana Areagay Embae, Columbus

Chizo Daniel Emeaghara, Gahanna

Courtney Paige Endicott, Prospect

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Nicholas Scott Engle, Zanesville	Lindsey Tayler Hall, Lima	Joseph Patrick Kasouf, Syracuse, NY
Clyde Sunbee Eom, Chicago, IL	Sean Hannon, Chardon	Megan Christine Keenan, Steubenville
Mohamed Magdy Fahmy, New York, NY	Andrea Gladys Harding, Cleveland	<i>Summa Cum Laude</i> <i>with Honors in the Arts and</i> <i>Sciences</i>
Isabella Claire Farina, Upper Arlington	Brooke Christian Hardy, Clinton, MD	Trisha Lee Keim, Canton
Ryan Patrick Feeser, Columbus	Cullen Blake Harris, Portsmouth	Roderic Phillip Keller, Sr., Marion
Matthew Lee Feichter, Massillon	Michael Harris, Canton	Gareth William Kelley, Columbus
Stephanie Mayo-lee Fields, Solon	Justin Adam Harruff, Marengo	Markus Brady Kelley, Ostrander
Alexandra Marie Flores, San Antonio, TX	Reasey Hem, Pickerington	William Cephas Kelley IV, Powell
Ashley Elizabeth Fly, Newark	<i>Cum Laude</i>	Edward William Kelliher III, Columbus
Kristen Alexandria Foos, Oakwood	Jacob Spencer Henry, Springfield	Angus Shea Kelly, Hilliard
April Elizabeth Rose Freed, Pandora	Jung Yoon Heo, Seoul, Korea	Brandon James Kelly, Grove City
Sarah Anne Fudacz, Toledo	Gary Jordon Herdman, Marion	Carrie Alexandra Kerscher, Gahanna
Zachary Daniel Fulk, Jeromesville	Coleman Padraig Hessler, Columbus	Tse Yau Khoo, Malaysia
Eric Gordon Funk, Pataskala	<i>Cum Laude</i>	Jarrod M. Kindell, Kenton
Tammer Ismail Galal, Clinton	<i>with Honors in the Arts and</i> <i>Sciences</i>	Brittany Marie King, Westlake
Francis Nicholas Gallo, Bay Village	<i>with Honors Research Distinction in</i> <i>Linguistics</i>	Erica Lenae King, Tucson, AZ
Jaimin Dharmendra Gandhi, Hilliard	Malia Anne Heyd, Cincinnati	Shannon Marie Kirkwood, Maumee
Elisa Marie Gardner, Columbus	Samuel Thomas Hicks, Elyria	Elizabeth Kaitlyn Kisner, Columbus
Jordan William Geraci, Galena	Courtney Leigh Hirsch, Troy	Robert William Kohler, Cincinnati
Zachary William Gerring, Fort Wayne, IN	John William Holman III, Atlanta, GA	Katrina Antoinette Kokolari, Cleveland
<i>Cum Laude</i>	Kyle Donnelly Holtz, Cleveland	Brittany Ann Koza, Lima
Jacob Matthew Gifford, Columbus	Emily Katelyn Holzer, Columbus	<i>Cum Laude</i>
Taylor Lynn Gilger, Wadsworth	Ayla Ashley Hood, Columbus	Sarah Elizabeth Kubicki, Perryburg
Ben Laurence Girvin, Westerville	<i>Magna Cum Laude</i>	Michael Alan Kyer, Broadview Heights
<i>Cum Laude</i>	Ryan Mathew Hopkins, Strongsville	<i>Magna Cum Laude</i>
Dylan Edward Glickman, The Woodlands, TX	Ryan Walter Horst, Loveland	Amber Michelle Lash, Mingo Junction
David Erwin Gloeckner, Racine	Brandon Lee Howard, Marion	Charles Lauer, University Heights
Sara Joy Goff, Blacklick	Brianna Nicole Humphries, Newark	Isaac Alexander Laughbaum, Columbus
Sarah Emilea Goins, New Knoxville	Kathleen Elizabeth Ingham, Centerville	Chris Eugene Lause, Bluffton
Geoff Gompf, Cardington	Caleb B. Jack, Worthington	<i>Magna Cum Laude</i>
Keelin Campbell Gorman, Chicago, IL	Lauren N. Jackson, Dublin	Angela Marie Lawson, Middletown
<i>Cum Laude</i>	<i>Summa Cum Laude</i>	Samuel Henry Lear, Medina
Maya Gotsatsenko, Columbus	Nicki Ann Jacobucci, Rancho Santa Margarita, CA	Brittany Lyn Leedle, Delaware
Tiera Eboni Graves, Campbell	Joshua M. James, Marion	<i>Cum Laude</i>
Michael Aaron Gross, Bala Cynwyd, PA	<i>Cum Laude</i>	Brian Francis Lenahan, Lakewood
Gianmarco Guarino, Burlington, NJ	James Michael Jancsura, Amherst	Joshua Charles Leonard, Mansfield
Shuangling Guo, Huizhou, Guangdong, China	Aaron Michael Jarrell, Pataskala	Scot Gregory Lewandowski, Toledo
<i>Cum Laude</i>	Stevan Scot Jechura, Maumee	Jared William Linder, Columbus
Christina Marie Gustovich, Pepper Pike	<i>Magna Cum Laude</i>	Elizabeth Christine-May Lisska, Bexley
<i>Cum Laude</i>	<i>with Honors in the Arts and</i> <i>Sciences</i>	Kevin Michael Liszkay, Parma Heights
Sean Ian Haber, Woodbury, NY	<i>with Honors Research Distinction</i>	Jintao Liu, Chengdu, China
	Donnie A. Jefferson, Cincinnati	<i>Magna Cum Laude</i>
	Samantha Michele Jensen, Malvern	
	<i>Cum Laude</i>	
	Sarah N. Jerels, Mansfield	
	Parijat Jha, Upper Arlington	
	Brooke Danielle Johnston, Hilliard	
	Sydney Taylor-Elise Jones, Oregon	
	Erin Elizabeth Joyce, Columbus	

## Commencement Convocation, August 9, 2015

Yulong Liu, Chang Sha, Hunan, China <i>Magna Cum Laude</i>	Cole Allen Nethers, Frazeysburg	Maria Eugenia Rodriguez- Quinones, San Juan, PR
Adam Terry Locke, Westerville	Abrian Lee Newland, Pataskala	Justin David Roeser, Waynesville
Cody Patrick Longo, Trabuco Canyon, CA	Kathleen Joanne Newman, Goshen, KY <i>with Honors in the Arts and Sciences</i>	Courtney Marie Rood, Grove City
Harmony Jolene Longstreh, Newark	Nathan Joseph Newton, New Albany	Benjamin Andrew Rosen, Cincinnati
Pamela Lorena Lopez, Lima, Peru	Christopher Robert Nguyen, Westerville	Brooke Suzanne Rossi, Marietta
Sara Rose Ludwinski, Solon	Sebastian Norgaard, Smithtown, NY	Shawna N. Royse, Loudonville
Rose Elizabeth Madonia, Broadview Heights	Kelsey Blaire Nye, Lima	Jennifer Robin Ruisch, Columbus
Samuel Scott Malloy, Findlay	Devon James Olding, Sidney	Connor David Sabanosh, Cave Creek, AZ
Sean Michael Malone, Worthington	Ali Abdinoor Omargows, Columbus	Luis Alberto Salomon, Boardman
Jeffrey Salvatore Mancino, Independence	Richard Prince Osei, Wiameso, Ghana	Samantha Anne Salvato, Johnstown
Rebekah Elizabeth Marshall, Columbus <i>Cum Laude</i>	Kristen Elizabeth Ostergard, Chagrin Falls	Cierra Deneen Sanders, Cincinnati
David Earl Martin, Wooster	Adam Christopher Osterling, Huron	Joseph BabyJoe Sawo, Monrovia, Liberia
Brandon Michael Mash, Columbus	Roshni Niranjan Patel, Columbus	Bridget Anne Scalley, Arnold, MD
Aneetpal Kaur Mattu, Centerville	Samuel J. Pavia, Cleveland	Ashley Rebecca Schulte, Dublin
Evan Christopher Maxwell, Cincinnati	Sofia Licup Pearson, Huntsville	Catherine Leigh Schultz, Dublin
MarQuan MarQui McCarrel, Columbus	Jon K. Pellatt, Chandler, AZ	<i>Magna Cum Laude</i>
Tom Hardart McGowan, Litchfield, CT	Alexandra Megan Perry, Columbus	Edward Richard Schwartz, Grove City
Paige Ashley McGregor, Massena, NY	Ellen E. Perry, Cardington <i>Cum Laude</i>	Lauren Marie Seger, Cincinnati
James William McIlroy, Circleville	Ryan Garrett Peters, Washington Court House	Shubhit Arun Sehgal, Mumbai, India
<i>Cum Laude</i>	William Andrew Pfeifer, Bucyrus	Alexis Kathleen Shadler, Sylvania
Kristin Marie Miculka, Hilliard	Dawn Pickens, Westerville	Mihir Dharmendra Shah, Mumbai, India
Andrea Marie Miller, Strongsville	Nicholas Walter Pietryga, Grand Rapids, MI <i>Cum Laude</i>	William Edward Sheppard, Upper Arlington
Benjamin Lee Miller, Hilliard	Christian Roger Pinks, Harrisburg, PA	Taylor Alexis Sherwin, Orlando, FL
Gary Lee Miller, Mount Eaton	Nellie Suzanne Pratt, Germantown, NY	Joshua Daniel Sinclair, Columbus
Donnice Sharae Milner, Columbus	Taylor Ashley Price, Columbus	Stevy Marie Skillman, Delaware
Haylee Jordyn Mink, Cortland	Ann Profitt, Upper Arlington	Stephen Thomas Slawinski, Columbus
Jacqueline May Mitchell, West Chester	Raymond Roger Pumpfrey, Mayfield Village	Jaclyn Dee Slusser, Grove City
Rachelle Nicole Mitchell, Akron	Carla Elizabeth Ramirez, Allentown, PA	Derek James Smith, Port Clinton
Filza Athira Binti Mohamed Juhari, Kuala Lumpur, Malaysia	Rachel Renee Rapp, Bellefontaine	Kiara Marie Smith, Lorain
Dianna Teffra Molla, Columbus	Kelly Jane Reeves, Enon	Matthew Paul Snider, Columbus
Kelly Jo Montero, Lexington	Glen Michael Reinhold, Jacksonville, NC	Sarah Rene Snider, Somerset
Hana Gabriella Moss, Kings Mills	Adam R. Reyes, Lorain	Dianne E. Spires, Columbus <i>Magna Cum Laude</i>
William Raymond Myers, Twinsburg <i>Magna Cum Laude</i> <i>with Honors in the Arts and Sciences</i> <i>with Honors Research Distinction in Comparative Studies</i>	Halle Carol Rice, Castalia	Joshua Paul Stein, Westerville
Margaret M. Nardy, Dublin Ashley Ann Neal, Marion <i>Summa Cum Laude</i> <i>with Research Distinction in Psychology</i>	Laura Katherine Rickrich, Newark	Taylor Marie Stein, Plain City
	Marvin Roberts, Westerville	Samuel Robert Stork, Hilliard <i>Cum Laude</i>
	Dane Thomas Robinson, Hilliard	Derrick Joseph Stouffer, New Bavaria
	Kaitlyn Marie Robis, Columbus	Breanne Nikole Strobel, North Canton
	Sueanna Gareen Rodney, Columbus	

## Commencement Convocation, August 9, 2015

Ao Su, Shanghai, China <i>Cum Laude</i>	Brooke Morgan Wiland, Phoenix, AZ	<b>Bachelor of Science in Geographic Information Sciences</b>
Jingru Sun, Shanghai, China Abigail Elaine Swihart, Worthington Jessica Jasmine Takacs, Mentor Mackenzie Lee Taylor, Shaker Heights <i>Cum Laude</i>	Dominic Marino Will, Sandusky Donald Duane Williams II, Solon Morgan Williams, Columbus Christopher Eugene Wittum, Hilliard Maxwell Arthur Wright, Columbus <i>with Research Distinction in World Politics</i>	Logan Garrote Beougher, Alexandria, VA James Michael Brennan, Delaware <i>Summa Cum Laude with Honors in the Arts and Sciences</i>
Marqia Lynn Thomas, South Bloomfield Cara Christine Todd, Powell Shawna Ellen Toomey, Newark Haley Quinn Torboli, Westlake Derek Tran II, Sandusky Jordan Jeffrey Ulery, Mount Vernon Mark Umpenhour, Columbus <i>Cum Laude</i>	Yimin Yang, Shenzhen, Guangdong, China Tianfang Zhang, Shijiazhuang, China <i>Magna Cum Laude</i>	Ryan Daniel Ymeri, Niles, IL
Alisa Rose Vallera, Steubenville Morgane Pang Houa Vang, Columbus Catherine Elizabeth Colagiovanni Vinci, Richmond Heights Tanya Diane Wade, Huntsville Anna Marie Wadlington, Jeffersonville, VT Gretchen Erin Walburn, Chillicothe Melissa Ann Waldnig, Galloway David William Wallace, Worthington <i>with Research Distinction in History</i>	Xinrui Zhang, Chifeng, China Zhijun Zhang, Foshan City, China Majd Zuhour, Ramallah, Palestine	<b>Bachelor of Science</b>
Cody Waller, Johnstown Brook Arthur Walter, Lancaster Xin Yi Wang, Fairfield <i>Cum Laude</i>	Nicholas Kurt Deibel, St. Charles, IL Lauren Elaine Every, Maumee Hayden Frank Grove, Fort Lauderdale, FL Rubina Kapil, Lewis Center Jonathan D. McAllister, North Canton Timothy John McGarry, Euclid Madeline Patricia Poedtke, Mason Chahinaz Seghiri, Queens, NY	D'Ann Esther Abreu, Toledo Jenny Stephanie Ahern, Dublin Lakhvir Singh Atwal, Twinsburg <i>Cum Laude</i>
Mary E. Watkins, Upper Arlington Matthew Todd Paul Weber, Mishawaka, IN William Samuel Weiant, Hilliard <i>Cum Laude</i>	<b>Bachelor of Arts in Journalism</b>	Kristin Nicole Balmert, Hilliard <i>Cum Laude</i> <i>with Research Distinction</i>
Nathalie Chantal Weihl, Hilliard Travis Daniel Weisman, Beavercreek Brenna Reese Welzbacher, Sylvania Ryan Vincent West, Hilliard Emily Ann Whalen, North Canton Kayla Noelle Whitehouse, Dublin <i>Magna Cum Laude</i>	Dustin Julian Bennett, Galena Imani Asha Gaston, Washington, DC Jada Danaé Green, Washington, DC Chelsea Nicole Shott, Pittsburgh, PA <i>Magna Cum Laude</i>	Madison Laine Bennett, Zanesville Aaron Michael Benson, Trotwood Dov Alexander Block, Washington, DC <i>Magna Cum Laude with Honors in the Arts and Sciences</i> <i>with Honors Research Distinction in Anthropological Sciences</i>
	<b>Bachelor of Fine Arts</b>	Bornali Rashmi Borah, Cincinnati Michael Isaac Burnham, Granville <i>with Honors in the Arts and Sciences</i>
		Hayley Bryan, Akron Bridget Cullen Carmichael, Cheshire, CT
		Ambria Michelle Carpenter, Fishers, IN Isaac Daniel Cascioli, Clymer Yiyun Chen, Shanghai, China Jessica Ruth Cicale, Cincinnati Mitchell George Cooley, Chardon
		Brittany Catherine Elizabeth Covert, Ashland <i>Cum Laude</i>
		Stephen Paul Coss, Columbus <i>Cum Laude</i> <i>with Research Distinction in Earth Sciences</i>
		Zachary James Dobey, Lombard, IL Alex David Doherty, Aurora Matthew Yuval Dorph, Lewis Center
		Brittany Lee Dowell, Warren Cory Lee Eft, Youngstown Rory William Emery, Stow Christa Keiko Eyster, Marion

## Commencement Convocation, August 9, 2015

Linus Christian Falck-Ytter, Cleveland Heights <i>Cum Laude</i>	Jory Patrick Lombardi, Alliance	John Siemon II, Seven Hills
Jiatao Fan, Xi'an, Shaanxi Province, China <i>Cum Laude</i>	Bryan Geoffrey Lonsdale, Howland	Jaypal Singh, Columbus
Ann Norma Fisher, Hamilton Michael Thomas Friel, Cleveland	Haoyu Lu, China <i>Cum Laude</i>	Daniel Paul Stephens, Jr., Barnesville
Durrell Maurice Givens, Columbus	Xiao Luo, Guangzhou, China Angelo S. Marocco, Mount Gilead	Harrison R. Sydnor, Dublin <i>Cum Laude</i>
Komla Messan Gnona, Lomé, Togo	Benjamin Varghese Mathew, Skokie, IL	Kyle Nathaniel Tolliver, Dayton
Daniel Eugenio Gomez Ramos, Dublin	John P. Mezger, Fayetteville	Vyphuong Nguyen Tran, Columbus
Lesianne Elizabeth Gudorf, Celina	Andrea Marie Miller, Strongsville	Megan Elizabeth Van Almsick, Baltimore
Peter Josh Hamer, Rocky Mount, VA <i>Cum Laude</i> with Honors in the Arts and Sciences	Kyoungh-Rok Min, Seoul, Korea	Brian Michael Vargo, Pittsburgh, PA
with Honors Research Distinction in Neuroscience	Haleigh Ann Monaco, Cincinnati <i>Cum Laude</i> with Honors in the Arts and Sciences	Nilang Rajendra Vyas, Columbus
Kesheé Ann Harris, Springfield Jalal Rawi Hassouna, Dublin <i>Cum Laude</i>	Jordan Taylor Moore, Springfield	Youren Wang, Harbin, Heilongjiang, China
Rachael Marie Hershey, Wadsworth with Honors in the Arts and Sciences	Jillian Leigh Moorman, North Olmsted	Amber Nache Waver, Dayton
Arthur Ulrick Hilson, Columbus Elisabeth Allyson Holtman, Hilliard	Connor Andrew Nealer, Westlake	Daniel Loren Wiest, Green Haley Alexandra Willard, Beloit
Jeffrey Jasper Houser, Northfield	<i>with Research Distinction</i>	Sarah Mun Wong, Toledo <i>Cum Laude</i>
Hayley Margaret Howard, Toledo	Keith Robert Nichols, Kennewick, WA	Hang Yin, Beijing, China
Brett Huffman, Columbus <i>Magna Cum Laude</i>	<i>Cum Laude</i>	Husam Farid Yousef, Ramallah, Palestine
Akina Ikudo, Japan <i>Summa Cum Laude</i> with Research Distinction in Economics	David Matthew Nie, Cincinnati	Junqi Zhang, Weifang, Shandong, China
Cierra R. Jackson, Cincinnati Taylor Charles Jackwood, Wooster	Andrew Conor Nocton, Lebanon	<i>Magna Cum Laude</i>
Saurabh Kalra, Delhi, India Arvijol Kapaj, Dublin <i>Cum Laude</i>	John Tandu Nsona, Kinshasa, Democratic Republic of Congo	
Jong Sung Anthony Kim, Columbus	Sean O'Brien, Chagrin Falls	
Phil Michael King, Cleveland Cody Jansen Kobashigawa, Dublin	Aaron Christopher Parker, Wheelerburg	
Alison Taylor Kolosioneck, North Royalton	Mallory Rae Parma, Green	
Brittany Rose Kosek, Columbus	Amy Natvar Patel, Perrysburg	
Joseph F. Kozlowski, Dublin Benjamin Lewis Krumpelman, Westerville	Krishna Arun Patel, Chicago, IL	
Taylor Davis LaFollette, Gahanna	Daniel Robert Pattie, Mentor	
Robert John LaMorte, Yardley, PA	Isaac T. Phillips, Alexandria	
Megan Elizabeth Leone, Hudson	Harsh J. Phuloria, Dublin	
Zedong Li, Chaoyang, China Yiyang Lin, Guangzhou, China <i>Summa Cum Laude</i>	Kristianna Dawn Pinkley, Highland Heights	
	Arman Satish Rathod, Columbus	
	<i>Cum Laude</i>	
	Beth Amanda Roberson, Peachtree City, GA	
	Madeline Julia Roman, Perrysburg	
	Brent Alan Runyon, Hilliard	
	Andrew Daniel Sabula, Marysville	
	<i>with Research Distinction in Earth Sciences</i>	
	Thanveer Sakeer, India	
	Dinesh Sakthivel, Solon	
	Kayla Nicole Sampson, Kingwood, TX	
	Stanley B. Shapiro, Bethlehem, PA	
	YuHyun Shin, Philadelphia, PA	

## Associate of Arts

Fowzia A. Abdikarim, Columbus
Hafsa Derow Adow, Blacklick
Janet Agyeman, Columbus
Yosef Gebeyhu Assefa, Blacklick
Santiago Avila, Lewis Center
Wesley Ryan Barnhart, Somerset
<i>Cum Laude</i>
Brandi Olivia Barry, Lima
<i>Cum Laude</i>
Ryan Allen Belcher, Hilliard
Tyler James Boveington, Chesterland
Michelle Dee Bowmar, Willard
Michael Terrell Bretz, Pickerington
Kwanda Emonnie Brown, Columbus
Brandon Jayvon Julius Carroll, Columbus
George Gregory Clark, Jr., Bellville
Tanner Gene Copsey, Antwerp
Hollie R. Danhoff, Columbus
Dominic Del Monte, Columbus
Chris Quintin Delcher, Newark
Braxton Michael Eby, Pickerington
Nicole Christina Echelberger, Mansfield
James Brayton Ellis, Kenton
Kyler L. Elswick, Mansfield

## Commencement Convocation, August 9, 2015

Katie Eileen Epperson, Germantown	Harry Myers, Pickerington	Emileigh Mae Valentine, Carroll
Aariann Brown Felix, Zanesville	Alexsandra Nahalia Ndive, Columbus	Matthew Vaughn, Columbus
Michael William Fisher, Mansfield	Ashley Lynn Nelson, Granville	Lauren Marie Walker, Wooster
Samantha Jo Forchione, Galion	Tierra Whitney Oliver, Lima	Trestin Robert Weikle, Marysville
Josh Martin Fourhman, Mansfield	Cum Laude	Timothy Eugene Whissen, Newark
Jasmine Marie Glaub, Thornville	Dillon Joseph Overman, Hebron	Karen Chelsea White, Dunkirk
Haley Marie Gray, Mansfield	Cory Allen Parkhurst, Lima	Sierra Renee Williamson, Ashland
Jacob Andrew Gribble, Newark	Kevin Daniel Payne, Galena	Zachary David Withey, Shelby
Emily Rebecca Hammond, Newark	Emily Ursula Peirano, Delaware	Jayson Patrick Wright, Heath
Emily Marie Hayes, Baltimore	Cum Laude	Lucas Isaac Zander, Somerset
Nathan Russell Henak, Bucyrus	Melissa Pauline Peters, Berlin	
Brittany Leigh Henry, Glenford	Heights	
<i>Summa Cum Laude</i>	Katherine Kaye Pfahler, Mansfield	
Chris Ryan Hensler, Pickerington	Cum Laude	
Brandon Jeffery Hovest, Columbus Grove	Alisha Jade Pillsbury, Crooksville	
Eyhad Hussein, Pickerington	Zach Howard Pinney, Reynoldsburg	
Natalie Nicole Jenkins, Fairfield	Brandon Lawrence Porter, Johnstown	
Leah Nicole Jones, Delaware	Magna Cum Laude	
Shayla Danae Kenniston, Mansfield	Christina Louise Prezzia, St. Clairsville	
<i>Cum Laude</i>	Mitchell John Radigan, Westerville	
Emily Motes Kerstetter, Worthington	Jacob Allen Reed, Willard	
<i>Magna Cum Laude</i>	Madison Nicole Reid, Waterville	
Shameen Yusuf Khan, Reynoldsburg	Jesse Lee Rhodes, Ashland	
Brianna LaTrice King, Cleveland	<i>Cum Laude</i>	
Nathan Lockett Kleshinski, Johnstown	Alexis Shavon Rodgers, Westerville	
Allison Renee Lamm, Canton	Michaela Marie Rogers, Marblehead	
Antonio Ramone Lampkins, Gahanna	<i>Magna Cum Laude</i>	
Chad Allen Leadbeter, Medina	Derek Adam Rowley, Pataskala	
Jonida Leka, Columbus	Amber Kristine Salsbury, Columbus	
Kymberlyn Alexis Love, New London	Samuel James Schumann, Westerville	
Cynthia Lee Mackie, Heath	Faith HeeYun Schwennenig, Upper Sandusky	
Austin Lepage Hughes Marrero, Powell	Alissa Ashley Sheppard, Pickerington	
Casimir Anthony Martina, Columbus	Hannah Suzanne Slykerman, Lancaster	
Caylee Jo Maxwell, Lima	Angela Gabrielle Steube, Canal Winchester	
Cody Franklin Maynard, Heath	Tyler Sheldon Stierhoff, Lexington	
Molly Elizabeth McDonald, Westerville	Malissa F. Strawser, Mansfield	
Molly Rae McDonough, Granville	Abby Jane Superchi, Whitehouse	
<i>Magna Cum Laude</i>	Cameron David Svoboda, Reynoldsburg	
Darrell Raymond Miller, Medina	Ryan A. Taylor, Granville	
Jazmine Lashay Miller, Trotwood	Veronica Jeanne Taylor, Gibsonburg	
Kaylor Layne Montgomery, Jeromesville	Danielle Joanne Thompson, Westerville	
<i>Summa Cum Laude</i>	Tavia Unique Thompson, Worthington	

## The Max M. Fisher College of Business

Dean: Anil K. Makhija

## Bachelor of Science in Business Administration

Khadija Abdelhadi, Columbus	
Zachariah Sedmak Adams, Andover	
<i>Cum Laude</i>	
Hannah Marie Bensman, El Dorado Hills, CA	
Logan Richard Bertholomey, Troy	
Alex Thomas Born, Columbus	
Heather Nicole Brubaker, Sidney	
<i>Cum Laude</i>	
Qu Chen, DaQing, China	
<i>Magna Cum Laude</i>	
Kenneth Michael Cunningham, Brecksville	
Alexandra Dosen, Broadview Heights	
Hayley Colleen Dougherty, Dublin	
Cameron Andrew Earley, Beachwood	
Evan Bradley Eshleman, Minster	
<i>Cum Laude</i>	
Jing Feng, Chengdu, China	
Jacob Robert Bruce Fletcher, Middletown	
Alex Charles Garred, Willoughby Hills	
Connor James Gluvna, Olmsted Falls	
<i>Cum Laude</i>	
Mathew Vincent Gorka, Dayton	
Amber Marie Hammond, Delaware	
<i>Cum Laude</i>	
Rongshuo Han, Qingdao, China	

## Commencement Convocation, August 9, 2015

## Commencement Convocation, August 9, 2015

### Bachelor of Science in Nutrition

Umi Nazira Rafie, Kelantan, Malaysia

### Bachelor of Science in Education

Ian Matthew Adams, Broadview Heights  
*Cum Laude*  
Alexander Joseph Beddow, Lexington  
*Cum Laude*  
Kathryn Rose Blanchard, Lima  
Katelin Anne Bonko, Mansfield  
Rebecca Anne Braden, Hawthorne, CA  
*Magna Cum Laude*  
Jack R. Buck, New Albany  
*Summa Cum Laude*  
Mary Kathleen Capezzuti, Queensbury, NY  
Madison Alexandria Davisson, Obetz  
Melissa Ann Downerd, Prospect  
Paige BreAnn Edwards, Zanesville  
Laken MacKenzie Ferguson, Pickerington  
*Cum Laude*  
Craig James Fink, Lakewood  
Luke Anthony Griffith, Willard  
Zach T. Hensel, Marion  
Hope M. Hicks, Westerville  
Hillary Shaina Hoxworth, Columbus  
Joshua Jon Jaworski, Norwalk  
Jennifer Jean-Baptiste, Columbus  
Benjamin Charles Karr, Wayne, PA  
Taylor A. Kelso, Galion  
Christopher Joseph Kill, Powell  
Eric F. Marnecheck, Brecksville  
Cosmo Max Mills, Milton, MA  
Zachery Thomas Murphy, Tiffin  
*Cum Laude*  
Anthony Charles O'Nesti, Youngstown  
Brandon Michael Ojikutu, Cleveland  
Zach Michael Park, Horseheads, NY  
Nicholas Jon Pecikonis, Powell  
Cassidy Jo Rexrode, Delaware  
Emily Nicole Riggs, Hilliard  
Kevin Joseph Righter, Columbus

William James Riley, Jr., Philadelphia, PA  
*Magna Cum Laude*  
Teresa Ann Sandoval, Cincinnati  
*Magna Cum Laude*  
Yianni N. Sarris, Mentor  
Arvind Kannan Sezhiyan, Ellisville, MO  
Andrew Ralph Shreve, North Canton  
Heather C. Snow, Perrysville  
Alex Michael Szablewski, Perryburg  
Elaine Margaret Tillotson, State College, PA  
Marcellis Lamar Turnage, Columbus  
Nicholas James Vannett, Westerville  
Jessica J. Vera-Bennett, Columbus  
Rachel Leigh Wargacki, Springboro  
Reginald Lawrence Wiechart, Spencerville  
Amir Darrion Williams, Detroit, MI

Alec Yun An Wu, Taipei City, Taiwan, ROC

### Bachelor of Science in Biomedical Engineering

Hunter Mills Le Corgne, Westerville  
Alexander Richard Weber, Mentor

### Bachelor of Science in Chemical Engineering

Faith Anne Carver, Jamestown  
*Cum Laude*  
Caleb Ross Craig, New Albany  
Trevor Lawrence Grupp, Olive Branch, MS  
Nicholas Storm Huffaker, Goshen  
Alexander Matthew Reams, Springboro  
Ryan Mitchell Szczepaniak, Brunswick  
Ethan Lloyd Weisgarber, Bolivar  
Paul Evan White, Centerburg  
Mark Christopher Zemanek, Highland Heights  
*Cum Laude*  
with Honors in Engineering

### College of Engineering

Dean: David B. Williams

### Bachelor of Science in Aeronautical and Astronautical Engineering

Nicholas Edward Jones, Winnetka, CA

### Bachelor of Science in Architecture (Austin E. Knowlton School of Architecture)

William Lukas Cameron, Worthington  
Andrew Sharp, Greenville

### Bachelor of Science in City and Regional Planning (Austin E. Knowlton School of Architecture)

Terel Savon Danta Howard, St. Louis, MO  
Vasilia Maria Yakumithis, Toledo

### Bachelor of Science in Civil Engineering

Ahmed Nehad Abouagina, Denver, CO  
Kurt Andrew McGinnis, Hilliard  
*Cum Laude*  
Jeannie Marie Ricca, Upper Arlington  
Grace Victoria Wesner, Columbus

### Bachelor of Science in Aviation

Thomas Allen Harmon, Blacklick  
Alexander Steven Matacia, Columbus  
*Magna Cum Laude*  
Machi Martin McGuire, Dennison

## Commencement Convocation, August 9, 2015

### Bachelor of Science in Computer Science and Engineering

Abdulwasi Mohammed  
Abdulkarim, Columbus  
Paul Julius Anderson,  
Cincinnati  
Parvinder Kaur Bhullar,  
Columbus  
Eric Maxwell Brunton,  
Columbus  
Brian Paul Carr, Jr.,  
Centerville  
*Cum Laude*  
Thomas Joseph Hartz,  
Newark  
Ryan Patrick Kast,  
Montgomery  
Jonathan Lawrence Kovacic,  
Willowick  
Songqiao Li, Stow  
Derek Thomas Murphy, Elyria  
Cameron Andrew Schmidt,  
Worthington  
Kyle Joseph Shoaf, Cincinnati  
Bickramjit Singh Uppal,  
Columbus

### Bachelor of Science in Electrical and Computer Engineering

Phani Krishna Balijepalli,  
Hyderabad, India  
Christian Anthony Mans,  
London  
Kailun Qian, Nantong, China  
*Magna Cum Laude*  
Yen Suan Yeoh, Simpang  
Ampat, Malaysia  
*Magna Cum Laude*

### Bachelor of Science in Engineering Physics

Andrew Kay DeSomma,  
Bellefontaine

### Bachelor of Science in Industrial and Systems Engineering

Daniel Jude Graeff III, Toledo  
Logan Johnson, Dublin

### Bachelor of Science in Landscape Architecture (Austin E. Knowlton School of Architecture)

Eric Arthur Hanneken,  
Cincinnati  
Alex Joel Martin, Beavercreek  
*Magna Cum Laude*  
*with Honors in Landscape  
Architecture*  
*with Research Distinction in  
Landscape Architecture*

### Bachelor of Science in Mechanical Engineering

Malavika Vasishta Bagepalli,  
Hyderabad, India  
*Magna Cum Laude*  
*with Honors Research Distinction in  
Mechanical Engineering*  
Bradley Alan Barber,  
Middletown  
Elizabeth A. Bauer, Houston  
*Summa Cum Laude*  
Matthew Anthony Brady, West  
Chester, PA  
Norman William Brenneman,  
Canton  
Ciera Helena Brooks,  
Cincinnati  
Michael Robert Brower,  
Cincinnati  
Yunli Chen, Chongqing, China  
Yi Nan Chuah, Sungai Petani,  
Malaysia  
*Cum Laude*  
Daniel William Corrigan,  
Hilliard  
Wenhao Deng, Datong, China  
*Magna Cum Laude*  
*with Honors Research Distinction in  
Mechanical Engineering*  
Shelley Nicole Diewald,  
Columbus  
Erickson Thomas Dommer,  
Perrysburg  
Jessica Lee Dzurnak,  
Strongsville  
Essam Farag El-Geroushi,  
Hilliard  
Brandon Douglas Elias,  
Springboro  
Sherwin Gan, Subang Jaya,  
Malaysia  
Samson Gladieux, Oregon  
Eric Zachary Goodrich,  
Columbus  
Anthony John Grano, Highland  
Heights  
*Cum Laude*  
Raxine Poshen Ho, Petaling  
Jaya, Malaysia  
David Alexander Hyland,  
Dublin  
Myung Hyun Kim, Suwon,  
Korea  
Indu Shekhar Kumar, Pune,  
India  
Nicholas Joseph La Bounty,  
Payne  
*Cum Laude*

Charles-Edouard Lacasse,  
Westerville  
Gorden Lin Kit Lee, Bayan  
Lepas, Malaysia  
*Magna Cum Laude*  
Roxanne Rae Manger,  
Galloway

Jacob Erb Mendlovic, Solon  
Cody Lee Menter, Newark  
Jeremy Christopher Moss,  
Milan

*Magna Cum Laude*  
Darren Joseph Nash,  
Kettering  
*Cum Laude*

Nishan Malcolm Noronha,  
Mangalore, India  
*Magna Cum Laude*  
Joshua Nicholas Petersen,  
Sandusky

Zachary Alexander Rhodes,  
Columbus

George Naim Saker,  
Strongsville  
Matthew Quinten Schaffer,  
Cincinnati

Praful Joylus Serrao,  
Mangalore, India  
Dmitriy V. Shishlo, Hilliard  
Ryan Francis Trapp, Parma  
Hiromi Tsuda, McLean, VA  
*Magna Cum Laude*  
*with Honors Research Distinction in  
Mechanical Engineering*

Mark William Voytilla,  
Youngstown  
*Magna Cum Laude*  
Jeffrey Allen Webber, North  
Canton  
Kelvin Chun Chai Wee,  
Kuching, Malaysia  
*Cum Laude*  
Erin Wells, Columbus

### College of Food, Agricultural, and Environmental Sciences

Dean: Bruce A. McPheron

### Bachelor of Science in Agriculture

Kevin Oliver Allen, Broadview  
Heights  
*Cum Laude*  
Zachariah Johnson  
Bartenslager, Lewisburg, WV  
*Magna Cum Laude*  
Michael W. Bodner, Hamilton  
Treg Brown, Lima  
Kevin D. Hamilton,  
Montgomery, AL  
Evan David Hartnett, Ashland

## Commencement Convocation, August 9, 2015

Kaitlyn Charity Hinds,  
Newcomerstown  
Brittany Ann Janita, Somerset  
Jacob Richard Kemmerer,  
Lancaster  
Ashley G. Lewis, Seville  
Aaron Robert McCarty, Saint  
Louisville  
*Cum Laude*  
Richard Chandler McCullough,  
Spencerville  
Amanda Sue Mettler, Dexter  
City  
Madeleine Jisun Moffatt,  
Wellington  
Terry Ray Perkins,  
Bloomingburg  
Tiffany Rummer, Cardington  
Adam Phillip Spearman,  
Fredericktown  
Lindsey Kay Svendsen,  
Columbus  
Ryan David Wilkinson,  
Prospect  
Abigail Josephine Williams,  
Columbus  
Renea Lee Yetter, Vickery

### Bachelor of Science in Construction Systems Management

Nicholas James Hale,  
Columbus  
*Cum Laude*  
Trevor McKenzie Imlay,  
Columbus  
Michael Jerome Miller,  
Wapakoneta

### Bachelor of Science in Food Science

Joseph Raymond Cataline,  
Youngstown  
*Magna Cum Laude*  
Hanna Lydia Gunadi,  
Columbus  
  
Bachelor of Science in Nutrition  
*Magna Cum Laude*  
with Honors Research Distinction in  
Animal Sciences

### School of Environment and Natural Resources

#### Bachelor of Science in Environment and Natural Resources

Michael L. Bean, Iowa City  
Clay Andrew Burkholder,  
Fayette  
Thomas Eric Christopher,  
Milford  
Christopher Cline, Hilliard  
Kevin Todd Daroski, Dublin  
Andrew Craig Grimes, Marion  
Laura Marie Hoffman,  
Sylvania  
Kristen Ann Jacobs, Wakeman  
Krystina M. Jarvis, Lebanon  
Nur Liyana Binti Mat Nayan,  
Perak, Malaysia  
Miranda Aurora McClendon,  
Gary, IN  
*Cum Laude*  
with Honors Research Distinction in  
Environment, Economy,  
Development and Sustainability  
Jacob Thomas Nau, Powell  
Caitlin Rose Sheban,  
Worthington  
*Magna Cum Laude*  
with Honors Research Distinction in  
Environmental Science  
Kaitlyn Elizabeth Wagner,  
Oley Valley  
Lucas Isaac Zander, Somerset

### Agricultural Technical Institute - Wooster

#### Associate in Applied Science

Haley Diane Ianniello,  
Coshocton  
Gareth Thomas James,  
Atlantic Beach, FL  
Aaron Tipton LeCount,  
Greenville  
Megan Marie Markley,  
Ashland  
Jacob Michael Nagel, Attica  
Lucas Michael Pisaneli,  
Wellington  
Jody Renee Williams,  
McConnelsville  
David Jay Yoder, Navarre  
Eric Paul Zimmer, Marietta

### Associate of Science

Amanda Claire Campbell,  
Bristolville  
Stephanie Marie Dippman,  
Pemberville  
John William Eberly, Wooster  
*Magna Cum Laude*  
Eric Mathew Hange, Spencer  
Paul Edward Miller, Crown  
City  
Lorna Ann Parks, North  
Lawrence  
Ryan William Frederick Tietje,  
Deshler  
*Cum Laude*

### College of Medicine

Interim Dean: E. Christopher  
Ellison

### School of Health and Rehabilitation Sciences

#### Bachelor of Science in Health and Rehabilitation Sciences

Courtney Lynn Althouse,  
Kenton  
Aisha Jamila Cavin, Columbus  
Lindsay Renae Jordan, Lima  
Riana Xue Ling Sim,  
Singapore  
*Magna Cum Laude*  
with Research Distinction in  
Respiratory Therapy  
Emily Nichole Thomas,  
Westerville

### College of Nursing

Dean: Bernadette M. Melnyk

#### Bachelor of Science in Nursing

Sharleen Ann Aliff, Dublin  
Comfort A. Antwi, San  
Antonio, TX  
Marisa Anne Beattie, Grove  
City  
Mohamed Benmaimoun,  
Columbus  
Nia Nicole Betton, Columbus  
Sarah Marie Bleau, Columbus  
Todd Allan Buttermore, Ney

## Commencement Convocation, August 9, 2015

Jessica L. Cooper, London  
Megan Leigh Costine, Grove City  
Tracy Denise Daniels, Gainesville, FL  
Lindsay Ann Davis, Zanesville  
Marian Djan, Columbus  
Steven Mitchell Dobbs, New Orleans, LA  
Jianguo Du, Columbus  
Lori A. Gries, Macedonia  
Victoria Elaine Gross, Worthington  
Angela Fay Harris, Howard  
Leonard Jay Hughes, Columbus  
Tiffany N. Johnson, New Albany  
Diane M. Kent, Norton  
Natalie Launer, Dublin  
Mackenzie Lynn Mack, Mansfield  
Mary Lucille McCarthy, Galloway  
Julie M. Millette, Hilliard  
Kristy Louise Miner, Dover  
LaMar Francis Moreland, Jr., Stryker  
Brittany Riley, Celina  
Brian Robertson, Chillicothe  
Allison Yvette Rosenbeck, Sunbury  
Keri J. Slatzer, Columbus  
Jeffery Scott Smith, Ashley  
Angelica Cantrece Thompson, Memphis, TN  
*Cum Laude*  
Joy Ann Torres, Zanesville  
Jennifer Sue Troutman, Marion

## College of Pharmacy

Dean: Henry J. Mann

### Bachelor of Science in Pharmaceutical Sciences

Vyishali Dharbhamballa, Dublin  
*with Honors in Pharmaceutical Sciences*  
Yun Zi Huang, Cleveland  
*Cum Laude*  
Mindy Lai, Fremont, CA  
*Cum Laude*  
Christian Leppert, Worthington  
Cyril Djangmah Mensah, Gahanna

## John Glenn College of Public Affairs

Dean: Trevor L. Brown

### Bachelor of Arts

Saibrea TarNae Bogan, Akron  
Julia Anne Maria Brogden, Niles  
Joshua David Ferencik, Bay Village  
*Cum Laude*  
Serena Rae Smalley Finlay, San Gabriel, CA  
Steven Gregory, Powell  
Robert Sylvester Jordan III, Columbus  
Paul Addison Mimms, Milford, CT  
Evan Michael Schwartz, Columbus  
Andrew Dangler Zuk, Powell

### College of Public Health

Dean: William J. Martin II

### Bachelor of Science in Public Health

Cassandra Helene Bacon, Cincinnati  
Jeffrey Daniel Bussone, Columbus  
James Francis Miner, North Royalton  
*Cum Laude*

Lindsey Nachelle Elam, Chillicothe  
*Cum Laude*  
Lakeisha Nicole Jackson, Columbus  
Patricia Ann Mackintosh, Newark  
*Magna Cum Laude*  
Shayla Renee Mayes, Columbus  
Ashley E. Miller, Columbus  
Veronica Jewell Patton, Mansfield  
Alicia Marie Roberts, Columbus  
*Magna Cum Laude*  
Kadie Marchell Six, Newark  
Victoria Sue Snoddy, Lakeville  
Glenna A. Snyder, Worthington  
*Cum Laude*  
Danielle Marie Spires, Newark

## College of Veterinary Medicine

Dean: Lonnie J. King

### Doctor of Veterinary Medicine

Yvette Rose Chretien, Acushnet, MA  
B.S. (University of Massachusetts Amherst)

## College of Social Work

Dean: Thomas K. Gregoire

### Bachelor of Science in Social Work

Ajoilyn Marie Anthony, Akron  
Kaitlyn Maryse Bland, Gahanna  
Rebecca Caitlin Broaddus, Mansfield  
Corinne Elizabeth Cannon, Dayton  
Abena Aqyeman Derkyi, New Albany  
Maria Pilar Edler, Marion

APPENDIX II



THE ROAD TRAVELED ➔

# RALLIED

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## CORPORATE PARTNERS & COMMUNITY INVESTMENTS



Lbrands  
FOUNDATION  
100% OF LBRANDS SHARE OWNERSHIP

Huntington

AEP AMERICAN  
ELECTRIC  
POWER

Nationwide

CardinalHealth

The Scotts Miracle-Gro  
COMPANY

THE ROAD TRAVELED ➔

The James  
THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER + PELOTONIA®

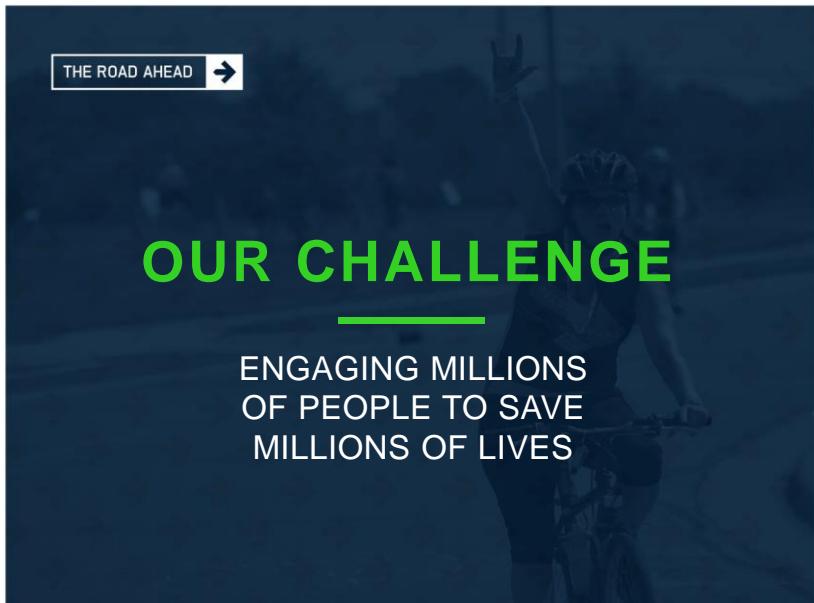
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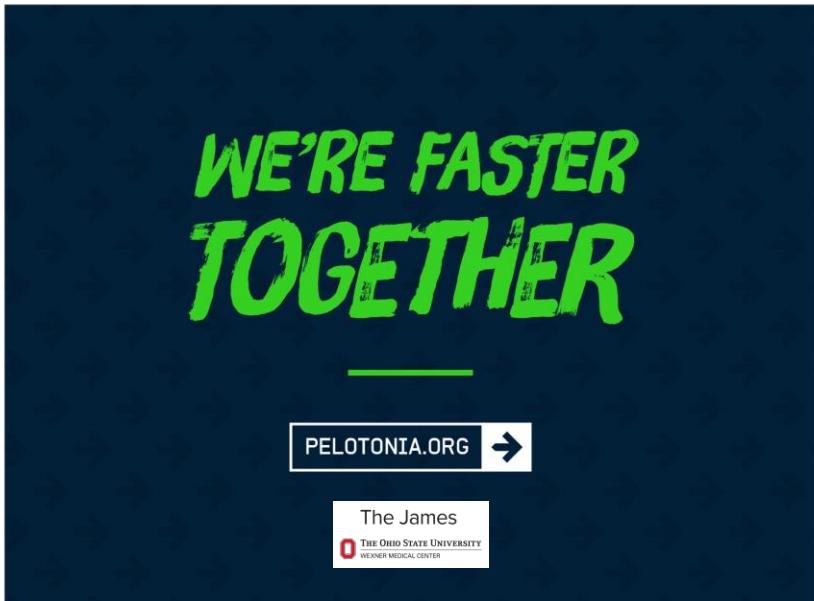
<b>450K+</b>	<b>38</b>	<b>353</b>	<b>43</b>
RIDERS, VIRTUAL RIDERS, VOLUNTEERS, AND DONORS FOCUSED ON ONE GOAL	IDEA GRANTS GIVEN TO RESEARCHERS WITH TRANSFORMATIONAL IDEAS	FELLOWSHIPS AWARDED TO BRILLIANT YOUNG SCIENTISTS	SENIOR SCIENTISTS FUNDED TO PURSUE CUTTING-EDGE RESEARCH

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➔ Pelotonia dollars have developed and funded a statewide initiative aimed at identifying those at high risk for colorectal, ovarian, and uterine cancer, so they can seek preventative care.

➔ Pelotonia dollars have supported the groundbreaking clinical trials of ibrutinib, which is now FDA approved for the treatment of chronic lymphocytic leukemia and mantle cell lymphoma.





APPENDIX III  
THE OHIO STATE UNIVERSITY  
OFFICIAL PROCEEDINGS OF THE  
THIRTEENTH MEETING OF THE  
WEXNER MEDICAL CENTER BOARD

Columbus, Ohio, August 25, 2015

The Wexner Medical Center Board met on Tuesday, August 25, 2015 at the Richard M. Ross Heart Hospital, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

\*\*                          \*\*                          \*\*

August 25, 2015 meeting, Wexner Medical Center Board

Dr. Wadsworth, called the meeting of the Wexner Medical Center Board to order on Tuesday, August 25, 2015 at 9:03am

Present: William G. Jurgensen, Cheryl L. Krueger, Corbett A. Price, Stephen D. Steinour, John F. Wolfe, Jeffrey Wadsworth, Michael V. Drake, Sheldon M. Retchin, Geoffrey S. Chatas, E. Christopher Ellison, and Marti C. Taylor. Leslie A. Wexner and David B. Fischer were late.

Ms. Link:

Good morning everyone. I would like to convene the meeting of the Wexner Medical Center Board and note that a quorum is present. The minutes of the June meeting of the Wexner Medical Center Board were distributed to all members and if there are no additions or corrections, the minutes are approved as distributed.

First I'd like to call on Dr. Sheldon Retchin for the CEO (chief executive officer) update.

Dr. Retchin:

Thank you. We're going to put up the scorecard, but before we start, I want to make a couple of announcements about happenings around the Medical Center. First, a couple of days ago we successfully performed the first High Intensity Focused Ultrasound. The procedure itself is called HIFU. This is a focused ultrasound in the brain that actually creates a lesion and in this case was used to treat a patient with a central tremor. It uses 1,000 ultrasound probes to be able to do this and it's a remarkable procedure.

There are only four centers in the country now performing this procedure. Dr. Vibhor Krishna, a recent recruit from Toronto, performed the procedure. This is a landmark event for the medical center and I want to bring it to your attention.

This is one of, as you know, our essential signature programs. We are very pleased.

The second is a part of our network efforts. For that announcement and focus, I'll call on Gail Marsh.

Ms. Marsh:

Hopefully you saw in last week's Columbus Dispatch a nice article by Ben Sutherly on our newest affiliation with Hocking Valley Medical Center in Logan County. This is an example of what we're going to see today with our telehealth affiliates. Most importantly, our philosophy of working with hospitals across the state of Ohio to keep patients close to home, is really what is garnering us more and more affiliates across the state. Thank you Sheldon.

Dr. Retchin:

Congratulations on those efforts Gail, that's terrific.

Now for my report, Mr. Chair, I'm going to turn to the score card that you see on the screen and is also in your book. Let me go down those individually and explain where we're at.

First is inpatient mortality which has been a note of great success for this medical center. You'll see that in general, in terms of our scorecard, there is a mixture of green and red. We are not shy about presenting both results: those that we've had success in and those that we still have challenges ahead. In inpatient mortality rate, our target for the year was .65 and the year-end, I'm pleased to report, we beat that. That, in essence, is observed over expected. I don't know that it translates exactly as a 35% reduction over what you would expect, but I can tell you nationally this ranks very high and in fact we're

August 25, 2015 meeting, Wexner Medical Center Board

in the top five among academic health centers in the University Health System Consortium, which is made up of over 100 of the elite academic health centers in the nation. That is a great result as well.

Next is patient satisfaction. Here we've had our work cut out for us. We have made some progress, but we've got a ways to go. The question that is posed and used for this particular scorecard, or element of the score card, is using a number of zero to 10, what number would you use to rate this hospital?

Now, that's the index that we use because it is tied back most successfully in terms of whether patient satisfaction, in general, is reported positively. But below that are a number of different domains and questions that we go forward and look at through the patient experience council on a regular basis under our chief nursing officer's guidance and leadership, Mary Nash.

With four exceptionally strong months of performance in the second half, I am pleased to say that our score has improved from 75% to 75.2%, which is at the 77th percentile. That's a 7% improvement over fiscal year 2014. We still have a long ways to go, but it is an improvement. I think part of that was moving into the new James Cancer Hospital as well as a great focus by Mary in nursing, as well as the physicians and leadership there as well.

President Drake:

Just a quick question? You said the last four months. If you look at this, it is over a year but it could be that things were done in the second half of the year differently than in the first half of the year and when you average the together we get a, the average of those things. Is there a trend or direction, say for the last four months of the year?

Dr. Retchin:

I think more for like the last six months of the year, Dr. Drake, that the improvement was made. Over the last six months we reached the 85th percentile. Mary, do you want to comment on that?

Dr. Nash:

We'll I'm actually going to make the comments in my presentation. I'd be happy to do that.

President Drake:

But it sounds like something you would want to be able to say twice, so it's ok.

Dr. Nash:

You're exactly right in the fact that in the last six months we have had the opportunity to have our score at the 85th percentile and our goal is the 90th percentile. Seventy nine percent of the patients have to say that they would give us a nine or a 10, 77% for 85th percentile. We know that we have two percentile points, or 2%, to go to the next percentile.

Dr. Retchin:

Further improvements have been made across all dimensions in fiscal year 2015 compared to fiscal year 2014 and that includes nurse communication, doctor communication, and cleanliness. A lot of the domains have had improvement. We have a ways to go and lots of work to do there as well. I think the biggest opportunities are in responsiveness and in quiet. That's one of the questions that is included in the domain

and often times, because of semi-private rooms, that becomes a difficult effort. We do note in those hospitals which have private rooms that that is a much higher score.

On the outpatient scores, the CG-CAHPS (Clinician & Group Consumer Assessment of Healthcare Providers and Systems) survey is a relatively new measurement that we've been using and is not required reporting yet. In terms of the performance itself we're relatively flat, but we are at 91% in terms of performance. That falls short of our goal of 95%. The band width there tends to get a bit narrow on some of these, but we're still hard at work, in terms of improving it. We continue to focus on all dimensions on the outpatient side: doctor communication, office staff, timely appointments, particularly an area we want to focus on, and test results follow up, which is a major issue on the outpatient side. That will also be reported later in the public session.

Let me move on to the rankings for *U.S. News & World Report*. This year we increased the number of specialties that we ranked in the top 50; from five in fiscal year 2014 to seven in fiscal year 2015. This is out of 16 specialties. This puts us in the top 1% of hospitals nationwide. Again, a point of great pride but not exactly where we want to be. We want to continue to strive forward in that.

We have two that are back in the top 50 that joined the five in fiscal year 2014. One of those is an area of great emphasis for us, neurosciences. I am pleased to note that neurology and neurosurgery have joined the top 50 and diabetes and endocrinology, which are areas of focus for us at the college, as well in the practice plan.

The following specialties increased in the rankings: cancer moved up six spots to 24, cardiology and heart surgery moved up three spots to 31, otolaryngology, an area where we have a specialty ranked in the top 20, which could get us into the honor roll, moved up one spot to 14, nephrology moved up four spots to 31, and urology is at 33.

What you want to look at, in terms of the rankings, are those areas or specialties that are on deck in the batting circle that might be able to move up. We have GI (gastrointestinal), geriatrics, orthopedics, pulmonology, and rehab that were not ranked in the top 50, but were identified as high performing programs, and are probably on the bubble. You have to dig a little bit deeper to be able to tell that.

In front of you is an analysis of the rankings in hard copy and has a title sheet to it. I won't project it up there, you can look at it at your leisure. You can see the weights that are given in terms of patient safety, the process of delivering care, the structure or the resources that relate to care, including imagining availability, and then reputation score and outcomes. There are different weights that are given. We continue to focus like a laser on the methodology and I would say for most specialties that methodology rings true. Mr. Steinour.

Mr. Steinour:

Sheldon, could I ask for comment on the cancer rankings and insights around that?

Dr. Retchin:

That's a good question. I think that the answer to that is probably reflected in the validity and confirmation of rankings overall. The methodology often times is generic in terms of, for example, mortality, patient safety, that particular specialty may be handicapped because of the entire house. I would stack up our cancer endeavors in terms of patient care, research, and education against anybody in the country. The *U.S. News & World Report* is simply, I guess, one aspect of the ranking. You could look at NCI (National Cancer Institute) funding, you could look at other elements, and I think our cancer program is easily a top 10. I don't know, Mike?

Dr. Caliguri:

Thank you, Sheldon. Well said and I appreciate that.

I think that the biggest challenge we have in moving up in *U.S. News & World Report* rankings for cancer is our reputational score. Reputational score accounts for a sizable fraction of the number, it's probably 30% - 40% of the votes, and it is highly disproportionate. We are the youngest cancer center on the map actually. Most of the highly ranked centers are literally over or close to 100 years old. The James Cancer Hospital is 25 years old. It is a matter of working harder to build our national and international reputation.

The way this is done is physicians come on and vote: "What is the top three places you would send your cancer patient to?" and those physicians are largely on the coasts and that's the way that goes. Working harder to create a broader market appeal to those outside of our region is going to be critical. That is the big thing that we could really work on and I think, to Sheldon's point, we have the guns to do that. Now it's marketing the incredible discoveries and treatments, et cetera, that we have here.

President Drake:

I would like to make a comment that I make that I always think of when we're talking about these rankings. I make them more often than maybe you want to hear. I am in a lot of groups where these things are looked at.

There are two types of rankings. There are objective rankings that look at things that should actually have as your goals that you've achieved and can compare yourself with others on those metrics. That is a very useful thing to do. And, there are subjective rankings that mean nothing. You look at the objective rankings and then you add something else to it and you get the subjective ranking. To me it then becomes meaningless, it's an interesting guess.

We are doing it on the sports pages now, deciding how we're going to end up in football season this year. Last year we know, because we used the objective rankings of playing the games and seeing the one that meant something. Now, it's a semi-educated guess that either does mean something or it doesn't. *U.S. News & World Report*, in particular, rank to sell magazines. They end up with rankings that look about what you think the rankings ought to be before you buy the magazine, or else you wouldn't buy the magazine because it's not right. All of their rankings are tailored to come out to be about what people think before they go to buy the magazine. I honestly think that there are some parts of, not so much in this, but there's parts of it in the college rankings that are perverse. They treat you for high tuition and small classes, or they reward you for things like that and they're really not in the interest of what's good for the country. They motivate behavior, I think, in a bad way.

I don't like these honestly. I think that they can lead you in the wrong direction. They tend not to be entirely unconnected with what's true, but they have subtle things that are woven, and as Mike was saying, a reputational rank. Reputational rank means that certain places are always going to be at the top and that that counts for something. When I look at these often I strip that away and then recalculate the rankings in my mind, and you get something that is more tied to things that mean something.

Last thing I'll say is that when groups like this, of this size that are on the inside like the AAU (Association of American Universities) and others, we are thinking about this for public consumption, then their ranking list and we always strip out the reputational ranks, and the popularity ranks, we look at what our goals are and then we get a good idea of how we're doing. We will talk a little about that a little later on today and we'll get an idea of what it, what the cancer center and cancer program look like from the inside out, and it's a different picture.

Dr. Retchin:

Thank you. That steals the thunder a little bit for me to announce that we're ranked number one in Columbus. But, as Michael suggests, the rankings can ring true. I will say the rankings are used by students often in terms of making choices, not so much by patients necessarily. Some could argue or debate on that and tie it back, but I do think it's an important source of pride. You want to be in the rankings more than you don't, but with that said I think some of the subjective elements do play into it as everybody has suggested.

Let me move on to the next category which is financial viability. This was our strongest year ever in terms of growing cash and fund reserves. We ended the year at 87 days, up from 69 days a year ago, improving our balance sheet measurably. I think it's a note of, not only strong pride, but recognition of the leadership we've had with Pete Geier and his colleges, in terms of bringing us into a much stronger position as we look forward. We've got a lot more work to do there as well, but that was all green.

We also include day's cash on hand in terms of a balance sheet for the physician faculty group practice, OSUP (Ohio State University Physicians). Day's cash grew in excess of budget expectations. We had actually targeted at 52.5 days and we are just shy under 65 days. All and all a great improvement on the balance sheet.

This all goes hand in hand in terms of revenue enhancement and scale. Our revenue, per adjusted admission, was up 7.3% and over budget by 6.6%. A lot of things went into that, including the contracts that we have been a part of over the last five to six years and moving into the James Cancer Hospital. The revenue per adjusted admission really was all green as well.

The development dollars exclude the Office of Sponsored Programs and is marked that way. Our total development dollars came in shy of the \$100 million goal by about \$11 million. There are a number of factors that played into that, and I will note a couple of large gifts will now come in fiscal year 2016. The efforts have been extraordinary, particularly areas like neuro. Patty and her group are to be congratulated. It has been a strong year in development, but there's more work to do there as well.

In terms of cost management, we had targeted some areas of cost management as part of fiscal year 2015. The expense per adjusted admissions was up only 3.6% over last year. It was up, but in terms of the trajectory, we bent the cost curve. We absorbed the cost of the new hospital and the move in. This was a stellar performance in term of managing costs. In terms of cost management, I'm very pleased to report that that was green for fiscal year 2015.

On research our total NIH (National Institutes of Health) awards were \$95.5 million, very close to target of \$97 million. The federal research environment has been a bit harsh. The pay line continues to be challenging. Also, not reflected in here, are a couple of payments in fiscal year 2014 that one of which would of spilled over into fiscal year 2015, thereby making fiscal year 2014 a little bit of an anomaly. If you compare it to fiscal year 2013, our increase in NIH awards, Chris I believe, was up 22%.

Dr. Ellison:

That is correct.

Dr. Retchin:

It is a little bit of anomaly that we actually decreased a bit in fiscal year 2015 compared to fiscal year 2014, but I think our overall trajectory is very good.

August 25, 2015 meeting, Wexner Medical Center Board

We continue to submit proposals to the NIH in great number. We submitted 399 in fiscal year 2014, up to 474 proposals submitted in fiscal year 2015. An important element to track as part of our research portfolio.

In education excellence, the *U.S. News and World Report* rankings for 2015: we jumped 3 spots from 34 to 31. We continue to make progress among the elite medical schools in the country.

We also improved our performance in terms of education, our undergraduate GPA (grade point average) increased to 3.77 from 3.73 in one year, and our faculty student ratio continues to improve, we're now at 2.1 from 2.3. Sounds small, but those are big numbers in terms of the elements of our College of Medicine for students who want to select and have other opportunities for selecting medical schools.

In talent management a census faculty and staff satisfaction survey will be conducted later in the year. We continue to look at that as an important part of our work force engagement.

I will answer any questions Mr. Chair.

Dr. Wadsworth:

Questions for Dr. Retchin?

What would be your reasonable aspiration for NIH funding going forward?

Dr. Retchin:

That is a good question. We had a target this year of \$97 million. I think a reasonable target, and we can talk about that, is about \$105 million in NIH awards.

Dr. Ellison:

I think given the pay lines and discussion with the vice dean of research, we've actually targeted \$97 million in NIH funding, but for total funding \$200 million, which is an increase over this past year of about \$3 million. I think the pay line is just so tight. I think we'll be challenged to get over \$100 million. If we do it'll be great.

We know that we have some early wins in the process. We have some early acknowledgements of awards that will put wind in the sails as we move toward the end of this fiscal year.

Dr. Retchin:

And the question, in follow up Dr. Wadsworth, is whether just looking at the NIH is the appropriate metric for us to be judging our research success. As you know we continue to focus on NSF (National Science Foundation) and DOD (Department of Defense). Maybe it is total federal awards or total research overall. We will be looking at that as a scorecard.

Dr. Wadsworth:

Oh good. You will include that in the future?

Dr. Retchin:

Yes.

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Dr. Wadsworth:

That would be insightful, thank you.

Any other questions?

President Drake:

One tiny comment. I know we have the 2019 goal of top 10 public medical schools in *U.S. News and World Report*. Chris, I saw a note from you. How are we doing there?

Dr. Ellison:

We are ranked number 11 in public medical schools. We were ranked number 31 this past year. We moved up three spots compared to all medical schools in the rankings and moved up I think one spot in public to 11. Our goal, this next year, is to be top 10 public and top 30 overall ranking. We feel confident that we can reach that this year.

(See Attachment I for background information, page 113)

Dr. Wadsworth:

Let's move to the next agenda item. We welcome Mr. Wexner. He told me to keep chairing this.

Accreditation requirements. Dr. Retchin.

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Dr. Retchin:

If you will turn behind the tab on Patient Care Services. The Plan for Patient Care Service is required by the Joint Commission. Andy, do you want to comment on this?

Dr. Thomas:

Thank you, Dr. Retchin. These are documents from both University Hospitals as well as the James Cancer Hospital, given the two provider numbers. There relatively standard documents are updated annually. Over the past year with changes in space and some services that are provided, it's updated to reflect that.

These have been reviewed by the Quality and Professional Affairs Committee prior to coming today, as well as by the Medical Staff Administrative Committees of both hospitals.

## **PLAN FOR PATIENT CARE SERVICES**

Resolution No. 2016-17

### **University Hospitals**

Synopsis: Approval of the annual review of the plan for patient care services for The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, and University Hospital East, is proposed.

WHEREAS the mission of the Wexner Medical Center is to improve people's lives through the provision of high quality patient care; and

WHEREAS the University Hospitals plan for inpatient and outpatient care describes the integration of clinical departments and personnel who provide care and services to patients

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at The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, and University Hospital East; and

WHEREAS the plan of care and scope of services for The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, and University Hospital East were approved by the Quality and Professional Affairs Committee of the Wexner Medical Center Board on July 22, 2015 and are being recommended to the Wexner Medical Center Board for approval:

**NOW THEREFORE**

BE IT RESOLVED, That the Wexner Medical Center Board approves the plan of care and scope of services for The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, and University Hospital East as outlined in the attached Plan for Patient Care Services.

(See Attachment II for background information, page 114)

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**PLAN FOR PATIENT CARE SERVICES**

Resolution No. 2016-18

**Arthur G. James Cancer Hospital**

Synopsis: Approval of the annual review of the plan for patient care services for the Arthur G. James Cancer Hospital, is proposed.

WHEREAS the mission of the Wexner Medical Center is to improve people's lives through the provision of high quality patient care; and

WHEREAS the plan for inpatient and outpatient care describes the integration of clinical departments and personnel who provide care and services to patients at the Arthur G. James Cancer Hospital; and

WHEREAS the plan of care and scope of services for the Arthur G. James Cancer Hospital was approved by the Quality and Professional Affairs Committee of the Wexner Medical Center Board on July 22, 2015 and are being recommended to the Wexner Medical Center Board for approval:

**NOW THEREFORE**

BE IT RESOLVED, That the Wexner Medical Center Board approves the plan of care and scope of services for the Arthur G. James Cancer Hospital as outlined in the attached Plan for Patient Care Services.

(See Attachment III for background information, page 125)

Ms. Link:

Can I have a motion to approve the Plans for Patient Care Service?

Upon motion of Mr. Jurgensen, seconded by Mr. Price, the Wexner Medical Center Board members adopted the foregoing motion by unanimous roll call vote, cast of board members Mr. Chatas, Dr. Retchin, Dr. Drake, Mr. Price, Ms. Krueger, Mr. Jurgensen, and Dr. Wadsworth.

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Dr. Wadsworth:

Thank you. We are now on item four which is Amendments to the *Bylaws of The Ohio State University Wexner Medical Center Board*.

You have in front of you a proposal for several changes. There are a number of updates to the bylaws that will be considered at the Governance Committee meeting of the Board of Trustees later this week, and I want to briefly update the board on these updates.

The first set of changes involves the medical staff chapter of the bylaws. This chapter has been revised to reference the Quality and Professional Affairs Committee. It also clarifies in the section that whether our medical staff governing and enforcing actions, that these are separate from medical staff appointments.

There are also some updates for temporary privileges. The language change clarifies that this is a delegated responsibility from the board to the chief medical officer and the director of medical affairs for each hospital. This language is also being aligned with the Joint Commission standard that allows temporary privileges to go up to 120 days. This was increased to 120 from the previous 90 days.

These are important changes that have been vetted and brought forward. The Joint Commission also now requires the process for the composition of the Medical Staff Administrative Committee, MSAC, to be approved by the governing body and that membership selection also needs to include for the removal of members. Language has been added to that effect.

The title for the executive vice president has been updated. I think you missed a trice for bringing some of these issues to our attention because they're important to make these changes, and bring us into accord. That is the first set of changes.

The second, are more general changes to the bylaws that were established for the Wexner Medical Center Board. We are rescinding three sections that are either outdated or duplicated and we're also proposing the addition, as you will see today, of the individual hospital chief executives and the CEO of the health system, as ex-officio nonvoting members. Adding all hospitals CEOs and the CEO of the health system will allow the board to have more complete input from its business units at the board level. Many of them already participate in our work and these individuals bring a wealth of knowledge and experience to the table.

As the bylaws relate to chair of the Wexner Medical Center Board's term, we are recommending a continuance of the current structure to the Governance Committee later this week. These changes are supported by the president and the CEO of the medical center. There will be a formal motion in this meeting to recommend these to the university board for approval after the year-end financials and the budget are presented.

I'll take any questions.

Hearing none, we will proceed later this week to move these forward where they'll be discussed in the Governance Committee and by the full trustees. Any questions?

**AMENDMENTS TO THE BYLAWS OF THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER BOARD**

Resolution No. 2016-19

Synopsis: Approval of the attached amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board*, is proposed.

WHEREAS the University Board of Trustees approved the creation of The Ohio State University Wexner Medical Center Board at its August 2013 meeting; and

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WHEREAS pursuant 3335-1-09 I of the Administrative Code the rules and regulations for the university may be adopted, amended, or repealed by a majority vote of the Board of Trustees at any regular meeting of the Board; and

WHEREAS the Quality and Professional Affairs Committee of the Wexner Medical Center Board recommended the proposed amendments to the Chapter 3335-101 of the *Bylaws of the Ohio State University Wexner Medical Center Board* on July 22, 2015:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby recommends to the Board of Trustees the approval of the attached amendments to the *Bylaws of the Ohio State University Wexner Medical Center Board*; and

BE IT FURTHER RESOLVED, That the Wexner Medical Center Board hereby recommends to the Board of Trustees that the currently enacted *Bylaws of the Ohio State University Wexner Medical Center Board*, Ohio Administrative Code Chapters 3335-99, 3335-103, and 3335-104 be rescinded.

(See Attachment IV for background information, page 136)

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Dr. Wadsworth:

Thank you very much.

We now move to Mr. Geier to report on the year-end financials.

Mr. Geier:

Thank you Dr. Wadsworth. I would like to close out fiscal year 2015 with a couple of comments and then move into requesting approval of the fiscal year 2016 budget for the consolidated health system.

Many of these numbers will be familiar with the committee, the trends that we had all year pretty much continue to the end. Backing up a year, in terms of our thinking at the time and the budget, there were three areas, I think, we were all concerned about.

One was the timing of the tower opening and the magnitude of that task and the uncertainty of the impact, particularly in respect to cost and volume.

The second was the opening and possible destruction of the new emergency room, which has gone very, very well. At that time we were really at the beginning, maybe a quarter of the way into, our operating efficiency activity and measures. At that time, it was difficult to predict how they would end up impacting the financial statements.

Going down to admissions, all of the hospitals are on budget. We missed it by 400 and that was in the Harding Hospital. I think we talked about how the length of stay in our psychiatric hospital has increased dramatically. Much of that is due to the access issues, now people with Medicaid and Medicaid expansion. I know Amanda Lucas and her team are working to get that length of stay down. Had they been on budget, our admissions number would have been right on budget.

Surgical volume is very strong in Ross Heart Hospital on an outpatient basis. University Hospital East, the Ambulatory Surgery Center, and the James Cancer Hospital were at about 15,000 inpatient surgeries and about 25,000 outpatient, a trend that has continued the last couple of years.

Our ED (emergency department) visits, as you remember we were under budget about 6 months into it, in 7 months we were worried about, and again the opening of the new ED, that seems to be working now. We have some throughput issues that we are working through with Dr. Thomas' leadership. For the last couple of months, the budget for University Hospitals' emergency department has been above.

We ended the year up about 6% over budget on emergency visits. That is important because we get about 40% of our admissions through the emergency room. To break down the two emergency rooms, University Hospital has about 72,000 and University Hospital East has about 52,000. When you adjust for the activities, and Dr. Retchin touched on this, the revenue per adjusted admission, we ended the year up a little bit over on expenses and there were really two things that drove that. One was being over budget \$10 million on depreciation. That was really driven by when we estimated we would get the building and take it into service. We actually thought we would take it in January and begin depreciating it. It was done in December and started depreciating a month early, so we were off by about \$10 million. Obviously that will be queued up this year.

Drug expenses were over about \$25 million. A lot of that driven is by cancer drugs, specialty pharmacy, but that's offset with revenue. We absorbed about \$35 million in expenses over budget, still came in right on top of budget. We ended the year with an operating EBIDA (earnings before interest, depreciation, and amortization) at 19%, as Sheldon said, we were able to grow our cash balances from a year ago by about \$100 million and end the year at 87 days with a debt service coverage of 6.4.

Dr. Wadsworth:

Mr. Geier, obviously a very strong financial performance, year over year. Could you comment on the sustainability and growth going forward?

Mr. Geier:

I don't think you'll see this quantum leap in the bottom line going forward. I think, as you'll see in the budget, it's much more normalized. I don't think we'll see much of this. Obviously it was in volume. I think we'll see in the budgets next year a pick up in the James Cancer Hospital capacity, but the other hospitals are pretty much at capacity now. I think there will be a little more normalized growth.

We're still going hard at the cost side. I think one of the challenges going forward is being able to hold the cost number that we have. That is going to be one of the biggest challenges and resist that tendency to add back and let it slip back in. I think there will be growth as you'll see in the budget. I would not predict this kind of improvement year over year.

Dr. Wadsworth:

Good, thank you.

Mr. Geier:

This is by hospital. What our expectations were and where they came in. There is a different story for every one of these. This was not in your packet all though it was passed out at your place. You can see University Hospital had a strong year, very, very strong cost control in the volumes held, particularly through the transition. The Ross Heart Hospital, I think, had a bit of a positive surprise in surgical volume, that we had budgeted, but exceeded budget. That obviously helped James Cancer Hospital moving into their new facility. You can see this growth, it was quite strong and should continue next year.

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For University Hospital East, you can see the impact of the volume and University Hospital East was very, very full. Tremendous surgical activity, but also the impact of Medicaid expansion on reimbursements, which is again, something we did not know the impact when we did the budget. We will have another strong year this year.

Harding Hospital did better than budget. It is a very tough patient base. Reimbursements are not good. We also have a short stay area down in the emergency department that is housed in Harding Hospital's expenses and that probably is about \$2 million in expenses, but it benefits the whole system.

Ambulatory, which is our care point and our ambulatory surgery centers, continue to grow. Our employed physician practices, this is basically primary care, orthopedics, and neurosurgery, that is their professional component, it's not the hospital piece. They do show a loss and we'll spread that throughout the whole system. This is to give you a sense of how each one of these units did this year relative to the budget.

Any questions? We are wrapping this up and turning it over to PricewaterhouseCoopers, who we coordinate with for the audit, and that's underway.

(See Attachment V for background information, page 140)

Dr. Wadsworth:

Any questions?

President Drake:

I have a comment on Harding Hospital and the length of stay issue, Medicaid expansion, and a sort of a macro trend, I think, to think about.

Chronic mental illness, difficulty in succeeding in life, and poverty all modify each other. We have a circumstance where we are having Medicaid expansion for people who were out of the system and had no place to go. Some fraction of that population are going to be people who have chronic mental illness issues. They are so severe that they keep them, that that's the reason they're in poverty. I would expect the length of stay issues to have upward pressure because we're now getting into a population that has a difficult time being functional. I wouldn't expect that population to be the same as the average population. I think that we should be thoughtful about that when we're making our projections.

Dr. Wadsworth:

Thank you.

Mr. Geier:

I would like to turn to the budget for the health system for fiscal year 2016. This will be something we'll be asking approval for. I know Steve wants to make a comment. We have reviewed this a couple of times at the Finance Committee and made some changes and modifications to it. I will run through the assumptions on the payers.

We are assuming that Medicaid expansion will continue and provide us a positive impact in the budgets. Whatever our contract rates are on commercial contracts, we load those right into the budget, whatever we have, we put in there. We've got admissions, about 2.9% on the inpatient side and 3.8% in outpatient. The outpatient number is probably a little lower than we've had in the past. We're hitting capacity and we don't bring any new capacity on until the following year. The Sports Medicine Facility does not open until the end of the fiscal year.

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Surgical growth, 1.4%. If you remember, we pulled that back. At one of our prior meetings, we discussed, it was close to 4%. We had some concerns over bringing on some new surgeons and how well they would ramp up. From the last budget draft that the board saw we actually pulled about \$20 million out of the bottom line. That is a potential upside for us if we can do better.

We haven't done much to the case mix index with ICD10 (International Statistical Classification of Diseases and Related Health Problems). We are going to have to see how the impact to our own coding occurs which happens on October 1. We think we're good shape.

Length of stay hasn't changed, although we're in the process of, in October, implementing a new patient bed flow management system called TeleTracking, which is designed to bring the patients into the transfer center much more smoothly through the ED to get them placed in their beds. We're hopeful that as that system is fully implemented, and many of the physicians in this room are part of that project, that we'll begin to lower our length of stay, help unclog the ED, and have better patient flow and patient placement into beds.

The number of beds in the budget is 1,300. That is the number we ended with this year, and includes the beds in the James Cancer Hospital that have opened. We don't have any of the 90 beds in the Brain and Spine Center. Those don't really open until June or July of next year.

From an expense standpoint, we have a 2% merit increase. If you look at the budget, salaries are up about \$60 million, about \$30 million of that is in the merit pool, another \$30 million is the full year impact of hiring from the James Cancer Hospital opening. And we have some new programs, we have opened, I think this morning, more beds in University Hospital.

Benefits are up 17%. There are a couple of one time things in there. We have been working with Geoff and AJ at the university on getting caught up on our internal benefit rate. Some of this has to do with legacy hiring some of the physicians into the university and hiring some of the physicians into the health system. They came from OSUP with a lower benefit rate. Now they have a higher benefit rate in the university. We had to get this calibrated and caught up. There was about \$8 to \$10 million in this budget relative to catching up that benefit rate in conjunction with the university benefit.

Drug costs are up about 8%. That is after adjusting for volumes of the specialty pharmacy. I think we've talked about this, this will be the first full year of interest expense and depreciation up about 47% at 19%.

About \$176 million in capital expenditures and I'll go through a slide to detail the capital expenditures. The funding will be about \$126 million from cash flow, \$10 million from development, that's the Crane gift, and \$40 million from internal university loans, to fund. But again, I have a schedule in here that we'll go through.

And then we plan, which is the same level as this year, our medical center investments, which are supported academic clinical programs that the college and OSUP are budgeted, at \$140 million.

Dr. Wadsworth:

I may have missed it, but on benefits, you know in industry we're seeing a huge shift to lower monthly payments, much higher upfront costs, how is this matching with those trends?

Mr. Geier:

It's very high, we're high compared to our peers, particularly hospital peers. We're in the state system so when you take the health, the retirement, and paid time off, as I said our benefit rates are about 33% to 34%. In other places they're 23% and 24%. In the pure hospital business, makes us uncompetitive from a benefit cost standpoint and an employee expense standpoint. I would say it's a bigger issue to tackle at some point.

Dr. Retchin:

Yes. We have talked about this before. If you compare us to the local environment, there may be a delta there. Deltas are pretty large to estimate. You have a number of individuals, virtually the entire workforce, in a defined benefit plan. Moving to that would, while it could save money, would be very difficult and it takes time to move employees into a different plans.

Mr. Price:

In an essence, it impacts the overall cost structure, and as we look at these managed care plans, it's going to make us not competitive. While we may enroll in these managed care plans, they may not use the institution as a result of it.

Dr. Retchin

It is a cost we have had to absorb. There are a number of costs that academic health centers like ours bare. This is one of those that is, I think, more indicative or more reflective of a state plan environment.

Dr. Wadsworth:

Ok.

Dr. Retchin:

And we have not moved to paid time off (PTO), we still have sick days and vacation days. It is not a PTO situation.

Mr. Geier:

When we take our assumptions and put them together, you can see the consolidated budget for next year calls for an increase in the bottom line of \$323 million to \$346 million and an operating EBIDA of 20%. Days cash, we are projecting at 92 days and debt service coverage well within our lower limit of four to one. We take a little bit of a bend back on the expense per adjusted admission and that's something we're going to keep taking a look at only because we're absorbing this full year of depreciation, interest, payroll, in the new hospital. It is something the team is talking about all the time. We think we can do a little bit better than that.

From the balance sheet standpoint, you can see the days cash increasing \$461 million to \$541 million. You'll also see the other reserve move from \$146 million to \$205 million. That is driven by two items.

ICD10, which is a conversion of the physician coding system, is going to happen in October. It is hard to tell what's going to happen. We think we are well prepared but we want to put some reserves away in case we see a slowdown in cash flow. We actually have \$40 million in that balance sheet reserved for ICD10 if we get a payment. We think we're well prepared, we think the large payers are well prepared, but we have many small payers, we don't know if they're going to be prepared. We actually use an outside consultant to help us get a range of what we could expect. And as you can imagine it's

all over the board, other academic medical centers aren't doing anything, some are being very, very conservative on their reserves. We put a reserve in there of \$40 million for that. We will know by, probably next March or April, whether we actually need it or not and the receivable should come back. There is a bit of a timing issue.

The other, we put \$10 million in there. There's a timing issue relative to the collection of the fundraising portion on the project. If you remember, in the financing for the \$1.1 billion was \$100 million from the HRSA (Health Resources and Services Administration) Grant, about \$925 million in bonds, and \$75 million in development. Those pledges are spread out over three to four years, but we've got to pay the bills now as we close the project out. We put that cash aside, we'll pay it as they come in over the next three to four years, and we'll replenish it. That is why you see this other reserve go up, basically cash reserves.

Debt. You might ask why that doesn't go down. We are paying down the bond debt, but we're also, as you'll see, borrowing some internal loans to fund the Arlington and CarePoint, about \$40 million. Our debt picture doesn't change year over year, it stays about \$838 million.

Cash flow. I won't talk about fiscal year 2015. The budget will have a cash flow of \$486 million. The major categories that you'll see: \$52 million for debt payment, we were paying the interest on the construction loan now that we've taken possession of the building and we're paying the loan down; we don't have capitalized interest; \$80 million to grow five days cash; I talked about the cash transfer, the designated funds for ICD10; medical center investments, about \$133 million, those are specifically two departments; \$7 million for College of Medicine, those are reserves that Dr. Retchin and Dr. Ellison and I have talked about, they're not designated right now. You'll see at the end of the year in fiscal year 2015 we actually moved \$20 million over to the College of Medicine, undesignated, and I think for future strategic use, again for future plans that the college would have. Then cap ex of \$126 million.

To break the down the capital expenditures slide, the sources and uses of capital. Crane Sports Medicine Facility is \$10 million of development funds. We will borrow \$15 million for a 20-year loan from the university and then \$20 million of cash from operations, which is in the cash flow statement for the \$45 million project. For the Arlington CarePoint, a \$25 million loan from the university, payable over 20 years, and then \$5 million out of cash from operations for the equipment. We have about \$101 million of what we're calling "routine capital," in that is a \$17 million for the brain and spine hospital and then \$84 million in these major categories: selected projects and equipment, some infrastructure and renovation, what we call unit directed funds. Each hospital CEO has a capital reserve that they can spend in the hospital as they need. And then \$10 million in contingency. As things come up, pieces of equipment break, we've got to replace it that day and that's the \$84 million in selected projects and equipment.

We have an internal process, we have capital allocation committee for the \$84 million, all the CEOs and CFOs (chief financial officers) sit on it. We meet once a month and have criteria to reprioritize: life safety issues first and then financial returns, strategic investment. The capital allocation process for the projects and equipment is reviewed internally with the leadership team.

With that, this completes my presentation of the health system budget for fiscal year 2016.

Dr. Wadsworth:

This is going to be voted on. This is the budget for fiscal year 2016, consistent with our university budget.

Are there any other questions before we vote to approve the budget?

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Mr. Steinour:

Jeff if I could add we've had several meetings with the Finance Committee. David has participated and Mike Gasser has been involved. There has been a good exchange with Pete, Geoff, and Sheldon, along the way.

(See Attachment VI for background information, page 142)

Dr. Wadsworth:

If there are no further questions.

Ms. Link:

May I have a motion to recommend the Amendments to the *Bylaws of the Wexner Medical Center Board* and the Fiscal Year 2016 Budget?

Upon motion of Dr. Wadsworth, seconded by Mr. Price, the Wexner Medical Center Board members adopted the foregoing motion by unanimous voice vote.

Dr. Wadsworth:

The last topic within the public session is an outreach update by Ms. Marsh and Dr. Ali. Thank you.

Ms. Marsh:

Thank you, Dr. Wadsworth. At every board meeting, we've made a commitment to share with you a new innovative technology that we use to improve health care across the state of Ohio. You've seen Dr. Rezai's brain chip, or neuromodulation. Last meeting you saw Dr. Kaeding's cartilage grown from a patient's own cells. Today we're proud to bring you an update on our telemedicine or what we call our virtual health initiative that is run across the state of Ohio.

I would like to take an opportunity now to introduce the two presenters: Dr. Victor Trianfo is joining us from Marysville Memorial Hospital in Union County and is one of our most valuable partners in the state. You won't be able to see him yet but Dr. Trianfo can you hear us?

Dr. Trianfo:

Yes.

Ms. Marsh:

Welcome and thank you for joining us this morning. Dr. Trianfo is the chief medical officer at Memorial Health and he did his medical school training at Ohio University in Athens and was actually one of our chief residents in family medicine here at Ohio State.

To my left, good friend and exceptional doctor, Dr. Naeem Ali. Dr. Ali is the medical director of University Hospital and works closely with Andy Thomas. Dr. Ali did his training, medical school training, residency training, he was a chief resident for us as well here at Ohio State, and he's been on the faculty since that time. I won't say how old he is.

I would also like to introduce our two robots behind me. Without these robots we wouldn't be able to have a virtual health initiative or telemedicine. On the right is the iRobot. This robot will move itself, will drive itself, and has an internal GPS. On the left is a more mobile robot that is moved by a caregiver.

These robots are in our affiliate hospitals and then back on our side is one of our specialists. Most often a stroke neurologist is back here at Ohio State using these robots to help with the care of a patient somewhere else in the state of Ohio. The robots you'll see here, they look like screens, why wouldn't you just have an iPad or a screen? They have special capabilities: stethoscopes to look at the vitals of patients; special cameras to look into the eyes of the patient, usually in an ER (emergency room) at another hospital; and documentation capabilities, the information that's used with the robot is immediately put into the electronic medical record and is updated not only at our partner hospital medical record, but at ours.

Why are we interested in telemedicine at Ohio State? First and foremost, our partner hospitals are asking us for this. Their objective is to keep the patient close to home, close to family, but still provide the highest quality care, and telemedicine does just that. But more importantly, for the services that we're using it for, it is improving the timeliness of care. A stroke patient, I think as most of you know, needs a clot busting drug administered in a timely manner to alleviate the stroke symptoms. That is the most common. Time is brain, I think we use the term here with the medical staff. On a routine basis, even last week, I heard another story of a 20 some year old women in eastern Ohio who went into the ER of one of our affiliate hospitals with stroke symptoms, immediately was connected by their ER docs to our stroke neurologists via telemedicine, administered TPA (Tissue Plasminogen Activator) in 58 minutes, and recovered with no signs of stroke. It is affecting people's lives every day.

We have telemedicine in our own hospital as well. Related to the conversation and the point that Dr. Drake made, we use telepsych between our University Hospital East and our main Harding Hospital so that our psychiatrists can immediately access psychiatric patients, not only on the main campus here, but in the University Hospital East. We found that previously about 40% of the psychiatric patients coming into the University Hospital East ER were admitted and now it's only 25%. They are treated, assessed, and they're sent to an appropriate place. And it has reduced the length of stay. Elizabeth Sealy is here from our University Hospital East and I know she's seen the impact of reducing the length of stay within the ER.

We also use it for burn services. We are the only burn center in this part of the state. We are using it so the burns coming in from farms and industry across the state into Ers, our burn specialists can immediately asses the severity of the burn and whether or not to move the patient here to the burn center or take care of them there.

But, primarily it's used in stroke as we already talked about. We have 27 sites across the state that have these robots that are connected back to Ohio State where we're providing care. This is the largest stroke network in the state, larger than some of our friends up north.

At this point I'd like to turn it over to Dr. Trianfo and Dr. Ali to demonstrate this great capability.

(See Attachment VII for background information, page 146)

Dr. Ali:

Thank you, can everybody hear me ok? I'm going to introduce Dr. Trianfo to start with here. We are displaying, great. We are on one of these mobile robots. I want to emphasize that one of the things that we think is of real value is this personal, almost a stand-in for you as a surrogate physician. Dr. Trianfo, welcome to the OSU Wexner Medical Center Board.

Dr. Trianfo:

Thank you.

Dr. Ali:

Can you give us a few thoughts about what the role of telemedicine has been for you at Memorial and what that's been like?

Dr. Trianfo:

Well thank you very much and good morning members of the board. As was mentioned I'm Dr. Victor Trianfo and I'm the chief medical officer here at Memorial Health. We are located in Marysville, Ohio, and we have had a long relationship with Ohio State, specifically along the lines of neurology, cardiology, pulmonary and critical care medicine. As a community hospital, we're very excited to participate in today's event and demonstrate this technology and the benefit that it provides a community hospital.

Dr. Ali:

Vic, do you feel like you have any kind of illustrations of high value cases where you've gotten a lot of value out of this kind of interaction? And can you talk a little bit about where these robots really are positioned for you?

Dr. Trianfo:

We have a 12 bed emergency room. The robot is located here at our emergency department, readily available 24/7, 365 days. This is very important to a community hospital. When we only have one specialist, or one area being covered, we often lack the specialties that an institution like Ohio State can provide. It's going to be hard for us to recruit a neuro-radiologist or a neuro-specialist, and having this available allows us to have that available to our patients all the time.

Recently, let me share an example in which telemedicine was available here in our community and made a difference. A local gentleman presented to our hospital who had symptoms of a stroke. Our wellness center and our marketing departments have provided information to our community of how patients are supposed to react when they are presented with symptoms of stroke. While this individual wasn't 100% sure that he was having a stroke, he knew something was wrong and the take home message was "when something's wrong, come to the hospital, let us help figure it out with you."

The patient presented, our emergency department was activated, a stroke alert was called, the patient was evaluated by the emergency room physician and immediately a consultation was undertaken with a representative from Ohio State's neurology and neurovascular service. The patient was evaluated by that physician via the technology that's provided with us here today that we're demonstrating. A decision was made to provide the clot busting agent that Gail spoke of earlier. It was provided in a timely fashion and that was very important. The entire event took less than 20 minutes, when the target and the benchmark in our community and around the nation is 60 minutes. To be able to provide that care in a timely fashion was extremely important.

Dr. Ali:

That's a really powerful example Vic. Maybe what we can do right now is demonstrate some of the functionality that might have been used in that same kind of encounter and what the patient interaction would be like. How about you go ahead and introduce our patient and we can demonstrate some of the exam techniques.

Dr. Trianfo:

I have with us today Mr. Cox. He is the gentleman who is going to participate in today's demonstration for the board. He is not a real patient.

Dr. Ali:

As I'm entering the room, and to illustrate for you guys, I want to emphasize the personal aspect of this. Entering into a room, may or may not be with the presence of that physician. Quite often I find, in this kind of technology, that's of huge value to connect directly with that clinician. But you can also get a lay of the land by scanning the room, seeing if there are other family members there or other folks there, just like you would as you're entering into that room. And then, addressing the patient and having all that ability to connect with them. Dr. Trianfo and I could have a specific conversation about what it is that he's interested in and then we can proceed to doing a simulated exam. Vic, why don't we go ahead and proceed. First I'll start with the visual examination and then if you want to help us to get ready for the eye exam, ok?

Earlier versions of video technology have been a little bit frustrating, because we can all sit in front of a TV and talk with someone. I think I inadvertently showed you some of the power of the magnification earlier. There is the ability to focus in on specific areas and particularly in the stroke exam, the idea that you can focus in on very subtle findings on the eye exam, really to the extent that you can actually measure pupil dilatation and pupillary changes, is really impressive.

Now if you want to show that flashlight from the side you can actually see down to the level of the responsiveness of that pupil and how it's moving. Bill is moving so I have to move with him. There you go. It gives you an idea of that magnitude. As you've already noted there's a little bit delay in the audio but it's fairly tight and makes those kinds of conversations reasonable in a clinical setting here.

Another thing that I'll do, and being a critical care provider, is a lot of input that necessary to me that's visual. Vic if you wouldn't mind, I'm going to focus on this monitor up here. In addition, I make the analogy that often we get these kinds of communications in a verbal way. If you think about how dull email is relative to a personal verbal conversation, I think of these video interactions very similar to the magnitude of difference. When you're talking with someone and just hearing their words as opposed to talking with them and primarily looking at this data, in this case being the heart rhythm that's displayed on the monitor, the oxygen saturation curve. In fact, if you even wanted to look at subtleties of whether there is specific abnormalities related to the telemetry strip, you can get a quick sense of where you need to go in the next interaction. You're not duplicating tests, you're not asking them to do additional things, you're gaining this all by a visual interaction, which really makes it just as if you were at the bedside with that partner of yours looking at the case.

Vic I wonder if we could get use of the stethoscope? At this point I'm only highlighting one of the other aspects of the technology. We've got two of these that we'll go through and we'll illustrate for you.

Right now I'll switch over to our stethoscope mode and I'll turn, we'll get that started. And why don't we go ahead and listen to your breathing. That wave of sound is really something that we hear, and I'm very reassured. Bill, congratulations your lung sounds are normal.

Now we're going to try to listen to the heart tones. I think you can hear the drum beat under there. For me, as a critical care provider or perhaps as a stroke consultant, it's sufficient to be able to hear major abnormalities.

You also do hear a little bit of ambient noise and in this setting we would normally move into the room, close the door, and moderate that environment. Let me turn off the stethoscope here. Vic do you have any comments about exam technique that you've found have been useful through this robotic telemedicine?

Dr. Trianfo:

I have. Most of the time, this is used in our emergency department on an acute basis, but the technology lends itself to the emergency room and inpatient environments. It also lends itself to the ACC (Ambulatory Care Center) clinic. Ohio State University is a reservoir of some of the greatest specialists in the country. But like a library, a book cannot sit on the shelf, it has to be brought out to the community to be used, and this technology allows those experts to move down into the community and to assist me in the care of patients.

Dr. Ali:

Vic that's great. I want to demonstrate one other thing here. In this simulated encounter, the nice thing is that we're all engaged together. I do want to highlight one extra difference. If you wouldn't mind picking up the handset.

There are times when we're all trying to capture this in layman's terms, in terms of connecting to our patients, we want to make sure we speak in terms they understand; that's an important principle of medicine. But there is a mode through this private communication that Vic and I can have a peer to peer conversation and I can say things like you know "Vic I think there's some major concern here, I've tried to be as cautious as I can in my prediction, but in respect to the patient I think you should advise them in this direction." He and I can have an exchange. Vic, have you had an occasion to use this and can you imagine situations where you would have private communications that you want to have?

Dr. Trianfo:

Yes I think it's very important for us to be able to speak. At this time the patient cannot hear what I'm saying, we can interact both on a professional level, or on a personal level. It is very important that this modality be available to us.

Dr. Ali:

I am going to switch off the handset now. I think the idea to demonstrate there obviously picking up a phone in front of the patient is not exactly the way to achieve that, but on the other hand, it does provide that avenue for really flexible communication that you would do in the hallway outside of the room in a normal consultation.

Vic, I think that's most of the technology we wanted to demonstrate, do you have any thoughts? I think one area that I was specifically interested in is if you had anecdotes about how the patients themselves and family react to this robotic interaction.

Dr. Trianfo:

That was a concern for us initially. We're a small community for the Dublin area for workers at Honda as well as at Scotts, two of our major employers here in the area, but technology is prevalent throughout the community. Everyone seems to have a cellphone and texting throughout the day, even our older patients are aware of the technology that's available to them. They utilize their cell phones to contact their children and grandchildren and we have not had any negative impact of the technology. The robot was named here in Maryville, Sheldon, after the TV show.

Dr. Ali:

You can't see but he's smirking right now.

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Dr. Retchin:

To bring life to an otherwise robotic process.

Dr. Trianfo:

Yes.

Dr. Ali:

Alright, well thank you very much for those comments. I think, for the room here I'm going to comment on two things. To amplify that family experience, one of our critical care physicians had the opportunity, when Memorial had a critical care doctor who could not round in the ICU (intensive care unit) that weekend, to do robotic rounds in the intensive care unit, and had the opportunity to have an end of life discussion with family members. I can say from that experience I think people react to this relatively positively.

The only other thing I'll add, there's a lot of talk about electronic monitoring in remote sites to improve care and I think that's a very important aspect of delivering improved health care to the broader community, but I will say as an academic physician, this kind of connection remotely has some resonance with me. When I talk to our faculty and our medical staff about the values of this, when they think about the old platforms where it's a fixed area, you had to have the patient move to you, it had to be scheduled to work, and that doesn't feel like a real interaction. I think this kind of interaction really simulates what I do in practice and resonates with the academic physician, particularly when you have the ability to expand your expertise across the state as opposed to across this building.

Ms. Marsh:

Vic, can you stay with us for a minute or two to see if there's any questions from the board?

Dr. Trianfo:

Certainly.

Dr. Wadsworth:

I have a question. Some of you may remember the notorious diagnoses by Senator Bill Frist which represents a low point of technology, I can't resist saying that. Where are we on the technology curve here? In other words, where's the technology going, in terms of resolution, additional equipment, and is there a constant track with acceptance by patients, as we get more and more technology into there.

Ms. Marsh:

Let me introduce two other people. Karen Jackson is our director of telemedicine here at the Medical Center and Tom Blinko is our executive director of outreach. I am going to let them talk about where the technology is going with telemedicine.

Ms. Jackson:

I will speak to that. It continues to evolve. Even with the relationship we have with this vendor, since 2013, it continues to improve, expand, what are the capabilities, as far as both resolution and timeliness. One of the things that they're going to be rolling out is a new connection to RAPID (Rapid processing of Perfusion and Diffusion), which, and I'm not a stroke expert, is an expedited analysis of what's happening in the brain and trying to figure out what part's salvageable or not. They are working with the company and this

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could go out to our remote hospitals. That is an example for using the technology and people are used to it. They expect it more than it is a surprise.

Mr. Blinko:

One other comment about the technology. I think you're seeing a greater integration of data from all different sources. One of the capabilities we currently have is pulling up images in real time, CT (Computerized Tomography) scans, X-ray images, MRIs (Magnetic Resonance Imaging), those types of things in real time. Dr. Ali, sitting at a computer, can be looking at integrating all of these things at once. As the technology has grown and expanded, it has started to bring more and more data and information that's appropriate into the collaboration platform formed by this technology.

Dr. Wadsworth:

Have there been any liability issues you have to anticipate and take care of as a result of doing, tele-diagnoses.

Mr. Blinko:

I personally don't believe there's been any major ones but I'm not 100% sure of the relationships that are set up. The practitioners that practice there get credentialed at both sites, and so that quality is managed there, and it's been very smooth to do that, but I'm not aware of any major problems that have been introduced as a result of that.

Dr. Thomas:

You're exactly right, we've not. People were on the phone doing this before. It is not like there hasn't been connections. To Tom's point, this is an additional set of data, video, visual, and actually detailed data from EKGs (electrocardiogram) and other things, CT scans as opposed to giving someone advice over the phone, it's a next step forward.

Ms. Marsh:

It's important to point out that on our end we've dedicated only subspecialists to be on our side. Some other networks might have nurse practitioners that do the assessment first and then contact a specialist. We feel the quality is better with our specialists on this.

Dr. Wadsworth:

Very good, it's very interesting your demonstration. I certainly learned a lot from it. Questions, yes Steve?

Mr. Steinour:

Does this evolve ultimately into transport so you're getting earlier access?

Ms. Marsh:

Yes. For some of these patients, it is determined very early on that the patient needs to be put on a helicopter and flown here.

Mr. Steinour:

No, I'm talking about when they're going into their primary care hospital, wherever that's located.

Ms. Marsh:

Yes, that's what I'm saying. They might go into one of these 27 places across the state. If we can keep them there and treat them there via telemedicine, then they'll stay there. There are some capabilities that Ohio State has that these hospitals don't have and that determination is made via telemedicine.

Mr. Steinour:

I must not be clear. In transporting to the regional hospital, is there an extension of this telemedicine capability in the ambulance or other environments that they're being transported?

Ms. Marsh:

There is a new Beta test out right now that we're using the mobile version of this technology with EMS (Emergency Management Service) and our MedFlight folks. We have done it now with one MedFlight, we're on MedFlight two. What happens is, back in our ER we have something called medical control for EMS, for ambulance transfers and helicopter transfers. They bring up the patient, they're able to talk to the patient via this same type of mobile technology. It is only being Beta tested.

Mr. Steinour:

Particularly in our environment Jeff, with the resources of the engineering school, Battelle, et cetera, it would seem to me there may be an opportunity to participate somehow in further upstream adoption.

Dr. Wadsworth:

Yes, I am sure. I bet there are trade shows and all sorts of competition going on for the technology advancements. They must find application in remote fields where, you know people are offsite somewhere, maybe on ships or other things where you could eventually use this.

President Drake:

I was going to say, maybe 10 days ago, I was at Wright Patterson Air Force base and looking at the transports, what is available in field, which is quite amazingly advanced, and then what's available during transport. They have a simulator there and they train people for combat. They had a simulator for what happens when people get the cot to the airplane. Things that can be done in stabilizing patients, deciding where they're going to be flown. It's quite amazing and real, and then there are different levels of care they go to stabilization and lifesaving as we move forward and we see this with the conflicts in the Middle East. The survival rate of the soldiers and others who are wounded there is dramatically different than it had ever been in the past because of things are being able to be done remotely through telemedicine, et cetera.

I do have a question, a couple things. On the state of the art as far as latency resolution, bandwidth requirements, where are we there?

Ms. Jackson:

One of the things with bandwidth is that, with this vendor we're able to manage it, it will adjust based on the environment. If we had successful consults with the bandwidth dropping down to 100, it adjusts for it. As far as the resolution change, we're interested in bringing out the best. It continues to improve.

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Mr. Blinko:

Dr. Drake your question is very relevant because if you think about it there are 27 different environments that we're in. That's 27 different network constructions, that 27 different CT scanners. You hit on something that's really crucially important.

Dr. Wadsworth:

We are on schedule here.

Mr. Price:

Where are we with the reimbursement climate for this technology in terms of being compensated?

Ms. Marsh:

Most commercial payers have negotiated reimbursement for telemedicine consults; Medicaid has and Medicare has. It is not comparable necessarily to an onsite visit but it's reasonable.

Mr. Price:

Isn't there a provision regarding Medicare that you have to be designated as a rural hospital in order to be compensated for that. I don't think the compensation is generally across the board. There's a special designation, you want to speak to that?

Ms. Jackson:

That is a really important thing, with Medicare you do have to be in a rural site because that has an impact, and we continue to work with our legislature as far as how to roll that out to other environments. For example, in Columbus, Ohio, you may not get reimbursed for telemedicine although it may have a very significant impact in our community if we were able to use it. That is important.

Mr. Price:

That is something we have to look at very closely because we may not be compensated for some of these activities and, you know, we have to make sure that laws are changed in such a way that we can be compensated. Also managed care companies, in certain cases will not reimburse you for this as well. There is a lot that needs to be done. We need to come back to the serenity of earth in terms of understanding how we're going to pay for some of this technology.

It is outstanding technology, but we have to get the legislation in such a way that we can be compensated for these activities.

Ms. Jackson:

I would add, we are working with our legislators and Congressman Johnson is checking onsite tomorrow, in fact, to talk with us more about telemedicine.

Mr. Price:

Thank you, that's an important point.

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President Drake:

I would love to know more about that, because it's the kind of thing that actually would be useful my conversations with our legislators and I think, they'd be interested in hearing about this, and there'd be opportunities to share this. I would love to know more.

Dr. Wadsworth:

Any other comments? If not, I'd like to thank Gail and Dr. Ali. I would like to thank Dr. Trianfo. I'd like to thank the patient, although not a real patient. At this point we're going to move into executive session and I'm going to ask Ms. Link to say the appropriate words.

Ms. Link:

The board will now recess into executive session to discuss personnel matters regarding the appointment, employment, and compensation of public officials, to consider business sensitive trade secret matters required to be kept confidential by federal and state statutes and to discuss the purchase and sale of real property.

May I have a motion?

Upon motion of Mr. Wexner, seconded by Mr. Jurgensen, the Wexner Medical Center Board members adopted the foregoing motion by unanimous roll call vote, cast of board members Mr. Chatas, Dr. Retchin, Dr. Drake, Dr. Wadsworth, Mr. Wolfe, Mr. Steinour, Mr. Fischer, Mr. Price, Ms. Krueger, Mr. Jurgensen, and Mr. Wexner.

Attest:

Leslie H. Wexner  
Chairman

Heather Link  
Associate Secretary



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(ATTACHMENT I)



Final Version  
FY15 Year End | Through June 2015

MEDICAL CENTER PERFORMANCE	FY14 Actual	FY15 YE Actual	FY15 Target	Current Status	2019 Target
<b>A. Quality and Service</b>					
1. Inpatient Mortality	0.64	0.64	0.65		Top 5 of UHC Hospitals
2. Overall Patient Satisfaction					
2a. Inpatient HCAHPS	73.8%	75.2%	79.0%		Top Decile
2b. Outpatient: CG-CAHPS/Physician Offices Sat.	91.0%	90.8%	95.0%		Top Decile
3. USNWR Best Hospitals: Number of Specialties Ranked	5	7	7		11
4. USNWR Best Hospitals: Number of Specialties in Top 20	1	1	2		6
<b>B. Financial Viability</b>					
1. Days Cash on Hand: Health System	69.0	87.3	72.0		84.1
2. Days Cash on Hand: OSUP	60.8	64.8	52.5		61.6
<b>C. Revenue Enhancement and Scale</b>					
1. Health System Total Operating Revenue per Adjusted Admission	\$20,294	\$21,839	\$20,484		\$21,479
2. Development Dollars (excluding OSP)	\$89.8M	\$88.9 M	\$100M		\$1.0B Cumulative
<b>D. Cost Management</b>					
1. Health System Total Operating Expenses per Adjusted Admission	\$18,207	\$18,850	\$18,792		\$20,240
<b>E. Research Excellence</b>					
1. Total NIH Awards <sup>1</sup>	\$109.0M	\$95.9M	\$97.0M		Top 15 Public
<b>F. Education Excellence</b>					
1. USNWR Best Medical Schools	#34	#31	#33		Top 10 Public
<b>G. Talent Management</b>					
1. Workforce Engagement: Staff	4.05	To be reported 2/15	4.15		Top Decile
2. Workforce Engagement: Faculty	3.93	To be reported 2/15	4.15		Top Decile

1. Total NIH Awards exclude Nationwide Children's awards

- Meets or Exceeds Goal
- Caution
- Below Goal - Action Needed
- Data Pending

Performance Up from last Board report  
 Performance Down from last Board report  
 No Performance Change from last Board report



Approvals:  
MSAC- 3/12/2014; 6/10/2015  
QPAC-7/16/2014; 7/22/15  
Wexner Medical Center Board -

**TITLE: THE OHIO STATE UNIVERSITY HOSPITAL, RICHARD M. ROSS HEART HOSPITAL, HARDING HOSPITAL, AND UNIVERSITY HOSPITAL EAST PLAN FOR PATIENT CARE SERVICES**

The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, and University Hospital East (hereafter referred to as the Hospitals) plan for patient care services describes the integration of departments and personnel who provide care and services to patients based on the Hospitals' mission, vision, shared values and goals. The plan encompasses both inpatient and outpatient services of the Hospitals.

**OSU WEXNER MEDICAL CENTER MISSION, VISION AND VALUES**

**MISSION:** To improve people's lives through innovation in research, education, and patient care.

**VISION:** Working as a team, we will shape the future of medicine by creating, disseminating, applying new knowledge, and by personalizing health care to meet the needs of each individual.

**VALUES:** Excellence, Collaborating as One University, Integrity and Personal Accountability, Openness and Trust, Diversity in People and Ideas, Change and Innovation, Simplicity in Our Work, Empathy and Compassion, and Leadership.

The Hospitals embrace the mission, vision and values of The Ohio State Wexner Medical Center; in addition – our vision statement, developed by our staff members, physicians and administration team members, complements and reflects our unique role in The Ohio State's Wexner Medical Center.

**PHILOSOPHY OF PATIENT CARE SERVICES**

In collaboration with the community, the Hospitals will provide innovative, personalized, and patient-focused tertiary care service through:

- a) A mission statement that outlines the synergistic relationship between patient care, research, and education;
- b) Long-range strategic planning with hospital leadership to determine the services to be provided; including, but not limited to essential services as well as special emphasis on signature services (Heart, Cancer, Critical Care, Imaging, Neuroscience, and Transplantation services);
- c) Establishing annual goals and objectives that are consistent with the hospital mission, which are based on a collaborative assessment of needs;
- d) Planning and design conducted by hospital leadership, which involves the potential communities to be served;
- e) Provision of services that are appropriate to the scope and level required by the patients to be served based on assessment of need;
- f) Ongoing evaluation of services provided through formalized processes; e.g., performance assessment and improvement activities, budgeting and staffing plans;

- g) Integration of services through the following mechanisms: continuous quality improvement teams; clinical interdisciplinary quality programs; performance assessment and improvement activities; communications through management team meetings, administrative staff meetings, special forums, and leadership and employee education/development;
- h) Maintaining competent patient care leadership and staff by providing education designed to meet identified needs;
- i) Respect for each patient's rights and decisions as an essential component in the planning and provision of care; and,
- j) Staff member behaviors reflect a philosophical foundation based on the values of Ohio State's Wexner Medical Center.

## THE HOSPITAL LEADERSHIP

The Hospital leadership is defined as the governing board, administrative staff, physicians and nurses in appointed or elected leadership positions. The Hospital leadership is responsible for providing a framework for planning health care services provided by the organization based on the hospital's mission and for developing and implementing an effective planning process that allows for defining timely and clear goals.

The planning process includes a collaborative assessment of our customer and community needs, defining a long range strategic plan, developing operational plans, establishing annual operating budgets and monitoring compliance, establishing annual capital budgets, monitoring and establishing resource allocation and policies, and ongoing evaluation of the plans' implementation and success. The planning process addresses both patient care functions (patient rights, patient assessment, patient care, patient and family education, coordination of care, and discharge planning) and organizational support functions (information management, human resource management, infection control, quality and safety, the environment of care, and the improvement of organizational performance).

The Hospital leadership works collaboratively with all operational and clinical managers and leaders to ensure integration in the planning, evaluation and communication processes within and between departments to enhance patient care services and support. This occurs informally on a daily basis and formally via interdisciplinary leadership meetings. The leadership involves department heads in evaluating, planning and recommending annual budget expenses and capital objectives, based on the expected resource needs of their departments. Department leaders are held accountable for managing and justifying their budgets and resource utilization. This includes, but is not limited to identifying, investigating and budgeting for new technologies and resources which are expected to improve the delivery of patient care and services.

Other leadership responsibilities include:

- a) Communication of the organization's mission, goals, objectives and strategic plans across the organization;
- b) Ensuring appropriate and competent direction, management and leadership of all services and/or departments;
- c) Collaborating with community leaders and organizations to ensure services are designed to be appropriate for the scope and level of care required by the patients and communities served;
- d) Supporting the patient's continuum of care by integrating systems and services to improve efficiencies and care from the patient's viewpoint;
- e) Ensuring staffing resources are available to appropriately and effectively meet the needs of the patients served and to provide a comparable level of care to patients in all areas where patient care is provided;

- f) Ensuring the provision of a uniform standard of patient care throughout the organization;
- g) Providing appropriate job enrichment, employee development and continuing education opportunities which serve to promote retention of staff and to foster excellence in care delivery and support services;
- h) Establishing standards of care that all patients can expect and which can be monitored through the hospital's performance assessment and improvement plan;
- i) Approving the organizational plan to prioritize areas for improvement, developing mechanisms to provide appropriate follow up actions and/or reprioritizing in response to untoward and unexpected events;
- j) Implementing an effective and continuous program to improve patient safety;
- k) Appointing appropriate committees, task forces, and other forums to ensure interdepartmental collaboration on issues of mutual concerns and requiring interdisciplinary input; and,
- l) Supporting patient rights and ethical considerations.

### **ROLE OF THE CHIEF NURSING OFFICER**

The Chief Nursing Officer of each hospital is a member of their Executive Leadership Team and is under the direction of the CEO / Executive Director of their respective hospital and the Chief Nurse Executive of the Health System. The Chief Nursing Officer has the requisite authority and responsibility for directing the activities related to the provision of nursing care in those departments defined as providing nursing care to patients.

The Chief Nursing Officer ensures the following functions are addressed:

- a) Evaluating patient care programs, policies, and procedures describing how patients' nursing care needs are assessed, evaluated and met throughout the organization;
- b) Developing and implementing the Plan for the Provision of Patient Care;
- c) Participating with leaders from the governing body, management, medical staff and clinical areas in organizational decision-making, strategic planning and in planning and conducting performance improvement activities throughout the organization;
- d) Implementing an effective, ongoing program to assess, measure and improve the quality of nursing care delivered to patients; developing, approving, and implementing standards of nursing practice, standards of patient care, and patient care policies and procedures that include current research/ literature findings that are evidence based;
- e) Participating with organizational leaders to ensure that resources are allocated to provide a sufficient number of qualified nursing staff to provide patient care;
- f) Ensuring that nursing services are available to patients on a continuous, timely basis; and
- g) Reviewing and/or revising the Plan for the Provision of Patient Care Services on an annual basis.

### **DEFINITION OF PATIENT SERVICES, PATIENT CARE AND PATIENT SUPPORT**

**Patient Services** are limited to those departments that have direct contact with patients. Patient services occur through organized and systematic throughput processes designed to ensure the delivery of appropriate, safe, effective and timely care and treatment. The patient throughput process includes those activities designed to coordinate patient care before admission, during the admission process, in the hospital, before discharge and at discharge. This process includes:

- **Access in:** emergency process, admission decision, transfer or admission process, registration and information gathering, placement;
- **Treatment and evaluation:** full scope of services; and,
- **Access out:** discharge decision, patient/family teaching and counseling, arrangements for continuing care and discharge.

**Patient Care** encompasses the recognition of disease and health, patient teaching, patient advocacy, spirituality and research. The full scope of patient care is provided by professionals who are charged with the additional functions of patient assessment and planning patient care based on findings from the assessment. Providing patient services and the delivery of patient care requires specialized knowledge, judgment, and skill derived from the principles of biological, chemical, physical, behavioral, psychosocial and medical sciences. As such, patient care and services are planned, coordinated, provided, delegated, and supervised by professional health care providers who recognize the unique physical, emotional and spiritual (body, mind and spirit) needs of each person. Under the auspices of the Hospitals, medical staff, registered nurses and allied health care professionals function collaboratively as part of an interdisciplinary, personalized patient-focused care team to achieve positive patient outcomes.

Competency for patient caregivers is determined in orientation and at least annually through performance evaluations and other department specific assessment processes. Physicians direct all medical aspects of patient care as delineated through the clinical privileging process and in accordance with the Medical Staff By-Laws. Registered nurses support the medical aspect of care by directing, coordinating, and providing nursing care consistent with statutory requirements and according to the organization's approved Nursing Standards of Practice and hospital-wide Policies and Procedures. Allied health care professionals provide patient care and services in keeping with their licensure requirements and in collaboration with physicians and registered nurses. Unlicensed staff may provide aspects of patient care or services at the direction of and under the supervision of licensed professionals.

**Nursing Care** (nursing practice) is defined as competently providing all aspects of the nursing process in accordance with Chapter 4723 of the Ohio Revised Code (ORC), which is the law regulating the Practice of Nursing in Ohio. The law gives the Ohio Board of Nursing the authority to establish and enforce the requirements for licensure of nurses in Ohio. This law, also, defines the practice of both registered nurses and licensed practical nurses. All of the activities listed in the definitions, including the supervision of nursing care, constitute the practice of nursing and therefore require the nurse to have a current valid license to practice nursing in Ohio.

**Patient Support** is provided by a variety of individuals and departments which might not have direct contact with patients, but which support the integration and continuity of care provided throughout the continuum of care by the hands-on care providers.

## **SCOPE OF SERVICES / STAFFING PLANS**

Each patient care service department has a defined scope of service approved by the hospital's administration and medical staff, as appropriate. The scope of service includes:

- the types and age ranges of patients served;
- methods used to assess and meet patient care needs (includes services most frequently provided such as procedures, services, etc.);
- the scope and complexity of patient care needs (such as most frequent diagnosis);
- support services provided directly or through referral contact;
- the extent to which the level of care or service meets patient need (hours of operation if other than 24 hours a day/7days a week and method used for

- ensuring hours of operation meet the needs of the patients to be served with regard to availability and timeliness);
- the availability of necessary staff (staffing plans) and,
- recognized standards or practice guidelines, when available (the complex or high level technical skills that might be expected of the care providers).

Additional operational details and staffing plans may also be found in department policies, procedures and operational/performance improvement plans.

Staffing plans for patient care service departments are developed based on the level and scope of care provided, the frequency of the care to be provided, and a determination of the level of staff that can most appropriately (competently and confidently) provide the type of care needed. Nursing units are staffed to accommodate a projected average daily patient census. Unit management (including nurse manager and/or charge nurse) reviews patient demands to plan for adequate staffing. Staffing can be increased or decreased to meet patient needs. When the number of patients is high or the need is great, float staff assist in providing care. When staff availability is projected to be low due to leaves of absence, the unit manager and director may request temporary agency nurses. Ohio State's Wexner Medical Center follows the Staffing Guidelines set by the American Nurses Association. In addition, we utilize staffing recommendations from various specialty nursing organizations, including: ENA, ANCC, AACN, AORN, ASPN, and others.

The Administrator, in conjunction with the budget and performance measurement process, reviews all patient care areas staffing and monitors ongoing regulatory requirements. Each department staffing plan is formally reviewed during the budget cycle and takes into consideration workload measures, utilization review, employee turnover, performance assessment, improvement activities, and changes in customer needs/expectations. A variety of workload measurement tools may be utilized to help assess the effectiveness of staffing plans.

## **STANDARDS OF CARE**

Personalized health care at Ohio State is “the integrated practice of medicine and patient support based upon an individual’s unique biology, behavior, and environment”. It is envisioned as health care that will seek to understand each person’s individual requirements for the maintenance of their health, prevention of disease, and therapy tailored to their genetic uniqueness. Ideally, it also includes incorporating knowledge of their environment, health-related behaviors, culture and values. Thus, personalized health care promises to be predictive, preventive, and participative.

Patients of the Hospitals can expect that:

- 1) Staff will do the correct procedures, treatments, interventions, and care following the policies, procedures, and protocols that have been established. Efficacy and appropriateness of procedures, treatment, interventions and care provided will be demonstrated based on patient assessments/reassessments, standard practice, and with respect for patient’s rights and confidentiality.
- 2) Staff will provide a uniform standard of care and services throughout the organization.
- 3) Staff will design, implement and evaluate systems and services for care delivery (assessments, procedures, treatments, interventions) which are consistent with a personalized health care focus and which will be delivered:
  - a. With compassion, courtesy, respect and dignity for each individual without bias;
  - b. In a manner that best meets the individualized needs of the patient;
  - c. Coordinated through interdisciplinary collaboration, to ensure continuity and seamless delivery of care to the greatest extent possible; and,

- d. In a manner that maximizes the efficient use of financial and human resources, streamlines processes, decentralizes services, enhances communication, supports technological advancements and maintains patient safety.

#### **Patient Assessment:**

Individual patient care requirements are determined by assessments (and reassessments) performed by qualified health professionals. Each service within the organization providing patient care has defined the scope of assessment provided. This assessment (and reassessment) of patient care needs continues throughout the patient's contact with the hospital.

#### **Coordination of Care:**

Patients are identified who require discharge planning to facilitate continuity of medical care and/or other care to meet identified needs. Discharge planning is timely, is addressed at minimum during initial assessment as well as during discharge planning processes and can be initiated by any member of the interdisciplinary team. Patient Care Resource Managers or Case Managers coordinate patient care between multiple delivery sites and multiple caregivers; collaborate with physicians and other members of the care team to assure appropriate treatment plan and discharge care.

### **STANDARDS of COMPETENT PERFORMANCE/STAFF EDUCATION**

All employees receive an orientation consistent with the scope of responsibilities defined by their job description and the patient population to whom they are assigned to provide care. Ongoing education (such as in-services) is provided within each department. In addition, the Educational Development and Resource Department provides annual mandatory education and provides appropriate staff education associated with performance improvement initiatives and regulatory requirements. Performance appraisals are conducted at least annually between employees and managers to review areas of strength and to identify skills and expectations that require further development.

### **CARE DELIVERY MODEL**

The care delivery model is guided by the following goals:

- The patient and family will experience the benefits of **personalized** care that integrates skills of all care team members. The benefits include enhanced quality of care, improved service, appropriate length of hospitalization and minimized cost.
  - Hospital employees will demonstrate behaviors consistent with the philosophy of **Personalized Health Care**. The philosophical foundation reflects a culture of collaboration, enthusiasm and mutual respect.
  - Effective communication will impact patient care by ensuring timeliness of services, utilizing staff resources appropriately, and maximizing the patient's involvement in his/her own personalized plan of care.
  - Configuring departmental and physician services to accommodate the care needs of the patient in a timely manner will maximize quality of patient care and patient satisfaction.
  - The professional nursing practice model is a framework which reflects our underlying philosophy and vision of providing personalized nursing care.
- Aspects of the professional model support:
- (1) matching nurses with specific skills to patients with specific needs to ensure "safe passage" to achieve the optimal outcome of their hospital stay
  - (2) the ability of the nurse to establish and maintain a therapeutic relationship with their patients
  - (3) the presence of an interdisciplinary team approach to patient care delivery.
- The knowledge and expertise of all caregivers is utilized to provide personalized care for the patient.

- (4) Physicians, nurses, pharmacists, respiratory therapists, case managers, dieticians and many other disciplines collaborate and provide input to patient care.
- The patient and family will be involved in establishing the plan of care to ensure services that accommodate their needs, goals and requests.
- Streamlining the documentation process will enhance patient care.

## **PATIENT RIGHTS AND ORGANIZATIONAL ETHICS**

### *Patient Rights*

In order to promote effective and compassionate care, the Hospitals' systems, policies, and programs are designed to reflect an overall concern and commitment to each person's dignity. All Hospital employees, physicians and staff have an ethical obligation to respect and support the rights of every patient in all interactions. It is the responsibility of all employees, physicians and staff of the Hospitals to support the efforts of the health care team, while ensuring that the patient's rights are respected. Each patient (and/or family member as appropriate) is provided a list of patient rights and responsibilities upon admission and copies of this list are posted in conspicuous places throughout the Hospitals.

### *Organizational Ethics*

The Hospitals have an ethics policy established in recognition of the organization's responsibility to patients, staff, physicians and the community served. General principles that guide behavior are:

- Services and capabilities offered meet identified patient and community needs and are fairly and accurately represented to the public.
- Adherence to a uniform standard of care throughout the organization, providing services only to those patients for whom we can safely care for within this organization. The hospitals do not discriminate based upon age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, or veteran status.
- Patients will be billed only for care and services provided.

### *Biomedical Ethics*

A biomedical ethical issue arises when there is uncertainty or disagreement regarding medical decisions, involving moral, social, or economic situations that impact human life. A mechanism is in place to provide consultation in the area of biomedical ethics in order to:

- improve patient care and ensure patient safety;
- clarify any uncertainties regarding medical decisions;
- explore the values and principles underlying disagreements;
- facilitate communication between the attending physician, the patient, members of the treatment team and the patient's family (as appropriate); and,
- mediate and resolve disagreements.

## **INTEGRATION OF PATIENT CARE AND SUPPORT SERVICES**

The importance of a collaborative interdisciplinary team approach, which takes into account the unique knowledge, judgment and skills of a variety of disciplines in achieving desired patient outcomes, serves as a foundation for integration. See Appendix A for a listing of support services.

Open lines of communication exist between all departments providing patient care, patient services and support services within the hospitals, and as appropriate with community agencies to ensure efficient, effective and continuous patient care. Functional relationships between departments are evidenced by cross-departmental Performance

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Improvement initiatives as well as the development of policies, procedures, protocols, and clinical pathways and algorithms.

To facilitate effective interdepartmental relationships, problem solving is encouraged at the level closest to the problem at hand. Staff is receptive to addressing one another's issues and concerns and work to achieve mutually acceptable solutions. Supervisors and managers have the responsibility and authority to mutually solve problems and seek solutions within their spans of control; positive interdepartmental communications are strongly encouraged. Employees from departments providing patient care services maintain open communication channels and forums with one another, as well as with service support departments to ensure continuity of patient care, maintenance of a safe patient environment and positive outcomes.

## **CONSULTATIONS AND REFERRALS FOR PATIENT SERVICES**

The Hospitals provide services as identified in the Plan for Providing Patient Care to meet the needs of our community. Patients whose assessed needs require services not offered are transferred to the member hospitals of The Ohio State's Wexner Medical Center in a timely manner after stabilization, or another quality facility (e.g., Nationwide Children's Hospital). Safe transportation is provided by air or ground ambulance with staff and equipment appropriate to the required level of care. Physician consultation occurs prior to transfer to ensure continuity of care. Referrals for outpatient care occur based on patient need.

## **INFORMATION MANAGEMENT PLAN**

The overall goal for information management is to support the mission of Ohio State's Wexner Medical Center. Specific information management goals related to patient care include:

- Develop and maintain an integrated information and communication network linking research, academic and clinical activities.
- Develop computer-based patient records with integrated clinical management and decision support.
- Support administrative and business functions with information technologies that enable improved quality of services, cost effectiveness, and flexibility.
- Build an information infrastructure that supports the continuous improvement initiatives of the organization.
- Ensure the integrity and security of the Hospital's information resources and protect patient confidentiality.

## **PATIENT CARE ORGANIZATIONAL IMPROVEMENT ACTIVITIES**

All departments are responsible for following the Hospitals' plan for improving organizational performance.

## **PLAN REVIEW**

The Hospital Plan for Providing Patient Care will be reviewed regularly by the Hospitals' leadership to ensure the plan is adequate, current and that the Hospitals are in compliance with the plan. Interim adjustments to the overall plan are made to accommodate changes in patient population, redesign of the care delivery systems or processes that affect the delivery, level or amount of patient care required.

**Appendix A: Scope of Services: Patient Support Services**

Other hospital services that support the comfort and safety of patients are coordinated and provided in a manner that ensures direct patient care and services are maintained in an uninterrupted, efficient, and continuous manner. These support services will be fully integrated with the patient services departments of the Hospitals:

DEPARTMENT	SERVICE
CASE MANAGEMENT	As part of the health care team, provides world class personalized care coordination and resource management with patients and families.
CHAPLAINCY AND CLINICAL PASTORAL EDUCATION	Assists patients, their families and hospital personnel in meeting spiritual needs through professional pastoral and spiritual care and education.
CLINICAL ENGINEERING	Routine equipment evaluation, maintenance, and repair of electronic equipment, evaluation of patient owned equipment.
COMMUNICATIONS AND MARKETING	Responsible for developing strategies and programs to promote the organization's overall image and specific products and services to targeted internal and external audiences. Handles all media relations, advertising, internal communications, special events and publications.
DIAGNOSTIC TESTING AREAS	Provides tests based on verbal, electronic or written order. Preliminary report via phone or electronic patient record. Permanent reports in patient record.
DIAGNOSTIC TRANSPORTATION	Provision of transportation services for patients requiring diagnostic, operative or other ancillary services.
EARLY RESPONSE TEAM (ERT)	Provides timely diagnostic and therapeutic intervention before there is a cardiac or respiratory arrest or an unplanned transfer to the Intensive Care Unit. Consists of a Critical Care RN and Respiratory Therapist who are trained to help patient care staff when there are signs that a patient's health is declining.
EDUCATIONAL DEVELOPMENT & RESOURCES	Provides and promotes ongoing development and training experiences to all member of the OSU Wexner Medical Center community; provides staff enrichment programs, organizational development, leadership development, orientation and training, skills training, continuing education, competency assessment and development, literacy programs and student affiliations.
ENDOSCOPY	Provides services to patients requiring a nonsurgical review of their digestive tract.
ENVIRONMENTAL SERVICES	Provides quality monitoring for routine housekeeping in patient rooms. Routine housekeeping of nursing unit environment. Additional services upon request: extermination, wall cleaning, etc.
EPIDEMOIOLOGY	Enhance the quality of patient care and the work environment by minimizing the risk of acquiring infection within the hospital setting.
FACILITIES OPERATIONS	Provide oversight, maintenance and repair of the building's life safety, fire safety, and utility systems. Provide preventative, repair and routine maintenance in all areas of all buildings serving patients, guests, and staff. This would include items such as electrical, heating and ventilation, plumbing, and other such items. Also providing maintenance and repair to basic building components such as walls, floors, roofs, and building envelope. Additional services available upon request.
FISCAL SERVICES	Works with departments/units to prepare capital and operational budgets.

<b>DEPARTMENT</b>	<b>SERVICE</b>
HUMAN RESOURCES	Serves as a liaison for managers regarding all Human Resources information and services; assists departments with restructuring efforts; provides proactive strategies for managing planned change within the Health System; assists with Employee/Labor Relations issues; assists with performance management process; develops compensation strategies; develops hiring strategies and coordinates process for placements; provides strategies to facilitate sensitivity to issues of cultural diversity; provides HR information to employees, and establishes equity for payroll.
INFORMATION SYSTEMS	Work as a team assisting departments to explore, deploy and integrate reliable, state of the art Information Systems technology solutions to manage change.
MATERIALS MANAGEMENT	Routinely stocks supplies in patient care areas, distributes linen. Sterile Central Supply, Storeroom – upon request, distributes supplies/equipment not stocked on units.
MEDICAL INFORMATION MANAGEMENT	Maintains patient records serving the needs of the patient, provider, institution, and various third parties to health care.
NUTRITION SERVICES	Provides nutrition care and food service for Medical Center patients, staff and visitors. Clinical nutrition assessment and consultation are available in both inpatient and outpatient settings. The Department provides food service to inpatients and selected outpatient settings in addition to operating a full-service cafeteria and acts as a liaison for vending and sub-contracted food services providers.
PATIENT ACCESS SERVICES	Coordinates registration/admissions with nursing management.
PATIENT EXPERIENCE	Develops programs for support of patient relations and customer service, and includes front-line services such as information desks.
PATIENT FINANCIAL SERVICES	Provides financial assistance upon request from patient/family. Also responsible for posting payments from patients and insurance companies among others to a patient's bill for services.
PHARMACY	Provides comprehensive pharmaceutical care through operational and clinical services. Responsible for medication distribution via central and satellite pharmacies, as well as 797 compliant IV compounding room and automated dispensing cabinets. Some of the many clinical services include pharmacokinetic monitoring, renal and hepatic dose adjustments, and patient educational Specialist pharmacists also round with patient care teams to optimize medication regimens and serve as the team's primary medication information resource.
PULMONARY DIAGNOSTICS LAB	Provides service to patients requiring an evaluation of the respiratory system. Performs Pulmonary Function Testing to assess the functional status of the respiratory system. Bronchoscopy and other diagnostic/interventional pulmonology procedures are performed to diagnose and/or treat abnormalities that exist in the airways, lung parenchyma or pleural space.
QUALITY AND OPERATIONS IMPROVEMENT	Provides an integrated quality management program and facilitates continuous quality improvement efforts throughout the medical center.
RESPIRATORY THERAPY	Provide all types of respiratory therapeutic interventions and diagnostic testing, by physician order, mainly to critically ill adults and neonates, requiring some type of ventilator support, bronchodilator therapy, or pulmonary hygiene, due to chronic lung disease, multiple trauma, pneumonia, surgical intervention, or prematurity.

<b>DEPARTMENT</b>	<b>SERVICE</b>
REHABILITATION SERVICES	Physical therapists, occupational therapists, speech and language pathologists, and recreational therapists evaluate and develop a plan of care and provide treatment based on the physician's referral. The professional works with each patient/family/caregiver, along with the interdisciplinary medical team, to identify and provide the appropriate therapy/treatment and education needed for the established discharge plan and facilitates safe and timely movement through the continuum of care.
RISK MANAGEMENT	Protect resources of the hospital by performing the duties of loss prevention and claims management. Programs include: Risk Identification, Risk Analysis, Risk Control, Risk Financing, Claims Management and Medical-Legal Consultation.
SAFETY	Handles issues associated with licensing and regulations, such as EPA and fire regulations.
SECURITY	Provides a safe and secure environment for patients, visitors, and staff members by responding to all emergencies such as workplace violence, fires, bomb threats, visitor/staff/patient falls, Code blues (cardiac arrests) in public places, internal and external disasters, armed aggressors, or any other incident that needs an emergency response.
SOCIAL WORK SERVICES	Social Work services are provided to patients/families to meet their medically related social and emotional needs as they impact on their medical condition, treatment, recovery and safe transition from one care environment to another. Social workers provide psychosocial assessment and intervention, crisis intervention, financial counseling, discharge planning, health education, provision of material resources and linkage with community agencies. Consults can be requested by members of the treatment team, patients or family members.
VOLUNTEER SERVICES	Volunteer Services credential and place volunteers to fill departmental requests. Volunteers serve in wayfinding, host visitors in waiting areas, serve as patient / family advisors, and assist staff. Volunteer Services manage the patient mail & flower room, cultural support volunteer program, and the pet visitation program. Volunteer Services serve as a liaison for the Service Board auxiliary which annually grants money to department-initiated projects than enhance the patient and family experience.



Approvals:  
MSAC- 3/12/2014; 6/10/2015  
QPAC-7/16/2014; 7/22/15  
Wexner Medical Center Board -

**TITLE: THE OHIO STATE UNIVERSITY HOSPITAL, RICHARD M. ROSS HEART HOSPITAL, HARDING HOSPITAL, AND UNIVERSITY HOSPITAL EAST PLAN FOR PATIENT CARE SERVICES**

The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, and University Hospital East (hereafter referred to as the Hospitals) plan for patient care services describes the integration of departments and personnel who provide care and services to patients based on the Hospitals' mission, vision, shared values and goals. The plan encompasses both inpatient and outpatient services of the Hospitals.

**OSU WEXNER MEDICAL CENTER MISSION, VISION AND VALUES**

**MISSION:** To improve people's lives through innovation in research, education, and patient care.

**VISION:** Working as a team, we will shape the future of medicine by creating, disseminating, applying new knowledge, and by personalizing health care to meet the needs of each individual.

**VALUES:** Excellence, Collaborating as One University, Integrity and Personal Accountability, Openness and Trust, Diversity in People and Ideas, Change and Innovation, Simplicity in Our Work, Empathy and Compassion, and Leadership.

The Hospitals embrace the mission, vision and values of The Ohio State Wexner Medical Center; in addition – our vision statement, developed by our staff members, physicians and administration team members, complements and reflects our unique role in The Ohio State's Wexner Medical Center.

**PHILOSOPHY OF PATIENT CARE SERVICES**

In collaboration with the community, the Hospitals will provide innovative, personalized, and patient-focused tertiary care service through:

- a) A mission statement that outlines the synergistic relationship between patient care, research, and education;
- b) Long-range strategic planning with hospital leadership to determine the services to be provided; including, but not limited to essential services as well as special emphasis on signature services (Heart, Cancer, Critical Care, Imaging, Neuroscience, and Transplantation services);
- c) Establishing annual goals and objectives that are consistent with the hospital mission, which are based on a collaborative assessment of needs;
- d) Planning and design conducted by hospital leadership, which involves the potential communities to be served;
- e) Provision of services that are appropriate to the scope and level required by the patients to be served based on assessment of need;
- f) Ongoing evaluation of services provided through formalized processes; e.g., performance assessment and improvement activities, budgeting and staffing plans;

- g) Integration of services through the following mechanisms: continuous quality improvement teams; clinical interdisciplinary quality programs; performance assessment and improvement activities; communications through management team meetings, administrative staff meetings, special forums, and leadership and employee education/development;
- h) Maintaining competent patient care leadership and staff by providing education designed to meet identified needs;
- i) Respect for each patient's rights and decisions as an essential component in the planning and provision of care; and,
- j) Staff member behaviors reflect a philosophical foundation based on the values of Ohio State's Wexner Medical Center.

## THE HOSPITAL LEADERSHIP

The Hospital leadership is defined as the governing board, administrative staff, physicians and nurses in appointed or elected leadership positions. The Hospital leadership is responsible for providing a framework for planning health care services provided by the organization based on the hospital's mission and for developing and implementing an effective planning process that allows for defining timely and clear goals.

The planning process includes a collaborative assessment of our customer and community needs, defining a long range strategic plan, developing operational plans, establishing annual operating budgets and monitoring compliance, establishing annual capital budgets, monitoring and establishing resource allocation and policies, and ongoing evaluation of the plans' implementation and success. The planning process addresses both patient care functions (patient rights, patient assessment, patient care, patient and family education, coordination of care, and discharge planning) and organizational support functions (information management, human resource management, infection control, quality and safety, the environment of care, and the improvement of organizational performance).

The Hospital leadership works collaboratively with all operational and clinical managers and leaders to ensure integration in the planning, evaluation and communication processes within and between departments to enhance patient care services and support. This occurs informally on a daily basis and formally via interdisciplinary leadership meetings. The leadership involves department heads in evaluating, planning and recommending annual budget expenses and capital objectives, based on the expected resource needs of their departments. Department leaders are held accountable for managing and justifying their budgets and resource utilization. This includes, but is not limited to identifying, investigating and budgeting for new technologies and resources which are expected to improve the delivery of patient care and services.

Other leadership responsibilities include:

- a) Communication of the organization's mission, goals, objectives and strategic plans across the organization;
- b) Ensuring appropriate and competent direction, management and leadership of all services and/or departments;
- c) Collaborating with community leaders and organizations to ensure services are designed to be appropriate for the scope and level of care required by the patients and communities served;
- d) Supporting the patient's continuum of care by integrating systems and services to improve efficiencies and care from the patient's viewpoint;
- e) Ensuring staffing resources are available to appropriately and effectively meet the needs of the patients served and to provide a comparable level of care to patients in all areas where patient care is provided;

- f) Ensuring the provision of a uniform standard of patient care throughout the organization;
- g) Providing appropriate job enrichment, employee development and continuing education opportunities which serve to promote retention of staff and to foster excellence in care delivery and support services;
- h) Establishing standards of care that all patients can expect and which can be monitored through the hospital's performance assessment and improvement plan;
- i) Approving the organizational plan to prioritize areas for improvement, developing mechanisms to provide appropriate follow up actions and/or reprioritizing in response to untoward and unexpected events;
- j) Implementing an effective and continuous program to improve patient safety;
- k) Appointing appropriate committees, task forces, and other forums to ensure interdepartmental collaboration on issues of mutual concerns and requiring interdisciplinary input; and,
- l) Supporting patient rights and ethical considerations.

### **ROLE OF THE CHIEF NURSING OFFICER**

The Chief Nursing Officer of each hospital is a member of their Executive Leadership Team and is under the direction of the CEO / Executive Director of their respective hospital and the Chief Nurse Executive of the Health System. The Chief Nursing Officer has the requisite authority and responsibility for directing the activities related to the provision of nursing care in those departments defined as providing nursing care to patients.

The Chief Nursing Officer ensures the following functions are addressed:

- a) Evaluating patient care programs, policies, and procedures describing how patients' nursing care needs are assessed, evaluated and met throughout the organization;
- b) Developing and implementing the Plan for the Provision of Patient Care;
- c) Participating with leaders from the governing body, management, medical staff and clinical areas in organizational decision-making, strategic planning and in planning and conducting performance improvement activities throughout the organization;
- d) Implementing an effective, ongoing program to assess, measure and improve the quality of nursing care delivered to patients; developing, approving, and implementing standards of nursing practice, standards of patient care, and patient care policies and procedures that include current research/ literature findings that are evidence based;
- e) Participating with organizational leaders to ensure that resources are allocated to provide a sufficient number of qualified nursing staff to provide patient care;
- f) Ensuring that nursing services are available to patients on a continuous, timely basis; and
- g) Reviewing and/or revising the Plan for the Provision of Patient Care Services on an annual basis.

### **DEFINITION OF PATIENT SERVICES, PATIENT CARE AND PATIENT SUPPORT**

**Patient Services** are limited to those departments that have direct contact with patients. Patient services occur through organized and systematic throughput processes designed to ensure the delivery of appropriate, safe, effective and timely care and treatment. The patient throughput process includes those activities designed to coordinate patient care before admission, during the admission process, in the hospital, before discharge and at discharge. This process includes:

- **Access in:** emergency process, admission decision, transfer or admission process, registration and information gathering, placement;
- **Treatment and evaluation:** full scope of services; and,
- **Access out:** discharge decision, patient/family teaching and counseling, arrangements for continuing care and discharge.

**Patient Care** encompasses the recognition of disease and health, patient teaching, patient advocacy, spirituality and research. The full scope of patient care is provided by professionals who are charged with the additional functions of patient assessment and planning patient care based on findings from the assessment. Providing patient services and the delivery of patient care requires specialized knowledge, judgment, and skill derived from the principles of biological, chemical, physical, behavioral, psychosocial and medical sciences. As such, patient care and services are planned, coordinated, provided, delegated, and supervised by professional health care providers who recognize the unique physical, emotional and spiritual (body, mind and spirit) needs of each person. Under the auspices of the Hospitals, medical staff, registered nurses and allied health care professionals function collaboratively as part of an interdisciplinary, personalized patient-focused care team to achieve positive patient outcomes.

Competency for patient caregivers is determined in orientation and at least annually through performance evaluations and other department specific assessment processes. Physicians direct all medical aspects of patient care as delineated through the clinical privileging process and in accordance with the Medical Staff By-Laws. Registered nurses support the medical aspect of care by directing, coordinating, and providing nursing care consistent with statutory requirements and according to the organization's approved Nursing Standards of Practice and hospital-wide Policies and Procedures. Allied health care professionals provide patient care and services in keeping with their licensure requirements and in collaboration with physicians and registered nurses. Unlicensed staff may provide aspects of patient care or services at the direction of and under the supervision of licensed professionals.

**Nursing Care** (nursing practice) is defined as competently providing all aspects of the nursing process in accordance with Chapter 4723 of the Ohio Revised Code (ORC), which is the law regulating the Practice of Nursing in Ohio. The law gives the Ohio Board of Nursing the authority to establish and enforce the requirements for licensure of nurses in Ohio. This law, also, defines the practice of both registered nurses and licensed practical nurses. All of the activities listed in the definitions, including the supervision of nursing care, constitute the practice of nursing and therefore require the nurse to have a current valid license to practice nursing in Ohio.

**Patient Support** is provided by a variety of individuals and departments which might not have direct contact with patients, but which support the integration and continuity of care provided throughout the continuum of care by the hands-on care providers.

## **SCOPE OF SERVICES / STAFFING PLANS**

Each patient care service department has a defined scope of service approved by the hospital's administration and medical staff, as appropriate. The scope of service includes:

- the types and age ranges of patients served;
- methods used to assess and meet patient care needs (includes services most frequently provided such as procedures, services, etc.);
- the scope and complexity of patient care needs (such as most frequent diagnosis);
- support services provided directly or through referral contact;
- the extent to which the level of care or service meets patient need (hours of operation if other than 24 hours a day/7days a week and method used for

- ensuring hours of operation meet the needs of the patients to be served with regard to availability and timeliness);
- the availability of necessary staff (staffing plans) and,
- recognized standards or practice guidelines, when available (the complex or high level technical skills that might be expected of the care providers).

Additional operational details and staffing plans may also be found in department policies, procedures and operational/performance improvement plans.

Staffing plans for patient care service departments are developed based on the level and scope of care provided, the frequency of the care to be provided, and a determination of the level of staff that can most appropriately (competently and confidently) provide the type of care needed. Nursing units are staffed to accommodate a projected average daily patient census. Unit management (including nurse manager and/or charge nurse) reviews patient demands to plan for adequate staffing. Staffing can be increased or decreased to meet patient needs. When the number of patients is high or the need is great, float staff assist in providing care. When staff availability is projected to be low due to leaves of absence, the unit manager and director may request temporary agency nurses. Ohio State's Wexner Medical Center follows the Staffing Guidelines set by the American Nurses Association. In addition, we utilize staffing recommendations from various specialty nursing organizations, including: ENA, ANCC, AACN, AORN, ASPN, and others.

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- 5) Staff will provide a uniform standard of care and services throughout the organization.
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**CARE DELIVERY MODEL**

The care delivery model is guided by the following goals:

- The patient and family will experience the benefits of **personalized** care that integrates skills of all care team members. The benefits include enhanced quality of care, improved service, appropriate length of hospitalization and minimized cost.
- Hospital employees will demonstrate behaviors consistent with the philosophy of **Personalized Health Care**. The philosophical foundation reflects a culture of collaboration, enthusiasm and mutual respect.
- Effective communication will impact patient care by ensuring timeliness of services, utilizing staff resources appropriately, and maximizing the patient's involvement in his/her own personalized plan of care.
- Configuring departmental and physician services to accommodate the care needs of the patient in a timely manner will maximize quality of patient care and patient satisfaction.
- The professional nursing practice model is a framework which reflects our underlying philosophy and vision of providing personalized nursing care. Aspects of the professional model support:
  - (1) matching nurses with specific skills to patients with specific needs to ensure "safe passage" to achieve the optimal outcome of their hospital stay
  - (2) the ability of the nurse to establish and maintain a therapeutic relationship with their patients

- (3) the presence of an interdisciplinary team approach to patient care delivery. The knowledge and expertise of all caregivers is utilized to provide personalized care for the patient.
- (4) Physicians, nurses, pharmacists, respiratory therapists, case managers, dieticians and many other disciplines collaborate and provide input to patient care.
- The patient and family will be involved in establishing the plan of care to ensure services that accommodate their needs, goals and requests.
- Streamlining the documentation process will enhance patient care.

## PATIENT RIGHTS AND ORGANIZATIONAL ETHICS

### *Patient Rights*

In order to promote effective and compassionate care, the Hospitals' systems, policies, and programs are designed to reflect an overall concern and commitment to each person's dignity. All Hospital employees, physicians and staff have an ethical obligation to respect and support the rights of every patient in all interactions. It is the responsibility of all employees, physicians and staff of the Hospitals to support the efforts of the health care team, while ensuring that the patient's rights are respected. Each patient (and/or family member as appropriate) is provided a list of patient rights and responsibilities upon admission and copies of this list are posted in conspicuous places throughout the Hospitals.

### *Organizational Ethics*

The Hospitals have an ethics policy established in recognition of the organization's responsibility to patients, staff, physicians and the community served. General principles that guide behavior are:

- Services and capabilities offered meet identified patient and community needs and are fairly and accurately represented to the public.
- Adherence to a uniform standard of care throughout the organization; providing services only to those patients for whom we can safely care for within this organization. The hospitals do not discriminate based upon age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, or veteran status.
- Patients will be billed only for care and services provided.

### *Biomedical Ethics*

A biomedical ethical issue arises when there is uncertainty or disagreement regarding medical decisions, involving moral, social, or economic situations that impact human life. A mechanism is in place to provide consultation in the area of biomedical ethics in order to:

- improve patient care and ensure patient safety;
- clarify any uncertainties regarding medical decisions;
- explore the values and principles underlying disagreements;
- facilitate communication between the attending physician, the patient, members of the treatment team and the patient's family (as appropriate); and,
- mediate and resolve disagreements.

## INTEGRATION OF PATIENT CARE AND SUPPORT SERVICES

The importance of a collaborative interdisciplinary team approach, which takes into account the unique knowledge, judgment and skills of a variety of disciplines in achieving desired patient outcomes, serves as a foundation for integration. See Appendix A for a listing of support services.

Open lines of communication exist between all departments providing patient care, patient services and support services within the hospitals, and as appropriate with community agencies to ensure efficient, effective and continuous patient care. Functional relationships between departments are evidenced by cross-departmental Performance Improvement initiatives as well as the development of policies, procedures, protocols, and clinical pathways and algorithms.

To facilitate effective interdepartmental relationships, problem solving is encouraged at the level closest to the problem at hand. Staff is receptive to addressing one another's issues and concerns and work to achieve mutually acceptable solutions. Supervisors and managers have the responsibility and authority to mutually solve problems and seek solutions within their spans of control; positive interdepartmental communications are strongly encouraged. Employees from departments providing patient care services maintain open communication channels and forums with one another, as well as with service support departments to ensure continuity of patient care, maintenance of a safe patient environment and positive outcomes.

### **CONSULTATIONS AND REFERRALS FOR PATIENT SERVICES**

The Hospitals provide services as identified in the Plan for Providing Patient Care to meet the needs of our community. Patients whose assessed needs require services not offered are transferred to the member hospitals of The Ohio State's Wexner Medical Center in a timely manner after stabilization, or another quality facility (e.g., Nationwide Children's Hospital). Safe transportation is provided by air or ground ambulance with staff and equipment appropriate to the required level of care. Physician consultation occurs prior to transfer to ensure continuity of care. Referrals for outpatient care occur based on patient need.

### **INFORMATION MANAGEMENT PLAN**

The overall goal for information management is to support the mission of Ohio State's Wexner Medical Center. Specific information management goals related to patient care include:

- Develop and maintain an integrated information and communication network linking research, academic and clinical activities.
- Develop computer-based patient records with integrated clinical management and decision support.
- Support administrative and business functions with information technologies that enable improved quality of services, cost effectiveness, and flexibility.
- Build an information infrastructure that supports the continuous improvement initiatives of the organization.
- Ensure the integrity and security of the Hospital's information resources and protect patient confidentiality.

### **PATIENT CARE ORGANIZATIONAL IMPROVEMENT ACTIVITIES**

All departments are responsible for following the Hospitals' plan for improving organizational performance.

### **PLAN REVIEW**

The Hospital Plan for Providing Patient Care will be reviewed regularly by the Hospitals' leadership to ensure the plan is adequate, current and that the Hospitals are in compliance with the plan. Interim adjustments to the overall plan are made to accommodate changes in patient population, redesign of the care delivery systems or processes that affect the delivery, level or amount of patient care required.

**Appendix A: Scope of Services: Patient Support Services**

Other hospital services that support the comfort and safety of patients are coordinated and provided in a manner that ensures direct patient care and services are maintained in an uninterrupted, efficient, and continuous manner. These support services will be fully integrated with the patient services departments of the Hospitals:

DEPARTMENT	SERVICE
CASE MANAGEMENT	As part of the health care team, provides world class personalized care coordination and resource management with patients and families.
CHAPLAINCY AND CLINICAL PASTORAL EDUCATION	Assists patients, their families and hospital personnel in meeting spiritual needs through professional pastoral and spiritual care and education.
CLINICAL ENGINEERING	Routine equipment evaluation, maintenance, and repair of electronic equipment, evaluation of patient owned equipment.
COMMUNICATIONS AND MARKETING	Responsible for developing strategies and programs to promote the organization's overall image and specific products and services to targeted internal and external audiences. Handles all media relations, advertising, internal communications, special events and publications.
DIAGNOSTIC TESTING AREAS	Provides tests based on verbal, electronic or written order. Preliminary report via phone or electronic patient record. Permanent reports in patient record.
DIAGNOSTIC TRANSPORTATION	Provision of transportation services for patients requiring diagnostic, operative or other ancillary services.
EARLY RESPONSE TEAM (ERT)	Provides timely diagnostic and therapeutic intervention before there is a cardiac or respiratory arrest or an unplanned transfer to the Intensive Care Unit. Consists of a Critical Care RN and Respiratory Therapist who are trained to help patient care staff when there are signs that a patient's health is declining.
EDUCATIONAL DEVELOPMENT & RESOURCES	Provides and promotes ongoing development and training experiences to all member of the OSU Wexner Medical Center community; provides staff enrichment programs, organizational development, leadership development, orientation and training, skills training, continuing education, competency assessment and development, literacy programs and student affiliations.
ENDOSCOPY	Provides services to patients requiring a nonsurgical review of their digestive tract.
ENVIRONMENTAL SERVICES	Provides quality monitoring for routine housekeeping in patient rooms. Routine housekeeping of nursing unit environment. Additional services upon request: extermination, wall cleaning, etc.
EPIDEMIOLOGY	Enhance the quality of patient care and the work environment by minimizing the risk of acquiring infection within the hospital setting.
FACILITIES OPERATIONS	Provide oversight, maintenance and repair of the building's life safety, fire safety, and utility systems. Provide preventative, repair and routine maintenance in all areas of all buildings serving patients, guests, and staff. This would include items such as electrical, heating and ventilation, plumbing, and other such items. Also providing maintenance and repair to basic building components such as walls, floors, roofs, and building envelope. Additional services available upon request.
FISCAL SERVICES	Works with departments/units to prepare capital and operational budgets.

<b>DEPARTMENT</b>	<b>SERVICE</b>
HUMAN RESOURCES	Serves as a liaison for managers regarding all Human Resources information and services; assists departments with restructuring efforts; provides proactive strategies for managing planned change within the Health System; assists with Employee/Labor Relations issues; assists with performance management process; develops compensation strategies; develops hiring strategies and coordinates process for placements; provides strategies to facilitate sensitivity to issues of cultural diversity; provides HR information to employees, and establishes equity for payroll.
INFORMATION SYSTEMS	Work as a team assisting departments to explore, deploy and integrate reliable, state of the art Information Systems technology solutions to manage change.
MATERIALS MANAGEMENT	Routinely stocks supplies in patient care areas, distributes linen. Sterile Central Supply, Storeroom - upon request, distributes supplies/equipment not stocked on units.
MEDICAL INFORMATION MANAGEMENT	Maintains patient records serving the needs of the patient, provider, institution, and various third parties to health care.
NUTRITION SERVICES	Provides nutrition care and food service for Medical Center patients, staff and visitors. Clinical nutrition assessment and consultation are available in both inpatient and outpatient settings. The Department provides food service to inpatients and selected outpatient settings in addition to operating a full-service cafeteria and acts as a liaison for vending and sub-contracted food services providers.
PATIENT ACCESS SERVICES	Coordinates registration/admissions with nursing management.
PATIENT EXPERIENCE	Develops programs for support of patient relations and customer service, and includes front-line services such as information desks.
PATIENT FINANCIAL SERVICES	Provides financial assistance upon request from patient/family. Also responsible for posting payments from patients and insurance companies among others to a patient's bill for services.
PHARMACY	Provides comprehensive pharmaceutical care through operational and clinical services. Responsible for medication distribution via central and satellite pharmacies, as well as 797 compliant IV compounding room and automated dispensing cabinets. Some of the many clinical services include pharmacokinetic monitoring, renal and hepatic dose adjustments, and patient educational Specialist pharmacists also round with patient care teams to optimize medication regimens and serve as the team's primary medication information resource.
PULMONARY DIAGNOSTICS LAB	Provides service to patients requiring an evaluation of the respiratory system. Performs Pulmonary Function Testing to assess the functional status of the respiratory system. Bronchoscopy and other diagnostic/interventional pulmonology procedures are performed to diagnose and/or treat abnormalities that exist in the airways, lung parenchyma or pleural space.
QUALITY AND OPERATIONS IMPROVEMENT	Provides an integrated quality management program and facilitates continuous quality improvement efforts throughout the medical center.
RESPIRATORY THERAPY	Provide all types of respiratory therapeutic interventions and diagnostic testing, by physician order, mainly to critically ill adults and neonates, requiring some type of ventilator support, bronchodilator therapy, or pulmonary hygiene, due to chronic lung disease, multiple trauma, pneumonia, surgical intervention, or prematurity.

August 25, 2015 meeting, Wexner Medical Center Board

<b>DEPARTMENT</b>	<b>SERVICE</b>
REHABILITATION SERVICES	Physical therapists, occupational therapists, speech and language pathologists, and recreational therapists evaluate and develop a plan of care and provide treatment based on the physician's referral. The professional works with each patient/family/caregiver, along with the interdisciplinary medical team, to identify and provide the appropriate therapy/treatment and education needed for the established discharge plan and facilitates safe and timely movement through the continuum of care.
RISK MANAGEMENT	Protect resources of the hospital by performing the duties of loss prevention and claims management. Programs include: Risk Identification, Risk Analysis, Risk Control, Risk Financing, Claims Management and Medical-Legal Consultation.
SAFETY	Handles issues associated with licensing and regulations, such as EPA and fire regulations.
SECURITY	Provides a safe and secure environment for patients, visitors, and staff members by responding to all emergencies such as workplace violence, fires, bomb threats, visitor/staff/patient falls, Code blues (cardiac arrests) in public places, internal and external disasters, armed aggressors, or any other incident that needs an emergency response.
SOCIAL WORK SERVICES	Social Work services are provided to patients/families to meet their medically related social and emotional needs as they impact on their medical condition, treatment, recovery and safe transition from one care environment to another. Social workers provide psychosocial assessment and intervention, crisis intervention, financial counseling, discharge planning, health education, provision of material resources and linkage with community agencies. Consults can be requested by members of the treatment team, patients or family members.
VOLUNTEER SERVICES	Volunteer Services credential and place volunteers to fill departmental requests. Volunteers serve in wayfinding, host visitors in waiting areas, serve as patient / family advisors, and assist staff. Volunteer Services manage the patient mail & flower room, cultural support volunteer program, and the pet visitation program. Volunteer Services serve as a liaison for the Service Board auxiliary which annually grants money to department-initiated projects than enhance the patient and family experience.

**OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER BOARD BYLAWS**

**Chapter 3335-101 Medical Staff**

**3335-101-01 General.**

No change

**3335-101-02 Medical staff.**

For purposes of this chapter, the words "medical staff" shall include all physicians, psychologists, podiatrists, and dentists who are authorized to attend patients in any medical care facility or program administered by the university Wexner medical center, and may include such other health care professionals as the medical staff bylaws designate.

**3335-101-03 Medical staff organization.**

The organization of the medical staffs of the university Wexner medical center shall discharge those duties and responsibilities assigned to them by the university Wexner medical center board and is subject to the approval and authorization of the university Wexner medical center board. Those duties and responsibilities include the following purposes:

- (A) No change
- (B) To recommend, through the appropriate medical staff administrative committee, to the quality and professional affairs committee of the university Wexner medical center board the appointment or reappointment of an applicant to the medical staff of university hospitals or the James cancer hospital, the clinical privileges such applicant shall enjoy in the facilities of or associated with university hospitals or the James cancer hospital, and appropriate professional review action that may be necessary in connection with any member of the medical staff.
- (C) No change
- (D) To establish and enforce medical staff bylaws, and establish specific rules and regulations governing actions of members of the medical staffs and practitioners granted clinical privileges.

**3335-101-04 Medical staff bylaws.**

The medical staff organization shall recommend to the quality and professional affairs committee and the university Wexner medical center board amendments to medical staff bylaws, rules, and regulations that set forth by the medical staff organization and the governance process for maintaining such bylaws, rules, and regulations to accomplish the purposes set forth in rule 3335-101-03 of the Administrative Code. When such medical staff bylaws, rules, and regulations are adopted by the university Wexner medical center board and the Ohio state university board of trustees, they shall become effective and be part of the medical staff bylaws, rules, and regulations of the medical center and the hospital and other facilities to which they apply. The medical staff organizations shall also be responsible for reviewing these bylaws, rules, and regulations periodically and recommending appropriate revisions to the quality and professional affairs committee and university Wexner medical center board.

**3335-101-05 Appointment to the medical staff and assignment of clinical privileges.**

Upon recommendation of the medical staff of university hospitals or the James cancer hospital and in accordance with the medical staff bylaws, the university Wexner medical center board may appoint physicians, dentists, psychologists, and podiatrists meeting the qualifications prescribed in the medical staff bylaws, to membership on the medical staff of the university hospitals and the James cancer hospital and shall grant clinical privileges to such ~~persons~~practitioners. Appointment to the medical staff carries with it full responsibility for the treatment of patients of the university Wexner medical center subject to such limitations as may be imposed by the university Wexner medical center board or the medical staff bylaws, rules, and regulations of the medical staff. Appointment and reappointment to the medical staff shall be for a period not to exceed two years and shall be renewable in accordance with the reappointment procedure set forth in the medical staff bylaws. The chief medical officer of the medical center and ~~the~~ director of medical affairs for the James cancer hospital, ~~acting as members of and on behalf of the university Wexner medical center board, are delegated the responsibility by the university Wexner medical center board to grant of~~ temporary clinical privileges. ~~The granting of temporary privileges shall be limited to situations which fulfill temporary clinical privileges.~~ The granting of temporary privileges shall be limited to situations which fulfill an important patient care need, and shall not be granted for a period of more than ~~ninety-one hundred and twenty~~ days.

**3335-101-06 Medical staff administrative committees.**

- (A) Purpose. The medical staff administrative committee for the university hospitals medical staff and the medical staff administrative committee for the James cancer hospital each shall establish and maintain means of accountability to the university Wexner medical center board, in accordance with their respective medical staff bylaws. Each medical staff administrative committee shall concern itself primarily with the quality of medical care within the facilities of, or associated with, the university Wexner medical center. Each medical staff administrative committee shall receive and act upon all medical staff committee reports and make recommendations regarding medical staff status and clinical privileges to the university Wexner medical center board, through the board's quality and professional affairs committee. Other specific duties of the medical staff administrative committee are identified in the medical staff bylaws.
- (B) Composition. The composition of the medical staff administrative committee of the university hospitals medical staff shall be determined in accordance with the university hospitals medical staff bylaws and the chief medical officer of the medical center shall serve as chair of the university hospitals medical staff administrative committee. The composition of the medical staff administrative committee of the James cancer hospital medical staff shall be determined in accordance with the James cancer hospital medical staff bylaws and the James cancer hospital director of medical affairs chief of the medical staff shall serve as chair of the James cancer hospital medical staff administrative committee. Any members may be removed from the medical staff administrative committee in accordance with the medical staff bylaws. Replacement or additional members may be appointed to the medical staff administrative committees in accordance with the medical staff bylaws and subject to review/renewal on a yearly basis to maintain the medical staff administrative committee's constituency.
- (C) Meetings. Each medical staff administrative committee shall meet monthly. Minutes of the meetings shall be provided available to all members of the the university Wexner medical center board and the quality and professional affairs committee of the university Wexner medical center board, the senior executive vice president for health sciences, the dean of the college of medicine, the dean of the college of

| dentistry, and the deans of other professional colleges whose faculty have appointmentsS on the medical and dental staffs.

**3335-101-07 Hospitals clinical departments.**

- (A) Appointment of the chief of each clinical department of each hospital as defined in Chapter 3335-104 of the Administrative Code is subject to approval by the university Wexner medical center board on the recommendation of the dean of the applicable professional college and the senior executive vice president for health sciences. All such appointments shall be periodically reviewed by the university Wexner medical center board. Any vacancy in the position of chief of a clinical department may be filled on an interim basis by the dean of the appropriate professional college, after consultation with the university Wexner medical center board. (In standard practice, the chief of a clinical department will be the chair of the corresponding academic department.)
- (B) No change
- (C) The senior executive vice president of health sciences shall recommend a candidate for the appointment of the chief medical officer of the medical center to the university Wexner medical center board and the Ohio state university board of trustees. The Ohio state university board of trustees shall appoint the chief medical officer of the medical center. The chief medical officer of the medical center shall report to the vice president for health services, the senior executive vice president for health sciences and to the university Wexner medical center board. In matters relating to medical care in the university hospitals, members of the clinical departments of the university hospitals are accountable to the clinical chiefs, and medical directors who are accountable to the chief medical officer of the medical center.
- (D) No change
- (E) The senior executive vice president for health sciences shall appoint a medical director for each of the university hospitals, university hospitals east, Harding hospital, and Ross heart hospital. The medical director of each hospital shall report to the chief executive officer or executive director of the respective hospital, to the chief medical officer of the medical center, and to the university Wexner medical center board. In matters relating to medical care in the hospitals, members of the clinical departments of the hospitals are accountable to the clinical chiefs, who are accountable to the medical directors.
- (F) The senior executive vice president for health sciences shall appoint a director of medical affairs for the James cancer hospital who shall be the chief medical officer of the James cancer hospital. The director of medical affairs shall report to the chief executive officer of the James cancer hospital, the James cancer hospital board and to the university Wexner medical center board. In matters relating to medical care in the James cancer hospital, members of the clinical departments of the hospitals are accountable to the clinical chiefs, who are accountable to the director of medical affairs.
- (G) The chief medical officer of the medical center, the director of medical affairs of the James cancer hospital and the medical directors of each hospital shall each be a physician and shall maintain an appointment as an attending staff member of his or her respective medical staff. The chief medical officer of the medical center, medical directors of each hospital and director of medical affairs shall have authority as conferred by the senior executive vice president for health sciences and the university Wexner medical center board; including the responsibility for clinical research and education programs and services, supervision of patient and

clinical activity; and responsibility for the clinical organization of his or her respective hospital. The chief medical officer of the medical center and director of medical affairs shall direct and supervise the medical staff quality assurance, utilization review, and credentialing activity. The chief medical officer of the medical center, medical directors of each hospital and director of medical affairs shall establish priorities, jointly with the chief executive officer or executive director of his or her respective hospital, for capital medical equipment, clinical space, and the establishment of new clinical programs, or the revision of existing clinical programs.



## Financial Highlights

June 2015  
Peter E. Geier



### The Ohio State University Wexner Health System Operating and Financial Highlights

FOR THE YTD ENDING: JUNE 30, 2015

	ACTUAL	BUDGET	BUDGET % VAR	PRIOR YEAR	PY % VAR	ANNUAL BUDGET
Inpatient Admissions	58,211	58,621	-0.7%	57,024	2.1%	58,621
Patients in Beds including Obs Area	76,088	75,662	0.6%	73,522	3.5%	75,662
Patient Discharges	57,946	57,987	-0.1%	56,913	1.8%	57,987
Total Surgeries	40,951	38,721	5.8%	38,381	6.7%	38,721
Outpatient Visits	1,664,152	1,626,653	2.3%	1,592,483	4.5%	1,626,653
ED Visits	125,327	124,002	1.1%	117,977	6.2%	124,002
Adjusted Admissions	108,362	108,604	-0.2%	104,719	3.5%	108,604
Oper. Rev. / Adjust. Admit	\$ 21,839	\$ 20,484	6.6%	\$ 20,348	7.3%	\$ 20,484
Expense / Adj. Admit	\$ 18,850	\$ 18,792	-0.3%	\$ 18,199	-3.6%	\$ 18,792
(in millions)						
Operating Revenues	\$ 2,366.5	\$ 2,224.7	6.4%	\$ 2,130.8	11.1%	\$ 2,224.7
Total Expenses	\$ 2,042.6	\$ 2,040.8	-0.1%	\$ 1,905.8	7.2%	\$ 2,040.8
Gain from Operations	\$ 323.9	\$ 183.9	76.2%	\$ 225.0	44.0%	\$ 183.9
Excess Rev.Over Exp.	\$ 324.4	\$ 185.2	75.1%	\$ 227.8	42.4%	\$ 185.2
				Y/E Target		
Operating EBIDA Margin	19.7%	14.1%	14.1%		14.6%	
Days Cash on Hand	87.3	72.0	72.0		69.0	
Debt Service Coverage	6.4	4.4	4.4		7.8	



**FY15 Preliminary Results** Draft

Gain/Loss from Operations	Budget 2015	Preliminary 2015
UH	\$27,558	\$66,551
Ross	\$12,942	\$23,272
James	\$162,187	\$229,321
East	\$1,945	\$22,058
Harding	(\$3,331)	(\$2,041)
Ambulatory	\$6,803	\$8,697
Physician Practices	(\$24,257)	(\$23,381)
Shared Services	\$0	(\$988)
<b>Gain/Loss from Operations</b>	<b>\$183,847</b>	<b>\$323,489</b>



**The Ohio State University  
Wexner Medical Center  
FY16 Budget**

August 25, 2015



**The Ohio State University  
Health System**



## Assumptions FY16 Budget

Draft

Factor	Assumptions & Explanation
Payors	Medicaid expansion continues to provide positive impact.
Admissions/Outpatient Visits	2.9% inpatient growth and 3.8% in outpatient growth
Surgeries	1.4% growth
Case Mix Index	1.79 vs. 1.77 in 2015
Length of Stay	6.1 Days
Total Beds	1,300 with Brain & Spine beds to become available late FY2016



1

## Assumptions FY16 Budget

Draft

Factor	Assumptions & Explanation
Salary	2% merit increase
Benefits	17% increase (34% of salaries)
Drugs	Adjusting for volumes and new specialty pharmacy—drug costs up 8%
Interest Expense	Increase \$13.6M or 47%
Depreciation	Increase \$22.6M or 19%
Capital Expenditures	\$176M (\$126M from operations, \$10M from development, and \$40M from University loans)
Medical Center Investments (cash transfers to the College of Medicine and Faculty Group Practice)	\$140M



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## FY16 Health System Budget

Draft

	Preliminary 2015	Budget 2016
<b>OPERATING STATEMENT</b>		
Total Operating Revenue	\$ 2,366,710	\$ 2,620,249
Operating Expenses		
Salaries and Benefits	1,061,050	1,165,536
Supplies	263,539	287,971
Drugs and Pharmaceuticals	206,807	262,967
Services	269,653	276,779
Depreciation	114,335	136,962
Interest	28,856	42,511
Other	98,981	101,237
Total Expenses	\$ 2,043,221	\$ 2,273,962
Gain/Loss from Operations	\$ 323,489	\$ 346,286
<b>Financial Metrics</b>		
Total Revenue per AA	\$ 21,840	\$ 23,289
Total Expense per AA	\$ 18,855	\$ 20,211
Total Expense per AA (excl Depr & Int)	\$ 17,534	\$ 18,616
Operating EBIDA Margin	19.7%	20.1%
Days Cash on Hand	87.4	92.5
Debt Service Coverage	6.4	5.8

 THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER

## Balance Sheet

(in thousands)

	Preliminary 2015	Budget 2016
<b>Balance Sheet</b>		
<b>Assets</b>		
Cash	\$ 461,866	\$ 541,364
Accounts Receivable & Other Current Assets	365,579	400,225
Property, Plant, Equipment - net of Depreciation	1,428,185	1,470,932
Other	146,826	205,126
<b>Total Assets</b>	<b>\$ 2,402,456</b>	<b>\$2,617,647</b>
<b>Liabilities &amp; Fund Balance</b>		
Current Liabilities	\$ 320,599	\$ 328,463
Debt	838,032	839,110
Fund Balance	1,243,825	1,450,074
<b>Total Liabilities and Fund Balance</b>	<b>\$ 2,402,456</b>	<b>\$2,617,647</b>

 THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER

1

## Statement of Cash Flow from Operations

Draft

	FY 15 Preliminary	FY 16 Budget
<b>Sources of Cash:</b>		
Excess of Revenues over Expenses	\$ 323,489	\$ 346,286
Depreciation	114,335	136,962
Interest, Other and Non Operating, net	593	3,260
Total Sources of Cash	<u>\$ 438,417</u>	<u>\$ 486,508</u>
<b>Uses of Cash:</b>		
Change in Working Capital	\$ 7,089	\$ 29,874
Long Term Debt Payments	48,840	52,836
Capitalized Interest on MCE construction	14,487	-
Cash Growth (Days Cash)	115,447	79,498
Cash transfers from designated (to) funds	63,778	58,300
Medical Center Investments	116,888	133,000
Transfers to the College of Medicine	20,000	7,000
Capital Expenditures	51,888	126,000
Total Uses of Cash	<u>\$ 438,417</u>	<u>\$ 486,508</u>



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## FY16 Health System Capital Budget

Draft

<b>Sources of Capital Funds</b>	
<b>For Crane Sports Medicine</b>	
Development Funds	\$ 10,000
Internal University Loan	15,000
Cash from Operations	20,000
Crane Sports Medicine	<u>45,000</u>
<b>For Arlington CarePoint</b>	
Internal University Loan	25,000
Cash from Operations	5,000
Arlington CarePoint	<u>30,000</u>
<b>For Routine Annual Capital</b>	
Cash from Operations	101,000
Funds Available	<u>\$ 176,000</u>
<b>Uses of Capital Funds</b>	
Crane Sports Medicine (includes \$10M for OR build out)	\$ 45,000
Arlington CarePoint	30,000
Brain and Spine	17,000
Select projects and equipment replacement	84,000
Funds Used	<u>\$ 176,000</u>

HS capital expenditures include:	
Sports Medicine	\$45M
Arlington	\$30M
Brain and Spine	\$17M
Projects & equipment	\$84M

Selected Projects and Equipment	
Major Equipment	20,000
Infrastructure, Renovation	22,500
Unit directed funds	18,000
IT and analytics	13,500
Contingency/Opportunities	10,000
	84,000



1



## Outreach and Regional Telemedicine

*Gail B. Marsh, Chief Strategy Officer*

*Naeem Ali MD, Chief Medical Officer, University Hospital*

*Victor Trianfo DO, Chief Medical Officer, Memorial Health*

*August 25, 2015*



Strategy and Planning • The Ohio State University Wexner Medical Center © 2015

### What is telemedicine?



Telemedicine is the use of medical information exchanged from one site to another via electronic communications to improve a patient's clinical health status. – American Telemedicine Association

Regional telemedicine is a collaboration platform that engages in -person physicians and nurses, relevant patient information, faculty with specialized expertise, and the patient, with the objective of assessing and improving the patient's health in their current location.

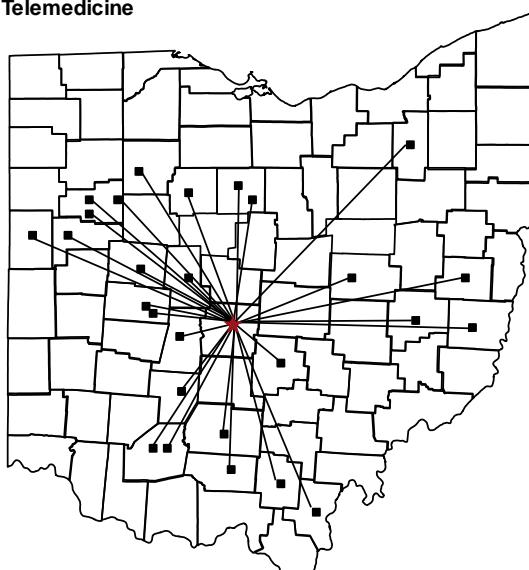
## Why are we interested in telemedicine?



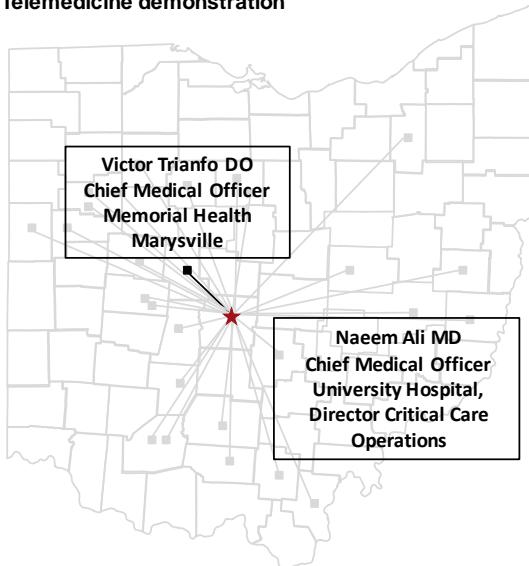
- Developed based upon need identified by regional providers
- Keeps patients close to home
- Lower cost, high value care
- Time-sensitive specialized assessment, treatment plan, and care

Clinical Area	Initiated	Locations	Encounters
Psychiatry	April 2013	UHE	1,463
Burn	December 2013	18	20
Stroke	May 2011	26	2,341
Emergency Medical Services	Entering stage II beta testing with MedFlight		

## Telemedicine



**Telemedicine demonstration**



**Victor Trianfo DO**  
**Chief Medical Officer**  
**Memorial Health**  
**Marysville**

**Naeem Ali MD**  
**Chief Medical Officer**  
**University Hospital,**  
**Director Critical Care**  
**Operations**

APPENDIX IV

**Chapter 3335-1**

**3335-1-01 Meetings of the board of trustees.**

- (A) Regular meetings. Unless otherwise specified by the chair, there shall be at least five (5) six regular meetings of the board of trustees each year. At such meetings any business related to the authority of the board of trustees may be discussed and transacted.
- (B) Special and emergency meetings. Special and emergency meetings of the board of trustees shall be held upon call of the chair. Special meetings may be called by the chair on his or her own initiative and shall be called by the chair, or upon written request of three-five (5) members of the board to the secretary. A specific statement of purpose for the special or emergency meeting shall be provided in accordance with state law.
- (C) Time and placeNotice of meetings. Unless otherwise specified in the notice of meeting, all meetings of the board shall be held at the Columbus campus of the Ohio state university at such date and time as is designated in the notice of meetings. Public notice of all meetings shall be given in accordance with the requirements of Ohio Revised Code section 121.22. Any person may obtain information regarding the time, date, and location of all meetings by contacting the Office of University Communications or by visiting <http://trustees.osu.edu>.
- (D) Organization of meetings. At each meeting of the board, the chair, or in the chair's absence the vice chair, or in the absence of both of the foregoing, a chair chosen by a majority of the board present, shall preside. The secretary, or in the secretary's absence the associate secretary, shall perform the duties of the secretary of the meeting and shall keep the minutes thereof.
- (E) Order of business. Unless otherwise ordered by the boardindicated in the meeting agenda, the order of business at all meetings of the board shall be as follows:
- (1) Roll call.
- (2) (2) Approval Consideration of minutes of preceding meeting.
- (3) Election of officers (April meeting and as needed).
- (34) Report of the president of the university.
- (54) Report of committees of board of trustees.
- (65) Unfinished business
- (6) New business.
- (77) Consent agenda — Consideration and approval of action items.
- (88) New business.Adjournment.
- (F) Business to be considered at meetings. Any proposed action which is to be introduced by a board member and which will substantially affect university policy shall be presented to the other board members prior to the meeting at which the matter is to be considered by the board. Matters presented to the board by the president of the university shall follow the procedure outlined in paragraph (C) of rule 3335-1-03 of the Administrative Code. Any matter proposed for the board's

~~consideration other than from a board member or from the president of the university shall be presented to the secretary of the board at least two weeks prior to the meeting at which it is to be considered by the board.~~

(GE) Quorum and manner of acting.

(1) (1) A majority of the ~~board voting members of the board or a committee of the board~~ shall be present in person at any meeting ~~of the board or the committee~~ in order to constitute a quorum for the transaction of business at such meeting.

(1) and, ~~e~~xcept as otherwise provided in paragraph (EG)(32) of this rule, the act of the majority of the ~~trustees voting members~~ present at any such meeting at which a quorum is present shall be the act of the board of trustees ~~or its committees~~. In the absence of a quorum, a majority of those present may adjourn the meeting from time to time until a quorum is had. Notice of any adjourned meeting need not be given.

(2)

(3) (2) The concurrence of a majority of all of the board members shall be necessary to elect or to remove the president ~~or adopt, amend, or repeal a bylaw of the board of trustees, or a member of the university faculty.~~

(4) A roll call vote is necessary when electing or removing a president ~~or a member of the university faculty~~ and when acting on motions involving the expenditure of university funds. On all other matters a voice vote shall be conducted.

(F) Parliamentary Authority. *Robert's Rules of Order, Newly Revised* (most recent edition), shall be accepted as authority on all questions of parliamentary procedure not determined by these bylaws or provisions of the Ohio Revised Code.

(G) Attendance. Consistent with the expectations set forth in Ohio Revised Code section 3.17, every voting member of the board, the Wexner Medical Center board, and/or one of their committees shall, except for extraordinary reasons, attend all meetings of the board and/or their committees. When a voting member of the board or one of its committees cannot attend, the individual will so inform the chair with as much advance notice as possible and provide an explanation for the absence.

(H) Executive Session. Subject to the requirements of Ohio law, the board or a committee of the board may hold any portion of a regular, special or emergency meeting in executive session with participation limited to voting members of the board or the committee of the board. Other individuals may be invited to attend any or all portions of an executive session as deemed necessary by the board chair or committee chair.

(3) Conflict of interest, abstention.

Trustees shall not deliberate, vote or otherwise involve themselves in a university contract or other official action when the trustees have interests, financial or fiduciary, that are prohibited under section 102.03 of the Ohio Revised Code. Trustees having prohibited interests under section 102.03 of the Ohio Revised Code shall disclose that such prohibited interests exist to the secretary of the board and shall abstain

~~from any deliberations or votes on that contract or official action. Any contract or official action pending before the Board in which one or more trustees have prohibited interests may be approved by the affirmative vote of the majority of non-abstaining voting trustees, notwithstanding the fact that the disinterested trustees constitute less than a quorum of the trustees.~~

(Board approval dates: 2/6/1987, 10/1/1999, 7/11/2008)

**3335-1-02 Members, oOfficers and committees of the board.**

**(A) (A) Members of the board of trustees.**

- (1) The board of trustees of the Ohio state university shall, as provided in Ohio Revised Code section 3335.02, be comprised of seventeen trustees, including two student trustees, who shall be appointed by the governor, with advice and consent of the senate, with terms of office as articulated in the Ohio Revised Code.**
- (2) Student trustees. Student trustees shall be permitted to participate in all discussion and deliberations of the board, including attending executive sessions.**
- (3) Charter trustees. In order to take advantage of the diverse cultural, geographic, business, professional, public service and civic backgrounds, talents and experiences of friends and alumni of the Ohio state university who do not live in the state of Ohio, the position of Charter trustee has been established, in accordance with the following guidelines:**
  - (a) Charter trustees shall be non-Ohio residents and shall be chosen on the basis of the following attributes: Ohio state university alumna/alumnus or friend of the university; success in his or her chosen field or profession; state, national, or international prominence; ability to advocate for higher education; and willingness and ability to offer counsel.**
  - (b) There shall be no more than three positions of charter trustee.**
  - (c) Each charter trustee shall be appointed for a three-year term, commencing on May 14 and expiring on May 13, and shall be eligible to serve a second consecutive three-year term.**
  - (d) Charter trustees shall have no voting privileges on the board of trustees, shall not be considered in determining whether a quorum is present, and shall not be eligible to be officers of the board, but will otherwise participate in all activities of the board.**
  - (e) Charter trustees shall be nominated by the governance committee and shall be appointed, and may be removed, by a vote of the board. Upon such appointment, the chair shall cause a letter of appointment to be delivered to the charter trustee, and a copy of the letter shall be delivered to the governor.**
- (4) Ethics and conflicts of interest. All trustees shall follow the protections of the public set forth in Chapters 102 and 2921.42 and 2921.43 of the Ohio Revised Code. In addition, the board of trustees shall adopt and periodically review a policy on ethics and conflicts of interest to govern**

all members of the board of trustees, Wexner Medical Center board and their committees.

- (5) Statement of expectations. The board of trustees shall adopt and periodically review a board statement of expectations, which shall address such topics as comportment among board members, with the university president and other internal constituents, and with external constituents.
- (6) Indemnification. Trustees, charter trustees, and non-trustee committee members shall be entitled to legal defense and indemnification against any claims or liabilities which might arise from the performance of their duties on behalf of the Ohio state university to the fullest extent permitted by Ohio law.
- (7) Reimbursement of expenses. All trustees, charter trustees, and non-trustee committee members shall be entitled to reimbursement for reasonable travel expenses incurred in attending meetings of a committee or of the board of trustees, or other meetings as a representative of the board, in accordance with university policy and Ohio law.

(B) Officers

- (1) Number. Number. The officers of the board shall be a chair, a one or more vice chairs, and a secretary. No officer of the board shall, at the same time, hold more than one board office. In addition to the officers specified above, the The board may elect such other officers as the board may deem necessary with such authority and responsibility as delegated to them by the board.
- (2) Chair. The chair shall preside at all meetings of the board. Unless otherwise directed by the board, the chair shall have the authority to appoint members of and to fill vacancies on all standing and ad hoc committees and shall serve as an ex-officio member of all standing and ad hoc committees. Subject to these bylaws, the chair shall fix the date and time of all regular, special, and emergency meetings, shall sign the journal of all proceedings of the board, and perform such other duties as may pertain to this office.
- (3) Vice chair. At the request of or in the absence or incapacity of the chair, the vice chair shall perform all the duties of the chair and, while so acting, shall have all the powers and authority of, and be subject to all the restrictions upon, the chair. In the event that there are multiple vice chairs, these powers and duties shall devolve upon the senior vice chair, based on length of service on the board, unless otherwise indicated by the board. In addition, the vice chair shall perform such other duties as may be assigned to him or her by the board or by the chair.
- (4) Secretary. Under the direction of the president and with the approval of the board of trustees, the secretary of the board of trustees shall:
  - (a) Be the custodian of and responsible for the preservation of all official records of the board;
  - (b) Be the custodian of the university seal and cause its imprint to be placed whenever and wherever appropriate;

(c) Keep the minutes of all meetings of the board and of committees of the board;

(d) Perform all other duties customary to the office or assigned by the chair or the board.

In the absence of the secretary, the associate secretary shall perform the duties of the secretary of the board and all official actions taken by the associate secretary shall be deemed authorized and approved by the board of trustees. These additional officers shall have such authority and perform such duties as may from time to time be delegated to them by the board.

(5) (B) Election, term of office, and qualifications.

(a)

(1) The officers of the board shall be elected annually by the board at the February or April meeting of the board of trustees. All officers and shall take office at the adjournment of the April meeting of the board, or on April 1 if there is no April board meeting. They and shall hold their office through the following April meeting of the board of trustees and or until their successors are elected and qualified, so long as they shall continue to be eligible to serve as officers.

(b)

(2) The chair and the vice chair must be members of the board of trustees. The qualifications of all other officers shall be determined by the board.

(c) The chair shall be elected to a one-year term, and may serve up to three consecutive terms as chair. Before the end of each term, the governance committee shall conduct a review of the chair, and after consultation with the members of the board, shall recommend to the board whether the chair should be reelected for an additional term.

(d)

(3) The vote of a majority of all trustees then in office shall be necessary to elect or remove an officer of the board.

(C) Election of the chair.

(1) Each voting trustee shall be eligible for election as chair of the board.

(2) The chair shall be elected to a one-year term, and subject to the review provided by this paragraph, the incumbent, if eligible under his or her term as trustee, may serve a second and a third year.

(3) Before the end of the first year, and as applicable, before the end of the second year of the term of the chair, the board committee on trusteeship shall conduct a review of the chair, and after consultation with the members of the board, shall recommend to the board whether the chair should be the only candidate for election as chair for the next year.

(D) Removal. Any officer of the board may be removed at any time, either with or without cause, by resolution adopted by the board of trustees at any meeting of the board, the notice of which having specified that such removal action was to be considered.

(E) Chair.

- (1) The chair, when present, shall preside at all meetings of the board; shall sign the journal of all proceedings of the board; and in general, shall perform such duties as usually pertain to this office and such other duties as from time to time may be assigned to the chair by the board. The members of all committees of the board shall be appointed by the chair, unless otherwise ordered by the board.
- (2) Unless specifically provided to the contrary by the board, the chair may assign any of his or her duties to another member of the board.

(F) Vice chair.

(1) At the request of or in the absence or disability of the chair, the vice chair shall perform all the duties of the chair and, while so acting, shall have all the powers and authority of, and be subject to all the restrictions upon, the chair. In addition, the vice chair shall perform such other duties as from time to time may be assigned to him or her by the board or by the chair.

(2) Unless specifically provided to the contrary by the board, the vice chair may assign any of his or her duties to another member of the board.

(G) Secretary.

(1) Under the direction of the president and with the approval of the board of trustees, the secretary of the board of trustees shall:

- (a) Be the custodian of and responsible for the official books, records, and all transactions of the board, and such books, records, and transactions shall be open to public inspection in accordance with Ohio law;
  - (b) Be the custodian of the university seal and cause its imprint to be placed whenever and wherever appropriate;
  - (c) Sign, execute and deliver in the name of the university any documents as authorized by the board;
  - (d) Keep the minutes of all meetings of the board and of committees of the board; and
  - (e) See that all notices are duly given in accordance with the provisions of these rules.
- (2) In addition, the secretary shall perform such other duties as from time to time may be assigned to him or her by the board or by the chair.
- (3) The associate secretary of the board shall be responsible for the management of all operational and administrative functions for the office of the board of trustees and in the absence of the secretary, or if a vacancy in the board secretary position exists, the associate secretary shall perform the duties of the secretary of the board and all official actions taken by the associate secretary shall be deemed authorized and approved by the board of trustees.

(HC) Committees of the board.

- (1) Standing committees of the board, the members of which shall be appointed annually by the chair, shall be constituted, shall consider and

make recommendations for action by the board on the various matters as enumerated below:

(a) (1) Academic affairs and student life committee. The academic affairs and student life committee shall consider and make recommendations to the board regarding matters pertaining to the teaching, research, and public service programs of the university and its faculty, staff, and ~~teaching students, research, and public service programs of the university and its faculty, staff, and students.~~ Matters to be brought before the committee may include, but shall not be limited to: faculty and staff matters; educational policy; academic structure and organization; student welfare and housing; collective bargaining; university ~~faculty and student rules and bylaws; naming of university buildings and other spaces;~~ conferring of degrees, certificates, awards, and other honors; the university system of Ohio; regional campuses; ~~the Ohio agricultural research and development center; agricultural technical institute; the university's extension mission and programs;~~ athletics; and any other matter assigned to the committee by the board or the chair of the board.

In addition to trustees appointed to the committee, the committee shall also consist of at least one student trustee, one member of the university faculty, and up to two additional non-trustee members.

(b) (2) ~~Fiscal affairs~~Finance committee. The ~~fiscal affairs~~finance committee shall consider and make recommendations to the board regarding matters pertaining to the financial, business, and administrative management of the university. Matters to be brought before the committee may include, but shall not be limited to: capital and operating budgets and policies; issuance of debt; tuition and fees; university master planning; development and maintenance of facilities; real property matters; security and safety of the campuses; purchasing policies; self-insurance trust; the research foundation; ~~campus partners; science and technology campus, inc.; commercialization; managed health care systems;~~—and any other matter assigned to the committee by the board or the chair of the board.

In addition to trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee members.

All individual trustees shall be appointed to either the finance committee or academic affairs and student life committee in approximately even distribution.

(a)(c) (3) 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.

(d) Advancement committee. The advancement committee shall consider and make recommendations to the board on matters of policy and strategy pertaining to the university-wide integration of fund raising, alumni relations, communications, marketing and related efforts (known as advancement) to foster positive relationships with students, alumni, and other key audiences; provide multiple opportunities for engagement; and generate involvement with and support for the mission of the university. The committee shall advise relevant university officers and monitor progress, performance, and the integration of fund raising efforts, alumni relations, communications and marketing strategies. Matters to be brought before the committee may include, but shall not be limited to: fundraising and development policies;

(5) Development and investments committee. The development and investments committee shall consider and make recommendations to the board regarding matters pertaining to fundraising and development and the management of the university's investments. Matters to be brought before the committee may include, but shall not be limited to: fundraising and development policies; capital campaigns; acceptance of gifts; relations with and activities of the university foundation, Wexner center foundation, and other related organizations; investment policies; management of investments; relationships with financial service providers; naming of university buildings and other spaces; 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, two members of the alumni association governing board, and two members of the university foundation board. The alumni association shall nominate its representatives for a one-year appointment, renewable for up to three years, and forward those nominations to the chair of the board. The university foundation board shall nominate its representatives for a one-year appointment renewable for up to three years, and forward those nominations to the chair of the board. Additional non-trustee members may be appointed to ensure expertise in the areas of concentration for this committee.

(e) Governance committee. The governance committee shall consider and make recommendations to the board regarding matters

(6) Committee on trusteeship. The committee on trusteeship shall consider and make recommendations to the board regarding matters pertaining to the organization of the board and involvement and role of trustees. Matters to be brought before the committee may include, but shall not be limited to: the board's structure and operation; matters related to the trustee and charter trustee selection process; trustee orientation; review of the chair of the board as provided in paragraph (C)(3) of this rule; the statement of expectations regarding trustee comportment; organization of the board office; within the board and with the president and internal and external constituencies; the board's academic excellence fund; 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, including one of the student trustees.

(f) (7) Agricultural affairs committee. The agricultural affairs committee shall consider and make recommendations to the board regarding matters pertaining to the university's land-grant mission and its agricultural and related programs. Matters to be brought before the committee may include, but shall not be limited to: agricultural programs and activities; the Ohio agricultural research and development center; agricultural technical institute; the university's extension mission and programs; and any other matter assigned to the committee by the board or the chair of the board.

(8) Compensation and talent development ~~Talent and Compensation~~ committee. The ~~compensation and talent development~~talent and compensation committee shall provide oversight and counsel to the president regarding matters related to the senior leadership of the university, as determined by the board and the president ~~regarding matters related to the senior leadership of the university, as determined by the board and the president.~~ Matters to be brought before the committee may include, but shall not be limited to: roles and responsibilities of senior leadership positions; position specifications and necessary qualifications; compensation strategy and comparative data; transition plans; and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least three trustees.

(f) Master planning and facilities committee. The master planning and facilities committee shall consider and make recommendations to the board regarding the university's physical environment to ensure they enable and advance the university's academic mission and strategic goals; review and recommend for approval the planning, design, and construction activity of the university, including the Wexner medical center; serve as stewards of the campus master plans and district plans; and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least three trustees and no more than three non-trustee committee members, with majority membership by trustees at all time.

Notwithstanding paragraph (H)(9) of this rule, the chair of the board shall serve as chair of the committee and shall appoint up to three other trustees to serve on the committee. In addition to any other meetings the committee may have, the committee shall meet with the president at least twice each year.

(2) (9) The chair and vice chair of each committee of the board shall be trustees or charter trustees.

(3) The chair of the board shall appoint the chair, vice chair, and other trustee and non-trustee members of each committee. The board or the chair of the board may designate guidelines regarding non-trustee members of committees. Student trustee, charter trustee, and committee members and non-trustees committee members shall be voting members of the committees on which they serve.

(2) In addition to the committees enumerated in this ~~paragraph by law~~, the board or the chair of the board may establish ad hoc committees and appoint the members thereof.

(4)

(3)(5) (4) Committees of the board of trustees have no independent decision-making authority. Any matter or resolution recommended by a committee of the board shall be presented to the board for its consideration.

(4)(6) (J) Except as provided in paragraph (CB)(81) of rule 3335-93-01, no trustee shall, during his or her term in office, serve as a director or officer or in any other capacity of any university affiliated entity or as a director, officer, or member or in any other capacity of any other university or related advisory or governance board, committee, or similar body, ~~unless such service is approved by the chair of the board of trustees unless such service is recommended by the committee on trusteeship and approved by resolution of the board of trustees.~~

(Board approval dates: 12/2/1994, 10/1/1999, 10/4/2002, 7/11/2008, 11/7/2008, 4/3/2009)

### 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.~~

(AB) 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 and outreach~~ 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.~~

(2)

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.

(3)

(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. Sobe 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 responsible 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.

(B) Executive vice president and provost. The executive vice president and provost shall, under the direction of the president, be responsible for and have the requisite authority for the oversight of all academic programs and other instructional and faculty affairs of the university, and shall be the chief operating officer of the university.

(C) Senior vice president for business and finance and chief financial officer. The senior vice president for business and finance and chief financial officer shall, under the direction of the president, be responsible for and have the requisite authority for the administration of the university's business, financial and administrative operations. 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.

(D) Faculty and staff. Within parameters set forth by action of the board of trustees, the president and/or his or her designee(s) shall have the authority to appoint and set the compensation for such other administrative officers, faculty and staff as are necessary to carry out effectively the operation of the university and delegate functions to them with the authority necessary for their proper discharge.

(E) Delegation of authority. Any authority or responsibility of the president may be delegated by the president to any other member of the faculty or staff of the university, subject to any limitations set forth by action of the board of trustees. Although the president may delegate authority to appropriate officials, the president

will retain final authority and responsibility for administration of the university.  
Delegation of major areas of authority or responsibility shall be in writing and shall  
be reported to the board of trustees prior to implementation.

- (F) President's Cabinet. The president shall convene a president's cabinet that will consist of such members as designated by the president. The primary responsibilities of the president's cabinet shall be to provide advice and counsel to the president, to discuss, deliberate and serve as the primary decision-making body on major university policy issues, information sharing, and such other roles as the president shall determine.
- (G) Principal Administrative Officials. The term "principal administrative official" shall include the members of the president's cabinet, 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.
- (T) Principal administrative officials.
- (A) (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.

~~(Board approval dates: 7/21/1978, 11/30/1979, 4/4/1980, 3/6/1981, 4/3/1981, 12/10/1981, 5/7/1982, 6/10/1982, 7/9/1982, 4/1/1983, 11/4/1983, 12/5/1986, 2/6/1987, 10/1/1993, 12/2/1994, 10/1/1999, 2/1/2001, 9/6/2002, 12/5/2003, 5/7/2004, 9/22/2004, 12/2/2005, 2/2/2007, 7/11/2008, 10/29/2010)~~

#### **3335-1-04 The faculty and staffUniversity faculty.**

- (A) University faculty; membership.
  - (1) As used in these rules and in the "Rules of the University Faculty," the term faculty shall include persons with regular tenure-track, regular clinical, regular research, auxiliary, and emeritus faculty titles on full or part-time appointments with or without salary.
  - (2) For purposes of the legislative authority described in paragraph (B) of this rule, the term university faculty shall mean all regular tenure-track faculty, the president, ~~members of the president's council serving at the president's pleasure and designated as executive heads of offices~~members of the president's cabinet, the deans of the colleges and of the graduate school, the executive dean of the colleges of the arts and sciences, and the dean for undergraduate education.
- (B) University faculty; powers.
  - (1) The legislative authority to establish educational and academic policies of the university is vested in the university faculty, subject to the approval of the board of trustees. In this connection, the university faculty shall have the authority, subject to the approval of the board of trustees, to adopt rules to effectuate the educational and academic policies of the university. It shall also act upon all matters of routine faculty business in pursuance of already established university policies and shall recommend to the board of trustees candidates for honorary degrees.
  - (2) The university faculty may delegate any or all of its authority and responsibility to a university senate if such senate is established by rule and approved by the board.

- (C) Graduate faculty. There shall be established a graduate faculty with such membership and having such authority and responsibility as provided by rule promulgated by the university faculty or university senate and approved by the board.
  - (D) College and department or school faculties. There shall be established college and department or school faculties with such membership and having such authority and responsibility as provided by rule promulgated by the university faculty or university senate and approved by the board.
  - (E) ~~Faculty responsibility to president. 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 (see paragraph (D) of rule 3335-1-03 of the Administrative Code).~~
  - (F) ~~Faculty communication with president.~~
    - (1) The ordinary method of communication between a member of the faculty and the president shall be through the chair or director, the dean of the college, the appropriate member or members of the president's council, and then to the president. For faculty members with the rank of professor this usual method of communication may be altered in an individual case.
    - (2) This rule shall in no way limit the president in communicating with members of the faculty.
  - (G) ~~Communication with the board of trustees. The ordinary method of communication between the employees of the university and the board of trustees shall be in writing and shall be presented through the president of the university as provided in paragraph (F) of this rule. This rule shall not be interpreted, however, as in any way limiting the right of communication between the employees of the university and the board, or as limiting the manner in which the trustees may gain information as to the work of the university. All business proposed for consideration by the trustees pursuant to this paragraph shall be presented to the president not later than two weeks prior to the day of the board meeting at which business is to be considered.~~
  - (H) ~~Appointment of faculty and staff. The board of trustees shall appoint the president, members of the faculty and all other employees of the university not in the classified civil service.~~
  - (I) ~~Appointments. Upon nomination and recommendation by the president of the university, the board of trustees shall make all appointments to all positions within the university and approve the salaries therefor.~~
- ~~(Board approval dates: 5/4/1984, 2/6/1987, 4/3/1996, 12/5/2003, 6/7/2005, 7/11/2008)~~

### **3335-1-05 University organization.**

- (A) University organization.
- (1) For the purpose of administering the various programs of the university, there shall be established educational and administrative units within the university. All educational units of the university shall be established, altered, or abolished only on vote of the board of trustees.
  - (2) ~~Procedures for recommending the establishment, alteration and abolition of educational units shall be promulgated by the university faculty or the~~

~~university senate and approved by the board of trustees. Procedures for recommending the establishment, alteration and abolition of administrative units shall be promulgated by the president and approved by the board of trustees.~~

- (B) Basic educational organization of the university. The basic organization of the educational units of the university shall be departments, divisions, schools, academic centers, colleges, regional campuses, the graduate school, and the agricultural technical institute.

~~(1)~~

~~(2)~~

~~(1)~~ (G) Schools, departments, and divisions; ~~defined and located.~~

The unit of the university for instruction, research, and extension in a defined field of learning is the school, department, or division.

~~(3)~~ A

~~(4)~~

~~(5)~~ (D) Schools, departments, and divisions; administration. There

shall be a chair of each department or division and a director of each school, who shall be the administrative head, respectively of the department, division or school. Each chair and director shall be appointed for a term of four years and shall be eligible for reappointment. The manner of selecting a chair or director as well as the determination of his or her authorities and responsibilities shall be fixed by rules and regulations promulgated by the board of trustees.

~~(6)~~

~~(2)~~ (E) Academic centers; ~~defined~~.

The unit of the university for research, instruction, or related service which crosses department, division, school, or college boundaries is the academic center.

~~(7)~~

~~(8)~~

~~(3)~~ (F) Colleges and graduate school; ~~establishment~~.

For educational administration the university shall be organized into a graduate school and ~~fourteen fifteen~~ colleges. The ~~fourteen fifteen~~ colleges are: the college of arts and sciences, the college of food, agricultural, and environmental sciences, the Max M. Fisher college of business, the college of dentistry, the college of education and human ecology, the college of engineering, the Michael E. Moritz college of law, the college of medicine, the college of nursing, the college of optometry, the college of pharmacy, the John Glenn college of public affairs, the college of public health, the college of social work, and the college of veterinary medicine.

~~(9)~~

~~(10)~~

~~(11)~~ (G) Graduate school; ~~organization~~.

The graduate school shall consist of: those members of the university faculty who are approved to give graduate instruction; a graduate faculty; the research and graduate council; and an administration composed of a curriculum committee, an executive committee, the dean, the secretary and such other administrative officers as are appointed pursuant to paragraph (H) of this rule.necessary to carry out the responsibilities of the graduate school.

~~(4)~~

~~(12)~~ R

~~(H)~~ Colleges and graduate school; administration.

(1) There shall be a dean of each college and of the graduate school and an executive dean of the college of arts and sciences who shall be a member of its faculty and the administrative head of the college or of the school. The major responsibility of each dean and the executive dean shall be that of providing active leadership in the promotion, direction and support of educational and research activities of the university, in the maintenance of a high level of morale among the faculty, and in the encouragement of the spirit of learning among the students. Further detailed duties of the deans of the colleges and of the graduate school, and the executive dean of the college of arts and sciences shall be fixed by rules and regulations promulgated by the board of trustees.

Each college and the graduate school shall have a secretary and may have such other administrative officers as are necessary to carry out the program of the college or of the school. These persons shall have such duties as are assigned to them by the dean of the college or of the graduate school, or by the executive dean of the college of arts and sciences.

(5) (I) Regional campuses. There shall be four regional campuses of the university located at Lima, Mansfield, Marion, and Newark, Ohio.

The administrative head of each regional campus shall be a dean and director.

(13)

(14) (J) Agricultural technical institute. The unit of the university for instruction leading to the associate of applied science degree in the agricultural technologies is the agricultural technical institute (Wooster). Regarding matters of administration and operation, the agricultural technical institute shall function as a school in the college of food, agricultural, and environmental sciences.

(15)

(Board approval dates: 2/1/1980, 7/8/1983, 7/12/1985, 6/4/1993, 12/5/2003, 6/7/2005, 7/11/2008, 2/11/2011)

(16)(6)

### 3335-1-06 Instruction.

- (A) The university year. The university year shall be divided into four quarters of approximately twelve weeks each. For any college on a semester basis, the university year shall be divided into a summer session of approximately twelve weeks and two semesters of approximately eighteen weeks each. The summer quarter or session shall begin the university year and may be divided into two terms of approximately six weeks each. Two semesters and a summer session with further definition as provided by rule promulgated by the university faculty or university senate and approved by the board.
- (B) Admission requirements. Admission requirements, including admission to advanced standing, for entrance into the university shall be adopted by the board of trustees upon recommendation of the appropriate faculty and the approval of the university senate or the university faculty.
- (C) Courses and curricula. The establishment, alteration and abolition of courses and curricula shall follow the procedures outlined by rule of the university faculty or university senate, as the rule is approved by the board of trustees, and shall be subject to review by the president and by the board (see section 3335.09 of the Revised Code).

- (D) Graduation requirements. The requirements for graduation from the university shall be adopted by the board of trustees upon recommendation of the appropriate faculty and approval of the university senate or the university faculty.
- (E) Degrees and certificates.
  - (1) Degrees and certificates shall be awarded by the board of trustees upon recommendation of the university senate or the university faculty, transmitted to the board by the president.
  - (2) All diplomas issued to those receiving degrees from the university shall be signed by the chair, ~~the vice chair~~, the secretary of the board of trustees and by the president of the university.

~~(Board approval dates: 7/6/1984, 7/11/2008)~~

**3335-1-07 Student life.**

- (A) Discipline.
  - (1) ~~The president shall have the final responsibility and authority for the discipline of all students of the university. This responsibility and authority may be delegated by the president to the vice-president for student life.~~
  - (2) ~~The deans of the colleges and of the graduate school, the directors of schools, and the chairs of departments, respectively, are responsible to the president through regular disciplinary channels for the discipline of all students in the activities of their respective colleges, schools and departments.~~
- (B) Student activities.
  - (1) ~~All student activities shall be conducted by student organizations under rules and regulations promulgated by the vice-president for student life.~~
  - (2) ~~Each student organization shall be required to have a faculty or staff adviser. The adviser shall maintain contact with the student organization of which he or she is an adviser to such degree as to be familiar with its program and personnel. The faculty or staff adviser shall advise the group on its program and personnel, having in mind not only the objectives of the particular group but the best interests of the university.~~
- (C) Fraternities and sororities. Special rules and regulations governing fraternities and sororities may be promulgated by the vice-president for student life, the university senate or the university faculty with the approval of the board of trustees.

~~(Board approval date: 7/11/2008)~~

**3335-1-08 Miscellaneous.**

- (A) Budget.
  - (1) The annual budget, as adopted by the board of trustees and as amended from time to time, shall govern all transactions involving the financial obligations of the university. The budget shall be comprised of classifications in accordance with the budget and financial reporting system adopted by the state of Ohio.

- (2) The president shall establish procedures for the disbursement and expenditure of all appropriated funds. These procedures may be amended from time to time but major changes shall have the prior approval of the board of trustees.
- (B) Research endowment funds; income. Income from endowment funds specifically applicable to research shall, unless otherwise specified by the donor, be assigned and administered by the president of the university.
- (BC) Appearance before governmental offices, boards and agencies. Subject to specific control by the board of trustees, the preparation and presentation of requests for appropriations from the state of Ohio and all official dealings on behalf of the university with all federal, state and local government offices, boards and agencies shall be under the direction of the president of the university or his or her designee. Unauthorized appearances before federal, state or local government offices, boards and agencies are hereby prohibited.
- (C) Non-Discrimination. The Ohio state university is committed to building and maintaining a diverse community to reflect human diversity and improve opportunities for all. The university is committed to equal opportunity and eliminating discrimination. This commitment is both a moral imperative consistent with an intellectual community that celebrates individual differences and diversity, as well as a matter of law. The Ohio state university does not discriminate on the basis of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, or veteran status in its programs, activities, employment, and admission
- (D) Drives and canvassing.
- (E) (1) Canvassing or solicitation for funds, sales, or subscriptions are prohibited on the university campuses or in university buildings unless written permission therefor shall first have been granted by the office of the university registrar.
- (F)
- (G) (2) The sale of merchandise of any kind whatsoever or publications or services upon university property other than by the regularly authorized stores, restaurants, departments or divisions of the university, is likewise prohibited except upon written permission of the office of the university registrar.
- (H) (3) Any persons violating paragraph (D) of this rule shall be subject, upon proper notice, to eviction from university property or arrest.
- (J)
- (K)(C) (E) Public use of university facilities. The use by the public of any university library, museum, laboratory, or any other university facility shall be governed by rules and regulations promulgated by the board of trustees.
- (DF) Naming of university buildings. University buildings and structures shall be named by the board of trustees following recommendations submitted by the president and the appropriate faculty or other group. Buildings and structures shall not be named for any person who is an officer or employee of the university or the state of Ohio, but may be named for a person who has been retired or has otherwise left such a position for a minimum of three years.

(Board approval dates: 5/8/1987, 2/1/1980, 12/2/1994)

**3335-1-09 Bylaws, rules and regulations; their promulgation, amendment and repeal.**

- (A) Statement of purpose. The foregoing bylaws are intended to provide a general framework for the functioning of the board of trustees as a governing body and for the organization, administration and operation of the Ohio state university. Detailed rules and regulations for the organization, administration and operation of the university may be promulgated, amended and repealed by the board of trustees upon its own initiative or upon the recommendation of the university faculty or the university senate.
- (B) Rules and regulations; promulgation, amendment and repeal.
  - (1) The university faculty (either directly or through the university senate) is authorized to recommend through the president to the board of trustees the adoption of detailed rules and regulations for the university faculty. If adopted, these rules shall be called "Rules of the University Faculty" and shall be amended or repealed under the procedures outlined in this rule.
  - (2) The university faculty (either directly or through the university senate) is also authorized to make recommendations through the president to the board of trustees concerning the promulgation, amendment or repeal of the other rules and regulations for the university.
- (C) Rules and regulations; vote by board of trustees. The rules and regulations for the university, including the "Rules of the University Faculty," may be adopted, amended or repealed by a majority vote of the board of trustees at any regular meeting of the board, the notice of which having specified that promulgation, amendment or repeal of the rules and regulations for the university is to be considered.
- (D) Bylaws; adoption, amendment and repeal. ~~B~~These bylaws may be adopted, amended or repealed by a majority vote of the entire board of trustees at any regular meeting of the board, the notice of which having specified that amendment or repeal of the bylaws is to be considered.
- ~~(E)~~ Bylaws; recommendations as to adoption, amendment or repeal. The university faculty or the university senate is authorized to make recommendations through the president to the board of trustees concerning the adoption, amendment or repeal of these bylaws.
- ~~(F)~~ Previous enactments of the board. Nothing contained within these bylaws shall invalidate any lawful action taken under any bylaw, resolution, rule, policy or other legal authority for the government of the university previously enacted by the board of trustees.
- ~~(G)~~ To the extent that any of these bylaws may be inconsistent with the Ohio Revised Code, the code shall control.



## Total Compensation Philosophy for University Executives

### Purpose

To support its stated mission, The Ohio State University (the university) shall maintain a total compensation program that enables the university to attract, retain, and reward highly qualified and talented executives.

### Key Principles and Objectives

The university's total compensation philosophy for executives is based on the following key principles and objectives:

- Attract, retain and motivate highly qualified and talented executives charged with fulfilling the university's mission;
- Provide total compensation (base salary, incentive pay, benefits and perquisites) to executives that is competitive in appropriate external labor markets;
- Link total compensation to performance and the university's academic, advancement, health care delivery, research, business and organizational strategies;
- Clearly communicate the university's main goals and priorities to executives;
- Operate within the constraints of the university's budgetary process and financial resources; and
- Ensure compliance with applicable laws and regulations.

### Scope

The university's total compensation philosophy for executives applies to the following positions:

- University President;
- Chief Executive Officers;
- Executive Vice Presidents;
- Senior Vice Presidents;
- Vice Presidents;
- Associate Vice Presidents; and
- Other highly compensated employees as designated by the university's Board of Trustees and senior administration, including physicians and researchers as applicable.

### Components of the Total Compensation Program

Total compensation is a part of a comprehensive package, which includes base salary, incentive pay and benefits.

- Base salary is the foundation of an executive's total compensation opportunity. Base salary ranges will be determined for an executive based on his or her position, responsibilities, experience, specialized knowledge, skills, accomplishments, flexibility, performance capacity and relative value to the university. Base salaries for executives generally will be targeted at the median

(between the 50<sup>th</sup> and 60<sup>th</sup> percentiles) of base salaries paid to similarly situated employees of applicable peers (including academic peers as identified below).

- Incentive pay plays a real and significant role in an executive's total compensation opportunity, and is intended to reinforce performance expectations and reward the achievement of organizational goals of the university. Depending on the position, an executive's incentive pay may be based on individual goals that relate to university objectives and/or overall university performance, and may relate to annual (short-term) performance periods and/or multi-year (long-term) performance periods. Total cash compensation, including incentive pay, for executives generally will be targeted at the median (between the 50<sup>th</sup> and 60<sup>th</sup> percentiles) of total cash compensation paid to similarly situated employees of applicable peers.
- Benefits, including perquisites are an important and competitive element of an executive's total compensation opportunity. The university provides an array of comprehensive and competitive benefit programs for its executives and their families, including medical coverage, retirement benefits, life insurance, disability insurance, vacation and sick time. Benefits and perquisites for executives generally will be targeted to be competitive in the market in which the university is competing for talent.

### **Peers**

A key principle and objective of the university's total compensation philosophy is to provide total compensation that is competitive in the appropriate external labor markets. These external labor markets include certain academic institutions and general industry markets for identified positions (referred to as peers). The categories of peers considered by the university when establishing total compensation, as well as the university's primary academic peers are described below.

#### **Categories of Peers**

Depending on an executive's position, peers may include academic institutions and/or general industry markets. The following table describes positions at the university and related categories of peers.

Positions	Categories of Peers	Scope
<b>University Leadership and Major Entity Leaders</b>	<p>Peers include not-for-profit and for-profit organizations of similar size, scope and complexity. Market data may be considered from the following segments:</p> <ul style="list-style-type: none"> <li>• Major public and private universities selected because of their comparability in terms of size, scope, and complexity to the university. See "<i>Primary Academic Peers</i>" below.</li> <li>• Academic and research-oriented health care organizations</li> <li>• Independent research labs and applied research institutions</li> <li>• Other public and private for-profit organizations that are identified as "peers" and "talent competitors"</li> </ul>	National/Global
<b>Research and Development</b>	<p>Peers include organizations of a similar scientific and research focus. Market data may be considered from the following segments:</p> <ul style="list-style-type: none"> <li>• Biotechnology, medical device and pharmaceutical companies</li> <li>• Academic hospitals and health care</li> <li>• Independent research labs and applied research institutions</li> <li>• Other public and private for-profit organizations that are identified as "peers" and "talent competitors"</li> </ul>	National/Global
<b>Academic Health Care and Delivery Network</b>	<p>Peers include well-known academic health care and delivery network organizations. Market data may be considered from the following segments:</p> <ul style="list-style-type: none"> <li>• Key "best in class" academic medical centers and integrated health care systems of similar size, scope and scale</li> <li>• Stand-alone academic medical centers with medical schools</li> <li>• Integrated health systems that are classified as Accountable Care Organizations</li> <li>• Independent research labs and applied research institutions</li> </ul>	National/Global

***Primary Academic Peers***

The following academic institutions have been identified as peers based on the university's historical sourcing of talent, as well as comparability standards that include the institution's size, complexity, academic stature, and location and whether the institution has a medical school with a hospital.

- Brown University
- Case Western Reserve University
- Columbia University
- Duke University
- Emory University
- Harvard University
- Indiana University\*
- Johns Hopkins University
- Northwestern University\*
- Pennsylvania State University\*
- Stanford University
- The State University of New Jersey  
(Rutgers University)\*
- University of Arizona
- University of California, Berkeley
- University of California, Irvine
- University of California, Los Angeles
- University of California, San Diego
- University of Chicago
- University of Florida
- University of Georgia
- University of Illinois\*
- University of Iowa\*
- University of Maryland\*
- University of Miami (Fla)
- University of Michigan\*
- University of Minnesota\*
- University of North Carolina
- University of Pennsylvania
- University of Pittsburgh
- University of Southern California
- University of Texas (Austin)
- University of Virginia
- University of Washington
- University of Wisconsin\*
- Washington University, St. Louis
- Yale University

\*Indicates member of the Big Ten Conference

APPENDIX VI

Appointments/Reappointment of Chairpersons

JOHN BARNARD, Chair, Department of Pediatrics effective June 1, 2015 through June 30, 2019

JOHN P. BRUNO, Chair, Department of Psychology effective September 1, 2015 through May 31, 2019

CLAUDIA BUCHMANN, Chair, Department of Sociology effective June 1, 2015 through May 31, 2019

GRAHAM R. COCHRAN, Interim Chair, Department of Agricultural Communications, Education, and Leadership effective July 1, 2015 through June 30, 2016

LESLEY K. FERRIS, Interim Chair, Department of Theatre effective September 1, 2015 through December 31, 2015

\*\*ROBERT A. FOX, Chair, Department of Speech and Hearing Science effective July 1, 2015 through June 30, 2019

REBECCA C. HARVEY, Chair, Department of Art effective September 1, 2015 through August 31, 2019

\*\*RICHARD K. HERRMANN, Chair, Department of Political Science effective July 1, 2015 through June 30, 2019

ANTHONY KALDELLIS, Chair, Department of Classics effective September 1, 2015 through December 31, 2015

GUISELA LATORRE, Interim Chair, Department of Women's, Gender and Sexuality Studies effective September 1, 2015 through August 31, 2016

STEVEN N. MACEACHERN, Chair, Department of Statistics effective July 1, 2015 through May 31, 2019

MORTON E. O'KELLY, Chair, Department of Geography effective July 1, 2015 through May 31, 2019

\*\*SUSAN V. OLESIK, Chair, Department of Chemistry and Biochemistry effective September 1, 2015 through May 31, 2019

\*\*RICHARD E. PETTY, Chair, Department of Psychology effective July 1, 2015 through August 31, 2015

\*\*NATHAN S. ROSENSTEIN, Interim Chair, Department of History effective July 1, 2015 through May 31, 2016

SANDRA A. STROOT, Interim Chair, Department of Teaching and Learning, effective May 1, 2015 through April 30, 2016

DAVID H. WEINBERG, Chair, Department of Astronomy effective July 1, 2015 through May 31, 2019

\*\*Reappointments

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Faculty Professional Leaves

DAWN ANDERSON-BUTCHER, Professor, College of Social Work effective Autumn Semester 2015

JEFFREY H. COHEN, Professor, Department of Anthropology effective Spring Semester 2016

EARL H. HARRISON, Professor, Department of Human Sciences effective Spring Semester 2016

JOHN D. BORSTAD, Associate Professor, School of Health and Rehabilitation Sciences effective Autumn Semester 2015

QIAN CHEN, Associate Professor, Department of Food, Agricultural, and Biological Engineering effective Spring Semester 2016

DONNA FARLAND-SMITH, Associate Professor, Department of Teaching and Learning (Mansfield) effective Autumn Semester 2015 and Spring Semester 2016

CLAIRE KAMP DUSH, Associate Professor, Department of Human Sciences effective Spring Semester 2016

Faculty Professional Leave – Correction

BARBARA A. PIPERATA, Associate Professor, Department of Anthropology change from Autumn Semester 2015, Spring Semester 2016 and May 2016 to Autumn Semester 2015 and May 2016

Emeritus Titles

MARK ANGELOS, Department of Emergency Medicine with the title Professor Emeritus effective August 1, 2015

MICHAEL T. BRADY, Department of Pediatrics with the title Professor Emeritus effective August 1, 2015

ROBERT G. CASTILE, Department of Pediatrics with the title Professor Emeritus effective August 1, 2015

JOHN D. CORRIGAN, Department of Physical Medicine and Rehabilitation with the title Professor Emeritus effective August 1, 2015

PHILIP T. DANIEL, Department of Educational Studies with the title Professor Emeritus of The William Ray and Marie Adamson Flesher Professorship in Educational Administration effective July 1, 2015

MAUREEN H. DONOVAN, University Libraries with the title Professor Emeritus effective July 1, 2015

HELEN FEHERVARY, Department of Germanic Languages and Literatures with the title Professor Emeritus effective July 1, 2015

TERRI D. FISHER, Department of Psychology (Mansfield) with the title Professor Emeritus effective July 1, 2015

PAUL A. FUERST, Department of Evolution, Ecology and Organismal Biology with the title Professor Emeritus effective July 1, 2015

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WILLIAM M. JOHNSTON, College of Dentistry with the title Professor Emeritus effective July 1, 2015

THOMAS P. KASULIS, Department of Comparative Studies with the title Professor Emeritus effective July 1, 2015

KATALIN I. KORANYI, Department of Pediatrics with the title Professor – Clinical Emeritus effective August 1, 2015

WAYNE P. LAWSON, Department of Arts Administration, Education and Policy with the title Professor Emeritus effective January 1, 2016

WILLIAM T. MCDANIEL, Department of African American Studies with the title Professor Emeritus effective July 1, 2015

LEE J. MCEWAN, Department of Mathematics (Mansfield) with the title Professor Emeritus effective September 1, 2015

SIDNEY F. MILLER, Department of Surgery with the title Professor Emeritus effective August 1, 2015

RICHARD H. MOORE, School of Environment and Natural Resources with the title Professor Emeritus effective August 1, 2015

JAMES A. MULICK, Department of Pediatrics with the title Professor Emeritus effective August 1, 2015

ROBERT S. MUNSON, Department of Pediatrics with the title Professor Emeritus effective August 1, 2015

RANDALL J. OLSEN, Department of Economics with the title Professor Emeritus effective July 1, 2015

UMIT A. OZGUNER, Department of Electrical & Computer Engineering with the title Professor Emeritus effective July 1, 2015

ZHENCHAO QIAN, Department of Sociology with the title Professor Emeritus effective September 1, 2015

JOHN M. ROBINSON, Department of Physiology and Cell Biology with the title Professor Emeritus effective July 1, 2015

NANCY A. RUDD, Department of Human Sciences with the title Professor Emeritus effective August 1, 2015

GEOFFREY D. SMITH, University Libraries with the title Professor Emeritus effective July 1, 2015

KEITH L. SMITH, Department of Agricultural Communication, Education and Leadership with the title Professor Emeritus effective July 1, 2015

ELIZABETH A. STASNY, Department of Statistics with the title Professor Emeritus effective July 1, 2015

SYDNEY R. WALKER, Department of Arts Administration, Education and Policy with the title Professor Emeritus effective June 1, 2016

SHIVE K. CHATURVEDI, Department of Civil, Environmental and Geodetic Engineering with the title Associate Professor Emeritus effective August 1, 2015

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ALLISON B. GILMORE, Department of History (Lima) with the title Associate Professor Emeritus effective July 1, 2015

BEVERLY M. GORDON, Department of Educational Studies with the title Associate Professor Emeritus effective July 1, 2015

JAMES S. HILL, School of Music with the title Associate Professor Emeritus effective July 1, 2015

FURRUKH S. KHAN, Department of Electrical and Computer Engineering with the title Associate Professor Emeritus effective August 1, 2015

MARY A. MCILROY, Department of Pediatrics with the title Associate Professor – Clinical Emeritus effective August 1, 2015

MARK W. MECHLING, Ohio State University Extension with the title Associate Professor Emeritus effective July 1, 2015

JAMES A. MENKE, Department of Pediatrics with the title Associate Professor – Clinical Emeritus effective August 1, 2015

ROSE E. MERKOWITZ, Ohio State University Extension with the title Associate Professor Emeritus effective July 1, 2015

DIANE M. SAINATO, Department of Educational Studies with the title Associate Professor Emeritus effective September 1, 2015

PHILIP A. VITON, Knowlton School of Architecture with the title Associate Professor Emeritus, effective August 1, 2015

GREGORY P. SIEK, Ohio State University Extension with the title Assistant Professor Emeritus effective July 1, 2015

STEPHEN M. STRAUCH, Department of Veterinary Biosciences with the title Assistant Professor Emeritus effective July 1, 2015

Emeritus Titles – Correction in Title

VIRGINIA M. SANDERS, Department of Molecular Virology, Immunology, and Medical Genetics change title from Associate Professor Emeritus to Professor Emeritus effective June 1, 2015

**COLLEGE OF MEDICINE**

PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE  
Khan, Safdar, Orthopaedics, effective August 28, 2015

TENURE [AT THE CURRENT RANK OF ASSOCIATE PROFESSOR]  
Nakano, Ichiro, Neurological Surgery, effective August 28, 2015

**COLLEGE OF MEDICINE  
CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT  
Elmaraghy, Charles, Otolaryngology-Head and Neck Surgery, effective August 28, 2015,  
and September 1, 2016

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**FISHER COLLEGE OF BUSINESS**

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE [REMOVE- FACULTY MEMBER RESIGNED PRIOR TO EFFECTIVE DATE]

Kidwell, Blair, Marketing and Logistics

**COLLEGE OF ART AND SCIENCES**

TENURE [AT THE CURRENT RANK OF PROFESSOR]- upon receipt of permanent residency

De Boeck, Paulus, Psychology, effective August 25, 2015

## APPENDIX VII

	Amount Establishing Endowment*	Total <u>Commitment</u>
<b><u>Establishment of Named Endowed Funds</u></b>		
Robinson E. Cope Scholarship Fund Established August 28, 2015, with a fund transfer by the Max M. Fisher College of Business of gifts from the estate of Robinson E. Cope (BSBA 1947) from Toledo, Ohio; used to provide scholarships to one or more undergraduate students who are residents of the state of Ohio, graduates of high schools situated in the United States, and who have completed at least one year as students in the Max M. Fisher College of Business, majoring in Accounting with a minimum 3.0 grade point average.	\$1,015,548.14	\$1,015,548.14
Robert G. and Berta E. Bell Scholarship Fund Established August 28, 2015, with a fund transfer by Student Financial Aid of an unrestricted gift from the estate of Robert G. Bell (BS 1937); used to support scholarships.	\$302,346.00	\$302,346.00
The Margaret T. Nishikawara Scholarship Fund in Physiology Established August 28, 2015, with gifts from Margaret T Nishikawara, PhD, a faculty member from 1954-1988; Professor Emeritus, 1989; used to provide scholarships, research awards or stipends to undergraduate, graduate or medical students studying physiology in the Department of Physiology and Cell Biology in the College of Medicine based on academic merit, financial need, leadership or professionalism.	\$250,000.00	\$250,000.00
The Stephanie Fibelkorn Memorial Endowed Scholarship Fund Established August 28, 2015, with gifts from Stephen and Mary Fibelkorn, Jessica Fibelkorn, family and friends, and with a fund transfer from the Office of the President; used to provide renewable, merit-based scholarships to undergraduate students enrolled in the College of Engineering who have a minimum cumulative 3.0 grade point average with particular attention to, but not limited to, female students.	\$100,090.30	\$100,090.30
Dr. Henry Kratz Jr. Fund in Germanic Languages and Literatures Established August 28, 2015, with a fund transfer by the College of Arts and Sciences of a gift from the estate of Dr. Henry Kratz Jr. (MA 1946, PhD 1949) in honor of his professors Hans Sperber and Wolfgang Fleischhauer and an additional fund transfer from the College; used to increase stipends for graduate teaching assistants in the Department of Germanic Languages and Literatures in the College of Arts and Sciences.	\$50,795.90	\$50,795.90
Robert S. D. Higgins MD Scholarship Fund Established August 28, 2015, with an internal fund transfer from the College of Medicine and gifts made in honor of Dr. Robert S. D. Higgins from colleagues, alumni, grateful patients, family and friends; used to provide scholarships to medical student(s) based on academic merit or financial need with particular attention to, but not limited to, underrepresented minority medical students.	\$50,000.00	\$100,000.00
<b><u>Change in Description of Named Endowed Fund</u></b>		
Alpha Rho Chi Scholarship Fund		
The C. Jane Bull Scholarship Fund		

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The Leonard and Bess (Joseph) Burkett Memorial Scholarship Fund

The Myrtle Wolcott Cram Memorial University Scholarship Fund

The Katherine Miles Durst and Richard E. Durst Scholarship Fund for Psychology

The Friends of The Ohio State University Endowed Merit Scholarship Fund

Robert E. Goodsell Fund

Ronald DeCourcy Goodsell Memorial Fund

The William A. Hammond Lectureship Fund

The Max A. Karr University Scholarship Fund

The Ohio State University Alumni Club of Naples, Florida Ohio Scholarship Challenge Fund

Mary H. Osburn Memorial Fund

The Presidents Club University Scholarship Fund

The Thelma Ross Scholarship Fund

Establishment of Named Endowed Chairs

The Robert K. and Dale J. Weary Chair in Social Psychology Established February 6, 2009, with gifts from The Weary Family Foundation and Gifford Weary; used to support the salary, benefits, and research expenses for the Robert K. and Dale J. Weary Chair in Social Psychology. The required funding level has been reached and the chair is being established August 28, 2015.	\$2,251,455.94	\$2,251,455.94
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Sanford and Rife Family Chair in Neuro-Oncology Established August 28, 2015, with a gift made in memory of John L. Sanford and Chlois G. Ingram given by Nancy Ingram Sanford in concert with her family members, Lynn M. and David E. Rife, and Jenny L. and Brad A. Rife; used for a chair position in the Department of Neurological Surgery supporting a nationally or internationally recognized physician faculty member in the field of Neuro-Oncology with the expertise in glioblastoma disease and related medical research to increase prevention and early diagnosis; to advance treatments and novel therapies; and to improve patient outcomes.	\$2,000,000.00	\$2,000,000.00
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Establishment of Named Endowed Professorship

The Dr. Morgan L. Allison Endowed Professorship in Oral and Maxillofacial Surgery Established August 28, 2015, with gifts from alumni, faculty, and friends in honor of Dr. Morgan L. Allison (DDS 1944); used to provide salary and program support to a distinguished faculty member in the Section of Oral and Maxillofacial Surgery in the College of Dentistry.	\$1,003,722.19	\$1,003,722.19
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David E. Schuller MD Professorship for Patient Compassion Funded by the Walter Family Foundation Established August 28, 2015, with gifts given in honor of Dr. David E. Schuller (MD 1970) by the Walter Family Foundation of Columbus, Ohio; used to support a professorship position at the Arthur G. James Cancer Hospital and the Richard J. Solove Research Institute (The James) to support a nationally or internationally recognized physician or PhD faculty member in the field of cancer at The James or Comprehensive Cancer Center (CCC) to advance training and education for physicians and other health care professionals in patient compassion.	\$1,000,000.00	\$1,000,000.00
<b><u>Establishment of Named Endowed Funds</u></b>		
The Dr. Lonnie J. King Veterinary Medicine Graduate Business Minor in Health Sciences Scholarship Established August 28, 2015, with a gift from Dr. Robert C. (BS 1961, DVM 1961) and Mrs. Carole T. (BA 1958) Hummel; used to provide scholarships to veterinary medicine students pursuing the Graduate Business Minor in Health Sciences.	\$1,000,000.00	\$1,000,000.00
<b>Endowed Scholarship Award Fund for Veterinary Excellence</b>		
Established August 28, 2015, with a gift from the estate of Teri Cullen; used to provide support for one professional level student in the College of Veterinary Medicine who is pursuing a DVM degree with preference given to candidates who have experience volunteering with animals prior to enrollment at the University.	\$378,590.99	\$378,590.99
David E. Schuller, MD Endowment Fund for the Department of Otolaryngology-Head & Neck Surgery Established August 28, 2015, with gifts from friends, colleagues, family members, grateful patients, alumni and others given in honor of the career and leadership of Dr. David E. Schuller; used to support the ongoing needs, program enhancements and special initiatives in the Department of Otolaryngology-Head & Neck Surgery (Department) to include its cancer programs as well as its overall mission of medical education, research and patient care.	\$355,185.47	\$355,185.47
<b>The Connor Family Endowed Scholars Fund</b>		
Established August 28, 2015, with gifts from Christopher (BA 1978) and Sara (BS 1980) Connor as part of the Joseph A. Alutto Global Leadership Initiative; used provide scholarships to undergraduate students enrolled in the Max M. Fisher College of Business to support critical, action-based learning experiences around the world with an emphasis on social impact.	\$333,334.00	\$1,000,000.00
<b>The Stephen E. Kaufmann Endowed Scholarship Fund</b>		
Established August 28, 2015, with a gift from Stephen E. Kaufmann; used provide one or more scholarships. First-time recipients will be students accepted or enrolled in the Industrial and Systems Engineering degree program within the Department of Integrated Systems Engineering in the College of Engineering.	\$150,000.00	\$150,000.00
Michael J. Patzakis MD Endowed Lectureship Fund in Orthopaedics Established August 28, 2015, with a gift from Michael J. Patzakis, MD (BA 1959, MD 1963) and Susan G. Patzakis (BS 1963); used to provide support for a lectureship series for medical professionals, researchers and clinicians on advancements in Orthopaedics.	\$150,000.00	\$150,000.00
<b>The Rick and Lori Schumacher Family Athletic Scholarship Fund</b>		
Established August 28, 2015, with gifts from Rick (BS 1989) and Lori (BS 1988) Schumacher; used to supplement the grant-in-aid costs of a student-athlete who is a member of the men's ice hockey team pursuing a degree in business.	\$127,909.20	\$150,000.00

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Bing Endowment Fund in the College of Optometry Established August 28, 2015, with gifts from the estate of Dr. Lois Bing; used to fund qualified graduate students enrolled in the College of Optometry who are studying in the field of pediatric / binocular developmental vision.	\$126,275.47	\$126,275.47
Medical Class of 1965 Endowed Scholarship Fund Established August 28, 2015, with gifts from members of the medical class of 1965; to provide scholarships. First-time recipients shall be enrolled in the College of Medicine and display financial need, especially those with significant prior/current student loans or high academic merit/performance.	\$122,713.58	\$122,713.58
The E. William and Mary Kleinlein Fund Established August 28, 2015, with an estate gift from E. William Kleinlein (BS 1951, MS 1951); used to provide scholarships for financially needy students of academic achievement in the Department of Mechanical Engineering in the College of Engineering.	\$114,583.64	\$114,583.64
The Supply Chain Management Endowed Graduate Scholarship Fund Established August 28, 2015, with gifts from Bill Gardner (BIE 1957, MBA 1968); used to provide scholarships to graduate students enrolled in the College of Engineering who are in the Master of Science program in the Department of Integrated Systems Engineering and specializing in Supply Chain Management.	\$105,152.14	\$105,152.14
Janet and Jack Creighton Leadership Scholarship Fund Established August 28, 2015, with a gift from Janet and Jack (BS 1954, JD 1957) Creighton; used to provide a scholarship. First-time recipients shall be outstanding students enrolled in the Michael E. Moritz College of Law who demonstrate leadership qualities.	\$100,000.00	\$100,000.00
Richard L. Hoover Nanotechnology Fund Established August 28, 2015, with a gift from Richard L. Hoover (BME 1942); used to support research and education in nanotechnology in the Department of Mechanical and Aerospace Engineering in the College of Engineering.	\$100,000.00	\$100,000.00
The Rex and Helen Ritchie Endowed Graduate Scholarship Fund Established August 28, 2015, with gifts from Rex E. (BS 1968) and Helen M. Ritchie (BS 1961); used to provide one or more scholarships. First-time recipients must be graduate students enrolled full-time in the College of Engineering pursuing studies in the Department of Mechanical and Aerospace Engineering with particular attention to, but not limited to, United States citizens or legal residents.	\$100,000.00	\$100,000.00
The Scott Harman Memorial Endowed Scholarship Fund Established August 28, 2015, with gifts from the family and friends of Scott Harman.; used to provide an academic or study abroad scholarship(s) to students enrolled in the College of Food, Agricultural, and Environmental Sciences who are majoring in Professional Golf Management and ranked as a junior or senior.	\$78,570.02	\$78,570.02
The Johnson Controls Inc. Endowed Scholarship Fund in the College of Engineering Established August 28, 2015, with gifts from Johnson Controls Inc.; used to provide tuition-only scholarships to undergraduate students enrolled in the College of Engineering.	\$75,000.00	\$75,000.00

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The Johnson Controls Inc. Endowed Scholarship Fund in the John Glenn College of Public Affairs Established August 28, 2015, with gifts from Johnson Controls Inc.; used to provide equal tuition-only scholarships to undergraduate students enrolled in the John Glenn College of Public Affairs.	\$75,000.00	\$75,000.00
The Crawford Family Athletic Scholarship Fund Established August 28, 2015, with a gift from Jani (BS 1983) and Rich (BS 1983) Crawford from Sylvania, Ohio; used to supplement the grant-in-aid scholarship costs of an undergraduate student-athlete with particular attention to, but not limited to, members of the women's golf team.	\$63,000.00	\$150,000.00
The Steve Lai Scholarship Fund Established August 28, 2015, with gifts from Jen-Lung Chu and Li-Fen Wu, friends, family, and colleagues in honor of Professor Steve Lai's service to the Department of Computer Science and Engineering in the College of Engineering and in recognition of his contributions to the fields of security and networking; used to provide one or more scholarships for graduate or undergraduate students enrolled in the College of Engineering, majoring in computer science and engineering who demonstrate academic excellence.	\$60,000.00	\$60,000.00
The George and Lois Epstein Memorial Scholarship Fund Established August 28, 2015, with gifts from Ann E. and Norman Silverman; used for two equal scholarships – one in the College of Nursing and one in the College of Engineering - for undergraduate students who have completed their freshman year or are graduate students who are graduates of high schools in Summit County, Ohio with particular attention to, but not limited to, female students.	\$59,941.50	\$100,000.00
Joseph and Anita Branin Endowment Fund for Rare Books and Manuscripts Established August 28, 2015, with gifts from Anita Branin; used at the discretion of the curator of Rare Books and Manuscripts.	\$55,954.47	\$55,954.47
The Dr. Gerald Gregorek Aerospace Endowed Scholarship Fund Established August 28, 2015, with gifts from the James L. Coffey (BS 1978) family, Douglas N. Ball (BS 1974, MS 1975), C. Philip Combs (BS 1971), and Dr. George M. Pantalos (BS 1975, MS 1978, PhD 1983) in honor of former Aeronautical Engineering professor Dr. Gerald Gregorek (BS 1958, MS 1959, PhD 1967), Faculty Emeritus; used to provide scholarship support for tuition and other educational expenses. First-time recipients shall be undergraduate students ranked as juniors or seniors who are enrolled in the College of Engineering, majoring in aerospace engineering in the Department of Mechanical and Aerospace Engineering with preference given to candidates involved in student organizations who demonstrate leadership abilities. Consideration shall be given to candidates demonstrating academic merit and with particular attention to, but not limited to, students who are United States citizens or residents.	\$55,535.93	\$100,000.00
William Knepper Memorial Ohio Scholarship Challenge Fund Established August 28, 2015, with gifts from W. Ray Persons (JD 1978); provide scholarships. First time recipients must be enrolled in the Michael E. Moritz College of Law.	\$55,000.00	\$100,000.00
Bailey Cavalieri Leadership Scholarship Fund Established August 28, 2015, with gifts from friends, family, and colleagues of Bailey Cavalieri; used to provide scholarship support to students enrolled in the Michael E. Moritz College of Law	\$53,613.35	\$53,613.35

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Susan Giokaris Patzakis Endowed Nursing Scholarship Fund Established August 28, 2015, with a gift from Michael J. Patzakis, MD (BA 1959, MD 1963) and Susan G. Patzakis (BS 1963); used to provide need-based scholarship(s) to sophomore students enrolled in the College of Nursing with preference given to a student(s) who graduated from a high school located in Lima, Ohio or any high school in the state of California.	\$51,856.50	\$51,856.50
Lieutenant Colonel Sean M. Judge, PhD Scholarship in Military History Established August 28, 2015, with gifts given in his memory from friends and family and a fund transfer from the Department of History; used to provide scholarships to students enrolled in the College of Arts and Sciences who are studying military history in the Department of History, with preference given to graduate level students.	\$51,249.50	\$51,249.50
The Ryan Marcia Memorial Endowed Scholarship Fund Established August 28, 2015, with gifts from Cheryl and Tim Marcia along with their daughter and son-in-law Danielle and Nelson Liuzzo, friends and family; used to provide scholarship support to one or more undergraduate students. First-time recipients shall be enrolled full-time with preference given to candidates who are engineering honors students and/or who demonstrate leadership in sorority/fraternity life.	\$51,215.00	\$100,000.00
The Demas Lindley McVay Jr. and Joan Menchhofer McVay '58 Scholarship Fund Established August 28, 2015, with gifts from Susan McVay Vandever (BS 1982) and Timothy Arthur Vanderver, Jr.; used to provide scholarships to students who demonstrate a financial need and who have shown a commitment to community service with preference given to residents of Mercer County, Ohio or Portage County, Ohio.	\$51,142.59	\$51,142.59
DeLynn Kale Memorial Endowment Fund for Lung Cancer Research Established August 28, 2015, with gifts given in memory of DeLynn Kale from Kale Marketing of Richwood, Ohio; used to support medical research on lung cancer at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and Comprehensive Cancer Center.	\$51,000.00	\$51,000.00
Kevin R. Keller Endowed Scholarship Fund Established August 28, 2015, with a gift from Mr. Kevin R. Keller (BS 1983, MS 1987); to provide scholarship support to an undergraduate student who demonstrates financial need with particular attention to, but not limited to, students who identify as a member of the LGBTQ community, with preference given to candidates from an Ohio community with a population of 30,000 or less.	\$50,945.80	\$50,945.80
Folds Family Endowment Fund for the Benefit of the College of Social Work Established August 28, 2015, with a gift from Wilbert Stuart (Skip) Folds (BS 1986, MBA 1989); provide scholarships to candidates with a minimum 2.5 grade point average who are enrolled full-time at the Columbus campus with particular attention to, but not limited to, African American students who are clinical majors in the College of Social Work with demonstrated financial need.	\$50,950.00	\$50,950.00
The Luczkowski-Habash Fund for Polish Studies Established August 28, 2015, with gifts from Stephen Habash (BA 1974, JD 1978) and Jean Luczkowski (JD 1978); used for undergraduate and graduate scholarships and funding for study abroad experiences in the field of Polish Studies.	\$50,795.16	\$50,795.16

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The Dr. and Mrs. Jeffrey A. Schmunk Dental Scholarship Fund Established August 28, 2015, with gifts from Dr. Jeffrey (DDS 1975) and Mrs. Roberta (BS 1973) Schmunk; used to provide an annual scholarship to a deserving student enrolled in the College of Dentistry who is from Richland County, Ohio or an adjacent county.	\$50,586.26	\$50,586.26
The K.S. Ernst Avant Writing Collection Visual Poetry Endowment Fund Established August 28, 2015, with gifts from K.S. Ernst; used to support The Ohio State University Library's Avant Writing Collection (AWC) primarily in the areas of visual poetry and three-dimensional poetry for the purchase, maintenance, promotion, study, and exhibition of materials with priority given to sub-collections within the AWC.	\$50,000.00	\$50,000.00
The Ian Greg and Colleen Clement Garland Scholarship Fund Established August 28, 2015, with gifts from Colleen Clement Garland (BA 1988) and Ian Greg Garland (BA 1988); used to provide need-based scholarships to first generation students enrolled in the College of Arts and Sciences.	\$50,000.00	\$50,000.00
The James T. and Marjorie L. Kienle Endowed Scholarship Fund Established August 28, 2015, with gifts from James (BArch 1967) and Marjorie (BS 1971) Kienle; used to provide one or more renewable scholarships for students enrolled in the Austin E. Knowlton School of Architecture, majoring in Architecture. Preference shall be given to students who have expressed an interest in preservation - first consideration shall be given to candidates who demonstrate academic merit and second consideration shall be given to candidates who demonstrate financial need.	\$50,000.00	\$50,000.00
Myriam A. Kreml Fund in Pulmonary Medicine Established August 28, 2015, with a gift from Chief Master Sergeant Roland A. Kreml of Dayton, Ohio; used to support medical research on chronic obstructive pulmonary disease (COPD) and pulmonary patient rehabilitation.	\$50,000.00	\$50,000.00
The Brian Lee and Gail E. Modic Fisher College of Business Endowment Fund Established August 28, 2015, with a gift from the McGee Foundation, in Dallas, Texas; used to support the Undergraduate Industry Clusters Program in the Max M. Fisher College of Business.	\$50,000.00	\$50,000.00
The Robert S. Modic College of Medicine Heart Research Endowment Fund Established August 28, 2015, with a gift from the McGee Foundation, in Dallas, Texas; used to support medical research at the Dorothy M. Davis Heart & Lung Research Institute (DHLRI) on new discoveries into the mechanisms underlying cardiac rhythm defects and support special initiatives to identify new diagnostics (biomarkers, genetics, etc.) and treatments.	\$50,000.00	\$50,000.00
The Gene Howell Plumly Family Endowed Scholarship Fund Established August 28, 2015, with gifts from The Gene H. Plumly Trust; used to provide scholarship support to one incoming first-year student who is pursuing a degree in accounting, pre-law or any major in the College of Food, Agricultural, and Environmental Sciences with preference given to candidates from Belmont or Guernsey counties of Ohio.	\$50,000.00	\$50,000.00

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Colette Porter Research Fund Established August 28, 2015, with gifts from Dr. Joel Arden Porter (MD 1981) of Akron, Ohio given in honor of his daughter, Colette Porter; directed to the Division of Endocrinology, Diabetes and Metabolism for support of basic or clinical research or on use of islet cells for cause, treatment, or cure of diseases, especially diabetes.	\$50,000.00	\$50,000.00
The Wayne Homes Construction-Management Scholarship Fund Established August 28, 2015, with a gift from Wayne Homes, of Uniontown, Ohio; used to supplement the grant-in-aid costs of a student-athlete with preference given to candidates who are pursuing a degree in Construction Systems Management.	\$50,000.00	\$250,000.00
The Aaron S. Whitmer Memorial Fund Established August 28, 2015, with gifts from his parents, Daniel and Donna Whitmer, and friends and family; used at the discretion of the dean of the College of Medicine.	\$31,050.00	\$31,050.00
Optometry Class of 2008 Fund Established August 28, 2015, with gifts from the Ohio State Optometry Class of 2008; used at the discretion of the dean of the College of Optometry.	\$25,411.02	\$25,411.02
James and Melissa Allen Dean's Endowed Innovation Fund Established August 28, 2015, with gifts from James R. Allen (MBA 1981) and Melissa A. Allen of Louisville, Kentucky; used at the discretion of the dean of the Max M. Fisher College of Business to support activities of the faculty, students, and staff, in accordance with the strategic plans of the college.	\$25,000.00	\$25,000.00
Jerry F. Nichols Dean's Endowed Innovation Fund Established August 28, 2015, with gifts from Jerry F. Nichols (BSBA 1965) of Naples, Florida; used by the dean of the Max M. Fisher College of Business to support activities of the faculty, students, and staff, in accordance with the strategic plans of the college.	\$25,000.00	\$25,000.00

Change in Name and Description of Named Endowed Fund

From: The Caroline B. Monahan Fund for Experimental Research Support in the Music Cognition/Perception Area within the Department of Psychology

To: The Caroline B. Monahan Fund for Experimental Research Support For Cognition/Perception within the Department of Psychology

Change in Description of Named Endowed Fund

The Peggy A. Baird Agle Scholarship Fund

The Kathryn M. Danenhower Memorial Scholarship Fund

The Bruce W. Erickson Scholarship Fund

The Susan and Ken Feinthel University Scholars Fund

The Nanette N. Hoge Scholarship Fund

The Robert M. Hoge Scholarship Fund

The Emily Houston Hollister Scholarship Fund

The Ann W. La Fontaine and John Garfield Williams Distinguished Scholars Endowment Fund

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The Connie Hahn Sharpe and Gary L. Sharpe Endowment Fund

The Ellen M. Henry Scholarship Fund

Tom Jackson Memorial Scholarship Fund

Sally Mavko Klingbeil and James D. Klingbeil Land Grant Opportunity Scholarship Fund

The Phillip and Gail Minerich Scholarship Fund

The Anita Miller Post Memorial Scholarship Fund

The W. Norm Shade Mechanical Engineering Endowed Scholarship Fund

The George E. Smith '64 Scholarship Fund in Civil Engineering

The Thomas L. Thomas Engineering Scholarship Fund

Fund Closure

The Hagop S. Mekhjian, M.D. Endowment Fund in Medicine

TOTAL \$12,935,520.06

\*Amounts establishing endowments as of July 31, 2015.

### **Robinson E. Cope Scholarship Fund**

It is proposed that the Robinson E. Cope Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, with a fund transfer by the Max M. Fisher College of Business of gifts from the estate of Robinson E. Cope (BSBA 1947) from Toledo, Ohio.

The annual distribution from this fund shall be used to provide scholarships to one or more undergraduate students who are residents of the state of Ohio, graduates of high schools situated in the United States, and who have completed at least one year as students in the Max M. Fisher College of Business, majoring in Accounting with a minimum 3.0 grade point average (GPA). Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid. Scholarships may be renewed for undergraduate students maintaining a minimum 3.0 GPA.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the college that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the Max M. Fisher College of Business or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

### **Robert G. and Berta E. Bell Scholarship Fund**

It is proposed that the Robert G. and Berta E. Bell Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, with a fund transfer by Student Financial Aid of an unrestricted gift from the estate of Robert G. Bell (BS 1937).

The annual distribution from this fund shall be used to support scholarships. Expenditures from this fund shall be approved by Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

The University reserves the right to modify the purposes of this fund if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **The Margaret T. Nishikawara Scholarship Fund in Physiology**

It is proposed that The Margaret T. Nishikawara Scholarship Fund in Physiology be established August 28, 2015, by the Board of Trustees of The Ohio State University, with gifts from Margaret T Nishikawara, PhD, a faculty member from 1954-1988; Professor Emeritus, 1989.

The annual distribution from this fund shall provide scholarships, research awards or stipends to undergraduate, graduate or medical students studying physiology in the Department of Physiology and Cell Biology in the College of Medicine. Scholarships shall be awarded based on academic merit, financial need, leadership or professionalism. Candidates shall be recommended by the chair of the Department of Physiology and Cell Biology and selected by the college's dean; associate dean for Research, Education and Graduate Studies; and the college's scholarship committee, in consultation with Student Financial Aid and when appropriate the Graduate School.

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

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donor/donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the College of Medicine and the college's associate dean for Research, Education and Graduate Studies. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **The Stephanie Fibelkorn Memorial Endowed Scholarship Fund**

It is proposed that The Stephanie Fibelkorn Memorial Endowed Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, with gifts from Stephen and Mary Fibelkorn, Jessica Fibelkorn, family and friends, and with a fund transfer from the Office of the President.

Stephanie was a beautiful, intelligent, kind, and creative young lady who touched hundreds of lives in her twenty-one years. She was a third year student at The Ohio State University. At the time of her tragic passing, Stephanie was an intern for the City of Columbus. Stephanie was a volunteer with the American Diabetes Association and the Columbus Ohio Science Institute. Stephanie was a graduate of the Disney College Program at Walt Disney World and remained on as a Cast Member, working during college breaks. Her professional goal was to graduate from Ohio State with a Bachelor of Science in Mechanical Engineering and become a Disney Imagineer. To her, Disney was much more than a theme park. It was the embodiment of family togetherness and dreams brought to life, something she cherished and held dear.

The annual distribution from this fund shall provide renewable, merit-based scholarships to undergraduate students enrolled in the College of Engineering. To qualify, candidates must have a minimum cumulative 3.0 grade point average. Scholarship recipients shall be selected by college's scholarship committee, in consultation with Student Financial Aid. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, female students.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be (1) held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or (2) reinvested in the endowment principal at the discretion of the dean of the College of Engineering or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation (if possible) with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **Dr. Henry Kratz Jr. Fund in Germanic Languages and Literatures**

It is proposed that the Dr. Henry Kratz Jr. Fund in Germanic Languages and Literatures be established August 28, 2015, by the Board of Trustees of The Ohio State University with a fund transfer by the College of Arts and Sciences of a gift from the estate of Dr. Henry Kratz Jr. (MA 1946, PhD 1949) in honor of his professors Hans Sperber and Wolfgang Fleischhauer and an additional fund transfer from the College.

The annual distribution from this fund shall be used to increase stipends for graduate teaching assistants in the Department of Germanic Languages and Literatures in the College of Arts and Sciences. Expenditures from this fund shall be approved by the department chair.

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

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principal at the discretion of the chair of the Department of Germanic Languages and Literatures.

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

It is the desire of the College that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees in accordance with the policies of the University.

#### **Robert S. D. Higgins MD Scholarship Fund**

It is proposed that the Robert S. D. Higgins MD Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, with an internal fund transfer from the College of Medicine and gifts made in honor of Dr. Robert S. D. Higgins from colleagues, alumni, grateful patients, family and friends.

Dr. Higgins joined Ohio State in 2010 as professor and director of the Division of Cardiac Surgery and as executive director of the Comprehensive Transplant Center. In 2013, Dr. Higgins was named the chair of Surgery and surgeon-in-chief at the Wexner Medical Center.

The annual distribution from this fund shall provide scholarships to medical student(s) based on academic merit or financial need with particular attention to, but not limited to, underrepresented minority medical students. Recipients shall be selected by the College of Medicine Scholarship Committee, in consultation with Student Financial Aid, and approved by the dean of the College of Medicine.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donor(s) that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donor(s) named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

### **Alpha Rho Chi Scholarship Fund**

The Alpha Rho Chi Scholarship Fund was established February 8, 1968, by the Board of Trustees of The Ohio State University with gifts made by Alpha Rho Chi Alumni and friends of the University through The Ohio State University Development Fund. The description is being revised August 28, 2015.

The annual distribution from this fund shall be used to provide one or more scholarships to students enrolled in the Knowlton School of Architecture as long as the Knowlton School of Architecture is viable and funds remain available. Scholarship recipients shall be selected by the Knowlton School of Architecture Scholarship Committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation (if possible) with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean, director, or appropriate University official. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

### **The C. Jane Bull Scholarship Fund**

The C. Jane Bull Scholarship Fund was established November 5, 1993, by the Board of Trustees of The Ohio State University, with gifts from Jack O. and Glada L. Bull of Marion, Ohio, in memory of their daughter Jane. The description is being revised August 28, 2015.

The annual distribution from this fund shall provide a scholarship to a student attending The Ohio State University at Marion (Ohio State Marion) who demonstrates strong academic potential. Recipients will be selected by Marion's office of financial aid, in consultation with Student Financial Aid at the Columbus campus and approved by Ohio State Marion's dean and director. The scholarship is renewable as long as the recipient's primary campus is Ohio State Marion.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean and director of Ohio State Marion or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **The Leonard and Bess (Joseph) Burkett Memorial Scholarship Fund**

The Leonard and Bess (Joseph) Burkett Memorial Scholarship Fund was established February 6, 2004, by the Board of Trustees of The Ohio State University with a gift from the estate of Bess Joseph Burkett Sieving (BSEd 1930) of Oregon, Ohio. The description is being revised on August 28, 2015.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

Eighty percent (80%) of the annual income shall be used to provide scholarships and twenty percent (20%) of the annual income, as well as any other income not used for scholarship grants, shall be added to the principal. Preference shall be given to residents of Fulton, Lucas, Wood, or Henry Counties enrolled in or majoring in (the first nine are in order of preference) education, agriculture, English, medicine, social work, veterinary medicine, music, natural resources, nursing, arts and sciences, business, dentistry, engineering, human ecology, law, optometry, or pharmacy. Recipients must have a good moral character, have an above average academic record in high school, be consistently above average academically at Ohio State, and be making satisfactory progress toward an undergraduate or graduate degree. Preference shall be given to students from middle-income families. Up to half of the scholarship dollars awarded each year may be used to support Preeminent Scholars so long as the recipients also meet the above criteria. The remainder should be awarded to students with grade point averages of 3.0 to 3.3 on a 4.0 scale.

This scholarship will be administered by Student Financial Aid and, when appropriate, in consultation with the University Honors Center.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the associate provost for University Honors and Scholars in order to carry out the desire of the donor.

#### **The Myrtle Wolcott Cram Memorial University Scholarship Fund**

It is proposed that The Myrtle Wolcott Cram Memorial University Scholarship Fund be established April 5, 1991, by the Board of Trustees of The Ohio State University, with a bequest to The Ohio State University Development Fund from Myrtle Wolcott Cram (BS 1920, BA 1920). The description is being revised on August 28, 2015.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

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The annual income shall be used to provide one or more undergraduate merit scholarships for Preeminent Scholars. This merit scholarship initiative is the result of recommendations from the 1990 University Task Force on Undergraduate Recruitment and the 1990-1991 Undergraduate Recruitment Implementation Steering Committee to the senior vice president for Academic Affairs and Provost. Students shall be selected based upon the criteria sanctioned by the senior vice president for Academic Affairs and Provost and administered by the University Honors Center, in consultation with Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donor.

#### **Katherine Miles Durst and Richard E. Durst Scholarship Fund for Psychology**

The Katherine Miles Durst and Richard E. Durst Scholarship Fund for Psychology was established February 7, 2003, by the Board of Trustees of The Ohio State University with a gift from Katherine Miles Durst (B. with distinction 1925, BS Ed 1925, MA 1927) and Dr. Richard E. Durst (PhD 1948). The description is being revised on August 28, 2015.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

In keeping with the provisions of the original endowed fund, the annual income shall be used to support one Merit Scholar at the preeminent level, as determined by the Honors and Scholars Program. The Katherine Miles Durst and Richard E. Durst Scholarship Fund for Psychology will fund scholars each year for four years so long as the required grade point average is maintained. The Durst Fund is restricted to students enrolled in the Department of Psychology in the Colleges of the Arts and Sciences. The fund will be administered by University Honors and Scholars, in consultation with Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the associate provost for Honors and Scholars in the Office of Academic Affairs and the Department of Psychology in the Colleges of the Arts and Sciences in order to carry out the desire of the donors.

#### **Friends of The Ohio State University Endowed Merit Scholarship Fund**

The Friends of The Ohio State University Endowed Merit Scholarship Fund was established October 5, 2001, by the Board of Trustees of The Ohio State University with a gift from friends of The Ohio State University. The description is being revised on August 28, 2015.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

In keeping with the provisions of the original endowed fund, the annual income shall be used to provide scholarships for Preeminent Scholars through the Merit Scholar Initiative. This fund will be administered by the University Honors and Scholars Center, in consultation with Student Financial Aid.

It is the desire of the University Development Office that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to

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provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the Honors and Scholars Program, the appropriate dean, department chairperson, or program administrative officer in order to carry out the desire of the donors.

### **Robert E. Goodsell Fund**

The Robert E. Goodsell Fund was established March 24, 1966, by the Board of Trustees of The Ohio State University, with a gift to The Ohio State University Development Fund from Robert E. Goodsell (Arts 1924). The description was revised July 10, 1992. The description is being revised again on August 28, 2015.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

In keeping with the provisions of the original endowed fund, the annual income shall be used to provide one or more merit scholarships for Goodsell Preeminent Scholars. Students shall be selected based upon the criteria sanctioned by the senior vice president for Academic Affairs and Provost and administered by the University Honors Center, in consultation with Student Financial Aid.

This merit scholarship initiative is the result of the recommendations from the 1990 University Task Force on Undergraduate Recruitment and the 1990-1991 Undergraduate Recruitment Implementation Steering Committee to the senior vice president for Academic Affairs and Provost.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donor.

### **Ronald DeCourcy Goodsell Memorial Fund**

The Ronald DeCourcy Goodsell Memorial Fund was established February 9, 1967, by the Board of Trustees of The Ohio State University, with a gift to The Ohio State University Development Fund from Robert E. Goodsell (Arts 1924) in memory of his brother, Ronald DeCourcy Goodsell (BSPhar 1928). The description was revised July 10, 1992. The description is being revised again on August 28, 2015.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

In keeping with the provisions of the original endowed fund, the annual income shall be used to provide one or more merit scholarships for Goodsell Preeminent Scholars. Students shall be selected based upon the criteria sanctioned by the senior vice president for Academic Affairs and Provost and administered by the University Honors Center, in consultation with Student Financial Aid.

This merit scholarship initiative is the result of the recommendations from the 1990 University Task Force on Undergraduate Recruitment and the 1990-1991 Undergraduate Recruitment Implementation Steering Committee to the senior vice president for Academic Affairs and Provost.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the

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appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donor.

#### **The William A. Hammond Lectureship Fund**

The William A. Hammond Lectureship Fund was established July 26, 1965, by a gift through the Development Fund from William A. Hammond, (MA 1917 and PhD 1929). The description is being revised on August 28, 2015.

The principal is to be invested under rules and regulations therefor adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The income is to be used to provide lectures, as often as funds will permit, on the American Tradition and to provide funds for dissemination of information about the lectures and publications thereof. The executive dean of the College of Arts and Sciences shall appoint a committee to select the lecturers and to recommend disbursements of income.

#### **The Max A. Karr University Scholarship Fund**

The Max A. Karr University Scholarship Fund was established March 12, 1993, by the Board of Trustees of The Ohio State University, with a gift to The Ohio State University Development Fund from the estate of Max A. Karr (BSBA 1935) and a gift from Clara A. Karr, Livonia, Michigan in memory of her husband. The description was revised on August 28, 2015.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

In keeping with the provisions of the original endowed fund, the annual income shall be used to provide one or more merit scholarships for University Scholars. Should the fund grow sufficiently, it may be used to support Preeminent Scholars. Students shall be selected based upon the criteria sanctioned by the senior vice president for Academic Affairs and Provost and administered by the University Honors Center, in consultation with Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donors.

#### **The Ohio State University Alumni Club of Naples, Florida Ohio Scholarship Challenge Fund**

The Ohio State University Alumni Club of Naples, Florida Ohio Scholarship Challenge Fund was established April 10, 2015, by the Board of Trustees of The Ohio State University, with gifts from The Ohio State University Alumni Club of Naples. The description was revised on August 28, 2015.

The annual distribution from this fund shall be used to provide scholarships for students from the Naples, Florida area. Selection of the scholarship recipients will be made by the Alumni Club of Naples, Florida, in consultation with Student Financial Aid.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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Scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Match distributions are not eligible to be reinvested in the fund's principal. Unused annual distribution cannot be reinvested in the fund's principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the director of Student Financial Aid or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **Mary H. Osburn Memorial Fund**

The Mary H. Osburn Memorial Fund was established July 17, 1964, by the Board of Trustees of The Ohio State University with a bequest from Mary H. Osburn. The description is being revised August 28, 2015.

The annual distribution from this fund shall be used for awards for graduate students. One-fifth of the annual distribution shall be awarded to one or more students in the School of Music and shall be known as the Mary Hubbell Osburn Memorial Graduate Award(s). Two-fifths of the annual distribution shall be awarded to one or more students in the Department of Entomology and shall be known as the Raymond C. Osburn Memorial Awards(s). Two-fifths of the annual distribution shall be awarded to one or more students in the Department of Evolution, Ecology, and Organismal Biology (formerly the Department of Zoology) and shall be known as the Raymond C. Osburn Memorial Awards(s). Awards will be made to individual graduate students by the dean of the Graduate School or his/her designee based on the recommendations of the relevant graduate programs, in consultation with Student Financial Aid.

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

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

#### **The Presidents Club University Scholarship Fund**

The Presidents Club University Scholarship Fund was established April 5, 1991, by the Board of Trustees of The Ohio State University, with gifts to The Ohio State University Development Fund from members of The Presidents Club. The description was revised on August 28, 2015.

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All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

In keeping with the provisions of the original endowed fund, the annual income shall be used to provide one or more merit scholarships for Presidents Club University Scholars. Should the fund grow sufficiently, it may be used to support Preeminent Scholars. This merit scholarship initiative is the result of recommendations from the 1990 University Task Force on Undergraduate Recruitment and the 1990-1991 Undergraduate Recruitment Implementation Steering Committee to the senior vice president for Academic Affairs and Provost. Students shall be selected based upon the criteria sanctioned by the senior vice president for Academic Affairs and Provost and administered by the University Honors Center, in consultation with Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donors.

#### **The Thelma Ross Scholarship Fund**

The Thelma Ross Scholarship Fund was established February 29, 1996, by the Board of Trustees of The Ohio State University with a gift to The Ohio State University Development Fund from trusts established by Thelma Ross (BSEd 1923), of Palm Beach, Florida. The description is being revised on August 28, 2015.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

In keeping with the provisions of the original endowed fund, the annual income shall be used to provide one or more merit scholarships for Thelma Ross Preeminent Scholars. Students shall be selected based upon the criteria sanctioned by the senior vice president for Academic Affairs and Provost and administered by the University Honors Center, in consultation with Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson or program administrative officer in order to carry out the desire of the donor.

#### **Robert K. and Dale J. Weary Chair in Social Psychology**

The Robert K. and Dale J. Weary Chair Fund in Social Psychology was established February 6, 2009, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from The Weary Family Foundation and Gifford Weary. The required funding level has been reached and the chair is being established August 28, 2015.

The annual distribution shall support the salary, benefits, and research expenses for the Robert K. and Dale J. Weary Chair in Social Psychology. The person holding this chair will be highly regarded as a scholar and teacher in the field of social psychology and will be expected to conduct research and teach courses in the area of social psychology.

The chair holder shall be appointed by the University's Board of Trustees as recommended by the faculty of the Department of Psychology and the divisional dean of the College of Social and Behavioral Sciences in the College of Arts and Sciences. Notwithstanding the

foregoing, if the divisional dean of the College of Social and Behavioral Sciences in the College of Arts and Sciences is a disqualified person (as that term is defined in the Internal Revenue Code and the regulations there under) with respect to the donor, the holder of this position will be recommended by the chairperson of the Department of Psychology, in consultation with the social psychology program faculty (excepting any disqualified person who may be a part of the program faculty).

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chairperson of the Department of Psychology and the divisional dean of the College of Social and Behavioral Sciences in the College of Arts and Sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Sanford and Rife Family Chair in Neuro-Oncology**

It is proposed that the Sanford and Rife Family Chair in Neuro-Oncology be established on August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift made in memory of John L. Sanford and Chlois G. Ingram given by Nancy Ingram Sanford in concert with her family members, Lynn M. and David E. Rife, and Jenny L. and Brad A. Rife.

The annual distribution from this fund shall be used for a chair position in the Department of Neurological Surgery supporting a nationally or internationally recognized physician faculty member in the field of Neuro-Oncology with the expertise in glioblastoma disease and related medical research to increase prevention and early diagnosis; to advance treatments and novel therapies; and to improve patient outcomes. The chair holder shall be appointed by the Board of Trustees of The Ohio State University as recommended and approved by the dean of the College of Medicine, in consultation with the department chair and the executive vice president of health sciences. The activities of the chair holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors as well as the academic and research standards of the University.

Should medical discoveries lead to successful patient outcomes or cure of the disease, the chair position may be directed to other neurological cancers. Should the University and Foundation find it necessary to make this revision or otherwise modify the fund's purpose, the donor shall be consulted, if possible, prior to the proposed modifications. If not possible, instead the Department of Neurological Surgery may discuss appropriate alternative uses with the donor's family.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chair of the Department of Neurological Surgery, the dean of the College of Medicine and the executive vice president of health sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Dr. Morgan L. Allison Endowed  
Professorship in Oral and Maxillofacial Surgery**

It is proposed that The Dr. Morgan L. Allison Endowed Professorship in Oral and Maxillofacial Surgery be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from alumni, faculty, and friends in honor of Dr. Morgan L. Allison (DDS 1944).

The annual distribution shall be used to provide salary and program support to a distinguished faculty member in the Section of Oral and Maxillofacial Surgery in the College of Dentistry. Appointment of the professorship shall be recommended to the executive vice president and provost by the dean of the College of Dentistry, in consultation with the section head. The University's Board of Trustees shall approve the appointment.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Dentistry, who will in turn consult with the head of the Section of Oral and Maxillofacial Surgery.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Dentistry, who will in turn consult with the head of the Section of Oral and Maxillofacial Surgery. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**David E. Schuller MD Professorship for  
Patient Compassion Funded by the Walter Family Foundation**

It is proposed that the David E. Schuller MD Professorship for Patient Compassion Funded by the Walter Family Foundation be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of

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Directors of The Ohio State University Foundation, with gifts given in honor of Dr. David E. Schuller (MD 1970) by the Walter Family Foundation of Columbus, Ohio.

The annual distribution from this fund shall support a professorship position at the Arthur G. James Cancer Hospital and the Richard J. Solove Research Institute (The James) to support a nationally or internationally recognized physician or PhD faculty member in the field of cancer at The James or Comprehensive Cancer Center (CCC) to advance training and education for physicians and other health care professionals in patient compassion. The professorship holder shall be appointed by the Board of Trustees of The Ohio State University as recommended and approved by the chief executive officer of The James, director of the CCC and dean of the College of Medicine. The activities of the chair holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors as well as the academic and research standards of the University.

Should the endowment principal balance reach the minimum funding level required at that date for a chair position, the endowment shall be revised to a chair position, named and purposed as indicated above.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of The James, director of the CCC and dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Dr. Lonnie J. King Veterinary Medicine Graduate Business Minor in Health Sciences Scholarship**

It is proposed that The Dr. Lonnie J. King Veterinary Medicine Graduate Business Minor in Health Sciences Scholarship be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Robert C. (BS 1961, DVM 1961) and Mrs. Carole T. (BA 1958) Hummel.

The annual distribution of this fund shall be used to provide scholarships to veterinary medicine students pursuing the Graduate Business Minor in Health Sciences. Scholarship recipients shall be selected by the dean of the College of Veterinary Medicine in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Veterinary Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Endowed Scholarship Award Fund for Veterinary Excellence**

It is proposed that the Endowed Scholarship Award Fund for Veterinary Excellence be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the estate of Teri Cullen.

The annual distribution from this fund shall be used to provide support for one professional level student in the College of Veterinary Medicine who is pursuing a DVM degree with preference given to candidates who have experience volunteering with animals prior to enrollment at the University. Expenses may include tuition, student teaching expenses, and additional educational expenses. Recipients shall be selected by the college's dean or his/her designee, in consultation with Student Financial Aid. Recipients may receive the award multiple years.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Veterinary Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**David E. Schuller, MD Endowment Fund  
for the Department of Otolaryngology-Head & Neck Surgery**

It is proposed that the David E. Schuller, MD Endowment Fund for the Department of Otolaryngology-Head & Neck Surgery be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, colleagues, family members, grateful patients, alumni and others given in honor of the career and leadership of Dr. David E. Schuller.

Dr. Schuller, an alumnus of the 1970 medical class and a medical faculty member since 1976, was instrumental during his 40-year career in the growth of Ohio State's medical center and the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James). He guided The James to become nationally ranked in just nine years; created a nationally recognized Human Cancer Genetics program; articulated the vision and oversaw construction of the newest cancer hospital and led efforts for the \$100-million grant (largest in Ohio State's history) awarded for a new radiation oncology center. A renowned surgical oncologist and researcher, Dr. Schuller led an interdisciplinary clinical trials team that developed what became the preferred treatment world-wide for head and neck cancers to dramatically improve patient survival.

The annual distribution from this fund shall support the ongoing needs, program enhancements and special initiatives in the Department of Otolaryngology-Head & Neck Surgery (Department) to include its cancer programs as well as its overall mission of medical education, research and patient care. The fund may also support research activities on head and neck cancers at The James, the Comprehensive Cancer Center (CCC) and the David E. Schuller, MD Laboratories. Expenditures shall be recommended and approved by the chief executive officer of The James and the department chair.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chief executive officer of The James and the department chair.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor/donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of The James and the department chair. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Connor Family Endowed Scholars Fund**

It is proposed that The Connor Family Endowed Scholars Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Christopher (BA 1978) and Sara (BS 1980) Connor as part of the Joseph A. Alutto Global Leadership Initiative.

The annual distribution from this fund shall be used to provide scholarships to undergraduate students enrolled in the Max M. Fisher College of Business to support critical, action-based learning experiences around the world with an emphasis on social impact. Scholarship recipients shall be selected by the Social Entrepreneurship Program, in consultation with the Office of Global Business at the College and Student Financial Aid. First preference shall be for, but not limited to, students seeking business-based solutions to social challenges in global markets that are untapped and underexplored.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation and mutual agreement with the donors named above, and/or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Stephen E. Kaufmann Endowed Scholarship Fund**

It is proposed that The Stephen E. Kaufmann Endowed Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Stephen E. Kaufmann.

Mr. Kaufmann received a Bachelor's degree in Industrial and Systems Engineering from The Ohio State University in 1981 and an MBA from Stanford University in 1986. He is a retired financial executive with over 20 years of experience investing in startups and growth companies. From 1990 to 1999, Steve was co-owner and executive vice president of The Crisler Company, a boutique investment banking firm specializing in the media industry. In 1999 he co-founded Lattice Communications, an operator of wireless communications towers, and served as its Chief Financial Officer until the sale of the company in 2005. Since 1994 Steve has been an accomplished investor in a variety of privately held ventures with emphasis on companies in the media, telecommunications, software, Internet services and healthcare sectors. He currently resides in Sarasota, Florida, and is actively involved in charitable causes.

The annual distribution from this fund shall provide one or more scholarships. First-time recipients will be students accepted or enrolled in the Industrial and Systems Engineering degree program within the Department of Integrated Systems Engineering in the College of Engineering. Scholarship recipients shall be selected by the department's chair, in consultation with the college's scholarship committee and Student Financial Aid.

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Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Match distributions are not eligible to be reinvested in the fund's principal. Unused annual distribution cannot be reinvested in the fund's principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation (if possible) with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Michael J. Patzakis MD Endowed Lectureship Fund in Orthopaedics**

It is proposed that the Michael J. Patzakis MD Endowed Lectureship Fund in Orthopaedics be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Michael J. Patzakis, MD (BA 1959, MD 1963) and Susan G. Patzakis (BS 1963).

The annual distribution from this fund shall be used to provide support for a lectureship series for medical professionals, researchers and clinicians on advancements in Orthopaedics. Expenses may include, but are not limited to, speaker honorarium and travel/lodging costs, space rental, supplies, publicity and other necessary expenses. The Michael J. Patzakis Endowed Lectureship shall be held periodically, preferably annually should funding permit. Allocations shall be approved by the Department's chair, in consultation with the dean of the College of Medicine.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful,

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provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Rick and Lori Schumacher Family Athletic Scholarship Fund**

It is proposed that The Rick and Lori Schumacher Family Athletic Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Rick (BS 1989) and Lori (BS 1988) Schumacher.

The annual distribution from this fund shall be used to supplement the grant-in-aid costs of a student-athlete who is a member of the men's ice hockey team pursuing a degree in business. Scholarship recipients will be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Department of Athletics or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Bing Endowment Fund in the College of Optometry**

It is proposed that the Bing Endowment Fund in the College of Optometry be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of Dr. Lois Bing.

The annual distribution from this fund shall be used to fund qualified graduate students enrolled in the College of Optometry who are studying in the field of pediatric / binocular developmental vision. Recipients shall be selected by the college's Research of Graduate Studies Committee, in consultation with the dean and reported to Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the college's dean/school's director or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Medical Class of 1965 Endowed Scholarship Fund**

It is proposed that the Medical Class of 1965 Endowed Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from members of the medical class of 1965.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients shall be enrolled in the College of Medicine and display financial need, especially those with significant prior/current student loans, or high academic merit/performance. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

This fund is eligible to be included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved

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by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The E. William and Mary Kleinlein Fund**

It is proposed that The E. William and Mary Kleinlein Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from E. William Kleinlein (BS 1951, MS 1951).

The annual distribution from this fund shall be used for scholarships for financially needy students of academic achievement in the Department of Mechanical Engineering in the College of Engineering. Scholarship recipients shall be selected by the department, in consultation with the college's scholarship committee and Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Supply Chain Management Endowed Graduate Scholarship Fund**

It is proposed that The Supply Chain Management Endowed Graduate Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Bill Gardner (BIE 1957, MBA 1968).

The annual distribution from this fund shall be used to provide scholarships to graduate students enrolled in the College of Engineering. To qualify, candidates must be in the Master of Science program in the Department of Integrated Systems Engineering and specializing in Supply Chain Management. Recipients will be selected by the department's chair, in consultation with the college's scholarship committee and Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, United States citizens or legal residents.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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Scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2016, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Matched distributions are not eligible to be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2016, the fund will no longer be included in the Ohio Scholarship Challenge and the annual distribution will not be matched. From that time forward, the scholarships may not be portable, transferable, and renewable.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Janet and Jack Creighton Leadership Scholarship Fund**

It is proposed that the Janet and Jack Creighton Leadership Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Janet and Jack (BS 1954, JD 1957) Creighton.

The annual distribution from this fund shall be used to provide a scholarship. First-time recipients shall be outstanding students enrolled in the Michael E. Moritz College of Law who demonstrate leadership qualities. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the Donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the Donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Richard L. Hoover Nanotechnology Fund**

It is proposed that the Richard L. Hoover Nanotechnology Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Richard L. Hoover (BME 1942).

The annual distribution from this fund shall be used to support research and education in nanotechnology in the Department of Mechanical and Aerospace Engineering in the College of Engineering. Expenditures from this fund shall be recommended by the chair of the department or his/her designee and approved by the college's dean or his/her designee.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Rex and Helen Ritchie Endowed Graduate Scholarship Fund**

It is proposed that The Rex and Helen Ritchie Endowed Graduate Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Rex E. (BS 1968) and Helen M. Ritchie (BS 1961).

The annual distribution from this fund shall provide one or more scholarships. First-time recipients must be graduate students enrolled full-time in the College of Engineering pursuing studies in the Department of Mechanical and Aerospace Engineering. Scholarships may be used for tuition, books and other educational expenses, excluding travel abroad. Scholarship recipients shall be selected by the department, in consultation

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with the college's scholarship committee and Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, United States citizens or legal residents.

Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Scott Harman Memorial Endowed Scholarship Fund**

It is proposed that The Scott Harman Memorial Endowed Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the family and friends of Scott Harman.

Scott Michael "Scotty" Harman touched more lives in his 20 years with us than most do in 80. His smiling enthusiasm charmed us. His passion for life and sports inspired us and his gift for reaching out to young and old, made so many of us feel connected to him. A 2010 graduate of Oakwood High School, Scott first attended Otterbein University, then transferred to The Ohio State University, where he majored in Professional Golf Management, and joined his brother, John, in the Tau Kappa Epsilon Fraternity. Scott's life ended on Monday, September 10, 2012, due to a heart condition (Hypertrophic Cardiomyopathy HCM). It is our wish to remember Scott by helping others through this scholarship fund.

The annual distribution from this fund shall be used to provide an academic or study abroad scholarship(s) to students enrolled in the College of Food, Agricultural, and Environmental Sciences who are majoring in Professional Golf Management and ranked as a junior or senior. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation (if possible) with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Johnson Controls Inc. Endowed  
Scholarship Fund in the College of Engineering**

It is proposed that The Johnson Controls Inc. Endowed Scholarship Fund in the College of Engineering be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Johnson Controls Inc.

The annual distribution from this fund shall be used to provide tuition-only scholarships to undergraduate students enrolled in the College of Engineering. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Johnson Controls Inc. Endowed Scholarship Fund in the John Glenn College of Public Affairs**

It is proposed that The Johnson Controls Inc. Endowed Scholarship Fund in the John Glenn College of Public Affairs be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Johnson Controls Inc.

The annual distribution from this fund shall be used to provide equal tuition-only scholarships to undergraduate students enrolled in the John Glenn College of Public Affairs. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the John Glenn College of Public Affairs or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Crawford Family Athletic Scholarship Fund**

It is proposed that The Crawford Family Athletic Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Jani (BS 1983) and Rich (BS 1983) Crawford from Sylvania, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid scholarship costs of an undergraduate student-athlete. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with Student Financial Aid. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, members of the women's golf team.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Department of Athletics. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Steve Lai Scholarship Fund**

It is proposed that The Steve Lai Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Jen-Lung Chu and Li-Fen Wu, friends, family, and colleagues in honor of Professor Steve Lai's service to the Department of Computer Science and Engineering in the College of Engineering and in recognition of his contributions to the fields of security and networking.

The annual distribution from this fund shall be used to provide one or more scholarships for graduate or undergraduate students enrolled in the College of Engineering, majoring in computer science and engineering who demonstrate academic excellence. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The George and Lois Epstein Memorial Endowed Scholarship Fund**

It is proposed that The George and Lois Epstein Memorial Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Ann E. and Norman Silverman.

The annual distribution from this fund shall be used for two equal scholarships for undergraduate students who have completed their freshman year or are graduate students. Recipients must be graduates of high schools in Summit County, Ohio. It is the Donors' desire that the scholarship be awarded with particular attention to, but not limited to, female students. One scholarship shall be awarded to a student enrolled in the College of Nursing. If there are no eligible candidates in the College of Nursing, the scholarship shall be awarded to a student enrolled in the College of Engineering, majoring in chemical engineering. If in the future, the College of Nursing no longer exists, the scholarship shall be awarded to the students enrolled in the college most similar to nursing. One scholarship shall be awarded to a student enrolled in the College of Engineering with first preference given to candidates who are majoring in chemical engineering. If in the future, the major no longer exists, the scholarships shall be awarded to the students in the major most similar. If the College of Engineering no longer exists, the scholarship shall be awarded to the students enrolled in the college most similar to engineering. The scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University. Expenditures from this fund shall be approved by Student Financial Aid.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2020, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2020, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Joseph and Anita Branin Endowment Fund for Rare Books and Manuscripts**

It is proposed that the Joseph and Anita Branin Endowment Fund for Rare Books and Manuscripts be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Anita Branin.

The annual distribution from this fund shall be used at the discretion of the curator of Rare Books and Manuscripts, as approved by the vice provost and director of University Libraries.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice provost and director of University Libraries or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the vice provost and director of University Libraries or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Dr. Gerald Gregorek Aerospace Endowed Scholarship Fund**

It is proposed that The Dr. Gerald Gregorek Aerospace Endowed Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the James L. Coffey (BS 1978) family, Douglas N. Ball (BS 1974, MS 1975), C. Philip Combs (BS 1971), and Dr. George M. Pantalos (BS 1975, MS 1978, PhD 1983) in honor of former Aeronautical Engineering professor Dr. Gerald Gregorek (BS 1958, MS 1959, PhD 1967), Faculty Emeritus.

The annual distribution from this fund shall be used to provide scholarship support for tuition and other educational expenses. First-time recipients shall be undergraduate students ranked as juniors or seniors who are enrolled in the College of Engineering, majoring in aerospace engineering in the Department of Mechanical and Aerospace Engineering with preference given to candidates involved in student organizations who demonstrate leadership abilities. Consideration shall be given to candidates demonstrating academic merit. Recipients shall be selected by the department's scholarship committee, in consultation with the college, and Student Financial Aid. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, students who are United States citizens or residents.

Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2019, the University will match

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annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2019, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge, the annual distribution will not be matched, the scholarships are not required to be portable, transferable, and renewable, and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **William Knepper Memorial Ohio Scholarship Challenge Fund**

It is proposed that the William Knepper Memorial Ohio Scholarship Challenge Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from W. Ray Persons (JD 1978).

The annual distribution from this fund shall provide scholarships. First time recipients must be enrolled in the Michael E. Moritz College of Law. Scholarship recipients shall be selected by the college's dean or appointee, in consultation with Student Financial Aid.

Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2018, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2018, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge, the annual distribution will not be matched, the scholarships are not required to be portable,

transferable, and renewable, and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Bailey Cavalieri Leadership Scholarship Fund**

It is proposed that the Bailey Cavalieri Leadership Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, and colleagues of Bailey Cavalieri.

The annual distribution from this fund shall provide scholarship support to students enrolled in the Michael E. Moritz College of Law. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the college's dean or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Susan Giokaris Patzakis Endowed Nursing Scholarship Fund**

It is proposed that the Susan Giokaris Patzakis Endowed Nursing Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Michael J. Patzakis, MD (BA 1959, MD 1963) and Susan G. Patzakis (BS 1963).

The annual distribution from this fund shall be used to provide need-based scholarship(s) to sophomore students enrolled in the College of Nursing. First preference shall be given to a student(s) who graduated from a high school located in Lima, Ohio or any high school in the state of California. If there are no candidates from these locations, the scholarship may be awarded to candidates from any state. Scholarship recipient(s) shall be selected by the college's dean, in consultation with the college's scholarship committee and Student Financial Aid. The scholarship is renewable if recipients are in good academic standing with the University.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Nursing or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Lieutenant Colonel Sean M. Judge, PhD Scholarship in Military History**

It is proposed that the Lieutenant Colonel Sean M. Judge, PhD Scholarship in Military History be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts given in his memory from friends and family and a fund transfer from the Department of History.

The annual distribution from this fund shall be used to provide scholarships to students enrolled in the College of Arts and Sciences who are studying military history in the Department of History, with preference given to graduate level students. Scholarship recipients shall be selected by the chair of the Department of History or her/his designee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Ryan Marcia Memorial Endowed Scholarship Fund**

It is proposed that The Ryan Marcia Memorial Endowed Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Cheryl and Tim Marcia along with their daughter and son-in-law Danielle and Nelson Liuzzo, friends and family.

The annual distribution from this fund shall be used to provide scholarship support to one or more undergraduate students. First-time recipients shall be enrolled full-time with preference given to candidates who are engineering honors students and/or who demonstrate leadership in sorority/fraternity life. Applicants will be required to review a bio of Ryan Marcia. Recipients will be selected by the Office of Student Life through an annual application process, in consultation with Student Financial Aid. Scholarships shall be presented at the annual Sorority and Fraternity Life Awards Ceremony. Scholarships may be used for tuition, books, and other educational expenses.

Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2019 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2019, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge, the annual distribution will not be matched, the scholarships are not required to be portable, transferable, and renewable, and unused distribution can be reinvested in the fund's principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Office of Student Life or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Demas Lindley McVay Jr. and Joan Menchhofer McVay '58 Scholarship Fund**

It is proposed that The Demas Lindley McVay Jr. and Joan Menchhofer McVay '58 Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Susan McVay Vanderver (BS 1982) and Timothy Arthur Vanderver, Jr.

The annual distribution from this fund shall provide scholarships to students who demonstrate a financial need and who have shown a commitment to community service. First preference shall be given to residents of Mercer County, Ohio or Portage County, Ohio. If not awarded to an incoming freshman, secondary preference shall be given to a member of Kappa Alpha Theta. Scholarship recipients shall be selected by the director of Student Financial Aid. Scholarships are renewable for up to four years as long as recipients remain in good academic standing with the University.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **DeLynn Kale Memorial Endowment Fund for Lung Cancer Research**

It is proposed that the DeLynn Kale Memorial Endowment Fund for Lung Cancer Research be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State

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University Foundation, with gifts given in memory of DeLynn Kale from Kale Marketing of Richwood, Ohio.

The annual distribution from this fund shall support medical research on lung cancer at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) and Comprehensive Cancer Center (CCC). Allocation of distribution shall be made at the recommendation of the chief executive officer of The James and the director of the CCC.

Support may be used for, but not limited to: research supplies, equipment, personnel, lab space; fellowship awards; cost of travel to, and fees for, educational conferences or other training opportunities; and other activities required for high quality lung cancer research.

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

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

It is the desire of the donor(s) that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor(s) named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of The James and the director of the CCC. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Kevin R. Keller Endowed Scholarship Fund**

It is proposed that the Kevin R. Keller Endowed Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Mr. Kevin R. Keller (BS 1983, MS 1987).

The annual distribution from this fund shall be used to provide scholarship support to an undergraduate student who demonstrates financial need. Recipients will be chosen by a selection committee established by the Office of Diversity and Inclusion, in consultation with Student Financial Aid. It is the donor's desire that scholarships be awarded with particular attention to, but not limited to, students who identify as a member of the LGBTQ community, with preference given to candidates from an Ohio community with a population of 30,000 or less. If no candidates meet the aforementioned criteria, preference will be given to any candidate who graduated from Liberty Union High School in Baltimore, Ohio.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Office of Diversity and Inclusion or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Office of Diversity and Inclusion or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Folds Family Endowment Fund for the Benefit of the College of Social Work**

It is proposed that the Folds Family Endowment Fund for the Benefit of the College of Social Work be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Wilbert Stuart (Skip) Folds (BS 1986, MBA 1989).

The annual distribution from this fund shall be used to provide scholarships. To qualify, candidates must have a minimum 2.5 grade point average and be enrolled full-time at the Columbus campus. Recipients shall be selected by the Office of Diversity and Inclusion, in consultation with the College of Social Work and Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, African American students who are clinical majors in the College of Social Work with demonstrated financial need.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Office of Diversity and Inclusion or his/her designee, in consultation with the dean of the College of Social Work or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Office of Diversity and Inclusion or his/her designee and the dean of the College of Social Work or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Luczkowski-Habash Fund for Polish Studies**

It is proposed that The Luczkowski-Habash Fund for Polish Studies be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Stephen Habash (BA 1974, JD 1978) and Jean Luczkowski (JD 1978).

The annual distribution from this fund shall be used for undergraduate and graduate scholarships and funding for study abroad experiences in the field of Polish Studies. Recipients shall be selected by the College of Arts and Sciences' scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Dr. and Mrs. Jeffrey A. Schmunk Dental Scholarship Fund**

It is proposed that The Dr. and Mrs. Jeffrey A. Schmunk Dental Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Jeffrey (DDS 1975) and Mrs. Roberta (BS 1973) Schmunk.

The annual distribution from this fund shall be used to provide an annual scholarship to a deserving student enrolled in the College of Dentistry who is from Richland County, Ohio or an adjacent county. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent

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years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Dentistry or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Dentistry or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The K.S. Ernst Avant Writing Collection Visual Poetry Endowment Fund**

It is proposed that The K.S. Ernst Avant Writing Collection Visual Poetry Endowment Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from K.S. Ernst.

The annual distribution from this fund shall be used to support The Ohio State University Library's Avant Writing Collection primarily in the areas of visual poetry and three-dimensional poetry. These funds may be used for the purchase, maintenance, promotion, study, and exhibition of materials with priority given to sub-collections within the AWC. These sub-collections include, but are not limited to, works by, about, and relevant to the following writers and artists: Al Ackerman, Miekal And, John M. Bennett, C. Mehrl Bennett, David Cole, K.S. Ernst, Bob Grumman, Scott Helmes, Karl Kempton, Carlos Luis, Sheila E. Murphy, Michael Peters, Marilyn R. Rosenberg, Jessica Smith, and Karl Young. Expenditures shall be approved by the director of the University Libraries, in consultation with the curator of the Avant Writing Collection.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the University Libraries or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Ian Greg and Colleen Clement Garland Scholarship Fund**

It is proposed that The Ian Greg and Colleen Clement Garland Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Colleen Clement Garland (BA 1988) and Ian Greg Garland (BA 1988).

The annual distribution from this fund shall be used to provide need-based scholarships to first generation students enrolled in the College of Arts and Sciences. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The James T. and Marjorie L. Kienle Endowed Scholarship Fund**

It is proposed that The James T. and Marjorie L. Kienle Endowed Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from James (BArch 1967) and Marjorie (BS 1971) Kienle.

The annual distribution from this fund shall provide one or more renewable scholarships for students enrolled in the Austin E. Knowlton School of Architecture, majoring in Architecture. Preference shall be given to students who have expressed an interest in preservation. First consideration shall be given to candidates who demonstrate academic merit. Second consideration shall be given to candidates who demonstrate financial need. Recipients shall be selected by the Architecture program's scholarship committee, in consultation with the College of Engineering and Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Austin E. Knowlton School of Architecture or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Myriam A. Kreml Fund in Pulmonary Medicine**

It is proposed that the Myriam A. Kreml Fund in Pulmonary Medicine be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Chief Master Sergeant Roland A. Kreml of Dayton, Ohio.

The annual distribution from this fund shall be used to support medical research on chronic obstructive pulmonary disease (COPD) and pulmonary patient rehabilitation as allocated by the director of Pulmonary Rehabilitation Services and/or the medical director of Respiratory Therapy and approved by the director of the Division of Pulmonary, Allergy, Critical Care and Sleep Medicine.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Division of Pulmonary, Allergy, Critical Care and Sleep Medicine.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Division of Pulmonary, Allergy, Critical Care and Sleep Medicine, the chair of the Department of Internal Medicine and the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Brian Lee and Gail E. Modic Fisher College of Business Endowment Fund**

It is proposed that The Brian Lee and Gail E. Modic Fisher College of Business Endowment Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the McGee Foundation, in Dallas, Texas.

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The annual distribution from this fund shall be directed to the Max M. Fisher College of Business. It is the donor's first preference that the fund be used to support the Undergraduate Industry Clusters Program, as approved by the program's director. If this program no longer exists, the fund shall be used to support undergraduate programs, as approved by the director of undergraduate programs.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the college's dean. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Robert S. Modic College of Medicine Heart Research Endowment Fund**

It is proposed that The Robert S. Modic College of Medicine Heart Research Endowment Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the McGee Foundation of Dallas, Texas.

The annual distribution from this fund shall support medical research at the Dorothy M. Davis Heart & Lung Research Institute (DHLRI) on new discoveries into the mechanisms underlying cardiac rhythm defects and support special initiatives to identify new diagnostics (biomarkers, genetics, etc.) and treatments. Expenditures shall be approved by the director of the DHLRI, in consultation with the dean of the College of Medicine.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor(s) named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the DHLRI and the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Gene Howell Plumly Family Endowed Scholarship Fund**

It is proposed that The Gene Howell Plumly Family Endowed Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from The Gene H. Plumly Trust.

The annual distribution from this fund shall be used to provide scholarship support to one incoming first-year student who is pursuing a degree in accounting, pre-law or any major in the College of Food, Agricultural, and Environmental Sciences. Preference shall be given to candidates from Belmont or Guernsey counties of Ohio. If there are no candidates from these counties, scholarships may be awarded to candidates from any Ohio county. Scholarship is renewable one time. Recipients shall be selected by Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Colette Porter Research Fund**

It is proposed that the Colette Porter Research Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Joel Arden Porter (MD 1981) of Akron, Ohio given in honor of his daughter, Colette Porter.

The annual distribution from this fund shall be directed to the Division of Endocrinology, Diabetes and Metabolism for support of basic or clinical research or on use of islet cells for cause, treatment, or cure of diseases, especially diabetes. Expenditures shall be approved by the division director, in consultation with the chair of the Department of Internal Medicine and dean of the College of Medicine.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the division director, in consultation with the department chair and college dean. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Wayne Homes Construction-Management Scholarship Fund**

It is proposed that The Wayne Homes Construction-Management Scholarship Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Wayne Homes, of Uniontown, Ohio.

The annual distribution from this fund shall be used to supplement the grant-in-aid costs of a student-athlete with preference given to candidates who are pursuing a degree in Construction Systems Management. Scholarship recipients will be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admission policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Department of Athletics or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Aaron S. Whitmer Memorial Fund**

It is proposed that The Aaron S. Whitmer Memorial Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from his parents, Daniel and Donna Whitmer, and friends and family.

Aaron Whitmer touched many lives with his kind heart, sense of humor, and generous spirit prior to his death in July 2008 at the age of sixteen. He is remembered by his parents, brother, grandparents, aunts, uncles and many other relatives and friends. Aaron grew up in Beavercreek, Ohio. He hoped to study medicine at Ohio State and become a physician. Aaron attended Beavercreek High School and was active as a tutor. Aaron battled brain cancer with bravery and determination but accepted his fate with a calm presence of mind that was rooted in his belief in God's plan for him. He fulfilled his mission on this earth by leaving those who knew him with an understanding that even if our life is relatively short, we can have a profound impact on the lives of those with whom we interact.

The annual distribution from this fund shall be used at the discretion of the dean of the College of Medicine. If the fund's principal balance reaches the amount required to establish a restricted endowment at that time, the fund name shall be revised to The Aaron S. Whitmer Memorial Scholarship Fund and the annual distribution shall be used to provide scholarship support to students enrolled in the College of Medicine who are focused on a career in cancer research. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Optometry Class of 2008 Fund**

It is proposed that the Optometry Class of 2008 Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Ohio State Optometry Class of 2008.

The annual distribution from this fund shall be used at the discretion of the dean of the College of Optometry.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Optometry or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **James and Melissa Allen Dean's Endowed Innovation Fund**

It is proposed that the James and Melissa Allen Dean's Endowed Innovation Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from James R. Allen (MBA 1981) and Melissa A. Allen of Louisville, Kentucky.

The annual distribution from this fund shall be used at the discretion of the dean of the Max M. Fisher College of Business to support activities of the faculty, students and staff, in accordance with the strategic plans of the college.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Jerry F. Nichols Dean's Endowed Innovation Fund**

It is proposed that the Jerry F. Nichols Dean's Endowed Innovation Fund be established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Jerry F. Nichols (BSBA 1965) of Naples, Florida.

The annual distribution from this fund shall be used at the discretion of the dean of the Max M. Fisher College of Business to support activities of the faculty, students and staff, in accordance with the strategic plans of the college.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Caroline B. Monahan Fund for Experimental Research Support For Cognition/Perception within the Department of Psychology**

The Caroline B. Monahan Fund for Experimental Research Support in the Music Cognition/Perception Area within the Department of Psychology was established March 3, 2000, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Caroline B. Monahan. The name and description are being revised August 28, 2015.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual distribution from this fund shall be used to support experimental research in general cognition and/or perception with the approval of the chairperson of the Department of Psychology. In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Foundation Board, in consultation with Professor Mark Pitt or his designate if possible and the executive dean of the College of Arts and Sciences in order to carry out the desire of the donor.

#### **The Peggy A. Baird Agle Scholarship Fund**

The Peggy A. Baird Agle Scholarship Fund was established January 31, 2014, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Betty Jean and John Thomas (BS 1958) Baird. The description is being revised on August 28, 2015.

As the fund is able, the annual distribution shall be used to support at least one fifty percent (50%) tuition and fee scholarship. First-time recipients shall be undergraduate students

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admitted into the nursing program. Recipients shall be selected by the College of Nursing's scholarship selection committee, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation (if possible) with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Nursing. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Kathryn M. Danenhower Memorial Scholarship Fund**

The Kathryn M. Danenhower Memorial Scholarship Fund was established April 3, 2009, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of John H. Danenhower (MBA 1940) of Oak Park, Illinois, in memory of his mother, Kathryn M. Danenhower. The description is being revised on August 28, 2015.

In keeping with the provisions of the original endowed fund, the annual distribution from this fund shall provide one or more merit scholarships (Preeminent). Students will be selected based upon the criteria sanctioned by the executive vice president and provost.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy. The fund will be administered by the University Honors and Scholars Center, in consultation with Student Financial Aid. In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion shall be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated

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by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the vice provost for Enrollment Services and dean for Undergraduate Education.

### **The Bruce W. Erickson Scholarship Fund**

The Bruce W. Erickson Distinguished Scholar Fund was established June 7, 2002, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts through the Nanette N. and Robert M. Hoge Fund at the Columbus Foundation in memory of Bruce W. Erickson (BS 1963). The name and description were revised November 4, 2005, at the request of Mr. Robert Hoge (BS 1965, MBA 1966) and Mrs. Nanette Hoge (BS 1965 – *cum laude*, BS 1967 – *cum laude*). The description is being revised again on August 28, 2015.

In keeping with the provisions of the original endowed fund, the annual distribution from this fund shall be used to provide merit scholarships (Preeminent) to a student enrolled in the College of Arts and Sciences studying mathematical and/or physical sciences. The recipient will be selected by the University Honors and Scholars Center, in consultation with Student Financial Aid.

Scholarships will be awarded at the highest merit scholarship award level possible. In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal. Each scholarship recipient will continue through eight semesters of receipt so long as he or she maintains academic eligibility as required by the University Honors and Scholars Center.

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

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

### **The Susan and Ken Feinthal University Scholars Fund**

The Susan and Ken Feinthal University Scholars Fund was established December 6, 2001, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Susan and Ken (BA 1955) Feinthal of Loveland, Ohio. The description is being revised on August 28, 2015.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

In keeping with the provisions of the original endowed fund, the annual income shall be used to provide preeminent scholarships for University Scholars. First preference shall be for students majoring in finance and/or banking in the Max M. Fisher College of Business. If there is not an eligible student in finance and/or banking, then a recipient shall be selected from among University Scholars enrolled in the Colleges of the Arts and Sciences. This fund will be administered by the University Honors and Scholars Center, in consultation with Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then

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another use, shall be designated by the Foundation Board, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donors.

### **The Nanette N. Hoge Scholarship Fund**

The Nanette N. Hoge Scholars Fund was established March 3, 2000, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts through the Nanette N. and Robert M. Hoge Fund at the Columbus Foundation. The name and description were revised November 4, 2005, at the request of Mr. Robert Hoge (BS 1965, MBA 1966) and Mrs. Nanette Hoge (BS 1965 – *cum laude*, BS 1967 – *cum laude*). The description is being revised on August 28, 2015.

The annual distribution from this fund shall be used to provide merit scholarships preeminent with preference given to a student enrolled in one of the following colleges (in this order): College of Arts and Sciences studying Mathematics and/or Physical Sciences, College of Arts and Sciences studying Biological Sciences, College of Engineering, Max M. Fisher College of Business. The recipient will be selected by the University Honors and Scholars Center, in consultation with Student Financial Aid.

Scholarships will be awarded at the highest merit scholarship award level possible. In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal. Each scholarship recipient will continue through eight semesters of receipt so long as he or she maintains academic eligibility as required by the University Honors and Scholars Center.

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

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

### **The Robert M. Hoge Scholarship Fund**

The Robert M. Hoge Scholars Fund was established July 11, 2003, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts through the Nanette N. and Robert M. Hoge Fund at the Columbus Foundation. The name and description were revised November 4, 2005, at the request of Mr. Robert Hoge (BS 1965, MBA 1966) and Mrs. Nanette Hoge (BS 1965 – *cum laude*, BS 1967 – *cum laude*). The description is being revised on August 28, 2015.

In keeping with the provisions of the original endowed fund, the annual distribution from this fund shall be used to provide merit scholarships (preeminent) with preference given to a student enrolled in one of the following colleges (in this order): College of Engineering, Max M. Fisher College of Business, College of Arts and Sciences studying Mathematic and/or Physical Sciences, College of Arts and Sciences studying Biological Sciences. The recipient will be selected by the University Honors and Scholars Center, in consultation with Student Financial Aid.

Scholarships will be awarded at the highest merit scholarship award level possible. In any given year that the endowment distribution is not fully expended, the unused portion should

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be reinvested in the endowment principal. Each scholarship recipient will continue through eight semesters of receipt so long as he or she maintains academic eligibility as required by the University Honors and Scholars Center.

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

### **The Emily Houston Hollister Scholarship Fund**

The Emily Houston Hollister Scholarship Fund was established April 7, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the trust of Emily Houston Hollister (BSEd 1930) of Northbrook, Illinois. The description is being revised on August 28, 2015.

The annual distribution from this fund shall be used to provide one or more merit-based Preeminent Scholarships. The fund will be administered by the University Honors and Scholars Center, in consultation with Student Financial Aid.

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

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

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

### **The Ann W. La Fontaine and John Garfield Williams Distinguished Scholars Endowment Fund**

The Ann W. La Fontaine and John Garfield Williams Distinguished Scholars Endowment Fund was established February 10, 2012, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of Ann W. La Fontaine (BS 1937) of Stuart, Florida, honoring her brother, John Garfield Williams (BS 1946) of Oak Harbor, Ohio. The description is being revised on August 28, 2015.

In keeping with the provisions of the original endowed fund, the annual distribution from this fund shall provide one or more merit scholarships for Ann W. La Fontaine and John Garfield Williams Preeminent Scholars. Recipients shall be National Merit Scholars and selected based upon the criteria for Preeminent Scholars. This fund shall be administered by the University Honors Center, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent

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years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the University Honors Center.

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

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

#### **The Connie Hahn Sharpe and Gary L. Sharpe Endowment Fund**

The Connie Hahn Sharpe and Gary L. Sharpe Endowment Fund was established August 29, 2014, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Connie (BS 1969) and Gary (BA 1970) Sharpe, who reside in Naples, Florida, and a gift from The Ohio State University Alumni Club of Naples. The description is being revised on August 28, 2015.

The annual distribution from this fund shall be used to provide scholarships to students enrolled in The Ohio State University who are from the Naples, Florida area. Scholarship recipients shall be recommended by the Alumni Club of Naples and selected by Student Financial Aid.

Scholarships are portable if the recipient changes campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before June 30, 2019, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal does not reach \$100,000 on or before June 30, 2019, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge, the annual distribution will not be matched, the scholarships are not required to be portable, transferable, and renewable, and unused distribution can be reinvested in the fund's principal.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the

purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and the Foundation.

### **The Ellen M. Henry Scholarship Fund**

The Ellen M. Henry Scholarship Fund was established January 30, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Karla S. Zadnik. The description is being revised on August 28, 2015.

The annual distribution from this fund shall be used to provide tuition scholarships. First-time recipients shall be enrolled in the College of Optometry and demonstrate extraordinary achievements and/or potential. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with the dean (or his/her designee) and Student Financial Aid.

The scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before June 30, 2020, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before June 30, 2020, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Optometry. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Tom Jackson Memorial Scholarship Fund**

The Tom Jackson Memorial Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from David (BS 1971, MA 1972) and Claire Jones. The description is being revised on August 28, 2015.

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The annual distribution from this fund shall be used to provide a scholarship to a student who graduated from a high school within the city limits of Youngstown, Ohio. Recipients shall be selected by Student Financial Aid. Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of Student Financial Aid or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Sally Mavko Klingbeil and James D. Klingbeil  
Land Grant Opportunity Scholarship Fund**

The Sally Mavko Klingbeil and James D. Klingbeil Land Grant Opportunity Scholarship Fund was established April 10, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Sally Mavko Klingbeil and James D. Klingbeil. The description is being revised on August 28, 2015.

The annual distribution from this fund shall be used to provide renewable scholarships to incoming freshmen from Lake County Ohio. Recipients shall be known as *Sally Mavko Klingbeil and James D. Klingbeil Land Grant Scholars*. One recipient shall be selected for the 2015-2016 academic year. For each of the next three (3) academic years, one new recipient shall be selected and the previously awarded scholarship(s) shall be renewed. Thereafter, one new recipient will be selected each academic year in conjunction with the graduation of one senior. Scholarship recipients shall be selected by Student Financial Aid. Scholarship(s) is portable if the recipient changes campuses, transferable if he/she changes majors, and renewable as long as the recipient remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Match distributions are not eligible to be reinvested in the fund's principal.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Phillip and Gail Minerich Scholarship Fund**

The Phillip and Gail Minerich Scholarship Fund was established August 30, 2013 by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of the Ohio State University Foundation, with a gift from Gail (BS 1976, Education) and Phillip (BS 1976, Horticulture) Minerich of Austin, Minnesota. The description is being revised on August 28, 2015.

The annual distribution from this fund shall be used to support one scholarship. First-time recipients must be an undergraduate student in the College of Food, Agricultural and Environmental Sciences, be majoring in food science, and have demonstrated financial need. Scholarship recipients shall be selected by the college's scholarship selection committee, in accordance with guidelines and procedures established by the dean of the college or his/her designee for scholarship administration and, in consultation with Student Financial Aid.

Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

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this alternate designation, the Boards shall seek advice from the donors, if possible, and the vice president for agricultural administration and dean of the College of Food, Agricultural, and Environmental Science.

### **The Anita Miller Post Memorial Scholarship Fund**

The Anita Miller Post Memorial Scholarship Fund was established March 3, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mrs. Susan Hopkins of Clayton, North Carolina, in memory of her daughter, Anita Miller Post (BSBA-Accounting 1990). The description is being revised on August 28, 2015.

In keeping with the provisions of the original endowed fund, the annual distribution from this fund shall be used to provide merit-based scholarships (Preeminent). Scholarships will be awarded at the highest merit scholarship award level possible. Each scholarship recipient will continue through eight semesters so long as he or she maintains academic eligibility as required by the University Honors and Scholars Center. Scholarship recipients will be selected by the University Honors and Scholars Center, in consultation with Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal. The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

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

### **The W. Norm Shade Mechanical Engineering Endowed Scholarship Fund**

The W. Norm Shade Mechanical Engineering Endowed Scholarship Fund was established April 4, 2014, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from W. Norm Shade (BS 1970, MS 1970). The description is being revised on August 28, 2015.

The annual distribution from this fund shall provide scholarship support to full-time undergraduate students ranked sophomore or higher who are enrolled in the College of Engineering and majoring in mechanical engineering. Preference shall be given to candidates who are residents of Knox, Huron, Seneca, Muskingum, Guernsey, Perry or Crawford counties of Ohio. If there are no candidates from these counties, the scholarship can be awarded to a resident of any county in the state of Ohio. Scholarship recipients shall be selected by the College of Engineering's scholarship committee, in consultation with Student Financial Aid. Scholarships are renewable for up to three consecutive years as long as recipients meet the selection criteria and maintain a minimum grade point average of 3.0.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **George E. Smith '64 Scholarship Fund In Civil Engineering**

The George E. Smith '64 Scholarship Fund in Civil Engineering was established June 5, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from George E. (BCE 1964) and Gretchen Smith. The description is being revised on August 28, 2015.

George E. Smith is the co-founder of Wharton-Smith, Inc., a full-service construction company located in Lake Monroe, Florida. Wharton-Smith is ranked consistently by Engineering News-Record in the nation's Top 400 Contractors, and recognized throughout the construction industry as a leader for the excellence of their work in the areas of environmental, educational, commercial, entertainment and international projects with clients in both private and public agencies.

The annual distribution from this fund shall be used to provide scholarship support for undergraduate students enrolled in the College of Engineering whose major is in the Department of Civil Engineering with preference given to members of the Sigma Phi Epsilon Fraternity who demonstrate financial need. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid. To qualify, candidates must have attended preschool/pre-kindergarten in the United States. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, United States citizens or legal residents.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Thomas L. Thomas Engineering Scholarship Fund**

The Thomas L. Thomas Engineering Scholarship Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Thomas L. (BEE *summa cum laude* 1966, MS 1966) and Janet J. (BS 1966) Thomas. The description is being revised on August 28, 2015.

The annual distribution from this fund shall provide two need-based, renewable scholarships at each class rank to undergraduate students who are enrolled in the College of Engineering. It is the donors' intention that each of these scholarships will be approximately one-half of tuition but not to exceed the recipient's unmet financial need. First-time recipients shall be academically superior new first-year students. Candidates must be in the top 10% of their high school class and have a standardized test score equal to or greater than the score used by the University to designate Honors Scholars. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, students who are native-born United States citizens with first preference given to Ohio residents. First consideration shall be given to qualified candidates pursuing a bachelor degree in electrical and computer engineering or computer science and engineering. If there are an insufficient number of qualified candidates pursuing the aforementioned degrees, the scholarships may be awarded to qualified candidates pursuing degrees in Biomedical Engineering, Aeronautical and Astronautical Engineering, Chemical Engineering or Mechanical Engineering, preferably in that order.

Scholarship recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid. Scholarships may be awarded for up to eight semesters if recipients excel academically by demonstrating sufficient progress towards graduation and have a top 10% cumulative grade point average for their engineering class at the end of spring semester and continue to demonstrate financial need.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated

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by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the dean of the College of Engineering, in consultation with Student Financial Aid.

**The Hagop S. Mekhjian, M.D. Endowment Fund in Medicine**

The Hagop S. Mekhjian, M.D. Endowment Fund in Medicine was established March 3, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Thomas and Cynthia Pilot of South Bend, Indiana. The fund is being closed and the principal balance and unspent annual distribution are being transferred to Hagop Mekhjian M.D. Lectureship Fund at The Ohio State University Wexner Medical Center.

APPENDIX VIII

August 28, 2015 | **FISCAL YEAR 2016**

## Fiscal Year 2016 Operating Budget



**The Ohio State University**  
Office of Business and Finance  
Financial Planning and Analysis

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## Executive Summary

The Ohio State University continues to move forward to achieve its vision to be the world's preeminent public comprehensive university, solving problems of world-wide significance and, to fulfill our mission to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge. In his investiture speech on March 31, 2015, President Drake has committed to maintaining access, affordability and excellence that have defined the role of public institutions since their inception through the land grant purpose of extending higher education opportunities to Ohioans and beyond. All strategic decisions must be made with these ideals in the forefront. We do not want to continue to increase the already significant student debt carried by most college students.

In order to meet this vision and mission the university has continued to work towards augmentation of traditional revenue streams and streamlining expenses while seeking to expand the revenue base in new and unique ways in order to invest in areas core to the university vision and mission.

When fiscal year 2015 closed, the university remained financially strong. Tuition revenue is stable as student applications and enrollment continue to grow. However, there are a number of challenges that we must manage. State subsidy revenue has declined in real dollars over recent years. We anticipate continued pressure on government expenditures for research and student financial aid. The anticipation of nominal growth from traditional government revenue sources, coupled with our intent to maintain student affordability, create an imperative to continue to explore alternatives to traditional financial strategies. The university must also consider leveraging core assets into incremental revenue while continuing to explore non-traditional revenue opportunities. A strong focus on both revenue enhancement and expense streamlining is required to ensure that resources are in place to fund our strategic initiatives while maintaining a strong balance sheet. President Drake emphasized his commitment to the dual goals of increasing revenue and administrative efficiencies in his Investiture Address by identifying \$200 million in administrative efficiencies and generating \$200 million in revenue over the next five years.

The OSU Wexner Medical Center Health System (Health System) continues to strengthen its financial position through the opening of the new James Cancer Hospital and Critical Care Tower (CCCT) in December, 2015. The fiscal year 2016 Health System budget sets aggressive targets to deliver improvements in profit margin, cash on hand and debt service ratios. Numerous expense control and productivity initiatives have been implemented or will be implemented during the course of fiscal year 2016. These measures are critical in order to manage the operational risks associated with transitioning into the new facility and the uncertainty surrounding the impact of federal insurance exchanges and Medicare rate reductions.

In fiscal year 2013, we invested \$483 million into our long-term investment pool as a result of leasing our parking operations to a third party. From the investment yield, \$22 million was distributed to campus priorities in fiscal year 2015, bringing the total since inception to \$62 million. An additional \$21 million is expected to be distributed in fiscal year 2016. The money is being used to fund faculty initiatives and research, transportation and sustainability, student scholarships and invest in our University Arts District.

This document presents The Ohio State University's fiscal year 2016 budget for approval. The budget is presented on a consolidated basis with the university and Health System also presented as unique operating entities. This document also provides narratives on the overall budgeting process, and the key drivers of revenue and expenses budgeted for fiscal year 2016.

### Vision

The Ohio State University will be the world's preeminent public comprehensive university, solving problems of world-wide significance.

## Foundation of The Ohio State University's Academic Mission

President Drake has directed the university to focus on three specific areas that underpin Ohio State's academic mission:

1. Work to reduce student debt. Education transforms lives, but only if we can deliver on our promise of access to an excellent and affordable education.
2. Re-commit our university to its motto of *Education for Citizenship*, engaging with our community partners to extend our scholarship with the full force and precision of one of the most powerful institutions in the world.
3. Lead our colleagues in exemplifying what it means to be an inclusive university in the 21<sup>st</sup> century, a place where diversity is a defining characteristic and a source of strength.

### Mission

We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

## Strategic Context

The fiscal year 2016 budget is further built upon the foundation of The Ohio State University strategic plan. The plan outlines four core goals, with a specific focus for investment across three discovery themes: Health and Wellness, Energy and Environment, Food and Production Safety.

## Core Goals

Four institution wide goals are fundamental to Ohio State's mission and future success and must be reflected in all that we accomplish:

- **Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.
- **Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to solutions of the world's most pressing problems.
- **Outreach and Engagement:** to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.
- **Resource Stewardship:** to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

## ***Discovery Themes at The Ohio State University***

The university's move to eminence will continue to be founded in the university's three discovery themes of **Health and Wellness**, **Food Production and Security**, and **Energy and Environment**. These themes are based on special, broad, and deep expertise across the university. Through these discovery themes, Ohio State will focus its resources and activities on finding durable solutions to issues of global as well as regional importance. The discovery themes are essential elements of Ohio State's strategic planning. The initial area of focus for all three of the Discovery Themes is data analytics.

Data analytics is a process of collecting, organizing, integrating and examining vast amounts of information in order to extract insight. With today's increasingly large, complex, and diverse data sets, problem-solving is more data driven than ever. In this environment, the ability to find, analyze, and interact with these data will be the difference-maker in accelerating the pace of change: from disease prognosis to smart materials, from environmental mapping to sustainable energy systems, from bioinformatics to precision agriculture. As part of this focus, the university has established a new interdisciplinary undergraduate major in data analytics. This major was designed by the colleges of Arts and Sciences, Engineering, Medicine and Fisher College of Business. With this new degree offering, Ohio State becomes the first university in the country to offer an undergraduate degree in data analytics.

Faculty from every college and all six campuses of the university will be encouraged to actively contribute to these discovery themes. Meanwhile, as these colleagues concentrate their efforts on the issues the discovery themes are meant to address, they and others will continue to advance our understanding of history and philosophy, languages and cultures, and the arts as they pursue excellence in our core goals. Our programs in medicine, agriculture, veterinary sciences, engineering, business and many other fields of study are rich and strong because they are grounded by excellence in the arts, humanities and physical as well as social sciences.

### **Discovery Themes**

**Health and Wellness:** will allow faculty from Ohio State's seven health sciences colleges and the Wexner Medical Center to work with partners across the university in nutrition, social work, health education, and public policy, to cite but a few examples. These experts will focus on such issues as disease prevention, community health, and health systems.

**Energy and Environment:** will create an unprecedented interdisciplinary collaboration of experts spanning the university and touching upon every specialization to fully address issues related to energy and environment. By working with experts beyond the university, Ohio State faculty will lead the way in developing scientific and policy responses to the global need for energy and the associated effects on the environment.

**Food Production and Security:** will draw on Ohio State's unique expertise in food, agricultural, and environmental sciences as well as the arts and sciences, health sciences, business, law, and beyond. Working with partners within and outside the university, these experts will focus on enhancing the quality of food and animal feed and ensuring an adequate, affordable and safe food supply for a global population.

## ***Strategic Finance: Planning for Success***

In recent years, we have launched a number of successful initiatives to increase the resources available to support the core academic mission. Revenue generation initiatives have included the establishment of unique partnerships and collaborations, such as the affinity agreements with organizations such as Huntington Bank and Nationwide Insurance; innovative financing strategies such as the issuance of \$500 million in century bonds; asset monetization strategies such as the 50-year parking concession agreement; and strengthening the endowment through diversification and value orientation strategies.

Going forward, the university must increasingly focus on generating additional revenue from traditional and innovative sources, including continued exploration of asset monetization opportunities, enhanced

funding, continued exploration of public/private partnerships, technology commercialization and endowment growth. We continue to explore these untapped revenue opportunities in addition to the leased parking funding, century bond funding, and current affinity contracts. We continue to focus on our financial investment strategies, streamlining activities and procurement strategies in order to maximize the funding available to advance our goals of Teaching and Learning, Research and Innovation, Outreach and Engagement, and Resource Stewardship.

The university is playing a leadership role in Governor Kasich's Task Force on Affordability and Efficiency. This will allow universities to work together to develop best practices to make significant strides in cost containment. We will also continue to build on our own successful cost containment strategies, which have included strategic procurement initiatives such as reducing the number of suppliers in our database; leveraging the buying power to negotiate more aggressively; implementing systems designed to improve operational efficiencies; lean process reengineering; and supporting the university's sustainability efforts by moving to paperless systems.

By investing in the activities as outlined above, the university will be well on its way of meeting President Drake's goals of increasing revenue by \$200 million and implementing administrative efficiencies that generate \$200 million in savings over the next five years.

## Fiscal Year 2016 University Budget: Key Themes

The major themes for the budget this year are affordability, access and quality. The Ohio State University announced a comprehensive freeze on in-state undergraduate tuition, room and board early on in the budget process. Throughout the State of Ohio's Biennial Budget deliberations, student affordability and student debt also were major areas of focus. The final state budget as passed also contained a freeze on undergraduate instructional fees for all institutions, along with a corresponding increase in the State Share of Instruction (SSI). The SSI pool was increased 4.7% in fiscal year 2016 and another 4.0% in fiscal year 2017. Paired with our freeze on costs for in-state undergraduates, President Drake committed to increase financial aid for low- and middle-income Ohioans by \$15 million in fiscal year 2016, with a long term plan to expand need-based student aid by a total of \$100 million over five years. As conversations continued among leadership at the university, it was decided to also freeze instructional fees for master's and doctorate candidates as well.

Fiscal year 2016 will be the third year of the State of Ohio's new funding model for higher education. This outcome based funding model was established based on recommendations developed by the Commission on Higher Education under the leadership of former Ohio State President Gee. This new model emphasizes degree completion as the main driver for funding and course completions as secondary. It also rewards the ability of the university to retain the best and brightest in Ohio after graduation as well as recognizing the additional financial requirements for assisting at-risk students to degree attainment. The university continues to assess the impacts of the funding model change within the context of growth in distance education and other non-traditional programs across the state.

The fiscal year 2016 budget continues our commitment to hire 160 new tenure or tenure-track faculty by 2019 who will be specializing in disciplines that support the Discovery Themes. Start-up funding is also budgeted to assure that the university can hire the best faculty for our programs.

The budget also focuses on additional compensation for faculty and staff, increasing the institutionally funded financial aid for undergraduate students, supporting colleges with additional revenue generated from tuition dollars, funding for increased benefit costs and priority requests for support operations, all while assuring that general funds are balanced.

The Fiscal Year 2016 Budget Plan outlines important aspects of the university's financial strategy in the year ahead. The budget plan, coupled with our Annual Financial Report, presents our current financial state and our future opportunities and challenges. It illustrates our financial path for achieving our vision of being the world's preeminent public comprehensive university.

## Fiscal Year 2016 Budget: Financial Statements

The fiscal year 2016 budget includes a consolidated financial statement in addition to discrete financial statements for each of the following segments:

- **The Ohio State University**
- **The Ohio State University Health System**
- **The Ohio State University Physicians Practice Plan**

Given the operational differences between segments, we will provide narratives around the key drivers for each segment.

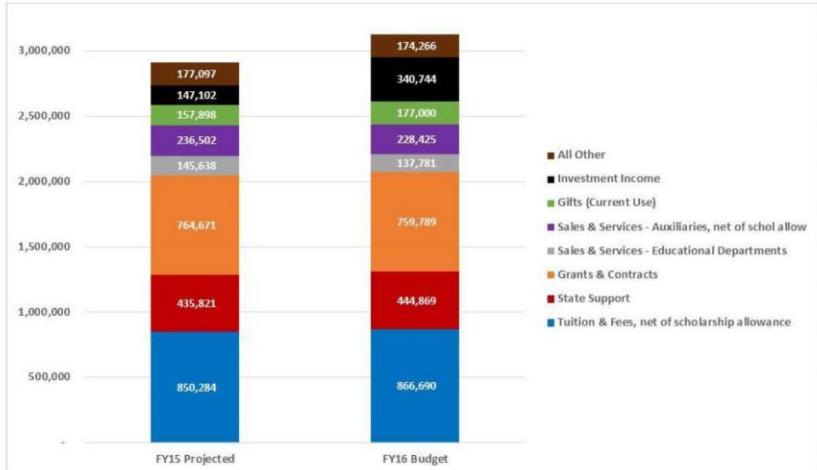
## Consolidated Financial Statements

\$ in thousands	Fiscal 2015 Projected Actual	Fiscal 2016 Budget	\$ Change	% Change
<b><i>Operating Revenues</i></b>				
Tuition & Fees, net of scholarship allowance	850,284	866,690	16,406	1.9%
Grants & Contracts	699,146	694,443	(4,703)	-0.7%
Sales & Services - Educational Departments	145,638	137,781	(7,857)	-5.4%
Sales & Services - Auxiliaries, net of schol allow	236,502	228,425	(8,076)	-3.4%
Sales & Services - Health System & OSUP	2,724,327	3,002,465	278,138	10.2%
Other Operating Revenues	57,425	55,876	(1,549)	-2.7%
<b>Total Operating Revenues</b>	<b>4,713,322</b>	<b>4,985,680</b>	<b>272,359</b>	<b>5.8%</b>
<b><i>Operating Expenses</i></b>				
Salaries	2,372,481	2,487,801	115,320	4.9%
Benefits	685,515	763,972	78,458	11.4%
Fee Authorizations	96,547	95,867	(680)	-0.7%
Student Aid	123,913	144,513	20,600	16.6%
Supplies, Services & Other	1,637,103	1,730,138	93,035	5.7%
Depreciation	296,555	307,000	10,445	3.5%
<b>Total Operating Expenses</b>	<b>5,212,115</b>	<b>5,529,292</b>	<b>317,177</b>	<b>6.1%</b>
<b>Operating Gain (Loss)</b>	<b>(498,793)</b>	<b>(543,611)</b>	<b>(44,818)</b>	<b>9.0%</b>
<b><i>Non-Operating Revenues (Expenses)</i></b>				
State Share of Instruction	350,001	359,047	9,045	2.6%
State Line Item Appropriations	85,820	85,823	3	0.0%
Non-Exchange Grants	75,831	75,652	(179)	-0.2%
Gifts (Current Use)	157,898	177,000	19,102	12.1%
Investment Income	147,102	340,744	193,642	131.6%
Interest Expense on Plant Debt	(74,942)	(91,143)	(16,201)	21.6%
Other Non-Operating Revenues (Expenses)	1,512	1,515	3	0.2%
<b>Total Non-Operating Revenues (Expenses)</b>	<b>743,223</b>	<b>948,638</b>	<b>205,415</b>	<b>27.6%</b>
<b>Net Health System Transfers</b>				
<b>Income Before Other Changes in Net Assets</b>	<b>244,430</b>	<b>405,026</b>	<b>160,597</b>	<b>65.7%</b>
<b><i>Other Changes in Net Assets</i></b>				
State Capital Appropriations	45,780	45,875	94	0.2%
Private Capital Gifts	9,672	10,000	328	3.4%
Additions to Permanent Endowments	62,707	61,000	(1,707)	-2.7%
<b>Total Other Changes in Net Assets</b>	<b>118,160</b>	<b>116,875</b>	<b>(1,285)</b>	<b>-1.1%</b>
<b>Change in Net Assets</b>	<b>362,590</b>	<b>521,901</b>	<b>159,312</b>	<b>43.9%</b>

**University Financial Statement (*excluding Health System*):**

\$ in thousands	Fiscal 2015 Projected Actual	Fiscal 2016 Budget	\$ Change	% Change
<b><i>Operating Revenues</i></b>				
Tuition & Fees, net of scholarship allowance	850,284	866,690	16,406	1.9%
Grants & Contracts	688,839	684,136	(4,703)	-0.7%
Sales & Services - Educational Departments	145,638	137,781	(7,857)	-5.4%
Sales & Services - Auxiliaries, net of schol allow	236,502	228,425	(8,076)	-3.4%
Other Operating Revenues	57,425	55,876	(1,549)	-2.7%
<b>Total Operating Revenues</b>	<b>1,978,689</b>	<b>1,972,909</b>	<b>(5,779)</b>	<b>-0.3%</b>
<b><i>Operating Expenses</i></b>				
Salaries	1,351,220	1,381,666	30,445	2.3%
Benefits	396,022	430,721	34,700	8.8%
Fee Authorizations	96,547	95,867	(680)	-0.7%
Student Aid, net of scholarship allowance	123,913	144,513	20,600	16.6%
Supplies, Services & Other	653,667	664,195	10,528	1.6%
Depreciation	182,219	170,038	(12,181)	-6.7%
<b>Total Operating Expenses</b>	<b>2,803,589</b>	<b>2,887,000</b>	<b>83,411</b>	<b>3.0%</b>
<b>Operating Gain (Loss)</b>	<b>(824,900)</b>	<b>(914,091)</b>	<b>101,678</b>	<b>10.8%</b>
<b><i>Non-Operating Revenues (Expenses)</i></b>				
State Share of Instruction	350,001	359,047	9,045	2.6%
State Line Item Appropriations	85,820	85,823	3	0.0%
Non-Exchange Grants	75,831	75,652	(179)	-0.2%
Gifts (Current Use)	157,898	177,000	19,102	12.1%
Investment Income	147,102	340,744	193,642	131.6%
Interest Expense on Plant Debt	(46,086)	(48,632)	(2,546)	5.5%
Other Non-Operating Revenues (Expenses)	1,512	1,515	3	0.2%
<b>Total Non-Operating Revenues (Expenses)</b>	<b>772,079</b>	<b>991,149</b>	<b>219,070</b>	<b>28.4%</b>
<b>Net Health System Transfers</b>	<b>98,112</b>	<b>103,880</b>	<b>5,768</b>	<b>5.9%</b>
<b>Income Before Other Changes in Net Assets</b>	<b>45,291</b>	<b>180,938</b>	<b>135,647</b>	<b>299.5%</b>
<b><i>Other Changes in Net Assets</i></b>				
State Capital Appropriations	45,780	45,875	94	0.2%
Private Capital Gifts	9,672	10,000	328	3.4%
Additions to Permanent Endowments	62,707	61,000	(1,707)	-2.7%
<b>Total Other Changes in Net Assets</b>	<b>118,160</b>	<b>116,875</b>	<b>(1,285)</b>	<b>-1.1%</b>
<b>Change in Net Assets</b>	<b>163,450</b>	<b>297,813</b>	<b>134,362</b>	<b>82.2%</b>

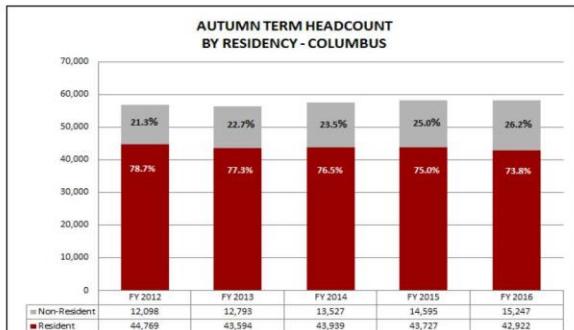
## University Revenue Sources



## Tuition and Fees

Gross tuition and fees, before scholarship allowance, are expected to increase by \$26 million, or 2.6 %, to \$1.02 billion. The increase is driven by both an increased mix of non-resident students and increased non-resident fees for fiscal year 2016. Instructional and mandatory fees will not increase in fiscal year 2016. However, for some tagged masters and professional programs differential fees are scheduled to increase. For all student levels, the non-resident surcharge will increase 5.0% across most colleges.

The university is committed to maintaining tuition affordability. However, the limited increases are necessary to partially cover inflation and to provide continued investment in excellence within the core academic mission. Tuition and fees provide more than 70% of university revenue available to fund the core academic mission. The remaining 30% is largely provided through the State of Ohio instructional subsidy, SSI.



**Enrollment** - The university continues to execute against the most recent Enrollment Plan, which was implemented in fiscal year 2012, to increase the quantity, quality and diversity of the student body. The Plan has been successful in meeting those objectives and in providing higher levels of new students to offset the temporary decline in existing students due to semester conversion which occurred in fiscal year 2013. Enrollment has since stabilized and enrollment for fall 2015 (fiscal year 2016) is expected to be essentially flat versus fiscal year 2015. With many students taking advantage of the free credit hour option in May term, summer revenue-generating enrollments and credit hours continue to lag behind pre-conversion levels.

Regional campuses, which account for 10% of the university's enrollment, continue to be negatively impacted by several factors including continued poor economic conditions in the communities they serve, the decreasing number of high school graduates and the competition from community and technical colleges. As a result, fiscal year 2016 enrollments are projected to decline an average of 1.6% over fiscal year 2015 levels.

STUDENT ENROLLMENT FOR AUTUMN TERM									
AUTUMN FY 2012 - FY 2016									
Headcounts						1 YR Chg	1 YR % Chg	5 YR % Chg	
	2012	2013	2014	2015	2016				
Columbus	56,867	56,387	57,466	58,322	<b>58,169</b>	-153	-0.3%	2.3%	
Lima	1,306	1,131	1,077	1,056	<b>1,035</b>	-21	-2.0%	-20.8%	
Mansfield	1,388	1,265	1,204	1,188	<b>1,188</b>	0	0.0%	-14.4%	
Marion	1,525	1,273	1,259	1,204	<b>1,120</b>	-84	-7.0%	-26.6%	
Newark	2,677	2,390	2,315	2,396	<b>2,343</b>	-53	-2.2%	-12.5%	
ATL	666	612	643	702	<b>755</b>	53	7.5%	13.4%	
<b>Grand Total</b>	<b>64,429</b>	<b>63,058</b>	<b>63,964</b>	<b>64,868</b>	<b>64,610</b>	<b>-258</b>	<b>-0.4%</b>	<b>0.3%</b>	

**Undergraduate Fees** - Resident instructional fees will not increase in fiscal year 2016 at all of the Ohio State campuses. Also, the general and mandatory fees, including the recreation fee, student activity, student union facility fee, and COTA bus fee will again not change in fiscal year 2016.

**Graduate and Professional Fees** - Masters and PhD instructional fees will not increase in fiscal year 2016. Some graduate and professional students pay a higher or differential instructional fee based principally on market demand and market pricing. Revenue generated from these increases is earmarked to support the graduate and professional programs that generate the fee income. Most differential fees are not expected to increase, while some are budgeted to increase between 2% and 8% in fiscal year 2016.

**Non-Resident Surcharges** - Effective Autumn term fiscal year 2016, the non-resident surcharge will increase 5.0% for most undergraduate, graduate, and most professional programs at each campus. Exceptions to this include the Colleges of Law and Optometry, which will see no increase, four graduate business programs, an on-line FAES program and an on-line Engineering Program that charge a flat non-resident surcharge.

**Program, Technology, and Other Fees** - Several colleges and academic programs have established additional fees to support specific programs and initiatives. These include program fees designed to provide financial support for specific programs, technology fees, international student fees, and course fees and distance education fees.

**Comparison with Selective Ohio Peers** - Among Ohio's public universities, Ohio State ranks highest in academic reputation, yet has the second lowest undergraduate student fees among Ohio's six public four-year universities with selective admissions. Given the continued commitment to keep tuition affordable by not raising resident undergraduate rates in the 2015-2016 academic year, Ohio State will continue to have one of the lowest student fees among the selective public institutions. This makes Ohio State an excellent value for students and taxpayers.

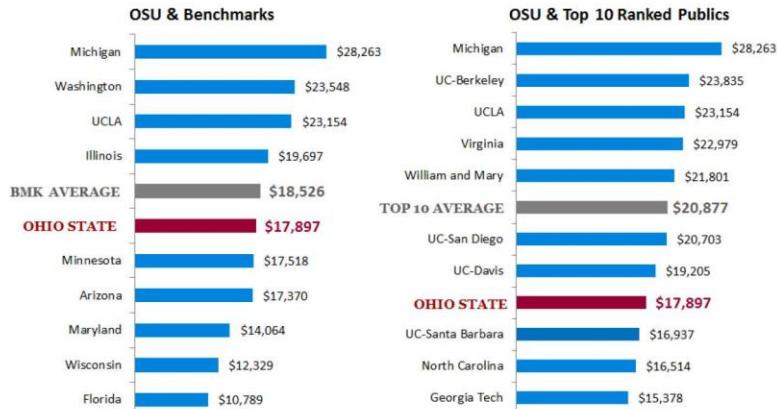
UNDERGRADUATE RESIDENT FRESHMEN TUITION & FEES - AY 2015 & AY 2016 FULL-TIME RATES FOR OHIO SELECTIVE PEER INSTITUTIONS					
Ohio Peer	US News Rank*	2015	2016	% Change	
Miami	81	\$14,013	\$14,013	0.0%	
Cincinnati	136	\$11,000	\$11,000	0.0%	
Bowling Green	171	\$10,590	\$10,590	0.0%	
Ohio University**	105	\$10,536	\$10,536	0.0%	
<b>Ohio State</b>	<b>37</b>	<b>\$10,037</b>	<b>\$10,037</b>	<b>0.0%</b>	
Kent State	189	\$10,012	\$10,012	0.0%	
Average		\$11,031	\$11,031	0.0%	

Sources: Ohio Board of Regents Fall Survey of Student Charges (AY 2015) except Bowling Green which is provided by BGSU; campus representatives and campus websites (AY 2016). FY 2015 Tuition and Fees are the published institution rate for resident new freshmen.  
\*UG Academic Reputation Rank (formerly known as the Peer Assessment Rank) is based on scores from the U.S. News and World Report's 2015 Best Colleges Rankings.  
\*\*Ohio University is moving to the tuition guarantee next fall; so the institution has a tuition rate for new freshmen (\$11,548) that is different from continuing students (\$10,536). As of 6-30-15.

**Comparison with Benchmarks and Top Public Schools** - In comparing Ohio State with our peer institutions on tuition and fees (latest data available is fiscal year 2013), tuition and fee revenues per student FTE were 3.4% below the average of OSU's benchmark institutions and 14.3% below the top 10 ranked public institutions' average.

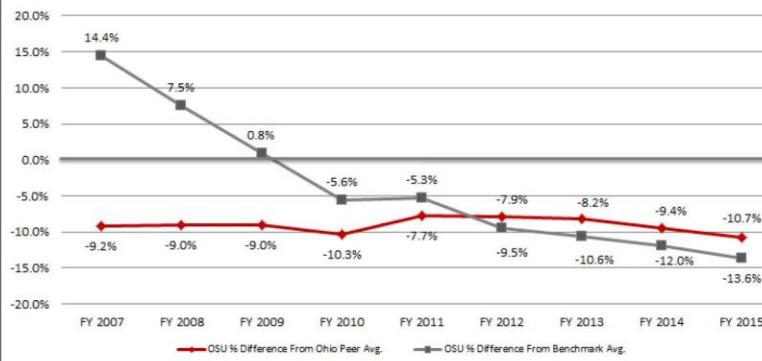
Ohio State ranks below the benchmark and top ten ranked publics averages in tuition and fee revenues per student FTE (-3.4% Benchmarks; -14.3% Top 10).

**TUITION AND FEE REVENUE PER STUDENT FTE: FY 2013**



Source: IPEDS Finance Survey and Fall Enrollment Survey. Includes all tuition and fees assessed against students for education purposes, encompassing all levels of students, all residing types, as well as all technology, program, course, clinic, etc. fees. Benchmark institutions are considered OSU's peers or aspirational peers as they represent high-quality institutions that most closely resemble OSU in organization and mission. Top ten ranked public schools are based on the U.S. News and World Report's 2015 Best College rankings (National University) and incorporate the scoring for all indicators.

**OSU's Undergraduate Resident Tuition Compared to Current Ohio Peers/Benchmarks % Difference From Average**



Sources: AAUDE, IPEDS, & Ohio Board of Regents

Again, even among other highly ranked institutions across the nation, Ohio State continues to be an excellent value for students.

## State Support

The State of Ohio is emerging from the Great Recession. Unemployment in the state, once at 10.6% in February of 2010, is currently at 5.2% (June 2015). The state finances appear to be strengthening and the state projects to have an unencumbered ending fund balance of \$1.3 billion at the end of fiscal year 2015. This strengthening economic position enabled the leadership at the State to increase support for higher education.

## State Share of Instruction (SSI)

The SSI allocation is the State of Ohio's primary funding support for enrollments and degree completions at its colleges and universities. The SSI funds campuses on the basis of several criteria including successful course completions, indexed by financially and academically at-risk resident undergraduate students, degree completions with added funding for degree completions by undergraduate at-risk students, and a number of other criteria intended to advance the goals of the state.

The state budget increases SSI funding by 4.7% from \$1.82 billion in fiscal year 2015 to \$1.90 billion in fiscal year 2016, and another 4.0% to \$1.98 billion in fiscal year 2017, but also holds instruction and general fees in both years to 2015 levels. In total, the university projects to receive \$359 million in SSI funding in fiscal year 2016, an increase of \$9 million over ending fiscal year 2015. Because of the three year averaging used in the SSI calculations, the fiscal year 2016 allocation uses enrollments and degrees awarded in fiscal years 2013, 2014, and 2015. The increase in enrollments and degrees that happened during the last year of quarters, fiscal year 2012, was not used in the calculation of fiscal year 2016 SSI. However, the university's total share of SSI remains relatively stable with past years.

Fiscal year 2016 will mark the third year of the implementation of the recommendations of the committee chaired by former President Gee. In the fall of 2012, Governor Kasich asked former President Gee to chair a committee comprised of the presidents from Miami University, Ohio University, Wright State University, and Shawnee State University to recommend changes to the State Share of Instruction (SSI) formula to better align it with the goals of the state. The committee was tasked with finding ways to use the formula to support the following objectives:

- Increase participation rates
- Encourage the best and brightest to attend
- Improve graduation rates
- Make higher education more affordable
- Graduate students with the skills they need
- Encourage graduates to stay in Ohio

The committee recommendations were endorsed by the presidents of all public colleges and universities in the state, as well as Governor Kasich, and have been incorporated into each subsequent budget bill.

In its first two years the formula:

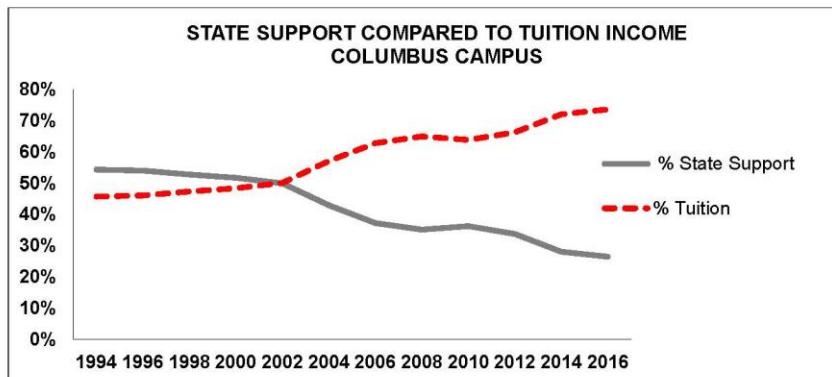
- shifted to rewarding degree recipients
- adopted a universal three year average as the basis of calculation for distribution of the allocations
- adopted STEM weights to degree completions

- removed the re-allocation of funds from campuses to those whose allocations had dropped below a certain threshold
- combined the regional campus allocations with the main campuses,
- awarded proportional degree credits for transfer students
- awarded associate degree credits for all campuses
- implemented proportional degree credits for out of state graduates that remain in the state

In fiscal year 2016 the formula:

- allows funding of more than one degree earned by a student
- caps the bonus awarded for degree recipients that started their careers outside the Inter-University Council institutions
- caps funding for students that were awarded an associate and then a baccalaureate to the baccalaureate amount

The university is engaged in ongoing discussions about the impact of the funding changes on its campuses and is involved in discussion with the Interuniversity Council of Ohio and the Ohio Department of Higher Education (formerly the Ohio Board of Regents) on ways that the funding formula can better meet the needs of the State.



### State Line Item Support

In addition to SSI funding the university also receives funding directed to specific purposes. In fiscal year 2016 the university expects to receive \$86 million in line item funding the same as projected ending fiscal year 2015.

### Capital Appropriations

Ohio State also receives capital allocations from the State of Ohio used to improve the physical infrastructure of the university. The state capital budget process occurs in the off years from the state operating budget process. The fiscal year 2015-2016 capital process allocated approximately \$99.2 million to the university, of which approximately \$45.9 million is expected to be received in fiscal year

2016. These allocations will be used to fund the renovations of Pomerene and Oxley Halls to support Discovery Themes, as well as funding renovations and repairs at all Ohio State campuses.

### **Grants and Contracts**

Grants and contracts revenue is administered in two ways: recorded by individual units in segregated grants and contracts funds, or as sponsored projects administered by the Office of Sponsored Programs. For fiscal year 2016, revenue from grants and contracts (including non-exchange grants) is planned at \$760 million, which is down slightly from the fiscal year 2015 projections due to uncertainty with federal research dollars.

Of the \$760 million, \$511 million is administered by the Office of Sponsored Programs and \$249 million is administered directly by colleges and support units. Projects administered by the Office of Sponsored Programs typically have more stringent process and documentation requirements than projects that are directly administered through the colleges and support units.

### **Sponsored Research Programs**

The university secures funding for sponsored research programs from a variety of external sources. External grants are awarded by federal, state and local agencies along with private foundations and corporate sponsors. Total revenue for sponsored research programs administered by the Office of Sponsored Programs is expected to remain essentially flat at approximately \$511 million.

The sponsored research revenues discussed above include facilities and administrative (F&A) recoveries which are projected to be \$102 million which is essentially flat to fiscal year 2015 levels. F&A costs are recovered from most sponsored programs to offset the cost of maintaining the physical and administrative infrastructure that supports the research enterprise at the university. It is important to note that direct and indirect cost expenditures do not necessarily align when comparing expected revenue streams, and this occurs for two reasons. First, certain direct cost expenditures do not recover F&A. Second, not all sponsors allow the university to recover F&A at the university's fully negotiated rate.

Sponsored research funding comes from a variety of sources, each of which is impacted by economic and political considerations. For example, the federal government is by far the largest source of research support. However, federal research budgets are essentially flat but the number of proposals being submitted is increasing, so funding rates are decreasing. In addition, State funding is being directed toward private enterprises rather than to research development activities at universities.

The university is working to mitigate ongoing downward trends using two primary strategies. First, we are actively focusing on increasing the competitiveness of researchers through activities internal to the university. This effort includes facilitating multidisciplinary research to take advantage of the breadth of expertise at the university through the Discovery Themes initiative; establishing new centers focused on current and emerging research challenges; creating a proposal development center; and establishing and maintaining cutting edge core facilities to support our growing community of research-intensive faculty. The second strategy involves building external relationships that will help grow the university's portfolio of federally-funded research, expand strategic partnerships with industry and promote and develop the Ohio Technology Consortium (OH-Tech).

### College / Support Unit Administered Grants and Contracts

Revenue for grants and contracts administered directly by individual colleges and support units is expected to decrease from \$184 million projected for fiscal year 2015 to \$173 million budgeted for fiscal year 2016 due to federal grant uncertainty. Non-exchange grants and contracts, such as Pell Grants and Ohio College Opportunity Grant (OCOG), are expected to remain flat.

### Sales and Service Revenues

**Sales and Services of Educational Departments** - Sales and services of educational departments are expected to decrease \$7.8 million, or 5.4% versus fiscal year 2015, driven largely by a decrease of \$4.3 million in OHTEch VMWare revenue, a decrease of \$2.7 million in Student Life due to a decrease in student health insurance rates, and a reduction in fees within Education and Human Ecology in order to decrease cash reserves of \$1.3 million. Other revenue sources consist largely of clinical operations in colleges such as Optometry and Veterinary Medicine and non-college departments such as Recreational Sports.

**Sales and Services of Auxiliary Enterprises** - Student Life, Athletics, and Business Advancement comprise the majority of sales and services of auxiliary enterprises. Operating Revenue from sales and services of auxiliary enterprises is expected to decrease \$8 million, or 3.4%. This decrease is driven primarily by fewer anticipated stadium and arena events in fiscal year 2016.

## University Budget: Expense

### **Salaries and Benefits**

**Salaries** – Salary expense is expected to increase by \$30 million or 2.3% over fiscal year 2015 projections. Faculty and staff salary guideline increases of up to 2.0% have been included in the budget for fiscal year 2016. Additionally, there is proposed 1% merit based cash pool for faculty.

Consistent with prior years, the approved salary guidelines take into consideration the financial condition of the university as well as statistics of the current labor market. The university continues to employ its philosophy of setting faculty salaries at a level that will maintain or advance Ohio State's position nationally for the highest quality faculty, and to set staff salaries to be competitive with the local employment markets.

**Benefits** - Benefit costs are expected to increase by \$35 million or 8.8% over fiscal year 2015. Benefits are driven by the 2% salary guideline increase, which directly affects the retirement plan contribution expenses and a 7% average rate increase on other benefit plans combined. Benefits include the university's contribution to employee retirement plans, various medical, dental, vision, life and disability plans, employee and dependent tuition plans and university expense related to compulsory plans, such as workers' compensation and unemployment compensation.

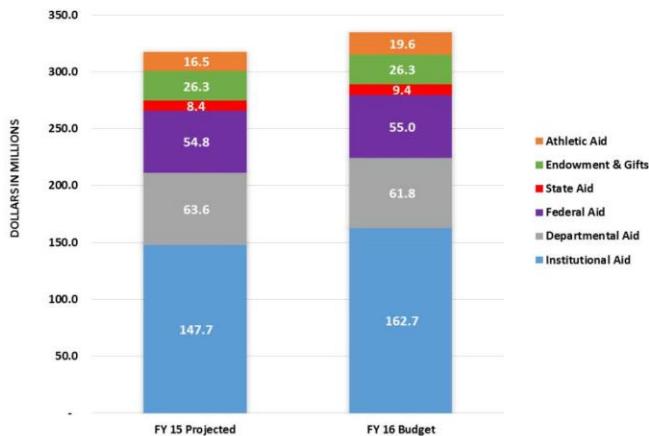
Retirement Plans - University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements. Under each of the plans, the university contributes 14% of the employee's pay to the plan annually, while the employees contribute 10%. Vesting varies by plan.

Medical Plan - The university is self-insured for employee health insurance. Fiscal year 2016 medical plan costs are budgeted based on historical cost trend data, projected employee eligibility, and expected plan changes associated with governmental regulations. Given these factors, we are projecting a 7.5% increase for fiscal year 2016 across all medical plans. The university will continue to monitor the impact the new health care laws will have on the university as an employer as legislation and regulations evolve.

### **Student Financial Aid**

Financial Aid is a critical investment of resources that keeps the cost of education manageable for students. The Ohio State University engages both the federal and state governments in conversations to stress the importance of financial aid and reasonable loan programs for students. Interactions with donors also stress the importance of gifts that support financial aid.

#### **FISCAL 2016 BUDGETED FINANCIAL AID SOURCES**



The financial aid plan seeks to advance two specific goals for the university: to invest in the quality, quantity and diversity of students in order to continue to move Ohio State towards its goal of being in the top ten public universities in the country; and to invest in students to fulfill our role as the land grant university for the State of Ohio, whereby access to college is afforded to those students with limited resources. The university continues to work to support both goals and continues to develop the appropriate balance in moving the university towards eminence. Fundraising efforts are also underway through various initiatives including the Ohio Scholarship Challenge in which all 88 Ohio counties are raising funds to recruit students from each county to attend Ohio State.

Ohio State expects to distribute a total of \$333.3 million of financial aid, excluding graduate fee authorizations, to students in fiscal year 2016. Sources for the aid includes institutionally funded aid, federal and state programs, and gifts and endowments. The university financial statements present a portion of financial aid, in accordance with GASB accounting requirements, as an allowance against gross tuition and, in the case of Athletic scholarships, an allowance against Auxiliary sales. For fiscal year 2016, \$194.7 million of the \$333.3 million of financial aid has been presented as allowances.

Institutionally funded financial aid is expected to increase by \$15 million, or 10.1%, in fiscal year 2016 to a total of \$162.7 million. This increase is driven by further investments in financial aid to support need-based financial aid, as the president has committed to significantly increasing financial aid for needy

students in order to help to mitigate ongoing increases in student debt. It is currently anticipated that an additional \$15 million will be budgeted each year beginning in fiscal year 2016, growing to a total annual investment of up to \$100 million.

Federal financial aid, which consists primarily of Pell Grants and some Supplemental Educational Opportunity Grant, is expected to slightly increase by \$0.2 million to \$55 million in fiscal year 2016. State financial aid is expected to increase \$1.0 million in fiscal year 2016 to \$9.4 million and is driven by funding levels for programs such as the OCOG. Donor and other funds are also expected to remain flat to fiscal year 2015 actuals at \$26.3 million.

Athletic scholarships are planned to increase \$3.1 million to \$19.6 million due to a cost attendance adjustment. The remaining aid provided directly by colleges for graduate fellowships and awards is projected to decrease \$1.8 million in fiscal year 2016.

### ***Fee Authorizations***

Fee Authorizations are an additional component of student aid directed toward graduate student appointments. Total University Fee Authorization expense is expected to be relatively flat at \$96 million in fiscal year 2016.

### ***Supplies & Other Expenses***

Supplies and Other Expenses are projected to increase \$10.5 million or 1.6% versus fiscal year 2015. The primary driver is an \$11.8 million increase in utilities cost versus fiscal year 2015 and general inflationary increases.

**Utilities** - Columbus campus utilities expense is expected to increase by \$11.8 million, or 11.9% over the fiscal year 2015 budget to \$116 million. The increase is driven primarily by purchased power costs related to higher consumption brought on by the opening of the North Residential District.

**Building Maintenance and Custodial Services** - Services provided include repairs resulting from normal wear and tear, including plumbing, central HVAC and electrical systems, elevator repair and maintenance, and maintenance of the building envelope, including windows, foundations, walls, and floors. Maintenance expenses are expected to decrease by \$326,000, or 1.0%, in fiscal year 2016 to \$31.9 million. The decrease is driven primarily by cost savings efforts.

Custodial expenses are expected to increase by \$141,000, or 0.9%, in fiscal year 2016 to \$16.7 million. For fiscal year 2016, contract services will provide custodial services for approximately 56% of Columbus campus buildings.

**Other Changes in Supplies & Other** - These increases in utilities, building maintenance & custodial services and other inflationary increases are partially offset by decreases in other expense categories. Cost of Sales reductions attributed to fewer planned events at the Schottenstein Center and Stadium of approximately \$6 million is a primary offset. Also, a roughly \$3 million investment pertaining to Distance Education and eLearning non-capital equipment occurred in fiscal year 2015 and is not budgeted in fiscal year 2016. Additional university wide reductions are budgeted in travel of \$1.7 million and supplies of \$1.3 million.

### ***University Overhead***

Overhead is charged to non-general funds units to help fund centrally-provided services. In fiscal year 2016, \$75 million is expected to be allocated via internal charges to fund centrally-provided services, an

increase of \$2 million (2.7%) from fiscal year 2015. Since overhead is an intra-university allocation, entries are eliminated in the financial statement consolidation process.

Specific expense categories comprising the overhead rates include Facilities Support, Administrative Support, and Specialized Support (Health Administration and Student Services). Different overhead rates are calculated based on participation in the different expense categories. The base rate includes all expense categories; other rates are calculated to include only those expenses applicable to those units. For example, the regional campus rate includes only the insurance, academic administration, and central support expense categories. For fiscal year 2016, the rates ranged from 2.6% for the Wexner Medical Center to 5.7% for most earnings operations. The calculated overhead rates for fiscal year 2016 are stable compared with fiscal year 2015 rates, reflecting moderate growth in both revenues and allocated overhead costs.

## Advancement

The university launched the public phase of its \$2.5 billion *But for Ohio State* campaign in October 2012. The fundraising campaign invites those who believe in Ohio State to invest in our students, our faculty, and our potential. By supporting Ohio's land-grant institution, alumni, friends, parents and partners can help us secure educational opportunities for futures generations of students and meet the enormous challenges we face as a society. Campaign proceeds will be used to fund scholarships to attract the most promising students, elevate faculty, create modern learning environments, promote multidisciplinary research, and drive high-impact innovation.



In fiscal year 2016, the university expects to report "New Fundraising Activity" of \$450 million, including pledges and certain private contracts, by engaging a variety of constituents, including students, faculty and staff, alumni, friends, corporate partners and private foundations. The Advancement strategic plan focuses on aligning fundraising with communications and alumni/constituent engagement to use innovative funding approaches with Ohio State's partners across all facets of the university.

The Advancement related line items within the fiscal year 2016 financials are representative of expected cash receipts for current use gifts and gifts provided as endowment additions. Any fundraising activity generated from private contracts would be reflected as Grants and Contracts. Pledges of \$68 million where we do not expect to receive cash in fiscal year 2016 have been excluded.

## Financial Services and Investments

The Office of Financial Services manages cash, short and intermediate term investments and other funds totaling over \$2.0 billion. They also oversee a debt portfolio of \$2.7 billion. In performing these functions, the office serves as internal bank to the university taking deposits, issuing debt, investing operating funds and approving loans. The internal bank is a framework for coordinating these activities and providing a consolidated view of the associated assets, liabilities, revenues and expenses.

The Office of Investments manages the Long Term Investment Pool (LTIP), which totals over \$3.6 billion and includes gifted endowment funds, designated funds and a significant portion of operating funds. Through a partnership with external managers, the Office of Investments has adopted an asset allocation model for the LTIP that groups assets into three broad categories. This model enables the investment

team to build a portfolio of specialized investment teams around the world to implement our strategic allocation and to be responsive to changing market conditions.

**Investment Income** - Investment income on cash, short and intermediate term investments is budgeted at \$14 million, a \$ 3.5 million increase over our fiscal year 2015 forecast. The fiscal year 2016 budget reflects the continued low interest rate environment.

The LTIP is budgeted to return \$357 million, at an 8.0% return, in fiscal year 2016. The LTIP has produced a 2.7% net of investment fee return, and \$140 million net investment income in the first nine months of fiscal year 2015. This compares to a 14.4% return and \$577 million for the full fiscal year 2014.

**Debt** - The proceeds of past debt issuance have been utilized to fund major construction projects including the Wexner Medical Center expansion and dormitory refurbishments, as well as significant campus infrastructure improvements.

The debt is comprised of a mix of tax exempt and taxable bonds. Over 78% of the outstanding debt balance is comprised of fixed rate obligations ranging between 1.2% and 5.00%. The remainder is variable rate agreements. The variable rates, most of which are subject to change every seven days, averaged 0.04% through the first 10 months of fiscal year 2015 and have a 15-year average of 1.2%. Under the terms of the variable rate agreements, the rates cannot exceed 8% or 12%, depending on the issue.

The university expects to incur approximately \$104 million of interest expense on plant debt in fiscal year 2016, an increase of \$9 million over fiscal year 2015 projected levels. Approximately \$19 million will be capitalized resulting in a net expense of \$76 million for fiscal year.

**Health System**

\$ in thousands	Fiscal 2015 Projected Actual	Fiscal 2016 Budget	\$ Change	% Change
<b><i>Operating Revenues</i></b>				
Inpatient Services Revenue	3,929,723	4,177,618	247,895	6.3%
Outpatient Services Revenue	3,385,592	3,588,563	202,971	6.0%
Deductions from Patient Revenue	(5,051,095)	(5,274,871)	(223,776)	4.4%
Other Operating Revenue	102,276	128,938	26,662	26.1%
<b>Total Operating Revenues</b>	<b>2,366,496</b>	<b>2,620,248</b>	<b>253,752</b>	<b>10.7%</b>
<b><i>Operating Expenses</i></b>				
Salaries	722,707	786,321	63,614	8.8%
Benefits	234,731	274,536	39,805	17.0%
Professional Fees	102,977	104,678	1,701	1.7%
Supplies	263,540	287,971	24,431	9.3%
Drugs & Pharmaceuticals	206,807	262,967	56,160	27.2%
Services	269,651	276,779	7,128	2.6%
Residents	49,081	52,335	3,254	6.6%
University Overhead	49,901	48,902	(999)	-2.0%
Depreciation & Amortization	114,336	136,962	22,626	19.8%
Interest	28,856	42,511	13,655	47.3%
<b>Total Operating Expenses</b>	<b>2,042,587</b>	<b>2,273,962</b>	<b>231,375</b>	<b>11.3%</b>
<b>Operating Gain (Loss)</b>	<b>323,909</b>	<b>346,286</b>	<b>22,377</b>	<b>6.9%</b>
Net Non-Operating Revenue	1,788	1,415	(373)	-20.9%
<b>Excess of Revenue over Expenses</b>	<b>325,697</b>	<b>347,701</b>	<b>22,004</b>	<b>6.8%</b>
Medical Center Investments	(135,032)	(140,000)	(4,968)	3.7%
<b>Change in Net Assets</b>	<b>190,665</b>	<b>207,701</b>	<b>17,036</b>	<b>8.9%</b>

### **OSU Wexner Medical Center Health System**

The OSU Wexner Medical Center, which is comprised of the Health System, OSUP (Physicians) & College of Medicine (COM), has an operating budget which provides an overall operating margin of \$265 million. The operating margin for the Health System is budgeted at \$346 million for fiscal year 2016. The Health System's model of continued support of Physicians and COM is expected to total \$140 million for fiscal year 2016.

#### **Revenue Drivers**



Overall revenue is budgeted to increase approximately 10.7% compared with the current year rate of 11.0%. Activity increases account for approximately 7.0% and rates account for 3.7% of fiscal year 2016 growth. Inpatient and outpatient activity growth is expected to be consistent over the fiscal year as the James Cancer Hospital continues its growth in the CCCT and University Hospital begins to backfill the vacated space.

Medicaid Expansion continues to be favorable for the Health System as patients previously covered under charity programs now have coverage. This change in coverage has led to a substantial decrease in charity care write offs. Medicaid has made additional rate cuts in order to fund the expansion. As a result of expanded federal insurance exchange coverage there has been a significant increase in bad debts related to higher deductible plans. Overall the expansion and exchanges have had a positive impact on operating revenues and are expected to continue in fiscal year 2016.

Medicare inpatient rates will see a decrease while outpatient rates will increase slightly. Managed care arrangements are negotiated through the end of 2015 and in some cases into 2016. Quality and risk-based contracts as well as tiered pricing are expected to be prevalent in ongoing negotiations with payors. This budget does not anticipate significant negative impacts to fiscal year 2016. The payment increases for managed care contracts provides most of the 3.7% rate growth noted above. There are also no planned list price increases in this budget.

#### **Expense Drivers**

Expenses before interest and depreciation will grow by 10.2% compared to the current year growth of 4.4%. The fiscal year 2016 budget includes \$41 million in increased drug cost associated with the specialty pharmacy and new FDA approved oncology drugs. Excluding those costs, expenses will grow at approximately 7.0%, of which 3.8% will be activity driven and 3.2% rate driven. Salary increases averaging 2% overall will be given to employees. Benefit rates are increasing 7.5% as a result of increased medical premiums and subsidizing physician benefits previously being underpaid. Expense management initiatives will continue to be an emphasis during fiscal year 2016. Labor productivity has been held equal to or less than the current year's staffing models.

#### **EBIDA and Profitability**

With a full year of the CCCT open, depreciation and interest expense will increase from \$143 million to over \$179 million and debt service will exceed \$93 million. The increase in depreciation and interest expense dilutes the 2016 operating margin growth. Knowing that the opening of the building would have material impact on operating margin, the Health System has historically utilized EBIDA (Earnings before

Interest, Depreciation, and Amortization) as a metric to provide comparability across fiscal years. The Health System set an EBIDA margin target in 2016 of 20.1%. Margin is budgeted to increase from \$324 million in 2015 to \$346 million in 2016, while EBIDA increases from \$467 million to \$526 million.

### **Cash Management**

Operating EBIDA margin is expected to continue to grow in fiscal year 2016 by 1.8%, which will provide funding to service the increased debt, grow cash by five days and fund other working capital needs associated with impacts of ICD-10 implementation. The Health System will also increase its support for clinical and academic activities to \$140 million in 2016 and the capital budget will increase by \$38 million to \$106 million, equal to 90% of depreciation. Fiscal year 2016 capital spend on a cash flow basis will be \$126 million due to previously approved capital projects still in process.

### **Continued Growth**

The Health System will continue to grow operations with three major projects beginning to take shape during fiscal year 2016. The Jameson Crane Sports Medicine Institute, the Brain and Spine Hospital and Upper Arlington Outpatient Care Center are all anticipated to begin operations during calendar year 2016. These projects will be funded by donations, operating capital funds and university borrowings.

Overall the Health System is coming off of one of its strongest financial years and the fiscal year 2016 budget looks to continue to build off of that momentum. However, payment transformation will continue to put pressure on providers to link payments to quality, cost and outcomes. As these new models take shape, changes to care coordination will drive the need for continued collaboration between the Health System, Physicians, and the College of Medicine.

**OSU Physicians, Inc.**

\$ in thousands	Projected Actual	Fiscal 2015			% Change
		Budget	\$ Change	Fiscal 2016	
<b><i>Operating Revenues</i></b>					
Net Patient Revenue	366,938	395,213	28,275		7.7%
Other Operating Revenue	-	-	-		-
<b>Total Operating Revenues</b>	<b>366,938</b>	<b>395,213</b>	<b>28,275</b>		<b>7.7%</b>
<b><i>Operating Expenses</i></b>					
Staff Salaries & Benefits	76,096	79,342	3,246		4.3%
Supplies & Pharmaceuticals	32,239	30,164	(2,075)		-6.4%
Services	33,992	34,080	88		0.3%
General Administrative Expenses	10,317	12,773	2,457		23.8%
Other Expenses	14,012	7,628	(6,384)		-45.6%
<b>Total Operating Expenses</b>	<b>166,656</b>	<b>163,989</b>	<b>(2,668)</b>		<b>-1.6%</b>
<b>Excess of Revenue over Expenses Before Provider Expenses</b>	<b>200,282</b>	<b>231,224</b>	<b>30,943</b>		<b>15.4%</b>
Provider Expenses	228,139	246,852	18,713		8.2%
<b>Excess of Revenue over Expenses After Provider Expenses</b>	<b>(27,857)</b>	<b>(15,628)</b>	<b>12,230</b>		<b>-43.9%</b>
Net Non-Operating Revenue	2,569	3,438	868		33.8%
Medical Center Investments	36,920	36,120	(800)		-2.2%
<b>Change in Net Assets</b>	<b>11,632</b>	<b>23,930</b>	<b>12,298</b>		<b>105.7%</b>

Total revenue is budgeted to increase \$24M or 6.5% over fiscal year 2015 projections. Total revenue includes net patient revenue and other revenue. Net patient revenue is budgeted to increase \$17M or 5.5% over fiscal year 2015 projection. The increase in net patient revenue is due to faculty recruitment, increased clinical productivity, and improved payment rates as a result of the Affordable Care Act.

Total expenses increased \$16M. Expense categories with the largest increases were staff and physicians salaries & benefits. Net new physicians in fiscal year 2016 is 78. Net new staff in fiscal year 2016 is 43.

The fiscal year 2016 budget includes revenue and savings opportunities identified during departmental effectiveness and efficiency meetings. Opportunities identified include adjusting clinical time to match benchmark targets, completion of support staff centralization, where possible, and complete the transition of Physicians' purchasing function into the medical center's purchasing system.

## University Budget Process

For the Fiscal Year 2016 Budget Plan, the university continued to implement a revised budgeting process that encompasses all funds of the university. This approach affords a holistic view of all operations of the university in an easily understood format that will enable the university to highlight the evolution of funding sources. This will allow leadership to make informed strategic decisions in a timely manner.

This all funds, total operating budget will provide the base framework for evaluating the activities of all academic and support units within the university, allowing proactive responses to changing economic issues as they arise.

## Budget System

The university uses a budget system that is comprised of two components: a modified Responsibility Center Management (RCM) model and the strategic investment of central funds. This structure allows for decentralized decision making and control of financial resources at the colleges and support units. The modified RCM budget model assigns substantial control over resource decisions to individual colleges and support units. The underlying premise of the university's decentralized budget model is entrusting academic and support unit leaders with significant control over financial resources, leading to more informed decision making and better results and outcomes for the university as a whole. Through this decentralized model, colleges in particular are incentivized to increase resources by teaching more credit hours and increasing research activity.

The OSU Health System and OSU Physicians, Inc. prepare their budgets based upon projected activity and associated costs. External factors, such as government regulations and reimbursements rates, as well as contractual agreements with health care payers also play an integral part in developing the health system's budget.

## Fund Accounting

The university's budget is developed and managed according to the principles of fund accounting. We manage over 20,000 active expendable funds and over 5,100 endowment principal funds through a robust accounting system. Revenue is segregated into a variety of fund types, the use of which is governed by the restrictions of the specific fund. Some fund types are unrestricted, including general funds and some earnings funds. Others have restrictions derived from the source of the revenue, including grants and contracts received from government agencies, foundations, and other outside sponsors. Individual funds are set up to ensure strict adherence to the terms of the grant or contract that governs these funds.

"As the University's sources of funding continue to evolve, it has become evident that a consolidated view of all sources of funding received and monies spent is necessary to make informed decisions in a timely manner."

Endowments are another type of restricted fund, where separate funds are set up to preserve the corpus or principal of the gifts. As those funds earn investment returns, annual income distributions are made out of the endowment fund and into a current fund for spending in accordance with the donors' restrictions. The segregation of each gift allows the university to ensure the funds are spent appropriately and to enable reporting to donors on the activities that their funds support.

Although emphasis was placed on including all university funds in the fiscal year 2016 budget process, general funds continue to remain a key component of the budget. General funds can generally be used for any university purpose whereas restricted funds are more specifically targeted. These funds play a major role in the budget, as they cover many expenses in the colleges and support units for which it is

difficult to raise money. The main sources of general funds are tuition and other student fees, state support of instruction, indirect cost recovery, and overhead charged to earnings units.

## Allocation of Funds

Each college and support unit receives a portion of general funds in support of both academic and administrative functions. The process for allocating the funds is administered through the Office of Financial Planning & Analysis under the guidance of the Chief Financial Officer and Provost. General funds are allocated to colleges and support units on a marginal basis under an established set of criteria. In other words, increases (or decreases) in the pool of general funds available each budget year are allocated back to colleges and support units as increases (or decreases) to their base general funds budgets.

Marginal changes in revenue are allocated to colleges based on three primary funding formulas. The first funding formula for colleges utilizes a model to distribute undergraduate marginal tuition and state support. Sixty percent of the funding is allocated based on total credit hours taught, while forty percent is allocated based on the cost of instruction. This budget allocation method takes into account the fact that some courses have a higher cost for delivery and are, thus, allocated a greater share of the funding. The other two primary funding formulas allocate graduate tuition and state support based on credit hours in fee-paying categories (tuition) and type of course taught based on cost of instruction (state support). As a college teaches more of the share of total credit hours, it receives a larger share of the incremental funding. Conversely, if a college's share of the hours taught declines, the college's allotted share of incremental funding will correspondingly decline. Colleges will receive their share of revenue on indirect research cost recovery, based upon the college's share of research revenue. Fee revenue from learning technology, course and program fees are provided directly to colleges based upon course.

Support units are funded through a combination of central tax, specific activity-based assessments charged to colleges and an overhead rate charged to auxiliary and earnings units. The central tax, assessments and overhead charges are designed to provide the funds necessary to maintain support services such as payroll services, central human resource services, and student life services. Support units are generally ineligible for marginal revenue changes because the funding formulas rely on credit hours taught; instead, support units must request additional funding during the annual budget process to support new services or mandates.

Auxiliaries and earnings units are expected to operate at a break even or better margin and generally do not receive general fund support. One exception is the Office of Student Life which does receive general fund support via special Student Activity, Ohio Union and Recreational Facility fees that were enacted to specifically advance the student experience.

Regional campuses develop their own individual campus budgets primarily based on the student tuition and fees received from the regional campus students, the State Share of Instruction they expect to collect and costs directly incurred to operate those campuses.

Traditionally, university-wide initiatives and special requests by colleges and support units are funded through the formal budget process or through central reserves established to fund campus-wide projects that benefit the entire population or advance the mission of the university. For fiscal year 2016, the formal support office budget request process was not implemented, given the number of multi-year funding commitments that the university has already begun. It was anticipated that any marginal revenue available would be limited and already committed to the multi-year funding projects.

## Appendices

### COLUMBUS CAMPUS TUITION AND STATE SHARE OF INSTRUCTION

Year	Resident Undergraduate Tuition (1)	Percent Change	Total Non-resident	Percent Change	State Share of Instruction (000's) (2)	Percent Change
1989	\$2,040		\$5,628		\$238,111	
1990	\$2,190	7.4%	\$6,279	11.6%	\$251,658	5.7%
1991	\$2,343	7.0%	\$6,942	10.6%	\$262,311	4.2%
1992	\$2,568	9.6%	\$7,608	9.6%	\$246,306	-6.1%
1993	\$2,799	9.0%	\$8,292	9.0%	\$240,881	-2.2%
1994	\$2,940	5.0%	\$8,871	7.0%	\$251,406	4.4%
1995	\$3,087	5.0%	\$9,315	5.0%	\$264,759	5.3%
1996	\$3,273	6.0%	\$9,813	5.3%	\$273,327	3.2%
1997	\$3,468	6.0%	\$10,335	5.3%	\$283,012	3.5%
1998	\$3,687	6.3%	\$10,896	5.4%	\$297,551	5.1%
1999	\$3,906	5.9%	\$11,475	5.3%	\$305,161	2.6%
2000	\$4,137	5.9%	\$12,087	5.3%	\$312,839	2.5%
2001	\$4,383	5.9%	\$12,732	5.3%	\$317,721	1.6%
2002	\$4,788	9.2%	\$13,554	6.5%	\$305,389	-3.9%
2003	\$5,691	18.9%	\$15,114	11.5%	\$300,064	-1.7%
2004	\$6,651	16.9%	\$16,638	10.1%	\$299,998	0.0%
2005	\$7,542	13.4%	\$18,129	9.0%	\$301,898	0.6%
2006	\$8,082	7.2%	\$19,305	6.5%	\$305,588	1.2%
2007	\$8,667	7.2%	\$20,562	6.5%	\$314,597	2.9%
2008	\$8,676	0.1%	\$21,285	3.5%	\$330,269	5.0%
2009	\$8,679	0.0%	\$21,918	3.0%	\$362,682	9.8%
2010	\$8,726	0.5%	\$22,298	1.7%	\$391,658	8.0%
2011	\$9,420	8.0%	\$23,604	5.9%	\$390,830	-0.2%
2012	\$9,735	3.3%	\$24,630	4.3%	\$329,548	-15.7%
2013	\$10,037	3.1%	\$25,445	3.3%	\$331,829	0.7%
2014	\$10,037	0.0%	\$25,757	1.2%	\$334,394	0.8%
2015 (2)	\$10,037	0.0%	\$26,537	3.0%	\$330,878	-1.1%
2016 (3)	\$10,037	0.0%	\$27,365	3.1%	\$330,878	0.0%

(1) Resident Undergraduate Tuition includes instructional, general, and mandatory fees.

(2) 2015 state share of instruction based on main campus proportion after regional campus allocation

(3) 2016 state share of instruction based on ending FY 15

**UNDERGRADUATE TUITION & FEES - AY 2016**  
**FULL-TIME RATE BY CAMPUS AND RESIDENCY**

Campus	Resident*	Non-Resident**	Resident % Chg	Non-Res % Chg
1-Columbus	\$10,036.80	\$27,364.80	0.0%	3.1%
3-Lima	\$7,140.00	\$24,468.00	0.0%	3.5%
4-Mansfield	\$7,140.00	\$24,468.00	0.0%	3.5%
5-Marion	\$7,140.00	\$24,468.00	0.0%	3.5%
6-Newark	\$7,140.00	\$24,468.00	0.0%	3.5%
8-ATI	\$7,104.00	\$24,432.00	0.0%	3.5%

\*Resident=instructional + mandatory fees.

\*\*Non-Resident=instructional + non-resident surcharge (5% increase) + mandatory fees. Excludes continuing International Surcharge of \$500/term and new International Surcharge of \$970/term.

## **Board of Trustees**

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Alex Shumate, Vice Chair (2020)

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Vacant - To Be Named by Governor

Vacant - To Be Named by Governor

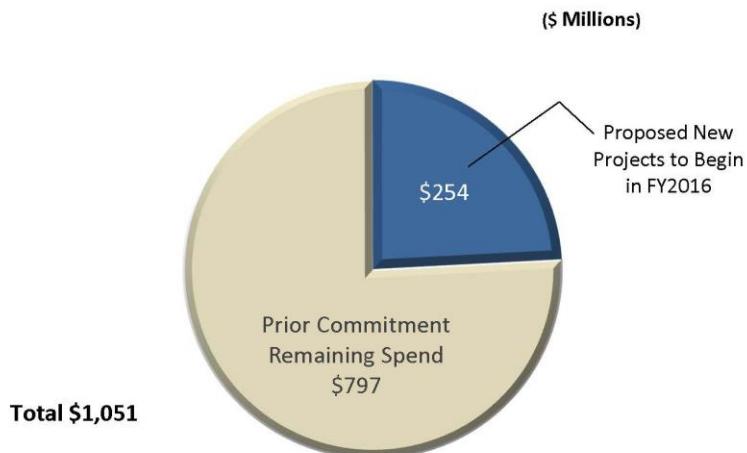
Corbett A. Price, Charter Trustee (2017)

Alan VanderMolen, Charter Trustee (2017)

James D. Klingbell, Charter Trustee (2018)

Steven M. Loborec (2016)

Halie M. Vilagi (2017)

**FY2016-2020 Capital Investment Plan****Table 1 - Prior Commitment - Remaining Spend**

Line	Capital Priority	Projected Capital Expenditures					Total
		FY2016	FY2017	FY2018	FY2019	FY2020	
1	NRD Construction	137.1	57.2	6.3	0.0	0.0	200.6
2	Wexner Medical Center Expansion	3.8	5.0	0.0	0.0	0.0	8.8
3	CBEC Building	2.5	3.6	0.0	0.0	0.0	6.1
4	East Regional Chilled Water Plant	6.0	5.7	5.6	0.0	0.0	17.3
5	WMC - Jameson Crane Sports Med Institute	13.6	16.2	1.8	0.0	0.0	31.6
6	Pomerene and Oxley Renovations	4.1	21.8	21.8	10.9	0.0	58.6
7	School of Music, Weigel Reno/Hughes Design	0.0	0.0	0.9	59.1	0.0	60.0
8	Roll-up of Other Previously Approved Projects	159.6	204.1	40.5	9.5	0.0	413.7
	<b>Total</b>	<b>326.7</b>	<b>313.6</b>	<b>76.9</b>	<b>79.5</b>	<b>0.0</b>	<b>796.7</b>

## FY2016-2020 Capital Investment Plan

**Table 2 - New Projects Beginning in FY2016**

Line	Capital Priority	Projected Capital Expenditures					Total
		FY2016	FY2017	FY2018	FY2019	FY2020	
1	Small Programmatic Cash-Ready (18 projects)	0.4	7.4	2.5	0.2	0.0	10.5
2	Anticipated Spend for CIP Additions/Changes	0.4	8.9	0.7	0.0	0.0	10.0
3	WMC - Roll-up of Multiple Cash Ready Projects	2.4	33.9	55.7	4.5	0.0	96.5
4	Small Infrastructure and RDM	1.1	8.5	4.2	0.3	0.0	14.1
5	Covelli Multi-Sport Arena	0.5	3.6	10.5	10.6	4.8	30.0
6	Student-Athlete Development Center	0.6	3.8	11.2	11.3	5.1	32.0
7	Schottenstein Concourse Reno & New Offices	0.6	3.8	11.2	11.3	5.1	32.0
8	Airport Enhancements (design only)*	0.4	1.6	0.0	0.0	0.0	2.0
9	Newark Campus Residence Halls Phase 2	0.2	2.8	4.5	0.4	0.0	7.9
10	Veterinary Med Center Renovation Ph 2	5.3	0.0	0.0	0.0	0.0	5.3
11	Veterinary Med Center Renovation Ph 3	4.1	0.0	0.0	0.0	0.0	4.1
12	WMC - Jameson Crane Sports Med ORs	0.2	1.2	3.5	3.5	1.6	10.0
	<b>Total</b>	<b>16.2</b>	<b>75.5</b>	<b>104.0</b>	<b>42.1</b>	<b>16.6</b>	<b>254.4</b>

\* Requesting design approval only at this time. Total project budget will be brought back to the Board for approval once design has confirmed project budget and scope.

**Table 3 - Funding for New Projects Beginning in FY2016 by Unit Type**

Line	Unit Type	Funding Sources				Totals by Unit	% by Unit
		Fund Raising	WMC Operating	Local	University Financing		
1	Academic/Academic Support (including Student Life)	\$ 11.7		\$ 36.8	\$ -	\$ 48.5	19.1%
2	Affiliated Entities			\$ 2.5		\$ 2.5	1.0%
3	Athletics	\$ 62.0		\$ 6.7	\$ 27.0	\$ 95.7	37.6%
4	Framework/Infrastruct/Renewal and Deferred Maintenance			\$ 1.2		\$ 1.2	0.5%
5	Wexner Medical Center and College of Medicine		\$ 106.5			\$ 106.5	41.9%
	<b>Totals by Funding Source</b>	<b>\$ 73.7</b>	<b>\$ 106.5</b>	<b>\$ 47.2</b>	<b>\$ 27.0</b>	<b>\$ 254.4</b>	
	<b>% by Funding Source</b>	<b>29.0%</b>	<b>41.9%</b>	<b>18.6%</b>	<b>10.6%</b>		

## APPENDIX X

**Project Data Sheet for Board of Trustees Approval****Campus Hazard Mitigation Plan**

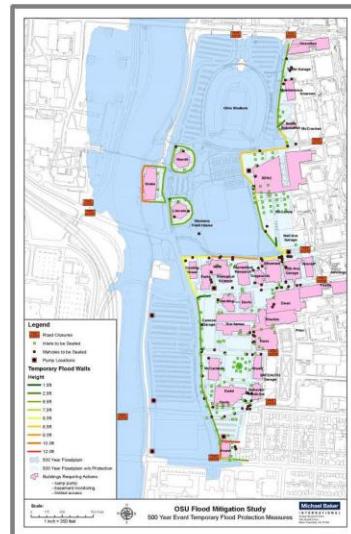
OSU-150234

Project Location: N/A

N/A GSF

- approval requested and amount  
professional services increase \$0.4 M
- project budget  
professional services \$0.6 M  
total project budget \$0.6 M
- project funding
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- project schedule
 

initial approval	10/14
BoT prof services increase approval	08/15
plan development	03/15 – 12/15
- project delivery method
  - general contracting
  - design/build
  - construction manager at risk
  - study
- planning framework
  - supports risk management and business continuity for the university
- project scope
  - development of an all natural hazards mitigation plan
  - development of a flood mitigation and implementation plan
  - initial funding of \$200,000 was approved in October 2014 which is for the all natural hazards mitigation plan
  - an additional \$400,000 has now been set aside for this study for a detailed flood response plan and additional recommendations of flood protection equipment
- approval requested
  - approval is requested to increase professional services contracts



- 
- project team
 

University project manager:	Tom Ekegren
AE/design architect:	Michael Baker Jr Inc
DB or CM at Risk:	

**Project Data Sheet for Board of Trustees Approval**

**Covelli Multi-Sport Arena**

OSU-150637 (CNI# 12000801)

*Project Location: corner of Fred Taylor and Ackerman Road*

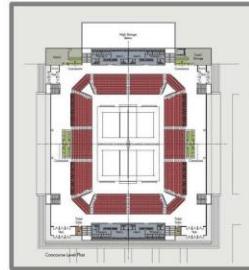
TBD GSF

- **approval requested and amount**

professional services	\$3.0M
-----------------------	--------
- **project budget**

construction w/contingency	\$27.0M
professional services	\$3.0M
<b>total project budget</b>	<b>\$30.0M</b>
- **project funding**
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- **project schedule**

BoT professional services approval	08/15
design/bidding	10/15 - 10/16
construction	11/16 - 05/18
- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk
- **planning framework**
  - this project is identified in the One Ohio State Framework Plan Athletics District
  - this project is included in the FY 2016 Capital Improvement Plan
- **project scope**
  - the project will develop a program, design and construct a new Multi-Sport Arena within the Athletics District
  - the facility will serve as the home for the Men's and Women's Varsity Volleyball teams and include home and visiting locker rooms for competition
  - the facility will be home competition site for Fencing, Wrestling, and Men's and Women's Gymnastics and Volleyball teams
  - the facility will seat approximately 3000 spectators and will include concessions, restrooms and other usual spectator amenities, as well as offices, storage, maintenance, and mechanicals spaces
- **approval requested**
  - approval is requested to enter into professional services and construction manager at risk preconstruction contracts



- 
- **project team**  
University project manager: Kristin Poldemann  
AE/design architect:  
DB or CM at Risk:

**Project Data Sheet for Board of Trustees Approval**

**Schottenstein Center - North Expansion and Concourse Renovation**

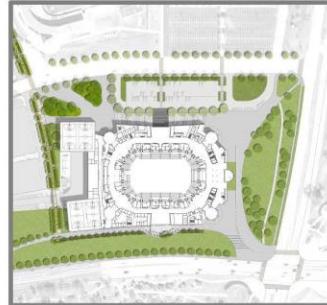
OSU-140300 (CNI# 14000409)

Project Location: 555 Borror Drive

700,000 GSF

- **approval requested and amount**  
professional services \$4.5M
- **project budget**  

construction w/contingency	\$27.5M
professional services	\$4.5M
total project budget	\$32.0M
- **project funding**  
 university debt  
 development funds  
 university funds  
 auxiliary funds  
 state funds
- **project schedule**  
BoT professional services approval 08/15  
design/bidding 12/15 – 11/16  
construction 12/16 – 11/17
- **project delivery method**  
 general contracting  
 design/build  
 construction manager at risk
- **planning framework**  
 this project is included in the FY 2016 Capital Improvement Plant
- **project scope**  
 this project will create new sport program offices and provide improved visibility and functionality for ticket office and team store operations  
 the addition will align the new practice gym with the rest of the building
- **approval requested**  
 approval is requested to enter into professional services and construction manager at risk preconstruction contracts



- 
- **project team**  
University project manager: Kristin Poldemann  
AE/design architect:  
DB or CM at Risk:

## Project Data Sheet for Board of Trustees Approval

### Student-Athlete Development Center

OSU-150638 (CNI# 12000800)

Project Location: 2490 Fyffe Road (*former Ernie Biggs Athletic Training Facility*)

TBD GSF

• approval requested and amount	
professional services	\$3.0M
• project budget	
construction w/contingency	\$29.0M
professional services	\$3.0M
total project budget	\$32.0M

- project funding
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds

• project schedule	
BoT professional services approval	08/15
design/bidding	10/15 - 10/16
construction	12/16 - 07/18

- project delivery method
  - general contracting
  - design/build
  - construction manager at risk

- planning framework
  - this project is identified in the One Ohio State Framework Plan Athletics District
  - this project is included in the FY 2016 Capital Improvement Plan

- project scope
  - this project will take down the existing Biggs Facility, which is located on the west end of the Woody Hayes Athletic Center, and replace it with a state-of-the-art athletic training center and house new facilities for weight training and cardio conditioning for most of the University's sports programs

- approval requested
  - approval is requested to enter into professional services and construction manager at risk preconstruction contracts



- 
- project team
    - University project manager: Gary Collier
    - AE/design architect:
    - DB or CM at Risk:

**Project Data Sheet for Board of Trustees Approval**

**Lima Campus - New Student Life Building**

OSU-071557 (CNI# 12000701, #12000703, #13000303)

Project Location: 4240 Campus Drive, Lima Ohio

10,000 GSF

- **approval requested and amount**  
professional services/construction \$4.2M
- **project budget**  
construction w/contingency \$3.4M  
professional services \$0.8M  
total project budget \$4.2M
- **project funding**  
 university debt  
 development funds  
 university funds  
 auxiliary funds  
 state funds
- **project schedule**  
BoT prof. services/construction approval 8/15  
design/bidding 10/15 – 09/16  
construction 10/16 – 07/17
- **project delivery method**  
 general contracting  
 design/build  
 construction manager at risk
- **planning framework**  
 this project is identified in the 2008 Lima Campus Master Plan  
 this project is included in the FY 2015 Capital Improvement Plan
- **project scope**  
 the project will construct a new 10,000 gsf Student Life building on the Lima campus  
 the project will include program for a fitness component with support spaces; wellness concept that aligns with OSU Lima resources; multi-purpose room; grab-and-go dining concept, dining and lounge zones; study spaces and group study rooms  
 project is currently in design and supplemental funding is contingent upon State Controlling Board approval

**approval requested**

- approval is requested to move forward with design and construction



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<b>project team</b>	
University project manager:	Nikolina Sevis
AE/design architect:	The Collaborative Inc.
CM at Risk:	Ruscilli Construction

## Project Data Sheet for Board of Trustees Approval

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### Newark - Residence Hall

OSU-160054 (CNI# 12000652)

**Project Location:** Newark Campus

TBD GSF

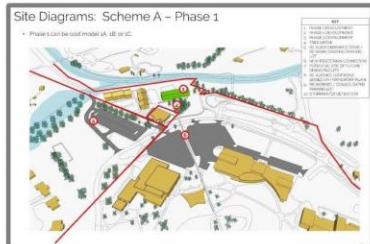
- approval requested and amount**  
professional services \$1.4M
  - project budget**  
construction w/contingency \$11.5M  
professional services \$1.4M  

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total project budget \$12.9M
  - project funding**  
 university debt  
 development funds  
 university funds  
 auxiliary funds  
 state funds
  - project schedule**  
 BoT professional services approval 08/15  
 design/bidding 10/15 – 10/16  
 construction 11/16 – 07/17
  - project delivery method**  
 general contracting  
 design/build  
 construction manager at risk
  - planning framework**  
 this project is included in the FY 2015 Capital Improvement Plan  
 this project is included on the Newark Campus Framework Plan developed in 2012
  - project scope**  
 this project will construct a new 120 bed residence hall located on the Newark campus  
 the project will also include a meeting/event space to accommodate 300 people, hall support spaces and maintenance spaces
  - approval requested**  
 approval is requested to enter into professional services and construction manager at risk preconstruction contracts

Site Diagrams: Scheme A – Phase 1

Phase 1 can be cost model A, B or C.



#### • project team

University project ma

AE/design a

Project Data Sheet for Board of Trustees Approval

**300 West 10th - Brain and Spine**

OSU-130683 (CNI#14000439)

*Project Location: 300 W 10th Avenue (former James Cancer Hospital)*

265,423 GSF

- approval requested and amount  
construction \$13.2M
- project budget  
construction w/contingency \$13.2M  
professional services \$1.1M  
total project budget \$14.3M
- project funding
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- project schedule  
BoT professional services approval 01/15  
BoT construction approval 08/15  
design/bidding 02/15 – 11/15  
construction 12/15 – 07/16
- project delivery method
  - general contracting
  - design/build
  - construction manager at risk
- planning framework
  - this is a signature project backfilling spaces vacated as a result of the expansion of the Ohio State University Wexner Medical Center
  - this project is included in the FY2015 Capital Improvement Plan
- project scope
  - the project will renovate 69,000 GSF on three floors to house the inpatient component of a Brain and Spine Hospital, totaling 90 private inpatient beds. This capacity includes epilepsy monitoring beds, progressive care beds, a neuro "safe" unit, and the acute rehabilitation clinically necessary to support the Brain and Spine Hospital.
  - upgrades include an exterior building sign and lobby modification required for the program's image and branding
- approval requested
  - approval is requested to enter into construction contracts



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• project team	
University project manager:	Patti Leitz
AEDesign architect	Design Group
C Mat Rik:	Willing-Turner Contracting Co.

**Project Data Sheet for Board of Trustees Approval**

**Mount Hall Renovation**

OSU-150059 (CNI# 14000052)

*Project Location: Mount Hall*

72,186 GSF

- **approval requested and amount**

construction	\$11.1M
project budget	
construction w/contingency	\$13.1M
professional services	\$1.9M
<b>total project budget</b>	<b>\$15.0M</b>
- **project funding**
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- **project schedule**

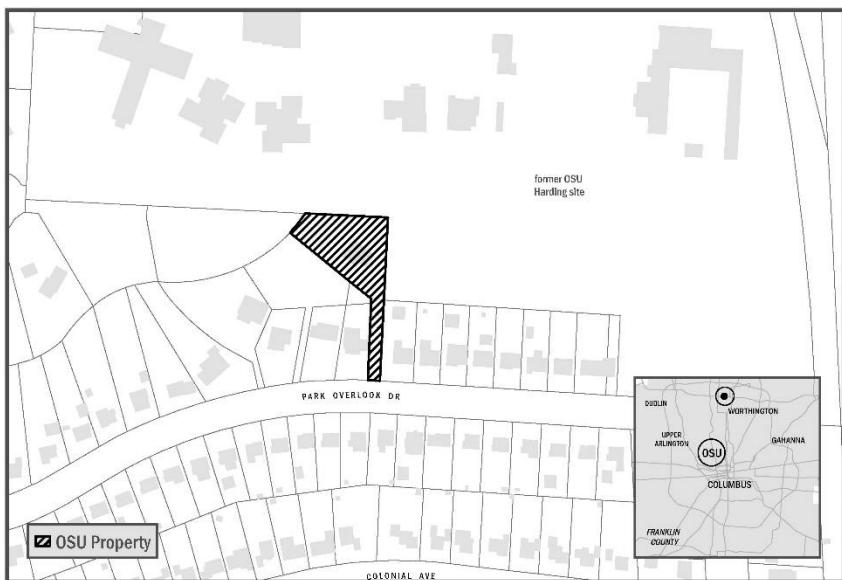
BoT professional services approval	08/14
BoT construction approval for demo/abatement (\$2.0M)	06/15
design/bidding	02/15 - 10/15
construction	06/15 - 11/16
- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk
- **planning framework**
  - the objective of the project is to consolidate the OCIO staff in one location
- **project scope**
  - the project will include a total renovation of Mount Hall to house the Office of the Chief Information Officer and the Office of Distance Education
  - spaces will include offices, meetings spaces, collaborative spaces, and support spaces
  - the project will also include enabling project work to move existing tenants out of Mount Hall and into another location that may require renovation, some of which will be completed under a separate project number
  - enabling work in Bevis and demo/abatement work in Mount Hall is scheduled to start in September
- **approval requested**
  - approval is requested to enter into a second Construction Manager at Risk GMP for renovation of Mount Hall.



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- **project team**

University project manager: Ruth Miller  
AE/design architect: Mecham & Apel Architects  
CM at Risk: Smoot Construction Company

APPENDIX XI



**506 PARK OVERLOOK DRIVE  
WORTHINGTON, OH 43085**

Prepared By: The Ohio State University  
Office of Planning and Real Estate  
Last Update: July 27, 2015  
The Ohio State University Board of Trustees

THE OHIO STATE UNIVERSITY

August 28, 2015 meeting, Board of Trustees

APPENDIX XII



786 GRISWOLD STREET  
WORTHINGTON, OH 43085

Prepared By: The Ohio State University  
Office of Planning and Real Estate  
Issue Date: July 27, 2015  
The Ohio State University Board of Trustees

APPENDIX XIII

**OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER BOARD BYLAWS**

**Chapters 3335-93 and 3335-95 Bylaws of the Wexner Medical Center Board**

**3335-93-01 The Ohio state university Wexner medical center board**

- (A) No change
- (B) (1) and (2) No Change
- (B) (3) Four ex-officio voting members consisting of:
  - (a) (b) No change
  - (c) The senior executive vice president for health sciences; and
  - (d) No change
- (C) The university Wexner medical center board shall also include the following ex-officio nonvoting members:
  - (1) The dean of the college of medicine;
  - (2) The chief executive officer of the university faculty group practice; and,
  - (2)(3) The chief executive officer of the Ohio state university health system; and,
  - (3)(4) The chief executive officer(s) or executive director(s) of all university Wexner medical center hospitals. One chief executive officer or executive director of an Ohio state university Wexner medical center hospital on a rotating basis, for a two-year term, appointed by the chair of the university board of trustees and ratified by the university board of trustees.
- (D) and (E) No change

**3335-93-02 Powers and duties.**

The university board of trustees retains its ultimate sovereign power and authority over and fiduciary responsibility for all aspects of the mission and operations of the university Wexner medical center, health sciences colleges, and clinical health care enterprises.

Under the ultimate authority of the university board of trustees and consistent with Ohio law, the university board of trustees authorizes and designates the university Wexner medical center board to act as a governing body on behalf of the university for certain quality and patient care matters, for all of the hospitals and clinics of the university. In accordance with that responsibility, as authorized by the university board of trustees and within the university board of trustees defined and approved guidelines, the university Wexner medical center board will be responsible for the following:

- (A) through (C) No change
- (D) Making recommendations to the university board of trustees, university president, and senior executive vice president for health sciences regarding the development and strategic allocations of resources of the university Wexner medical center, including operations, fiscal health, space and facilities management and utilization, personnel, safety and security, and technology;

(E) through (I) No change

(J) Reviewing strategic plans, capital and operating budgets of the university Wexner medical center, and making recommendations for approval to the university board of trustees, university president, and senior executive vice president for health sciences.

Subject to the ultimate authority of the university board of trustees, the university Wexner medical center board will serve in an advisory and consultative role to the university board of trustees, university president, and senior executive vice president for health sciences, with regard to the following areas of operation of the university Wexner medical center:

(K) Providing general advice and guidance to the university board of trustees, university president, and senior executive vice president for health sciences regarding extramural affiliations, operating agreements and other strategic business opportunities of the university Wexner medical center; and

(L) Advising the university board of trustees, university president, and senior executive vice president for health sciences regarding strategic aspects the university's education and research programs in the health sciences colleges.

**3335-93-03 Relationship of the university Wexner medical center board to the health sciences academic programs.**

The health sciences schools and colleges of the university carry out a significant portion of their educational and research activity in facilities of the university Wexner medical center. The university board of trustees shall have exclusive governing authority over the academic and research programs of the medical center, including the college of medicine, the planning, administration, and operations of the health sciences schools and colleges and all other educational and research institutes, centers, and programs. The university Wexner medical center board shall lend its best efforts to assure that the programs of the health sciences colleges are effectively supported in collaboration with the medical center's patient care programs. The senior executive vice president for health sciences shall be charged with maintaining an effective liaison between the health sciences colleges and the university Wexner medical center board to assure excellence in both academic and patient care programs.

**3335-93-11 Confidentiality and conflicts of interest.**

In addition to any applicable restrictions or obligations set forth in Chapter 102., section 2921.42 of the Revised Code and section 2921.43 of the Revised Code, which may apply to university trustees and ex-officio members of the university Wexner medical center board as employees of the university, all members of the university Wexner medical center board, including public members and the appointed members of any and all board committees have a duty of loyalty and fidelity to the university, and they must govern their affairs honestly, exercising their best care, skill and judgment for the benefit of the university so as to avoid conflicts of interest and the appearance of impropriety.

Members of the university Wexner medical center board and its committees shall disclose to the chair of the university Wexner medical center board and the university general counsel any situation wherein such member has a conflict of interest that could possibly cause that member to act in other than the best interest of the university. In any such situation the member shall abstain from acquiring any information developed by the university Wexner medical center board and from participating in any discussions or voting related to such situation.

All members of the university Wexner medical center board and its committees shall keep confidential all sensitive information of every kind including the strategic goals of groups,

entities or subdivisions within the university Wexner medical center to the extent permitted by law. Members of the board and its committees also shall abide by all confidentiality and conflict of interest policies and programs adopted by the university board of trustees from time to time.

The university Wexner medical center board shall develop and periodically review a statement of expectations, consistent with the university board of trustees' statement of expectations, which shall address comportment among board members, with the university president, senior executive vice president for health sciences and internal constituents, and with external constituents regarding such topics as behavior, confidentiality, participation, civility, loyalty, conflicts of interest, and compliance with board expectations, bylaws, university policies, rules, and state and federal law.

**3335-95-02 Chair.**

The chair shall be selected among the voting members of the university Wexner medical center board and shall be appointed by the chair of the university board of trustees, in consultation with the university president, and ratified by the university board of trustees. The chair shall be appointed for a two-year term, non-renewable, renewable for an additional term, and have specific skills and qualifications including, but not limited to, prior experience leading a board and demonstrated experience in business management. The chair of the university Wexner medical center board shall preside at all meetings of the board.

**Chapter 3335-101 Medical Staff**

**3335-101-01 General.**

No change

**3335-101-02 Medical staff.**

For purposes of this chapter, the words "medical staff" shall include all physicians, psychologists, podiatrists, and dentists who are authorized to attend patients in any medical care facility or program administered by the university Wexner medical center, and may include such other health care professionals as the medical staff bylaws designate.

**3335-101-03 Medical staff organization.**

The organization of the medical staffs of the university Wexner medical center shall discharge those duties and responsibilities assigned to them by the university Wexner medical center board and is subject to the approval and authorization of the university Wexner medical center board. Those duties and responsibilities include the following purposes:

- (A) No change
- (B) To recommend, through the appropriate medical staff administrative committee, to the quality and professional affairs committee of the university Wexner medical center board the appointment or reappointment of an applicant to the medical staff of university hospitals or the James cancer hospital, the clinical privileges such applicant shall enjoy in the facilities of or associated with university hospitals or the James cancer hospital, and appropriate professional review action that may be necessary in connection with any member of the medical staff.

- (C) No change
- (D) To establish and enforce medical staff bylaws, and establish specific rules and regulations governing actions of members of the medical staffs and practitioners granted clinical privileges.

#### **3335-101-04 Medical staff bylaws.**

The medical staff organization shall recommend to the quality and professional affairs committee and the university Wexner medical center board amendments to medical staff bylaws, rules, and regulations that set forth by the medical staff organization and the governance process for maintaining such bylaws, rules, and regulations to accomplish the purposes set forth in rule 3335-101-03 of the Administrative Code. When such medical staff bylaws, rules, and regulations are adopted by the university Wexner medical center board and the Ohio state university board of trustees, they shall become effective and be part of the medical staff bylaws, rules, and regulations of the medical center and the hospital and other facilities to which they apply. The medical staff organizations shall also be responsible for reviewing these bylaws, rules, and regulations periodically and recommending appropriate revisions to the quality and professional affairs committee and university Wexner medical center board.

#### **3335-101-05 Appointment to the medical staff and assignment of clinical privileges.**

Upon recommendation of the medical staff of university hospitals or the James cancer hospital and in accordance with the medical staff bylaws, the university Wexner medical center board may appoint physicians, dentists, psychologists, and podiatrists meeting the qualifications prescribed in the medical staff bylaws, to membership on the medical staff of the university hospitals and the James cancer hospital and shall grant clinical privileges to such personspractioners. Appointment to the medical staff carries with it full responsibility for the treatment of patients of the university Wexner medical center subject to such limitations as may be imposed by the university Wexner medical center board or the medical staff bylaws, rules, and regulations of the medical staff. Appointment and reappointment to the medical staff shall be for a period not to exceed two years and shall be renewable in accordance with the reappointment procedure set forth in the medical staff bylaws. The chief medical officer of the medical center and the director of medical affairs for the James cancer hospital, acting as members of and on behalf of the university Wexner medical center board, are delegated the responsibility by the university Wexner medical center board to grant of temporary clinical privileges. The granting of temporary privileges shall be limited to situations which fulfill temporary clinical privileges. The granting of temporary privileges shall be limited to situations which fulfill an important patient care need, and shall not be granted for a period of more than ninety-one hundred and twenty days.

#### **3335-101-06 Medical staff administrative committees.**

- (A) Purpose. The medical staff administrative committee for the university hospitals medical staff and the medical staff administrative committee for the James cancer hospital each shall establish and maintain means of accountability to the university Wexner medical center board, in accordance with their respective medical staff bylaws. Each medical staff administrative committee shall concern itself primarily with the quality of medical care within the facilities of, or associated with, the university Wexner medical center. Each medical staff administrative committee shall receive and act upon all medical staff committee reports and make recommendations regarding medical staff status and clinical privileges to the university Wexner medical center board, through the board's quality and

professional affairs committee. Other specific duties of the medical staff administrative committee are identified in the medical staff bylaws.

- (B) Composition. The composition of the medical staff administrative committee of the university hospitals medical staff shall be determined in accordance with the university hospitals medical staff bylaws and the chief medical officer of the medical center shall serve as chair of the university hospitals medical staff administrative committee. The composition of the medical staff administrative committee of the James cancer hospital medical staff shall be determined in accordance with the James cancer hospital medical staff bylaws and the James cancer hospital director of medical affairs chief of the medical staff shall serve as chair of the James cancer hospital medical staff administrative committee. Any members may be removed from the medical staff administrative committee in accordance with the medical staff bylaws. Replacement or additional members may be appointed to the medical staff administrative committees in accordance with the medical staff bylaws and subject to review/renewal on a yearly basis to maintain the medical staff administrative committee's constituency.
- (C) Meetings. Each medical staff administrative committee shall meet monthly. Minutes of the meetings shall be provided available to all members of the the university Wexner medical center board and the quality and professional affairs committee of the university Wexner medical center board, the senior-executive vice president for health sciences, the dean of the college of medicine, the dean of the college of dentistry, and the deans of other professional colleges whose faculty have appointmentss on the medical and dental staffs.

### **3335-101-07 Hospitals clinical departments.**

- (A) Appointment of the chief of each clinical department of each hospital as defined in Chapter 3335-104 of the Administrative Code is subject to approval by the university Wexner medical center board on the recommendation of the dean of the applicable professional college and the senior-executive vice president for health sciences. All such appointments shall be periodically reviewed by the university Wexner medical center board. Any vacancy in the position of chief of a clinical department may be filled on an interim basis by the dean of the appropriate professional college, after consultation with the university Wexner medical center board. (In standard practice, the chief of a clinical department will be the chair of the corresponding academic department.)
- (B) No change
- (C) The senior-executive vice president of health sciences shall recommend a candidate for the appointment of the chief medical officer of the medical center to the university Wexner medical center board and the Ohio state university board of trustees. The Ohio state university board of trustees shall appoint the chief medical officer of the medical center. The chief medical officer of the medical center shall report to the vice president for health services, the senior-executive vice president for health sciences and to the university Wexner medical center board. In matters relating to medical care in the university hospitals, members of the clinical departments of the university hospitals are accountable to the clinical chiefs, and medical directors who are accountable to the chief medical officer of the medical center.
- (D) No change
- (E) The senior-executive vice president for health sciences shall appoint a medical director for each of the university hospitals, university hospitals east, Harding hospital, and Ross heart hospital. The medical director of each hospital shall report

to the chief executive officer or executive director of the respective hospital, to the chief medical officer of the medical center, and to the university Wexner medical center board. In matters relating to medical care in the hospitals, members of the clinical departments of the hospitals are accountable to the clinical chiefs, who are accountable to the medical directors.

- | (F) The senior executive vice president for health sciences shall appoint a director of medical affairs for the James cancer hospital who shall be the chief medical officer of the James cancer hospital. The director of medical affairs shall report to the chief executive officer of the James cancer hospital, the James cancer hospital board and to the university Wexner medical center board. In matters relating to medical care in the James cancer hospital, members of the clinical departments of the hospitals are accountable to the clinical chiefs, who are accountable to the director of medical affairs.
- | (G) The chief medical officer of the medical center, the director of medical affairs of the James cancer hospital and the medical directors of each hospital shall each be a physician and shall maintain an appointment as an attending staff member of his or her respective medical staff. The chief medical officer of the medical center, medical directors of each hospital and director of medical affairs shall have authority as conferred by the senior executive vice president for health sciences and the university Wexner medical center board; including the responsibility for clinical research and education programs and services, supervision of patient and clinical activity; and responsibility for the clinical organization of his or her respective hospital. The chief medical officer of the medical center and director of medical affairs shall direct and supervise the medical staff quality assurance, utilization review, and credentialing activity. The chief medical officer of the medical center, medical directors of each hospital and director of medical affairs shall establish priorities, jointly with the chief executive officer or executive director of his or her respective hospital, for capital medical equipment, clinical space, and the establishment of new clinical programs, or the revision of existing clinical programs.