

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

Columbus, Ohio, September 21, 2007

The Board of Trustees met at its regular monthly meeting on Friday, September 21, 2007, at The Ohio State University Fawcett Center, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meetings were approved.

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## **September 21, 2007 meeting, Board of Trustees**

The Chairman, Dr. Cloyd, called the meeting of the Board of Trustees to order on Friday, September 21, 2007, at 10:35 am. He requested the Secretary to call the roll.

Present: G. Gil Cloyd, Chairman, Karen L. Hendricks, Dimon R. McFerson, Jo Ann Davidson, John D. Ong, Douglas G. Borrer, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Algenon L. Marbley, and Debra J. Van Camp.

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### **PRESIDENT'S REPORT**

President Joseph A. Alutto:

Good morning and welcome. This is truly an exciting time in the history of The Ohio State University. Two days ago, and for the thirteenth year in a row, we welcomed the most accomplished class of incoming freshmen ever to enter Ohio State. Our continuing students are persisting and graduating in record numbers. And the on-going contributions of our faculty and staff are pushing us ever closer to the overarching goal of the Academic Plan ... that Ohio State will be the premier public land-grant research university in the nation.

I could say much about each of these reasons for optimism about the future of the University. And I did not even mention the excitement that is being generated by the imminent return of Ohio State's own prodigal son, Gordon Gee. Just earlier this week, he was truly given a rock star's welcome by our brand-new freshmen at Convocation and the funny part is that most of them do not even know him yet!

In the interest of time, however, I am keeping my remarks deliberately short this morning. In fact, I am going to restrict myself to sharing with you the good news about the students who are joining us this year. Though statistics will not be finalized for another few days, here is what we can project about our new first quarter freshmen.

First, they are a class of some 6,100 students. As I said a moment ago, they are the University's most academically prepared undergraduate class to date. Their average ACT score is 27, compared with 26.4 last year and 25.8 the year before. Nearly 90% of the entering freshmen were in the top 25% of their graduating high school class and more than half were in the top ten percent of their graduating class. They are a geographically diverse class, coming from countries across the globe, all 88 counties in Ohio, and 46 different states.

They add to the intellectual vitality of our campus in other ways as well. Some 16% of our entering freshmen are students of color, and almost 23% are first-generation scholars or those who have the opportunity to be the first in their family to graduate from college.

They have many talents and bring a great deal to this University. For example, some 60% earned varsity letters in high school, 30% participated in state music contests, and 16% of this year's class won prizes or awards for scientific study. More than half of them held part-time jobs while in high school and almost a quarter earned special recognition for community service. So you can see what an accomplished group of students has chosen Ohio State as their academic home.

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It was truly wonderful to be at Convocation on Monday; or out on the Oval at the Involvement Fair with the students and representatives of more than 500 OSU student organizations and campus departments, businesses, and community agencies; or at any one of the 150 other events that are part of what we call "Welcome Week." These events carried an unambiguous message to all students: Ohio State is a nurturing, energetic, and stimulating environment that will provide value-added to their academic endeavors, both in and outside of the classroom.

As I told our newest Buckeyes at Convocation, not only did they choose Ohio State but this institution also chose them. We are delighted that they are part of the Ohio State family.

Thank you, Mr. Chairman.

Free The Planet Spokesperson:

Dr. Alutto, while we do agree with many of those statements about Ohio State being a leader in academia, we are here today representing Free The Planet OSU – an environmental and social justice organization on campus. We are here to say to the Board, we were here a year ago asking you to sign a sustainable force resources policy. We no longer want Ohio State to not ensure environmental and social justice on campus. Right now we log some endangered forests from rain forests to Canadian Boreal forests, we want to stop logging in those areas. It has been a year and so far we have heard nothing from the Board.

Dr. Cloyd:

Excuse me you are not on the agenda, so please wrap it up.

Free The Planet Spokesperson:

We will wrap it up very fast. We have five short demands for the Board of Trustees and we are encouraging President Gee to be a leader in the environment this year. We really hope that he will move the Board along as an environmental leader: 1) he must publicly state that The Ohio State University does not support logging in endangered forest areas; 2) we must dramatically increase the use of post consumer waste recycled fiber across the University; 3) he must ensure that all remaining virgin fiber is sourced from Forest Stewardship Council certified operations; 4) we must immediately cut contracts with companies that source from endangered forests, off-limit caribou range, and First Nations Territory; and 5) the University must significantly reduce paper use.

The students here are currently turning their backs to you as you have turned your backs on the environment at Ohio State. We are looking for University-wide policies and we are hoping to hear from you within the next two weeks, otherwise we will be forced to come back to the next Board meeting and present our demands again with more students. Thank you very much.

Group of Free The Planet Students:

Free The Planet!

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**STUDENT RECOGNITION AWARD**

Ms. Van Kamp:

The Board of Trustees presents the Student Recognition Award each month to honor a student for his or her academic accomplishments, service to the University and/or community, and research achievements that have been a credit to both the college and University.

I am proud to announce to you that the recipient of this month's award is doctoral student Ross Kauffman, who was nominated by Dean Stan Lemeshow from the College of Public Health. Ross is from Bellefontaine, Ohio, and is currently pursuing a Ph.D. degree in the College of Public Health, majoring in epidemiology with a minor in criminology.

Ross earned his B.S. degree from Eastern Mennonite University in 2003, graduating summa cum laude. In 2005, he entered The Ohio State University College of Public Health as a University Fellow in the Master of Public Health program and completed his degree in 2006. During his time at Ohio State, Ross has served as a research assistant on two key projects examining cancer-related factors among the residents of the world's largest Amish settlement and their non-Amish neighbors. While working on these projects, Ross took an ethics-training course on research with prisoners, after which he began considering a career studying the health of prison populations with regards to tobacco use.

Through his master's research Ross realized that smoking, the number one preventable killer of Americans, is an even greater threat inside prison walls. He found that prisoners smoke at a much higher rate than the general population, and despite the scale of the problem, little rigorous research has been done. Thus, Ross began to focus his work on prisoner health with an emphasis on tobacco use.

For more than a year, Ross has worked diligently to prepare for prison research. He has completed coursework for a minor in criminology, assisted The Ohio State University Sociology Department in conducting interviews with dozens of prisoners, and completed a pre-doctoral fellowship with the Behavioral Cooperative Oncology Group of the Walther Cancer Institute. Dean Lemeshow described Ross's dedication and passion for his research by saying:

"Ross's personal interest in prison populations is due in part to his Mennonite upbringing, with its emphasis on social justice. As a public health practitioner, he sees this work as a unique opportunity to reach an at-risk population. As a concerned citizen, he views this as an opportunity to curb the rising costs of incarceration."

As you might imagine, Ross's devotion to making a difference extends beyond his research into every area of his life. While at Ohio State he has served as the student representative at division faculty meetings and played an active role in the public health student organization. At home, he takes part in the family tradition of making blankets for international relief efforts. He learned how to sew about 6 years ago, when some students at Eastern Mennonite University decided to hold a blanket drive as a response to the 9/11 attacks and ensuing conflict in Afghanistan. He says that now sewing comfort tops and knotting blankets are a routine part of a trip to his hometown. To give you an idea of the scale of this project – it's not just

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making a few blankets a year – he told me that his family made 370 blankets in 2005. However, it is Ross himself that best describes the impact of this operation by saying, “Sewing may not be a common activity for a 25-year-old male, but I have found it to be one way I can actually try to make the world a better place for those who are less fortunate.”

Ross is truly – and I think that you all would agree -- an outstanding student who is making a positive impact at this University, across the state, and indeed around the world. Today I am happy to share with you that Ross's diligence and dedication for research have been recognized on a national level. Just last week Ross was awarded a grant from the Center for Disease Control to fund his dissertation project titled, “Assessing Smoking in Ohio Prisons.” After completing his formal education, Ross plans to teach at the collegiate-level and continue to pursue his passion for research.

Ross, on behalf of the Board of Trustees, I am very pleased to present this award to you today and congratulate you on your many accomplishments. Your achievements are truly remarkable and inspiring to us all. Congratulations and best of luck in your future endeavors!

Mr. Ross Kauffman:

Thank you, Deb, for that kind introduction. It is an honor to be recognized today. I would like to thank Dean Lemeshow for his nomination and for his continued work to strengthen the College of Public Health.

There are many people I have to thank for my successes. First I would like to recognize my family. I am pleased that my parents, Roger and Rachel Kauffman, could be here today. I would not be where I am without the support and encouragement they have provided. I would also like to thank my brothers, Ryan and Rudy, for their friendship and the inspiration they provide.

I am also glad that Patrick and Deborah Ellis could be with us today. I am thankful for all that they do for Bellefontaine City Schools where I had my academic start and for their continued support of The Ohio State University. For my undergraduate studies at Eastern Mennonite University, I would like to recognize Drs. Douglas Graber Neufeld, Owen Byer, and OSU Alumnus James Yoder. Each of them made significant contributions to my development as a scientist.

Here at Ohio State I feel blessed with an excellent committee: Dr. Amy Ferketich, my advisor, who has allowed me to dream big and provided the support I need to achieve those dreams; Dr. Mary Ellen Wewers, my mentor, who has introduced me to the world of tobacco research; Dr. David Murray, who in addition to his role on my committee, has worked tirelessly to improve the college as chair of the Division of Epidemiology; and Dr. Paul Bellair, who provided me with my first experience in prison research and whose assistance has been invaluable as I have worked to design my own prison study. Though not a member of my committee, Dr. Mira Katz has also played a significant role in my growth as a researcher. She provided my first opportunity to conduct public health research and I am grateful for her continued support and guidance.

Finally, I would like to thank the members of the Board. It has been a pleasure to watch the growth and development of the public health program at Ohio State. Even in the short time since my arrival at the School, I have seen many exciting changes. Your vote last February to establish the

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College of Public Health was an important milestone in our efforts to become a national leader in the field of Public Health. Thank you for all that you do to foster an environment of academic excellence at The Ohio State University.

I appreciate the opportunity to meet with you today and thank you for this recognition of my efforts at Ohio State. I am grateful, but humbled to be granted this honor and feel fortunate to be part of an institution that strives for such a high level of academic excellence. Thank you.

Dr. Cloyd:

Ross, thank you. You do yourself and this University very proud and it is wonderful. I congratulate you on your accomplishments to date, particularly in the research area so important in society and wish you the very best in your career ahead.

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### COMMITTEE REPORTS

Dr. Cloyd:

At this time we will hear committee reports and I would like to begin with the Committee on Trusteeship. Mr. McFerson --

Mr. McFerson:

The Committee on Trusteeship has met several times and our objective has been to – at the direction of the Chair and this Board – pull together a paper that will lay out our expectations of how we intend to operate as a Board with each other, the University, and the President. We are getting close to having that document finished. Concurrent with that will be an analysis of how we are structured as a Board -- the architecture, if you will, of our committees and our meetings. That work is also moving forward and will follow that expectations paper by maybe a meeting or two. So we still have some more work to do.

We have also sent a letter to the Governor's Office on what we are looking for in a new trustee, which has yet to be appointed. We have laid out specifically our concerns with regard to gender, with regard to geographic interest around the state, and with regard to backgrounds, so we can continue to have and present to this University a good, diverse Board with the appropriate makeup. We have been busy and will continue to work.

Dr. Cloyd:

Thank you, Mr. McFerson. I would now like to have the report from you on the Investments Committee meeting.

Mr. McFerson:

The Investments Committee met this morning and first heard a recommendation on the status of the Proctor Consulting Report. This has upwards of ten separate recommendations and is the most thorough analysis that has ever been conducted of the Office of the Treasurer. It has been over a year now and this status report tells us where we are with regard to each of those recommendations. A few of them are 100% complete and many are in the process of being completed. We were

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encouraged by that analysis and by that report. It really has resulted in some good changes in the Treasurer's Office.

We then heard the Investments Performance Report for the year. We finished the fiscal year, June 30, 2007, and the results of the year for the total portfolio increased 18% and across-the-board we were not quite at the S&P 500 on the large cap equities, we missed by four-tenths of 1%. I am not going to go through all of these categories, but in the aggregate we finished 18% compared to a Lipper balance of 15.4%. What we don't have yet is how we stacked up with the Big Ten and our peer group comparisons and we will probably have that available to us at the next meeting. Collecting all of this data from all of the other institutions does take a little bit of time.

We then had a first reading of our recommended policy revisions regarding the Investment of Operating Funds. The University has approximately \$1.3 billion of operating cash and this Board, three plus years ago, with approval from the legislation at the state-level, had the opportunity to invest those funds long-term. So we have a policy on how those dollars will be invested in the endowment, as well as maintained in short-term cash. Because we have 45% invested in the same analysis and breakdown as our endowment dollars, it has resulted in a rather significant increase into the President's Strategic Fund, which has helped us fund many important projects around here. We will continue to look at that on a regular basis as to how we invest our short-term cash, because there is no reason for us to hold it all in short-term instruments. Remember folks -- \$1.3 billion of operating funds is a pretty good number.

Then the aggregate investment dollars of all categories would be \$3.2 billion and that is broken down as to the long-term investment pool; the gifted endowment dollars are \$1.576 billion; the long-term operating dollars are \$762 million, and the balance would be other investments. So the total dollars of the University that are invested either short-term or long-term is \$3.2 billion. Let's not be confused on how much of that is gifted endowment money, it is only approximately half of that number.

Then the consultants that were hired over a year ago – Cliffwater – their president and CEO gave us a very good report on the asset allocation study and the review of what has been accomplished and the implementation of moving towards allocations. I am pleased to report that theoretically we have moved to the allocation model. In some of the categories the dollars have not yet been invested in specific investments, but the place card is in place. The analysis that they presented to us is very solid with regard to the comparative data and also should result in higher returns, more diversification, and more inline with our peer groups. We will continue to have the Cliffwater consultants come back and visit with us from time to time. They have a pretty impressive list of endowment organizations that they deal with.

For the consent agenda we are recommending: 1) some adjustments in the Investment Managers and Reallocation of Funds, and the elimination of one Investment Manager; and 2) the University Development Report. Dr. Schroeder did present the Development Report for the year and that report is up 7% in total to \$225 million and an increase in the number of donors. We received a lot of data, but on balance, pretty good reports.

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Dr. Clloyd:

Thank you, Mr. McFerson. I would next like to call on Mr. Borrer for the report on the Academic and Student Affairs Committee meeting.

Mr. Borrer:

This morning we had a very full and informative agenda. We first heard from Rich Hollingsworth, vice president for Student Affairs, who gave his priorities for the year. A number of major initiatives that he is looking at include: a review and comprehensive plan for on- and off-campus housing, including remodeling and potentially expanding our housing initiatives, and the intent to establish a collaborative of a number of University groups in the immediate off-campus area to promote and advance neighborhood safety. They also have a very forward initiative to work for the enhancement of basic physical and mental health services for students, especially the population that lives on campus.

Next we heard from Thom Stevenson, director of Campus Dining Services. We have 16 full food service locations on campus. In layman's terms, we do about \$35 million worth of sales out of those 16 locations per year. So we really run a full size, full service dining operation.

They have also started on a very interesting and I think exciting initiative with the Ohio Department of Agriculture called, "Buy Ohio." The concept is "Eat Global, Buy Local." They are working with the food service group that they purchase their food from, as well as a number of people in the Ohio Agriculture industry, to provide food services to The Ohio State University that are grown and/or produced in the state of Ohio. That number is in excess now of 30% and is a very good thing for us to do since it pays back the community and helps the students understand what we are doing in Ohio.

Next we heard from Provost Alutto who gave an overview of the priorities for the Office of Academic Affairs for the upcoming year. They are doing a complete strategic planning process including: budgeting, physical priorities, buildings, office locations, and all major programmatic initiatives. It is a complete top to bottom review of what we are doing in our academic programs and I think it will be incredibly well served.

We then heard from Vice Provost Randy Smith. Randy and his team have completed the final reaccreditation process of our University and did a fantastic job getting that done and today presented his final report to our Committee. I am pleased to let you know that we did pass and that Vice Provost Smith and his team are now beginning to prepare for the 2016 review.

Next we heard from David Andrews, dean of the College of Education and Human Ecology, who provided us with a report on the Metro School. The Metro School is a new, innovative high school that is designed to provide innovative learning opportunities, especially in science, technology, engineering, and math -- STEM.

The Metro School opened two years ago through a partnership with Battelle, Ohio State, and the Educational Council, which represents all 16 school districts in Franklin County. It is presently made up of two classes of 200 freshmen and sophomores and when fully populated, it will serve 400 students. This school has been a tremendous success and has been



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recognized by the Gates Foundation and won the first Peter McGrath Outreach and Engagement Award presented by the National Association of State Universities and Land-Grant Colleges. The school has applied for – and we are hoping to receive – a major grant from the Gates Foundation coming up in the next 30 days. This has been a great collaborative and initiative that we started.

Finally for the consent agenda, the Committee endorsed the following recommendations: 1) the approval of non-academic center status for the Ohio House of Science and Engineering; and 2) routine personnel actions. With that, I conclude my report.

Dr. Cloyd:

Thank you, Mr. Borrer. Any questions? I would next like to call on Mrs. Davidson for the Fiscal Affairs Committee report.

Mrs. Davidson:

Thank you, Mr. Chairman. I would like to start by pointing out that the Fiscal Affairs Committee has nine of the items that are on the Consent Agenda today. In addition to discussing those, we had two reports that were very important because they were first readings. The first report was the Financial Performance Goals, which will come back to the Board in November for approval and will be the first time, I believe, in ten years that we have revised those financial goals.

The second report was a look at the Long-Term Operating Fund and how it is invested. Mr. Shkurti gave a very good report on our ability to invest those long-term funds, which generated about \$160 million in revenue; proposed expenditures of the transfer this year, which will be a little over \$78 million; and also looking at taking some precautions and establishing a stabilization fund because there is a higher risk in that long-term investment and obviously markets are pretty unpredictable. This report was a first reading, too, and will come back to the Board for action in November.

The issues that are on the Consent Agenda today include the Quarterly Report for the Waivers of Competitive Bidding Requirements and those waivers are done. As you know when there is a sole source or when there is an emergency need to waive that competitive bidding, those waivers need to be approved by the Board.

Next is the approval of Interim Authorization -- interim President Alutto, Bill Shkurti, and I authorized -- since we had a little gap in our Board meetings -- two projects: 1) the design and construction contracts for renovations to the Veterinary Medicine food service area; and 2) the design and construction of the Carmack parking lot on West Campus. These were both small projects. The third resolution would be to give that Interim Authorization ability also between now and our next Board meeting in November.

The fourth resolution is the Approval to Enter into Design and Construction Contracts, to Increase a Construction Contract, and to enter into one Joint Use Agreement with Delaware County. We then had two temporary easements that would be granted and two sales of property that we would be authorizing. These are both to the City of Columbus: 1) building a handicapped accessible bus stop; and 2) widening West Case Road and create a turn lane at Sawmill Road, which probably you people that travel

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that way will appreciate. We need to give the easements because it takes legislative action to permit us to sell that property to the City of Columbus.

We also have the final action on the Fiscal Year 2008 Current Funds Budget, which has been before the Committee two or three times. There are a few things that I wanted to point out and highlight to you. First, I want to mention the Current Funds Budget book, which takes a lot of work from the staff and they do a great job, but it is sort of the *Bible* about our budget and our funds here at the University. It is a good thing for everybody to have in their system. I also want to point out that we do have a balanced budget. We don't have much room there, but it is a \$4.1 billion projected income and a \$4.0 billion spending. Of that spending allowable, 36.5% of the total budget is for the Health System and it really boils down to a campus general fund growth of about 4.3% and our final budget is \$72 million in allocation for financial aid.

The last item that we are recommending is the long-term recommendations for FY 2009 – FY 2014 Capital Plan. This would include giving authority for Mr. Shkurti to submit to the state our capital request for the next capital bill in the amount of \$80 million and \$12 million for our regional campuses; to then approve the allocation of our current bond issue debt, because there has been a few changes in the proposed allocations for the \$497 million in bonds which will be issued in Fiscal Year 2009; and to put a cap on a bond issue for 2011 at no more than \$500 million.

The Fiscal Affairs Committee unanimously recommended those items on the Consent Agenda. Mr. Chairman, I will be glad to answer any questions.

Dr. Cloyd:

Thank you, Mrs. Davidson. Any questions?

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### CONSENT AGENDA

President Joseph A. Alutto:

We currently have 16 resolutions on the Consent Agenda today and would like to hold a separate vote for #7 – Appointment of Investment Managers and Reallocation of Funds – and #8 – Waivers of Competitive Bidding Requirements (April – June 2007). We are seeking your approval for:

#### UNIVERSITY HOSPITALS BOARD APPOINTMENT

Resolution No. 2008-21

Synopsis: Approval of an appointment to the University Hospitals Board is recommended.

WHEREAS in accordance with University Hospitals Board Bylaw (3335-104-01) all members of a specialized board shall be appointed by The Ohio State University Board of Trustees in consultation with the vice president for health services, the senior vice president for health sciences, and the president of the University:

NOW THEREFORE

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

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University Hospitals Board

Betty D. Montgomery, effective September 21, 2007, through  
September 20, 2010

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

Resolution No. 2008-22

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

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

WHEREAS this amendment was approved by the University Hospitals Board on July 26, 2007:

3335-43-08 Organization of the medical staff.

(A) unchanged.

(B) Names of clinical departments and divisions.

(1) through (3) unchanged.

(4) Internal medicine. The following divisions are designated:

Cardiovascular medicine  
Dermatology  
Endocrinology and metabolism  
~~Digestive health~~  
Gastroenterology, hepatology and nutrition  
General medicine  
Hematology and oncology  
Hospital medicine  
Human genetics  
Infectious diseases  
Nephrology  
Pulmonary, allergy, critical care and sleep medicine  
Rheumatology - immunology

(5) through (19) unchanged.

(C) and (D) unchanged.

NOW THEREFORE

BE IT RESOLVED, That the above amendment is hereby adopted.

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**APPROVAL OF NON-ACADEMIC "CENTER" STATUS**

Resolution No. 2008-23

Synopsis: Approval of non-academic "center" status is proposed.

WHEREAS faculty rule 3335-3-36 (A) specifies that: "Use of "center" or "institute" in the names of proposed units of the university shall be limited to academic centers, unless approved by the Council on Academic Affairs;" and

WHEREAS a request has been received from five colleges and the Office of University Outreach and Engagement, in a manner similar to requests for use of the terms "center/institute," for the Ohio House of Science and Engineering; and

WHEREAS subsequent use of the term "academic" center/institute will require that a formal proposal for academic center status will need to be submitted to the Council on Academic Affairs for full review; and

WHEREAS the Council on Academic Affairs reviewed this request at its meeting on August 22, 2007 and had no objections:

NOW THEREFORE

BE IT RESOLVED, That the "Ohio House of Science and Engineering" be approved, effective immediately.

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**PERSONNEL ACTIONS**

Resolution No. 2008-24

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the July 13, 2007 meeting of the Board, including the following Appointments/Reappointments, Appointments/Reappointments of Chairpersons/Directors, Leaves of Absence Without Salary, Leave of Absence – Continuation, Professional Improvement Leaves, Professional Improvement Leave – Change in Dates, Professional Improvement Leaves – Cancellation, Emeritus Titles, Emeritus Title – change in date, salary rolls with promotion and tenure, as detailed in the University Budget, be approved; and

BE IT FURTHER RESOLVED, That the Medical Staff Appointments and Reappointments approved on April 3, 2007, May 29, 2007 and July 31, 2007, by The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute Board, be ratified; and

BE IT FURTHER RESOLVED, That the 2007 bonus of \$250,000 for President Karen Holbrook, be ratified.

Appointments

Name: ROBERT W. CURLEY  
Title: Professor (Charles H. Kimberly Professorship in Pharmacy)  
College: Pharmacy  
Effective: October 1, 2007 through September 30, 2010

Name: ROY J. LEWICKI  
Title: Professor (The Irving Abramowitz Memorial Professorship)  
College: The Max M. Fisher College of Business  
Effective: October 1, 2007 through September 30, 2012

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Name: CYNTHIA J. ROBERTS  
Title: Professor (Martha G. and Milton Staub Chair for Research in Ophthalmology)  
College: Medicine  
Effective: July 1, 2007 through June 30, 2011

Name: ALAN D. LETSON  
Title: Professor – Clinical (William H. Havener, M.D. Chair in Ophthalmology)  
College: Medicine  
Effective: July 1, 2007 through June 30, 2011

Name: DAVID COHN  
Title: Associate Professor (The Donald G. Jones, M.D. and Patsy P. Jones Designated Professorship in Obstetrics and Gynecology)  
College: Medicine  
Effective: August 1, 2007 through June 30, 2011

Name: E. GORDON GEE  
Titles: President/Professor with Tenure/Courtesy Appointment as Professor  
Office/College/School: Office of the President/Michael E. Moritz College of Law/Educational Policy and Leadership  
Effective: October 1, 2007

Name: MICHAEL M. VERES  
Title: Interim Chief Information Officer  
Office: Information Technology (OIT)  
Effective: September 13, 2007

Name: KATHERINE WOLFORD  
Title: Assistant to the President and Director of Operations  
Office: Office of the President  
Effective: August 13, 2007

### Concurrent Appointments

Name: HERBERT B. ASHER  
Title: Counselor to the President  
Office: Office of the President  
Effective: July 23, 2007  
Concurrent Title: Professor Emeritus, Department of Political Science

Name: MATTHEW S. PLATZ  
Title: Interim Dean  
College: Mathematical and Physical Sciences  
Term: August 14, 2007, or until such time a permanent Dean is appointed  
Concurrent Title: Vice Provost, Office of Academic Affairs

Name: WILEY W. SOUBA, JR.  
Title: Interim Senior Vice President for Health Sciences and Chief Executive Officer  
Hospital: Health Sciences/The Ohio State University Medical Center  
Effective: August 1, 2007  
Concurrent Title: Dean, College of Medicine

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### Concurrent Reappointment

Name: CAROLE A. ANDERSON  
Title: Interim Dean  
College: Dentistry  
Term: July 1, 2007, or until such time a permanent Dean is appointed  
Concurrent Title: Vice Provost, Office of Academic Affairs

### Appointment of Chairpersons/Directors

L. EUGENE ARNOLD\*, Nisonger Center, effective September 1, 2007 through August 31, 2008.

RUDOLPH G. BUCHHEIT, Department of Materials Science and Engineering, effective October 1, 2006 through June 30, 2010.

MATTHEW D. GOLDISH, Melton Center for Jewish Studies, effective July 1, 2007 through June 30, 2011.

SARAH I. JOHNSTON, Center for the Study of Religion, effective July 1, 2007 through June 30, 2009.

ANN M. PENDLETON-JULLIAN, Knowlton School of Architecture, effective September 1, 2007 through June 30, 2011.

SUSAN VAN PELT PETRY, Department of Dance, effective July 1, 2007 through June 30, 2011.

RICHARD J. SELFE, Center for the Study and Teaching of Writing, effective September 1, 2007 through August 31, 2010.

### Reappointments of Chairpersons/Director

DIANE W. BIRCKBICHLER, Department of French and Italian, effective October 1, 2007 through June 30, 2011.

E. ANTONIO CHIOCCA, Department of Neurological Surgery, effective March 1, 2008 through June 30, 2011.

RICHARD DAVIS, Department of Near Eastern Languages and Cultures, effective July 1, 2007 through June 30, 2011.

GONG SOOG HONG, Department of Consumer Sciences, effective July 1, 2007 through June 30, 2011.

CHRISTOPHER C. KAEDING\*, Department of Orthopaedics, effective July 1, 2007 through June 30, 2008.

JAMES S. KING\*, Department of Neuroscience, effective July 1, 2007 through June 30, 2008.

THOMAS F. MAUGER, Department of Ophthalmology, effective October 1, 2008 through June 30, 2011.

NAWAL K. TANEJA, Department of Aviation, effective July 1, 2006 through June 30, 2010.

\* Interim

## **September 21, 2007 meeting, Board of Trustees**

MARY JO WELKER, Department of Family Medicine, effective July 1, 2007 through June 30, 2011.

CHRISTIAN K. ZACHER, Institute for Collaborative Research and Public Humanities, effective October 1, 2007 through September 20, 2011.

### Reappointment of Men's Head Basketball Coach

THAD M. MATTA, addendum to employment agreement. Term of the contract: July 1, 2006 through June 30, 2016.

### Leaves of Absence Without Salary

JOSEPH P. KABOSKI, Assistant Professor, Department of Economics, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008, for personal reasons.

PUNAM OHRI-VACHASPATI, Assistant Professor, The Ohio State University Extension, effective August 27, 2007 through August 22, 2008, for personal reasons.

ISMAIL K. WHITE, Assistant Professor, Department of Political Science, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008, to accept a fellowship at the Center for the Study of Democratic Politics at Princeton University.

### Leave of Absence - Continuation

ING-MING CHIU, Professor, Internal Medicine and Molecular and Cellular Biochemistry, effective July 1, 2007 through June 30, 2008, to be the Chief Technology Office at Gentheon Biopharmaceuticals Co., Ltd., Taiwan.

### Professional Improvement Leaves

ROBERT A. AGUNGA, Associate Professor, Department of Human and Community Resource Development, effective Winter Quarter, Spring Quarter and Autumn Quarter 2008.

D. ROSE ELDER, Associate Professor, Agricultural Technical Institute, effective Autumn Quarter 2007.

ROBERT T. GREENBAUM, Associate Professor, John Glenn School of Public Affairs, effective Autumn Quarter 2007 and Winter Quarter 2008.

### Professional Improvement Leave -- Change in Dates

KIRK A. DENTON, Associate Professor, Department of East Asian Languages and Literatures, change leave from Autumn Quarter 2007 and Winter Quarter 2008, to Winter Quarter and Spring Quarter 2008.

### Professional Improvement Leaves -- Cancellation

SHAHRUKH A. IRANI, Associate Professor, Department of Industrial, Welding and Systems Engineering, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

SANDRA J. TANENBAUM, Associate Professor, College of Public Health, effective Autumn Quarter 2007 and Winter Quarter 2008.

### Emeritus Titles

JOSEPH T. BARR, College of Optometry, with the title Professor Emeritus, effective September 1, 2007.

## **September 21, 2007 meeting, Board of Trustees**

SUSAN L. HUNTINGTON, Department of History of Art, with the title Professor Emeritus, effective September 1, 2007.

RICHARD A. MILLER, Department of Industrial, Welding and Systems Engineering, with the title Professor Emeritus, effective September 1, 2007.

EDWARD H. NEWMAN, Department of Electrical and Computer Engineering, with the title Professor Emeritus, effective September 1, 2007.

ALFRED W. READER, College of Dentistry, with the title Professor Emeritus, effective January 1, 2008.

DAVID A. RIGNEY, Department of Materials Science and Engineering, with the title Professor Emeritus, effective October 1, 2007.

JERELYN K. SCHULTZ, Department of Human Development and Family Science, with the title Professor Emeritus, effective September 1, 2007.

ROBERT M. SYKES, Department of Civil and Environmental Engineering and Geodetic Science, with the title Professor Emeritus, effective September 1, 2007.

MING-DAW TSAI, Department of Chemistry, with the title Professor Emeritus, effective September 1, 2007.

MARTIN P. JAMISON, University Libraries, with the title Associate Professor Emeritus, effective January 1, 2008.

LINDA A. KRIKOS, University Libraries, with the title Associate Professor Emeritus, effective September 1, 2007.

RICHARD W. RICHARDSON, Department of Industrial, Welding and Systems Engineering, with the title Associate Professor Emeritus, effective September 1, 2007.

GEORGE W. HANDLEY, Department of Psychology (Lima), with the title Assistant Professor Emeritus, effective September 1, 2007.

ELIZABETH J. SAWYERS, University Libraries, with the title Assistant Professor Emeritus, effective October 1, 2007.

### Emeritus Title – change in date

ALLAN J. YATES, Department of Pathology, with the title Professor Emeritus, change effective date from September 1, 2007, to October 1, 2007.

### Promotions, Tenure, and Reappointments

#### COLLEGE OF MEDICINE REGULAR CLINICAL

#### PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

Kirkpatrick, Robert, Internal Medicine, effective October 1, 2007

#### COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES

#### PROMOTION TO PROFESSOR

Morelli, Massimo, Economics, effective October 1, 2007 – RESIGNED



**September 21, 2007 meeting, Board of Trustees**

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Eastin, Matthew, School of Communication, effective October 1, 2007 –  
RESIGNED

Medical Staff – Initial Appointments (The Arthur G. James Cancer Hospital and  
Richard J. Solove Research Institute)

Philip Atigre, M.D., Community Associate, Internal Medicine, General Medicine,  
3/9/2007

David G. Bates, M.D., Associate Attending, Radiology, 2/9/2007

Heather M. Brom, C.N.P., Allied Health, Internal Medicine,  
Hematology/Oncology, 3/9/2007

Sangeeta L. Guttikonda, M.D., Associate Attending, Radiology, 3/9/2007

Catherine K. Hesness, C.N.P., Allied Health, Internal Medicine,  
Hematology/Oncology, 3/9/2007

Maria V. Johnson, C.N.P., Allied Health, Surgery, Surgical Oncology, 3/9/2007

Sheri A. Knepel, M.D., Associate Attending, Emergency Medicine, 3/9/2007

Adele M. Lipari, D.O., Associate Attending, Radiology, 2/9/2007

Jacquelyn L. Madison, C.N.S., Allied Health, Psychiatry, 2/9/2007

Michael J. Miller, M.D., Associate Attending, Surgery, Plastic Surgery, 3/9/2007

Julie C. ODonovan, M.D., Associate Attending, Radiology, 2/9/2007

Tushar C. Patel, MB.ChB, Associate Attending, Internal Medicine, Digestive  
Disease, 3/9/2007

Lisa D. Ross, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
2/9/2007

Shelley J. Ryan, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
3/9/2007

Megan K. Smith, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
3/9/2007

L. Jill Staufenberg, C.N.S., Allied Health, Psychiatry, 2/9/2007

Henry D. Windler, M.D., Associate Attending, Radiology, 2/9/2007

Michael N. Ailes, C.N.P., Pending Allied Health, Internal Medicine, Pulmonary,  
Critical Care, 5/29/2007

Danette R. Birkhimer, C.N.S., Pending Allied Health, Obstetrics and Gynecology,  
Gynecologic Oncology, 5/29/2007

Donna M. Beaty, P.A., Allied Health, Internal Medicine, Dermatology, 4/13/2007

Brian K. Cain, M.D., Pending Associate Attending, Internal Medicine, General  
Medicine, 7/1/2007

Paul Chacko, M.B.B.S., Associate Attending, Internal Medicine, Hospital  
Medicine, 4/13/2007

Hugh M. Ehrenberg, M.D., Pending Associate Attending, Obstetrics and  
Gynecology, 6/1/2007

Charity C. Fox, M.D., Pending Associate Attending, Internal Medicine,  
Immunology, 5/29/2007

Dennis M. Glatz, M.D., Pending Associate Attending, Radiology, 7/1/2007

Gretchen A. Harwood, C.N.P., Pending Allied Health, Internal Medicine,  
Hematology/Oncology, 5/29/2007

Sara N. Horst, M.D., Pending Associate Attending, Internal Medicine, General  
Medicine, 7/1/2007

Todd A. Janicki, M.D., Pending Associate Attending, Internal Medicine, Hospital  
Medicine, 7/1/2007

Emily T. Klatte, M.D., Pending Associate Attending, Neurology, 7/1/2007

Carrie A. Lembach, D.O., Pending Associate Attending, Ophthalmology,  
7/1/2007

Diane B. Loseth, C.N.S., Allied Health, Neurology, Pain Palliative Med, 4/13/2007

Jon Mickle, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
4/13/2007

Ryan D. Niederkoher, M.D., Pending Associate Attending, Radiology, 8/1/2007

Parshan Ramsingh, M.B.B.S., Associate Attending, Radiology, 4/13/2007

## September 21, 2007 meeting, Board of Trustees

Stephen D. Rose, M.D., Pending Associate Attending, Orthopaedic Surgery, Orthopaedics, 6/1/2007

Allison L. Rosenberg, C.N.P., Pending Allied Health, Internal Medicine, Hematology/Oncology, 5/29/2007

Alan D. Rogers, M.D., Pending Associate Attending, Radiology, 7/1/2007

Barbara L. Roeser, C.N.P., Pending Allied Health, Internal Medicine, Pulmonary, Critical Care, 5/29/2007

Stephen P. Smith, Jr., M.D., Pending Associate Attending, Otolaryngology, 7/1/2007

Abby M. Whitaker, C.N.P., Allied Health, Surgery, Thoracic/Cardiovascular, 4/13/2007

Weiqiang Zhao, M.D., Associate Attending, Pathology, 5/29/2007

Punit Agrawal, D.O., Pending Associate Attending, Neurology, 7/31/2007

Jamal Al Taani, M.D., Associate Attending, Radiology, 7/1/2007

Mark D. Barsamian, D.O., Pending Associate Attending, Ophthalmology, 7/31/2007

Bryan L. Borland, M.D., Pending Associate Attending, Radiology, 7/31/2007

Jarrold T. Bruce, M.D., Associate Attending, Internal Medicine, Hospital Medicine, 7/1/2007

Gail M. Budke, M.D., Pending Associate Attending, Internal Medicine, General Medicine, 8/1/2007

Michael R. Donnally, M.D., Associate Attending, Internal Medicine, General Medicine, 7/31/2007

Thomas J. Ellis, M.D., Pending Associate Attending, Orthopaedic Surgery, Orthopaedics, 7/31/2007

Kelly J. Fleming, M.D., Pending Associate Attending, Family Medicine, Family Medicine, 8/1/2007

Joseph M. Flynn, D.O., Attending, Internal Medicine, Hematology/Oncology, 7/1/2007

Brett E. Fortune, M.D., Associate Attending, Internal Medicine, Hospital Medicine, 7/1/2007

Charity C. Fox, M.D., Associate Attending, Internal Medicine, Immunology, 7/31/2007

Lynn C. Happel, M.D., Associate Attending, Surgery, General Surgery, 7/1/2007

Ronald L. Harter, M.D., Pending Associate Attending, Anesthesiology, Anesthesiology, 7/31/2007

Alan E. Harzman, M.D., Associate Attending, Surgery, General Surgery, 7/1/2007

Mark J. Hogan, M.D., Pending Associate Attending, Radiology, Radiology, 7/31/2007

David P. Kasick, M.D., Pending Associate Attending, Psychiatry, Psychiatry, 7/31/2007

Rebecca A. Kuennen, M.D., Pending Associate Attending, Ophthalmology, Ophthalmology, 7/31/2007

Michael S. Langan, M.D., Pending Associate Attending, Internal Medicine, General Medicine, 8/1/2007

Gregory D. Lewen, M.D., Associate Attending, Ophthalmology, Ophthalmology, 7/1/2007

Jennifer W. McCallister, M.D., Associate Attending, Internal Medicine, Pulmonary, Critical Care, 7/16/2007

Aris M. Musabji, M.D., Associate Attending, Radiology, Radiology, 7/31/2007

Erin M. Ort, M.D., Associate Attending, Internal Medicine, Hospital Medicine, 7/1/2007

William J. Perez, M.D., Associate Attending, Anesthesiology, Anesthesiology, 7/1/2007

Adam D. Quick, M.D., Associate Attending, Neurology, Neurology, 7/1/2007

Gary L. Rea, M.D., Associate Attending, Neurological Surgery, Neurologic Surgery, 6/8/2007

## September 21, 2007 meeting, Board of Trustees

Douglas R. Rethman, M.D., Associate Attending, Internal Medicine, Hospital Medicine, 7/1/2007  
Jason C. Roland, M.D., Associate Attending, Surgery, General Surgery, 7/1/2007  
Kathleen B. Rogers, C.N.P., Pending Allied Health, Internal Medicine, Hematology/Oncology, 7/31/2007  
Jacqueline T. Rohl, M.D., Pending Associate Attending, Obstetrics and Gynecology, Obstetrics and Gynecology, 7/31/2007  
Zarine K. Shah, M.B.B.S., Associate Attending, Radiology, Radiology, 7/1/2007  
Thomas J. Smith, M.D., Pending Associate Attending, Anesthesiology, Anesthesiology, 7/31/2007  
Madhuri Sopirala, M.B.B.S., Associate Attending, Internal Medicine, Infectious Disease, 7/1/2007  
Robert M. Stevens, M.D., Associate Attending, Radiology, Radiology, 7/1/2007  
Amit Tandon, M.D., Pending Associate Attending, Ophthalmology, Ophthalmology, 8/1/2007  
Lynne U. Tehrani, C.N.S., Allied Health, Surgery, Thoracic/Cardiovascular, 6/8/2007  
G. Nicholas Verne, M.D., Associate Attending, Internal Medicine, Digestive Disease, 7/1/2007  
William A. Wallace, Jr., M.D., Pending Associate Attending, Surgery, Plastic Surgery, 7/31/2007  
Christina J. Walz, M.D., Associate Attending, Physical Medicine, Physical Medicine, 7/31/2007  
Wenle P. Wang, M.D., Ph.D., Associate Attending, Pathology, Pathology, 7/1/2007  
Rebecca L. Wilson, C.N.P., Allied Health, Surgery, Surgical Oncology, 6/8/2007

### Medical Staff – Provisional to Full Appointments (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute)

Scott B. Armen, M.D., Associate Attending, Surgery, General Surgery, 2/9/2007  
Matthew D. Ashmun, M.D., Associate Attending, Internal Medicine, General Medicine, 2/9/2007  
Sameer Bajaj, M.B.B.S., Community Associate, Internal Medicine, General Medicine, 3/9/2007  
Vinay G. Bangalore, M.B.B.S., Community Associate, Internal Medicine, General Medicine, 3/9/2007  
Udayan Y. Bhatt, M.D., Associate Attending, Internal Medicine, Nephrology, 3/9/2007  
Christopher G. Brown, M.D., Associate Attending, Internal Medicine, Nephrology, 2/9/2007  
Karen Catignani, M.D., Associate Attending, Internal Medicine, General Medicine, 3/9/2007  
Amit K. Chatterjee, M.D., Associate Attending, Internal Medicine, General Medicine, 2/9/2007  
Rebecca Coffey, C.N.P., Allied Health, Surgery, General Surgery, 2/9/2007  
Stephen C. Cook, M.D., Associate Attending, Internal Medicine, Cardiovascular Medicine, 2/9/2007  
Steven M. Dean, D.O., Associate Attending, Internal Medicine, Cardiovascular Medicine, 2/9/2007  
Jonathan R. DeHart, M.D., Associate Attending, Pathology, 2/9/2007  
Solomon Z. Derrow, M.D., Associate Attending, Radiology, 2/9/2007  
Kathleen M. Dungan, M.D., Associate Attending, Internal Medicine, Endocrinology, 2/9/2007  
David N. Efries, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology, 3/9/2007  
Erik W. Evans, D.D.S., M.D., Associate Attending, Dentistry, 2/9/2007  
Mary F. Feldman, P.A., Allied Health, Surgery, Cardiothoracic, 3/9/2007

## September 21, 2007 meeting, Board of Trustees

David W. Hauswirth, M.D., Associate Attending, Internal Medicine,  
Allergy/Immunology, 3/9/2007

Craig C. Hofmeister, M.D., Attending, Internal Medicine, Hematology/Oncology,  
2/9/2007

Mahmoud Houmsse, M.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine, 2/9/2007

Jeffrey L. Hunter, D.O., Associate Attending, Family Medicine, 2/9/2007

Jeffrey A. Jones, M.D., Attending, Internal Medicine, Hematology/Oncology,  
3/9/2007

Trisha A. Kall, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
3/9/2007

Justin F. Klamerus, M.D., Associate Attending, Internal Medicine, General  
Medicine, 2/9/2007

Jeffrey R. Kneile, M.D., Associate Attending, Pathology, 2/9/2007

Amy M. Kopp, M.D., Associate Attending, Ophthalmology, 3/9/2007

Kavitha V. Kosuri, D.O., Attending, Internal Medicine, Hematology/Oncology,  
2/9/2007

Brett D. Kucej, M.D., Associate Attending, Radiology, 2/9/2007

Jean LaPolla, L.M.T., Allied Health, Family Medicine, Integrated Medicine,  
2/9/2007

Mahamadu Maida, M.D., Community Associate, Internal Medicine, General  
Medicine, 2/9/2007

Michael A. Malfatt, P.A., Allied Health, Radiation Medicine, 2/9/2007

Stanley I. Martin, M.D., Associate Attending, Internal Medicine, Infectious  
Disease, 2/9/2007

Ehud Mendel, M.D., Attending, Neurological Surgery, 3/9/2007

Susan Moffatt-Bruce, M.D., Ph.D., Attending, Surgery, Thoracic Surgery,  
2/9/2007

Prashanth R. Mopala, M.B.B.S., Community Associate, Internal Medicine,  
General Medicine, 3/9/2007

Khalil Murad, M.D., Community Associate, Internal Medicine, General Medicine,  
3/9/2007

Sushma Nagar, P.A., Allied Health, Surgery, Cardiothoracic, 3/9/2007

S. Patrick Nana-Sinkam, M.D., Associate Attending, Internal Medicine,  
Pulmonary/Critical Care, 3/9/2007

James Neuenschwander, M.D., Associate Attending, Emergency Medicine,  
2/9/2007

Lisa S. Parks, C.N.P., Allied Health, Surgery, Surgical Oncology, 2/9/2007

Bhuvaneshwari Ramaswamy, M.D., Attending, Internal Medicine,  
Hematology/Oncology, 2/9/2007

Kevin Reavis, M.D., Associate Attending, Surgery, General Surgery, 2/9/2007

David Renton, M.D., Associate Attending, Surgery, General Surgery, 2/9/2007

Joel M. Rice, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
2/9/2007

Anjali A. Satoskar, M.D., Associate Attending, Pathology, 2/9/2007

Stephen W. Seward, M.D., Community Associate, Internal Medicine, General  
Medicine, 2/9/2007

William E. Shiels, II, D.O., Associate Attending, Radiology, 3/9/2007

Martha Z. Szabo, M.D., Associate Attending, Anesthesiology, 3/9/2007

Nancy Williams, P.A., Allied Health, Surgery, Thoracic Surgery, 2/9/2007

Suresh K. Yadev, M.B.B.S., Community Associate, Internal Medicine, General  
Medicine, 2/9/2007

Martha Yearsley, M.D., Associate Attending, Pathology, 2/9/2007

Jeremy Young, M.D., Associate Attending, Internal Medicine, Infectious Disease,  
2/9/2007

Matthew Zirwas, M.D., Associate Attending, Internal Medicine, Dermatology,  
2/9/2007

Leslie Andritsos, M.D., Attending, Internal Medicine, Hematology/Oncology,  
4/13/2007

## September 21, 2007 meeting, Board of Trustees

Michael Andritsos, M.D., Associate Attending, Anesthesiology, 4/13/2007  
Ralph S. Augostini, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine, 5/29/2007  
Samantha J. Barker, M.D., Associate Attending, Radiology, 5/29/2007  
Shael Brachman, M.D., Associate Attending, Internal Medicine, Hospital Med,  
4/13/2007  
Quinn Capers, IV, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine, 5/29/2007  
Emile G. Daoud, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine, 5/29/2007  
G. Reza Emami, C.R.N.A., Allied Health, Anesthesiology, 4/13/2007  
Kyriakoyla Fisher, C.R.N.A., Allied Health, Anesthesiology, 4/13/2007  
Ramiro Garzon, M.D., Attending, Internal Medicine, Hematology/Oncology,  
4/13/2007  
Richard Gilchrist, M.D., Associate Attending, Psychiatry, 4/13/2007  
Hossam H. Guirgis, M.B.BCH, Associate Attending, Psychiatry, 4/13/2007  
Lisa M. Hoffman, C.N.S., Allied Health, Internal Medicine, Hematology/Oncology,  
5/29/2007  
Amy Hoisington-Stabile, M.D., Associate Attending, Psychiatry, 4/13/2007  
John D. Hummel, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine, 5/29/2007  
Steven J. Kalbfleisch, M.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine, 5/29/2007  
Ram C. Kalyanam, M.D., Associate Attending, Psychiatry, 4/13/2007  
Susan M. Kirchner, C.R.N.A., Allied Health, Anesthesiology, 5/29/2007  
Marino E. Leon, M.D., Associate Attending, Pathology, 5/29/2007  
Beth W. Liston, M.D., Associate Attending, Internal Medicine, Hospital Med,  
4/13/2007  
Hans B. Miller, M.D., Associate Attending, Anesthesiology, 5/29/2007  
Anterpreet Neki, M.B.B.S., Attending, Internal Medicine, Hematology/Oncology,  
4/13/2007  
Sara B. Peters, M.D., Associate Attending, Pathology, 5/29/2007  
Frederick Racke, M.D., Ph.D., Associate Attending, Pathology, 4/13/2007  
Sanjay Rajagopalan, M.B.B.S., Associate Attending, Internal Medicine,  
Cardiovascular Medicine, 5/29/2007  
Christopher J. Rosile, C.R.N.A., Allied Health, Anesthesiology, 5/29/2007  
Kathryn M. Todd, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
4/13/2007  
Raul Weiss, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine, 5/29/2007  
Alex Auseon, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine, 7/31/2007  
Karen Bishop, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
7/31/2007  
Gretchen Cunningham, C.N.P., Allied Health, Internal Medicine,  
Hematology/Oncology, 7/31/2007  
Ahmad Elsharydah, M.D., Associate Attending, Anesthesiology, 6/8/2007  
Dareth Gilmore, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
7/31/2007  
Carli Greenfield, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
7/31/2007  
Richard Gumina, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine, 7/31/2007  
Elizabeth Hingsbergen, M.D., Associate Attending, Radiology, Radiology,  
7/31/2007  
Phuong Hoang, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
7/31/2007  
Eric Hoover, C.R.N.A., Allied Health, Anesthesiology, 7/31/2007

## September 21, 2007 meeting, Board of Trustees

Adele Lipari, D.O., Associate Attending, Radiology, 7/31/2007  
Lisa Martin, M.D., Associate Attending, Radiology, 7/31/2007  
Anne McPherson, C.N.P., Allied Health, Internal Medicine, Cardiovascular  
Medicine, 7/31/2007  
Jason Patterson, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology,  
7/31/2007  
Vasudevan Raghavan, M.B.B.S., Associate Attending, Internal Medicine,  
Endocrinology, 7/31/2007  
Williams Roberts, M.D., Associate Attending, Anesthesiology, 7/31/2007  
Karla Rusk, C.N.P., Allied Health, Internal Medicine, Cardiovascular Medicine,  
7/31/2007  
Katherine E. Strafford, M.D., Associate Attending, Obstetrics/Gynecology,  
6/8/2007  
Christina E. Taddeo, M.D., Associate Attending, Physical Medicine, 6/8/2007  
Kathrynn Thompson, C.N.S., Allied Health, Psychiatry, 7/31/2007  
Michelle Wende, C.N.P., Allied Health, Internal Medicine, Cardiovascular  
Medicine, 7/31/2007  
Alexandru Vaida, M.D., Attending, Surgery, Thoracic Surgery, 7/31/2007  
Cornel C. Van Gorp, M.D., Associate Attending, Orthopaedics, 6/8/2007  
Glenda M. Updyke, P.A., Allied Health, Surgery, Cardiothoracic, 6/8/2007

Medical Staff – Reappointments (The Arthur G. James Cancer Hospital and  
Richard J. Solove Research Institute)

4/1/07 – 3/31/09

Lisa C. Binzel, C.N.P., Allied Health, Surgery, Surgical Oncology  
Robert A. Bruce, Jr., M.D., Associate Attending, Ophthalmology  
Matthew E. Dangel, M.D., Associate Attending, Ophthalmology  
M. Farid Edwards, M.D., Associate Attending, Anesthesiology,  
Osama M. El-Sayed, M.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine  
Elmahdi A. Elkhammas, M.D., Associate Attending, Surgery, Transplant  
Jennifer W. Ellis, M.D., Associate Attending, Family Medicine  
E. Christopher Ellison, M.D., Associate Attending, Surgery, General Surgery  
Charles A. Elmaraghy, M.D., Associate Attending, Otolaryngology  
David N. Efries, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology  
Hamdy M. Elsayed-Awad, M.D., Associate Attending, Anesthesiology  
Bakri H. Elsheikh, M.B.B.S., Associate Attending, Neurology  
G. Reza Emami, C.R.N.A., Allied Health, Anesthesiology  
Garth F. Essig, M.D., Associate Attending, Obstetrics and Gynecology  
Leroy W. Essig, II, M.D., Associate Attending, Internal Medicine, Pulmonary,  
Critical Care  
Cynthia B. Evans, M.D., Associate Attending, Obstetrics and Gynecology  
Erik W. Evans, D.D.S., M.D., Associate Attending, Dentistry, Dental  
Susan A. Ezzone, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology  
Michael F. Evers, D.O., Associate Attending, Anesthesiology  
Matthew C. Exline, M.D., Associate Attending, Internal Medicine, Pulmonary,  
Critical Care  
Renata B. Fabia, M.D., Ph.D., Associate Attending, Surgery, Pediatric Surgery  
Patrick J. Fahey, M.D., Associate Attending, Family Medicine  
William B. Farrar, M.D., Attending, Surgery, Surgical Oncology  
David S. Feldman, M.D., Ph.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine  
Mary F. Feldman, P.A., Allied Health, Surgery, Thoracic/Cardiovascular  
Ronald M. Ferguson, M.D., Associate Attending, Surgery, Transplant  
Kyriakoyla V. Fisher, C.R.N.A., Allied Health, Anesthesiology  
David C. Flanigan, M.D., Associate Attending, Orthopaedic Surgery,  
Orthopaedics

## September 21, 2007 meeting, Board of Trustees

Mary E. Fontana, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine

L. Arick Forrest, M.D., Associate Attending, Otolaryngology

Jill A. Foster, M.D., Associate Attending, Ophthalmology

Jeffrey M. Fowler, M.D., Attending, Obstetrics and Gynecology, Gynecologic  
Oncology

Theodore D. Fraker, M.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine

Wendy L. Frankel, M.D., Associate Attending, Pathology

Miriam L. Freimer, M.D., Associate Attending, Neurology

Barry M. Friedman, M.D., Associate Attending, Internal Medicine, General  
Medicine

Chad I. Friedman, M.D., Associate Attending, Obstetrics and Gynecology

Joseph D. Friessen, C.R.N.A., Allied Health, Anesthesiology

John J. Fromkes, M.D., Associate Attending, Internal Medicine, Digestive  
Disease

Lisa P. Fugate, M.D., Associate Attending, Physical Medicine and Rehabilitation

Josue P. Gabriel, M.D., Associate Attending, Orthopaedic Surgery, Orthopaedics

Gloria M. Galloway, M.D., Associate Attending, Neurology

Julia A. Garrett, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology

Ramiro Garzon, M.D., Attending, Internal Medicine, Hematology/Oncology

Thomas J. Gavin, M.D., Associate Attending, Emergency Medicine

Mark A. Gerhardt, M.D., Ph.D., Associate Attending, Anesthesiology

Amy S. Gewirtz, M.D., Associate Attending, Pathology

Ahmed M. Ghany, M.D., Clinical Attending, Internal Medicine,  
Hematology/Oncology

Mimi A. Ghosh, M.D., Associate Attending, Family Medicine, Family Medicine

Richard H. Gilchrist, M.D., Associate Attending, Psychiatry, Psychiatry

Jason P. Gilleran, M.D., Associate Attending, Surgery, Urological Surgery

Jennifer L. Glatz, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology

Melissa M. Goist, M.D., Associate Attending, Obstetrics and Gynecology

Ernesto Goldman, M.D., Associate Attending, Anesthesiology

Rupa Ghosh-Berkebile, C.N.P., Allied Health, Internal Medicine,  
Hematology/Oncology

Gayle M. Gordillo, M.D., Associate Attending, Surgery, Plastic Surgery

Deborah A. Gordish, M.D., Associate Attending, Internal Medicine, General  
Medicine

Diane L. Gorgas, M.D., Associate Attending, Emergency Medicine

Iain L. Grant, M.D., Associate Attending, Otolaryngology

Linda S. Gray, M.D., Associate Attending, Internal Medicine, Immunology

John C. Grecula, M.D., Attending, Radiation Medicine

Michael R. Grever, M.D., Attending, Internal Medicine, Hematology/Oncology

Jonathan I. Groner, M.D., Associate Attending, Surgery, Pediatric Surgery

Hossam H. Guirgis, M.B.BCH, Associate Attending, Psychiatry

Bhagwandas Gupta, M.D., Associate Attending, Anesthesiology

Nandkishore Gurrarn, M.B.B.S., Associate Attending, Internal Medicine,  
Cardiovascular Medicine

Robert M. Guthrie, M.D., Associate Attending, Emergency Medicine

Tamara L. Gutierrez, M.D., Associate Attending, Family Medicine

Rebecca M. Gutmann, M.D., Associate Attending, Anesthesiology

Gregory E. Guy, M.D., Associate Attending, Radiology

Garrie J. Haas, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine

Bachar Hachwa, M.D., Associate Attending, Anesthesiology

Kevin V. Hackshaw, M.D., Associate Attending, Internal Medicine, Immunology

Nabil J. Haddad, M.D., Associate Attending, Internal Medicine, Nephrology

Mona Y. Halim-Armanios, M.D., Associate Attending, Anesthesiology

Christine E. Hall, C.N.S., Allied Health, Internal Medicine, Endocrinology

## September 21, 2007 meeting, Board of Trustees

Kelly F. Hall, M.D., Associate Attending, Family Medicine  
Nathan C. Hall, M.D., Ph.D., Associate Attending, Radiology  
Trudy L. Hamilton, C.N.P., Allied Health, Internal Medicine,  
Hematology/Oncology  
Nicole R. Hans, C.N.P., Allied Health, Neurology  
Charles J. Hardebeck, M.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine  
D. Reynell Harder Smith, D.O., Associate Attending, Ophthalmology  
David T. Hart, M.B.B.S, Associate Attending, Internal Medicine, Cardiovascular  
Medicine  
Sheri L. Hart, M.D., Ph.D., Associate Attending, Neurology  
Ayesha K. Hasan, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine  
David W. Hauswirth, M.D., Associate Attending, Internal Medicine, Immunology  
Veronica D. Haverick, C.R.N.A., Allied Health, Anesthesiology  
Kathleen S. Hawker, M.D., Associate Attending, Neurology  
Jeffrey W. Hazey, M.D., Associate Attending, Surgery, General Surgery  
Dean W. Hearne, M.D., Associate Attending, Internal Medicine, Dermatology  
Lee A. Hebert, M.D., Associate Attending, Internal Medicine, Nephrology  
Shawn M. Hedderman, C.R.N.A., Allied Health, Anesthesiology  
Megan L. Hendershot, P.A., Allied Health, Surgery, Thoracic/Cardiovascular  
Mitchell L. Henry, M.D., Associate Attending, Surgery, Transplant  
Grace Hercl, D.O., Community Associate, Internal Medicine, General Medicine  
Adam B. Hessel, M.D., Associate Attending, Internal Medicine, Dermatology  
Andrew J. Hicks, C.R.N.A., Allied Health, Anesthesiology  
William J. Hicks, M.D., Attending, Internal Medicine, Hematology/Oncology  
James M. Highley, D.O., Associate Attending, Anesthesiology  
Charles L. Hitchcock, M.D., Ph.D., Associate Attending, Pathology, Pathology  
Lisa M. Hoffman, C.N.S., Allied Health, Internal Medicine, Hematology/Oncology  
Stephen P. Hoffmann, M.D., Associate Attending, Internal Medicine, Pulmonary,  
Critical Care  
Craig C. Hofmeister, M.D., Attending, Internal Medicine, Hematology/Oncology  
John E. Hohmann, M.D., Associate Attending, Anesthesiology  
Amy B. Hoisington-Stabile, M.D., Associate Attending, Psychiatry  
Scott A. Holliday, M.D., Associate Attending, Internal Medicine, General Medicine  
Donna M. Holtzapfel, C.N.P., Allied Health, Internal Medicine,  
Hematology/Oncology  
Quazi M.A. Hossain, M.D., Community Associate, Internal Medicine, General  
Medicine  
Stephen L. Houff, M.D., Associate Attending, Internal Medicine, General  
Medicine  
Mahmoud Houmsse, M.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine  
Cheryl A. Huang, C.N.S., Allied Health, Otolaryngology  
Julianne C. Huefner, M.D., Associate Attending, General Medicine  
Walter B. Hull, M.D., Associate Attending, Obstetrics and Gynecology  
John D. Hummel, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine  
Andrew F. Hundley, M.D., Associate Attending, Obstetrics and Gynecology  
Jeffrey L. Hunter, D.O., Associate Attending, Family Medicine, Family Medicine  
Jay D. Iams, M.D., Associate Attending, Obstetrics and Gynecology  
Steven W. Ing, M.D., Associate Attending, Internal Medicine, Endocrinology  
Shaheen Islam, M.B.B.S., Associate Attending, Internal Medicine, Pulmonary,  
Critical Care  
Iouri Ivanov, M.D., Associate Attending, Pathology  
Rebecca D. Jackson, M.D., Associate Attending, Internal Medicine,  
Endocrinology  
Abraham Jacob, M.D., Associate Attending, Otolaryngology



## September 21, 2007 meeting, Board of Trustees

Sanjay Jain, M.D., Associate Attending, Radiology  
Pauline F. James, C.N.S., Allied Health, Internal Medicine, Hematology/Oncology  
V. Rama Jayanthi, M.D., Associate Attending, Surgery, Urological Surgery  
Rafael E. Jimenez, M.D., Associate Attending, Pathology  
Janice L. Johanson, C.R.N.A., Allied Health, Anesthesiology  
Michael G. Johanson, D.O., Associate Attending, Anesthesiology  
Ernest W. Johnson, M.D., Associate Attending, Physical Medicine/Rehab,  
Physical Medicine and Rehabilitation  
Daniel E. Jolly, D.D.S., Associate Attending, Dentistry, Dental  
Jeffrey A. Jones, M.D., Attending, Internal Medicine, Hematology/Oncology  
Karenann Jones, C.R.N.A., Allied Health, Anesthesiology  
John M. Jonesco, III, D.O., Associate Attending, Family Medicine  
Wanjiku Kabiru, M.D., Associate Attending, Obstetrics and Gynecology  
Samir Kahwash, M.D., Associate Attending, Pathology  
Colin G. Kaide, M.D., Associate Attending, Emergency Medicine  
Shalva V. Kakabadze, M.D., Associate Attending, Family Medicine  
Steven J. Kalbfleisch, M.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine  
Trisha A. Kall, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology  
Ram C. Kalyanam, M.D., Associate Attending, Psychiatry  
Bharat K. Kantharia, M.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine  
David B. Kaplansky, D.P.M., Associate Attending, Orthopaedic Surgery, Podiatry  
Boris I. Karanfilov, M.D., Associate Attending, Otolaryngology  
Matthew R. Karlen, M.D., Associate Attending, Radiology  
Rajaram J. Karne, M.B.B.S., Associate Attending, Internal Medicine,  
Endocrinology  
Maria Kataki, M.D., Ph.D., Associate Attending, Neurology  
Steven E. Katz, M.D., Associate Attending, Ophthalmology  
Lisa M. Keder, M.D., Associate Attending, Obstetrics and Gynecology  
Thomas C. Keeling, M.D., Community Associate, Internal Medicine, Infectious  
Disease  
Garrett T. Kelly, M.D., Associate Attending, Anesthesiology  
Jamielynn W. Kemp, P.A.\*, Allied Health, Radiology 4/1/07 - 11/30/07  
Kari L. Kendra, M.D., Ph.D., Attending, Internal Medicine, Hematology/Oncology  
Elizabeth A. Kennard, M.D., Associate Attending, Obstetrics and Gynecology  
Melanie S. Kennedy, M.D., Associate Attending, Pathology  
Ruthann C. Kennedy, C.N.P., Allied Health, Internal Medicine, Pulmonary,  
Critical Care  
Brian D. Kenney, M.D., Associate Attending, Surgery, Pediatric Surgery  
Sedigheh Keyhani-Rofagha, M.D., Associate Attending, Pathology  
Babak Khabiri, D.O., Associate Attending, Anesthesiology  
Hooman Khabiri, M.D., Associate Attending, Radiology  
Sorabh Khandelwal, M.D., Associate Attending, Emergency Medicine  
Raheela A. Khawaja, M.D., Associate Attending, Internal Medicine,  
Endocrinology  
Rami N. Khayat, M.D., Associate Attending, Internal Medicine, Pulmonary,  
Critical Care  
Gordon Y. Kim, D.O., Associate Attending, Internal Medicine, Digestive Disease  
Mark T. Kearns, M.D., Associate Attending, Internal Medicine, General Medicine  
Denis R. King, M.D., Associate Attending, Surgery, Pediatric Surgery  
Mark A. King, M.D., Associate Attending, Radiology  
Elizabeth A. Kinkade, C.N.P., Allied Health, Internal Medicine,  
Hematology/Oncology  
Susan M. Kirchner, C.R.N.A., Allied Health, Anesthesiology  
Robert B. Kirkpatrick, III, M.D., Associate Attending, Internal Medicine, Digestive  
Disease  
Lawrence S. Kirschner, M.D., Ph.D., Associate Attending, Internal Medicine,  
Endocrinology

## September 21, 2007 meeting, Board of Trustees

John T. Kissel, M.D., Associate Attending, Neurology  
Justin F. Klamerus, M.D., Associate Attending, Internal Medicine, General  
Medicine  
Dori L. Klemanski, C.N.P., Allied Health, Surgery, Surgical Oncology  
Rebecca B. Klisovic, M.D., Attending, Internal Medicine, Hematology/Oncology  
Richard T. Kloos, M.D., Associate Attending, Internal Medicine, Endocrinology  
Richard T. Kloos, M.D., Associate Attending, Radiology  
Robert G. Kloos, D.O., Associate Attending, Surgery, General Surgery  
Jeffrey R. Kneile, M.D., Associate Attending, Pathology  
Bodo E. Knudsen, M.D., Associate Attending, Surgery, Urological Surgery  
Douglas J. Knutson, M.D., Associate Attending, Family Medicine  
Lawrence Koegel, Jr., M.D., Associate Attending, Otolaryngology  
Susan L. Koletar, M.D., Associate Attending, Internal Medicine, Infectious  
Disease  
Albert J. Kolibash, Jr., M.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine  
Amy M. Kopp, M.D., Associate Attending, Ophthalmology  
Sandra K. Kostyk, M.D., Ph.D., Associate Attending, Neurology  
Kavitha V. Kosuri, D.O., Attending, Internal Medicine, Hematology/Oncology  
Alan J. Kover, M.D., Associate Attending, Anesthesiology  
Eric H. Kraut, M.D., Attending, Internal Medicine, Hematology/Oncology  
Mandy L. Krouse, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology  
Brett D. Kucej, M.D., Associate Attending, Radiology  
James F. Lamb, M.D., Associate Attending, Internal Medicine, General Medicine  
David R. Lambert, M.D., Associate Attending, Internal Medicine, Dermatology  
Mark B. Landon, M.D., Associate Attending, Obstetrics and Gynecology  
Jean E. LaPolla, L.M.T., Allied Health, Family Medicine  
John A. Larry, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine  
Peter E. Larsen, D.D.S., Associate Attending, Dentistry, Dental  
Christine E. Lawless, M.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine  
Cynthia H. Ledford, M.D., Associate Attending, Internal Medicine, General  
Medicine  
Sungkyu Christopher Lee, M.D., Associate Attending, Radiology  
Carl V. Leier, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine  
Donald C. LeMay, D.O., Associate Attending, Family Medicine  
Richard G. Lembach, M.D., Associate Attending, Ophthalmology  
Joanne L. Lester, C.N.P., Allied Health, Surgery, Surgical Oncology  
Alan D. Letson, M.D., Associate Attending, Ophthalmology  
Edward J. Levine, M.D., Associate Attending, Internal Medicine, Digestive  
Disease  
Richard P. Lewis, M.D., Associate Attending, Internal Medicine, Cardiovascular  
Medicine  
Lin Li, M.D., Associate Attending, Anesthesiology  
Jason B. Lichten, M.D., Associate Attending, Surgery, Plastic Surgery  
Richard J. Limperos, M.D., Associate Attending, Emergency Medicine  
Thomas S. Lin, M.D., Ph.D., Attending, Internal Medicine, Hematology/Oncology  
Beth W. Liston, M.D., Associate Attending, Internal Medicine, General Medicine  
Christopher S. Litts, M.D., Associate Attending, Orthopaedic Surgery,  
Orthopaedics  
Zhenguo Liu, M.D., Ph.D., Associate Attending, Internal Medicine,  
Cardiovascular Medicine  
Simon S. Lo, M.B., Ch.B., Attending, Radiation Medicine  
Gwyn R. Londeree, M.D., Associate Attending, Internal Medicine, Dermatology  
Luis A. Lopez, M.D., Associate Attending, Anesthesiology  
Richard R. Love, M.D., Attending, Internal Medicine, Hematology/Oncology  
Gerard Lozanski, M.D., Associate Attending, Pathology

## September 21, 2007 meeting, Board of Trustees

Maria R. Lucarelli, M.D., Associate Attending, Internal Medicine, Pulmonary, Critical Care  
Joel G. Lucas, M.D., Associate Attending, Pathology  
Margaret S. Lucas, P.A., Allied Health, Internal Medicine, Hematology/Oncology  
Catherine R. Lucey, M.D., Associate Attending, Internal Medicine, General Medicine  
John P. Lymanstall, C.R.N.A., Allied Health, Anesthesiology  
D. Joanne Lynn, M.D., Associate Attending, Neurology  
Gregory D. Pearson, M.D., Associate Attending, Surgery, Plastic Surgery  
Tracy A. Ruegg, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology  
Alan Burnette, P.A., Allied Health, Surgery, Cardiothoracic, 5/29/2007 - 12/31/2007  
Maria H. Estrada, D.O., Associate Attending, Pediatrics, Pediatric Critical Care, 4/13/2007 - 3/31/2009  
Jill A. Fitch, M.D., Associate Attending, Pediatrics, Pediatric Critical Care, 4/13/2007 - 3/31/2009  
Mark Galantowicz, M.D., Associate Attending, Surgery, Cardiothoracic, 5/29/2007 - 3/31/2009  
John R. Kalmar, D.M.D., Associate Attending, Dentistry, Dental, 4/13/2007 - 3/31/2009  
Sherman A. Katz, M.D., Associate Attending, Surgery, Cardiothoracic, 4/13/2007 - 3/31/2009  
Nadeem Khan, M.D., Associate Attending, Pediatrics, Pediatric Critical Care, 4/13/2007 - 3/31/2009  
Charles J. Love, M.D., Associate Attending, Internal Medicine, Cardiovascular Medicine, 4/13/2007 - 3/31/2009

### Medical Staff – Requests for Additional Privileges (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute)

Laura E. Adams, C.N.P., Allied Health, Internal Medicine, Lumbar Puncture w IT Chemo, 3/9/2007  
Carol L. Amore, C.N.P., Allied Health, Internal Medicine, Lumbar Puncture w IT Chemo, 3/9/2007  
Lisa C. Binzel, C.N.P., Allied Health, Surgery, Prescriptive Authority & Drain Removal 4/1/2007  
Quinn Capers, IV, M.D., Associate Attending, Internal Medicine, Peripheral interventions: Aortoiliac & Brachiocephalic Arteries, Abdominal Visceral (renal & mesentric) Arteries, & Infrainguinal Arteries, 3/9/2007  
John Carlson, M.D., Associate Attending, Radiology, Image guided percutaneous ablation, 2/9/2007  
David E. Cohn, M.D., Attending, OB/GYN, Co<sup>2</sup> Laser, 2/9/2007  
Charles A. Elmaraghy, M.D., Associate Attending, Otolaryngology, Lasers, 4/1/2007  
Erik W. Evans, D.D.S., M.D., Associate Attending, Dentistry, Lasers, 4/1/2007  
Susan A. Ezzone, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority, ABGs, Chemo Administration, Chemo vis Ommaya Reserv, Bone Marrow Aspiration/Biopsy, Skin Punch Biopsy/Suturing, Lumbar Puncture w IT Chemo, Lumbar Puncture, IT Chemo Admin, Temp Apheresis Catheter Removal, 4/1/2007  
Mary E. Fontana, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007  
L. Arick Forrest, M.D., Associate Attending, Otolaryngology, Lasers, 4/1/2007  
Jill A. Foster, M.D., Associate Attending, Ophthalmology, Lasers, 4/1/2007  
Jeffrey M. Fowler, M.D., Attending, OB/GYN, Lasers, 4/1/2007  
Theodore Fraker, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007  
John J. Fromkes, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007

## September 21, 2007 meeting, Board of Trustees

Julia A. Garrett, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority, 4/1/2007

Thomas J. Gavin, M.D., Associate Attending, Emergency Medicine, Hyperbaric Oxygen, 4/1/2007

Rupa Ghosh-Berkebile, C.N.P., Allied Health, Internal Medicine, Prescription Authority, Chemo Admin & Paracentesis, 4/1/2007

Jason Gilleran, M.D., Associate Attending, Urological Surgery, Laser & Moderate Sedation, 4/1/2007

Jennifer L. Glatz, C.N.P., Allied Health, Internal Medicine, Prescription Authority, Chemo Admin, ABGs, Bone Marrow Aspiration/Biopsy, Skin Punch Biopsy/Suturing, Chemo via Ommaya Reservoir, 4/1/2007

Diane Gorgas, M.D., Associate Attending, Emergency Medicine, Hyperbaric Oxygen, 4/1/2007

Gregory E. Guy, M.D., Associate Attending, Radiology, Moderate Sedation, 4/1/2007

Nandkishore Gurram, M.B.B.S., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007

Nabil J. Haddad, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007

Christine E. Hall, C.N.S., Allied Health, Internal Medicine, Prescriptive Authority and Discharge Instructions/Writing, 4/1/2007

Trudy L. Hamilton, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority, 4/1/2007

Nicole R. Hans, C.N.P., Allied Health, Neurology, Prescriptive Authority, 4/1/2007

David T. Hart, M.D., Associate Attending, Internal Medicine, Moderate & Deep Sedation, 4/1/2007

Ayesha Hasan, M.D., Associate Attending, Internal Medicine, Moderate & Deep Sedation, 4/1/2007

Jeffrey W. Hazey, M.D., Associate Attending, Surgery, Lasers, 4/1/2007

Megan L. Hendershot, P.A., Allied Health, Surgery, Chest Tube Removal, 4/1/2007

Lisa M. Hoffman, C.N.S., Allied Health, Internal Medicine, Prescriptive Authority, Discharge Instructions/Writing, Skin Punch Biopsy & Suturing, Bone Marrow Aspiration/Biopsy, 4/1/2007

Donna Holtzapfel, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority, Bone Marrow Aspiration & Biopsy & Chemo Administration, 4/1/2007

Mahmoud Houmsse, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007

John Hummel, M.D., Associate Attending, Internal Medicine, Moderate & Deep Sedation, 4/1/2007

Abraham Jacob, M.D., Associate Attending, Otolaryngology, Lasers, 4/1/2007

Sanjay Jain, M.D., Associate Attending, Radiology, Moderate Sedation, 4/1/2007

Maria V. Johnson, C.N.P., Allied Health, Surgery, Prescriptive Authority & Drain Removal, 3/9/2007

Steven J. Kalbfleisch, M.D., Associate Attending, Internal Medicine, Moderate & Deep Sedation, 4/1/2007

Trisha A. Kall, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority & Bone Marrow Aspiration/Biopsy, 4/1/2007

Bharat K. Kantharia, M.D., Associate Attending, Internal Medicine, Moderate & Deep Sedation, 4/1/2007

Steven E. Katz, M.D., Associate Attending, Ophthalmology, Laser, 4/1/2007

Lisa M. Keder, M.D., Associate Attending, OB/GYN, Moderate Sedation, 4/1/2007

Ruthann C. Kennedy, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority, 4/1/2007

Hooman Khabiri, M.D., Associate Attending, Radiology, Moderate Sedation, 4/1/2007

Sorabh Khandelwal, M.D., Associate Attending, Emergency Medicine, Hyperbaric Oxygen, 4/1/2007

## September 21, 2007 meeting, Board of Trustees

Gordon Y. Kim, D.O., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007

Elizabeth Kinkade, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority & ABGs, 4/1/2007

Robert B. Kirkpatrick III, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007

Dori Klemanski, C.N.P., Allied Health, Surgery, Prescriptive Authority & Drain Removal, 4/1/2007

Sheri A. Knepel, M.D., Associate Attending, Emergency Medicine, Hyperbaric Oxygen, Emergency Ultrasound, 3/9/2007

Bodo E. Knudsen, M.D., Associate Attending, Urological Surgery, Moderate Sedation/Lasers, 4/1/2007

Lawrence Koegel, Jr., M.D., Associate Attending, Otolaryngology, Lasers, 4/1/2007

Mandy L. Krouse, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority, Chemo Admin, Bone Marrow Aspiration & Biopsy, Lumbar Puncture, Lumbar Puncture w IT Chemo & IT Chemo Administration, 4/1/2007

Jean E. LaPolla, L.M.T., Allied Health, Family Medicine, Neuromuscular Massage, 4/1/2007

John A. Larry, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007

Peter E. Larsen, D.D.S., Associate Attending, Dentistry, Lasers & Moderate Sedation, 4/1/2007

Carl Leier, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007

Richard G. Lembach, M.D., Associate Attending, Ophthalmology, Lasers, 4/1/2007

Joanne L. Lester, C.N.P., Allied Health, Surgery, Prescriptive Authority & Drain Removal, 4/1/2007

Alan D. Letson, M.D., Associate Attending, Ophthalmology, Lasers, 4/1/2007

Edward J. Levine, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 4/1/2007

Richard J. Limperos, M.D., Associate Attending, Emergency Medicine, Hyperbaric Oxygen, 4/1/2007

Zhenguo Liu, M.D., Ph.D., Associate Attending, Internal Medicine, Moderate/Deep Sedation, 4/1/2007

Donna Owen, C.N.P., Allied Health, Urological Surgery, Drain Removal, 2/9/2007

Tushar C. Patel, M.B.Ch.B., Associate Attending, Internal Medicine, Moderate Sedation, 3/9/2007

Gregory Pearson, M.D., Associate Attending, Surgery, Laser, 4/1/2007

Tracy A. Ruegg, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority, Bone Marrow Aspiration/Biopsy, Lumbar Puncture, and Paracentesis, 4/1/2007

Shelley J. Ryan, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority, 3/9/2007

William Sheils II, D.O., Associate Attending, Radiology, Moderate & Deep Sedation, 2/9/2007

Megan K. Smith, C.N.P., Allied Health, Internal Medicine, Chemo Administration, 3/9/2007

H. Douglas Windler, M.D., Associate Attending, Radiology, Moderate Sedation, 2/9/2007

Michael N. Ailes, C.N.P., Associate Attending, Internal Medicine, Prescriptive Authority and Discharge Instructions/Writing, 5/29/2007

Michael Andritsos, M.D., Associate Attending, Anesthesiology, TEE - Level 3, 4/13/2007

Karen R. Bishop, C.N.P., Allied Health, Internal Medicine, Bone Marrow Aspiration/Biopsy, Chemo Admin & IT Chemo, 5/29/2007

## September 21, 2007 meeting, Board of Trustees

Alan D. Burnette, P.A., Allied Health, Surgery, Surgical First Assist, Remove Chest Tubes and Pacer Wires & Harvest Saphenous Veins via Endoscope, 5/29/2007

Brian K. Cain, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 7/1/2007

Paul Chacko, M.B.B.S., Associate Attending, Internal Medicine, Moderate Sedation, 4/13/2007

Galina T. Dimitrova, M.D., Associate Attending, Anesthesiology, TEE - Level 3, 5/29/2007

Hamdy Elsayed-Awad, M.D., Associate Attending, Anesthesiology, TEE – Level 3, 5/29/2007

Mark Gerhardt, M.D., Ph.D., Associate Attending, Anesthesiology, TEE - Level 3, 5/29/2007

Iain Grant, M.D., Associate Attending, Otolaryngology, Laser, 4/13/2007

Carli N. Greenfield, C.N.P., Allied Health, Internal Medicine, Bone Marrow Aspiration/Biopsy, Chemo Admin & IT Chemo, 5/29/2007

Bachar Hachwa, M.D., Associate Attending, Anesthesiology, TEE - Level 3, 5/29/2007

Gretchen Harwood, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority, 5/29/2007

Sara N. Horst, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 7/1/2007

Charles Love, M.D., Associate Attending, Internal Medicine, Moderate & Deep Sedation, 4/13/2007

Jon Mickle, C.N.P., Allied Health, Internal Medicine, Bone Marrow Aspiration/Biopsy, 4/13/2007

Nadia Nathan, M.B.B./C.H., Associate Attending, Anesthesiology, TEE - Level 3, 5/29/2007

Jason R. Patterson, C.N.P., Allied Health, Internal Medicine, Bone Marrow Aspiration/Biopsy & IT Chemo Administration, 5/29/2007

Renee Schnug, C.N.P., Allied Health, Surgery, Discharge Instructions/Writing, 4/13/2007

Yanfu Shao, M.D., Associate Attending, Anesthesiology, TEE - Level 3, 4/13/2007

Megan K. Smith, C.N.P., Allied Health, Internal Medicine, Bone Marrow Aspiration/Biopsy, 5/29/2007

Stephen P. Smith, Jr., M.D., Associate Attending, Otolaryngology, Lasers, 7/1/2007

Katya Turner, M.D., Associate Attending, Anesthesiology, TEE - Level 3, 4/13/2007

David Zvara, M.D., Associate Attending, Anesthesiology, TEE - Level 3, 4/13/2007

Donna Beaty, P.A., Allied Health, Internal Medicine, Cyrosurgery, 7/31/2007

Jarrod T. Bruce, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 7/1/2007

Daniel Clinchot, M.D., Associate Attending, Physical Medicine, Botox Motor Pt or Nerve Injection, 7/31/2007

Rebecca Coffey, C.N.P., Allied Health, Surgery, Discharge Writing, 7/31/2007

Michael Donnally, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 7/31/2007

Mary Feldman, P.A., Allied Health, Internal Medicine, Chest Tube Removal, 7/31/2007

Brett E. Fortune, M.D., Associate Attending, Internal Medicine, Moderate Sedation, 7/1/2007

Dareth Gilmore, C.N.P., Allied Health, Internal Medicine, Bone Marrow Aspiration/Biopsy, 6/8/2007

Carli Greenfield, C.N.P., Allied Health, Internal Medicine, Bone Marrow Aspiration/Biopsy, 7/31/2007

## **September 21, 2007 meeting, Board of Trustees**

Ronald Harter, M.D., Associate Attending, Anesthesiology, TEE-Level 2,  
7/31/2007  
Alan E. Harzman, M.D., Associate Attending, Surgery, Moderate Sedation,  
7/1/2007  
Donna Holtzhapfel, C.N.P., Allied Health, Internal Medicine, IT Chemo  
Administration, 7/31/2007  
Trisha Kall, C.N.P., Allied Health, Internal Medicine, Chemo Admin & IT Chemo,  
7/31/2007  
Michael S. Langan, M.D., Associate Attending, Internal Medicine, Moderate  
Sedation, 8/1/2007  
James Neuenschwander, M.D., Associate Attending, Emergency Medicine,  
Hyperbaric Oxygen Therapy, 7/31/2007  
Erin M. Ort, M.D., Associate Attending, Internal Medicine, Moderate Sedation,  
7/1/2007  
Douglas R. Rethman, M.D., Associate Attending, Internal Medicine, Moderate  
Sedation, 7/1/2007  
Kathleen Rogers, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority,  
7/31/2007  
Kathryn Todd, C.N.P., Allied Health, Internal Medicine, Prescriptive Authority,  
7/31/2007  
Glenda Updyke, P.A., Allied Health, Surgery, Chest Tube Removal, 7/31/2007  
G. Nicholas Verne, M.D., Associate Attending, Internal Medicine, Moderate  
Sedation, 7/31/2007  
Rebecca L. Wilson, C.N.P., Allied Health, Surgery, Prescriptive Authority and  
Drain Removal, 6/8/2007  
Abby Whitaker, C.N.P., Allied Health, Surgery, Remove Chest Tubes, 6/8/2007

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### **RESOLUTIONS IN MEMORIAM**

Resolution No. 2008-25

Synopsis: Approval of Resolutions in Memoriam is proposed.

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

Mary Evelyn Shoemaker Baker

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 24, 2007, of Mary Evelyn Shoemaker Baker, Assistant Professor Emeritus in the University Libraries.

Mary Evelyn served The Ohio State University and its libraries well and for many years. She came to OSU as a cataloger in 1935, resigned in 1937, and then served again from 1938-44. In 1955, she joined the Libraries again and continued her career until her retirement in 1974. During that period, most of her responsibilities centered on the cataloging of library materials. For brief periods, Mrs. Baker served in the Acquisition Department, as acting librarian of the Botany and Zoology Library, and as administrative assistant to the director of Libraries. Most of Mrs. Baker's leadership and contributions were in Cataloging. She retired as head of the Catalog Department of the OSU Libraries.

Professor Baker helped OSU and its libraries change to a modern university with new ways of accessing information. As a cataloger, Mrs. Baker was fundamental to the educational mission of the University. Students and faculty, then and now, need cataloging records to use library materials in teaching and research. Also, her work as a cataloger occurred during unusual times in the history of the

## **September 21, 2007 meeting, Board of Trustees**

University. In the 1950s and 1960s, the campus and the Libraries experienced extraordinary growth, not only in students and faculty, but also in books and journals. The new acquisitions challenged OSU's catalogers to keep pace. In the 1960s and 1970s, The Ohio State University Libraries pioneered in using computers to circulate and to catalog library materials.

Colleagues in the OSU Libraries remember Mrs. Baker fondly. One librarian recalled that in the early 1970s, when the challenges of computers caused some librarians to retire rather than to adapt, Mrs. Baker encouraged others to accept change. She gave each of her staff a china cat as a personal thank-you, and some still have them. Another librarian remembered that Mrs. Baker, after retiring, returned to campus to give a gift in appreciation to a colleague who had typed annual reports for many years.

On behalf of the University community, the Board of Trustees expresses to the family of Mary Evelyn Shoemaker Baker its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

Austin B. Ezzell

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 26, 2007, of Austin B. Ezzell, Professor Emeritus in the Ohio State University Extension.

Dr. Ezzell was born March 14, 1915 in Belgreen, Alabama. He received his Bachelor of Science degree in 1948 in agriculture education from Alabama Polytechnic Institute in Auburn, Alabama, his Master of Science degree in 1956 in agriculture economics from Michigan State University, and his Ph.D. degree in 1961 in agriculture economics from The Ohio State University.

Austin began his Extension career in Ohio in June 1958 as an extension specialist in food merchandising. In 1964 he became the assistant director-Agriculture and Marketing. His title was changed in 1969 to assistant director-Agriculture Industry, and he held this position until his retirement in March 1975.

Dr. Ezzell's contributions in providing Extension educational programs during his career proved that he was truly dedicated to his career in Extension. He worked with many local committees and agencies to provide leadership for the Program and Policy Committee of the Farm Science Review, Fruit Committee, Field Days and Special Events Committee, Pesticide Safety Committee, Soil Testing Advisory Committee, Livestock Marketing Committee, and the Cooperative Council. He also participated in statewide workshops for animal health and kept abreast of current subject matter in the agriculture field. Professor Ezzell's leadership also focused on two major divisions of agriculture which were "Improving Farm Income" and "Marketing, Utilization, Distribution and Farm Supply" for farmers all over the state of Ohio.

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



## September 21, 2007 meeting, Board of Trustees

Robert G. Hill, Jr.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 10, 2007, of Robert G. Hill, Jr., Professor Emeritus in the Department of Horticulture and Crop Science.

Dr. Hill earned Bachelor of Science, Master of Science, and Ph.D. degrees in horticulture at the University of Maryland. His first position was assistant professor-fruit crops at The Ohio State University and Ohio Experimental Station (now Ohio Agricultural Research and Development Center).

An associate chairperson of the Department of Horticulture, Dr. Hill retired in 1983 after a 33-year teaching and research career. He taught graduate and undergraduate horticulture science courses at The Ohio State University campus in Columbus during winter quarter for 17 years. He did research in small and stone fruit crops in Wooster, evaluating cultivars adaptations to Ohio conditions. In 1963-64, he spent a sabbatical leave at the Scotland Horticultural Research Institute, at Invergourie, near Dundee. He did research on evaluating small fruit production systems.

He was affiliated as a fellow of the American Society of Horticultural Science, Ohio Fruit and Vegetable Growers Association, American Pomological Society, and American Society of Plant Physiologists. He is listed in *American Men of Science*, *Who's Who in the Midwest*, and *Leaders in American Science*.

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

Norris E. Lenahan

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 1, 2007, of Norris E. Lenahan, M.D., Associate Professor Emeritus in the Department of Anesthesiology.

Professor Lenahan received both his Bachelor of Arts and Doctor of Medicine degrees from The Ohio State University. Before coming to The Ohio State University, he was in private practice in general medicine. In 1942, Dr. Lenahan joined the Department of Surgery at OSU. During his tenure at the University, he founded the Division of Anesthesiology within the Department of Surgery. Dr. Lenahan served as head of the Division of Anesthesiology until 1947. He continued on as an associate clinical professor and also after retiring in 1973 as an associate professor emeritus, until his death.

Dr. Lenahan continued his medical and anesthesiology careers by heading the Departments of Anesthesiology at St. Anthony and Mercy Hospitals. He served as the state physician for the Ohio State Highway Patrol for 30 years. He was the first full-time physician at the student health center at Capital University. He also organized and opened the new health center at the Wesley Glen community in 1969. He served as the medical director at Wesley Glen for 14 years; subsequently, Wesley Glen named the new health center after Dr. Lenahan. While serving in all of these esteemed positions, Dr. Lenahan continued a limited private medical practice.

He was active in several professional and fraternal organizations. He was a member of the American Board of Anesthesiology, the International College of

## **September 21, 2007 meeting, Board of Trustees**

Surgeons, the American Medical Association, the Ohio State Medical Association, and the Columbus and Franklin County Academies of Medicine. Dr. Lenahan was a member of the Phi Chi fraternity at OSU and was made an honorary member of the Alpha Omega Alpha medical fraternity in 1984. He was also a member of the Linden Kiwanis, chairman of their Operation Drug Alert program, and a 32<sup>nd</sup> degree Mason for 65 years.

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

Rodney Marhoover

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 3, 2007, of Rodney Marhoover, Associate Professor Emeritus in the Ohio State University Extension.

Mr. Marhoover was born February 23, 1920, in Spargursville, Ohio. He received his Bachelor of Science in Agriculture degree in 1942 and his Master of Science degree in 1958 in agriculture economics, both from The Ohio State University.

Rodney began his Extension career in Ohio in July 1944 as the county agriculture agent in Ross County. In 1949 he moved to Carroll County as the county agriculture agent. In 1955 he moved to Jackson County as the county agriculture agent, and remained in this position until his retirement in February 1975.

Mr. Marhoover's contributions in providing Extension educational programs during his career proved that he was a truly dedicated teacher in Extension. His programs included working with beef cattle farmers to help them expand their feeder calf production by more than 50% and assisting farmers in increasing forage and grain crops to economically feed expanding numbers of cattle. He presented programs to fruit growers to help them maintain quality and expand production for higher income from their orchards. He organized a new fruit growers club for the expansion of strawberries and grapes.

He was a member of the Ohio County Extension Agents' Association as well as the National Association of County Agriculture Agents. He was recognized as an "Outstanding County Agent in Ohio" in 1959 by the NACAA. Professor Marhoover served on many advisory committees in the agriculture field.

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

Alvin L. Moxon

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 21, 2007, of Alvin L. Moxon, Professor Emeritus in the Department of Animal Sciences.

Professor Moxon held a B.S. degree in agricultural chemistry from South Dakota State University, an M.S. degree in chemistry and toxicology from the same institution, and a Ph.D. degree in agricultural biochemistry from the University of

## September 21, 2007 meeting, Board of Trustees

Wisconsin. He served as head of the Agricultural Experiment Station Chemistry Department at South Dakota State from 1941-51, when he accepted the position of associate chair of the Department of Animal Science (now Department of Animal Sciences) at the Ohio Agricultural Experiment Station (now Ohio Agricultural Research and Development Center) in Wooster, Ohio. He was also appointed as professor of both animal science and agricultural biochemistry at The Ohio State University.

Dr. Moxon became interested in international animal agriculture in 1960, spending six months at the Agricultural College of Ludhiana in Punjab, India. In 1964, he accepted the position of Assistant Chief of Party and professor of animal nutrition in the College of Agriculture located in Piracicaba, Brazil (University of São Paulo). At that time, he stepped down as associate chair at Ohio State. He returned to the Department in 1966, but only briefly, going back to Brazil in 1967 for four more years as Chief of Party.

Upon his return in 1971 he collaborated with several faculty members in analyzing feedstuffs, blood, and body tissues for selenium, retiring from OSU in 1979. During his years at South Dakota he had been instrumental in discovering that alkali disease was the result of selenium toxicity. Subsequent investigations revealed that animals also needed this element and he then helped establish the selenium requirement in different animal species.

Dr. Moxon received numerous awards for his work, both national and international. He was also active in many professional societies. He authored or co-authored 195 scientific publications, two reviews, and four book chapters. Without question, A. L. Moxon was a true pioneer in understanding both the toxicity and essentiality of selenium in feedstuffs.

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

Alan R. Osborne

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 29, 2007, of Alan Reid Osborne, Professor Emeritus in the School of Teaching and Learning.

Professor Osborne held a Bachelor of Science degree from Earlham College and A.M. and Doctorate degrees from the University of Michigan. He joined the faculty of the College of Education at The Ohio State University in 1965 and taught at the school for 29 years.

Professor Osborne was admired by his colleagues and students for his wide-ranging interests and intellect, his thoughtful approach to problem solving, and his consensus-building role in governance. His teaching and scholarship interest focused on the development of a highly geometric approach to problem solving and pre-calculus mathematics. In 1989, he co-authored with Greg Foley, an instructional manual of teaching materials to strengthen students' understanding of mathematics and effectively foreshadow the study of calculus.

He was part of the team which piloted a new course for college-intending high school seniors who, as juniors, showed essentially no skills in algebra. This project was funded by the Battelle Memorial Foundation. Dr. Osborne served his profession at the highest level.

## **September 21, 2007 meeting, Board of Trustees**

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

Robert V. O'Toole

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 17, 2007, of Robert V. O'Toole, M.D., Professor Emeritus in the Department of Pathology.

Professor O'Toole held a Bachelor of Science degree from Siena College in Loudonville, New York, and a Doctorate in Medicine from the St. Louis University School of Medicine. He served his internship at the Valley Forge Army Hospital in Phoenixville, Pennsylvania, from 1957-58; his residency in obstetrics and gynecology at the Albany Medical Center in Albany, New York, from 1958-62; his fellowship in gynecological pathology at Johns Hopkins from 1964-65; and his second residency in anatomic pathology at Wilford Hall USAF Medical Center in 1973-74. He served in the Medical Corps of the United States Air Force for 23 years, retiring with the rank of colonel. While in the USAF, he taught at the University of Texas Health Science Center of San Antonio from 1969-76 before being recruited to The Ohio State University in 1976 as an associate professor of pathology, an associate professor of obstetrics and gynecology, and director of cytopathology by Dr. Donald Senhauser, then chairperson of the Department of Pathology. He retired in 1997 with the title Professor Emeritus.

Professor O'Toole was an enthusiastic and dedicated teacher who relished the interactions with medical students, pathology, obstetrics and gynecology residents and fellows. After he retired, he continued his teaching at the Thomas Worthington High School in industrial arts until 2005, when he was called back to work in the Department of Pathology at OSU where he continued part-time until February 2007.

Dr. O'Toole's research interests centered on improvements in the diagnosis and treatment of gynecological cancers. He did this work through the Southwest Oncology Group (SWOG) and had grants from that organization from 1978-97. These grants included the review of many SWOG protocols as well as the review of studies on Toremifene and Tamoxifen.

Dr. O'Toole served his profession at the highest level. He was double-boarded in obstetrics and gynecology and anatomic pathology. This gave him the unique perspective to bridge any gaps between the two specialties and serve both well and with distinction. He was a fellow in the College of American Pathologists and served as a member on its Performance Improvement Committee. He was also a fellow in the American College of Obstetricians and Gynecologists and served as the chairperson of its District Resident Education Committee as well as the chairperson of its District Continuing Post Graduate Nursing Education Committee. In addition, he was a member of the American Society of Cytology, the Society of Air Force Clinical Surgeons, the Southwest Oncology Group, the Central Ohio Society of Pathologists, the International Society of Gynecologic Pathology, and the Buckeye Cytology Society.

Professor O'Toole was an active member of the University community and served on numerous school, college, and University committees, including the Obstetrics and Gynecology Tissue Committee, the Cancer Committee, the College of Medicine Med II Committee, the OSU Hospital Medical Staff Grievance Committee, and the LCME Accreditation Self-Study Task Force.

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Within the Department of Pathology, he served on the Undergraduate Education Committee, the Graduate Medical Education Committee, the Computer Committee, and the Promotion and Tenure Committee.

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

Carl F. Purtz, Jr.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 26, 2006, of Carl F. Purtz, Jr., Associate Professor Emeritus in the Department of Civil and Environmental Engineering and Geodetic Science.

Professor Purtz received his Bachelor of Science degree in mathematics from Stetson University. He was later inducted into their Athletic Hall of Fame at Stetson University. A veteran of World War II, Professor Purtz served in the U.S. Navy in Pensacola, Florida, for four years as an Air Navigator. He moved to Columbus, Ohio, after his service to the U.S. Navy was complete.

Professor Purtz earned his Master of Science degree in civil engineering in 1950 from The Ohio State University. He began teaching in both the Mathematics and Civil Engineering Departments at The Ohio State University shortly after receiving his master's degree. He taught courses in surveying, calculus, and statistics for 32 years, retiring in 1978. Professor Purtz was well known for teaching the ten-week surveying class that was held at Zeleski State Forest near Lake Hope, Ohio, for many civil engineering students.

Professor Purtz, along with another professor, Eldis Reed, had their own engineering and surveying company, Purtz & Reed, in Columbus, Ohio, for a short period of time. After retirement from OSU, Professor Purtz moved to West Palm Beach and began teaching at Palm Beach Community College. He expanded the Land Surveying Program at Palm Beach Community College until his retirement in 1989.

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

Hartzel C. Slider

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 5, 2007, of Hartzel C. "Slip" Slider, Professor Emeritus in the Department of Chemical and Biomolecular Engineering.

Slip was a decorated B-24 bomber pilot in World War II with 35 missions over Europe. After his discharge in 1945, he enrolled at The Ohio State University and received his Bachelor of Engineering degree in Mining (petroleum engineering option) and Master of Science degree in engineering mining in 1949.

After graduation he joined the Shell Oil Company as a field engineer and rose rapidly to become a division reservoir engineer in 1954. In 1956, he returned to Ohio State as an associate professor in the Department of Mining and Petroleum

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Engineering, which merged with the Department of Chemical Engineering soon after. He was promoted to full professor in the Department of Chemical Engineering in 1976. Upon his retirement in 1983, he was awarded the title of professor emeritus.

Professor Slider developed a number of new petroleum engineering courses relating to drilling, reservoir engineering, etc. When the petroleum engineering degree was abolished in 1962, a petroleum option, focused on a number of these courses, was established in the Department of Chemical Engineering. For many chemical engineering graduates, this petroleum option launched them on lifetime careers in petroleum production with major oil companies. Many graduates who achieved great success in their professional careers have expressed their gratitude for Slip Slider's mentoring. For several years after becoming an emeritus professor, he continued to teach these courses because of student demand.

Professor Slider was an international authority on reservoir engineering and did extensive research on secondary recovery. He regularly gave short courses for petroleum production engineers all over the United States, Europe, South America, and Asia. In 1978-79 he was a distinguished lecturer for the Society of Petroleum Engineers. In 1976 he published the textbook, "Practical Petroleum Reservoir Engineering Methods," designed to be both a student text and a reference book for practicing reservoir engineers. It was the first book to cover both fundamentals and practical reservoir methods.

In 1979-80 he took a sabbatical to work with Texaco affiliates in Houston, Sumatra, Saudi Arabia, Nigeria, Angola, Portugal, England, and New York. Based on his overseas work experiences, he wrote his second text, "Worldwide Practical Petroleum Reservoir Engineering Methods," published in 1983. The text has been republished in three editions.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Hartzel C. "Slip" Slider its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

John G. Streeter

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 26, 2007, of John G. Streeter, Professor Emeritus in the Department of Horticulture and Crop Science.

Professor Streeter held a Bachelor of Science degree and a Master of Science degree in agronomy from Pennsylvania State University. He received a Doctorate degree in botany and plant physiology from Cornell University. Dr. Streeter came to The Ohio State University/Ohio Agricultural Research and Development Center in February 1969 and retired in September 2004. His major research areas were in basic soybean physiology.

Dr. Streeter was recognized around the world as the pre-eminent scholar on the function of soybean nodules and the role they play in nitrogen fixation, nutrient uptake, and carbohydrate metabolism. He worked with others to help solve problems of soybean tolerance to drought stress and for the development of unique soybeans for new products.

When he started his career at OARDC, soybean nodule functions were viewed as a "black box." Today, nearly half of the current knowledge in this important

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area is the direct result of his research. He was a visiting scientist in many parts of the world, including China, Japan, Russia, Austria, South Africa, Argentina, and Brazil, to name a few.

Dr. Streeter was an exceptional researcher with regard to new ideas and approaches to research. He was an excellent biochemist and had a wide and deep knowledge of all areas in biochemistry and plant physiology. He was an active leader in the plant physiology group at OARDC and demonstrated his ability to direct his research programs and technicians.

Professor Streeter was active in several professional organizations related to his profession. He was a National Science Foundation Graduate Fellow, a recipient of the American Soybean Association Researchers Recognition Award, and a fellow in the American Society of Agronomy and Crop Science Society of America.

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

E. Earl Whitlatch, Jr.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 9, 2007, of Elbert Earl "Woody" Whitlatch, Jr., Associate Professor (retired) in the Department of Civil and Environmental Engineering and Geodetic Science.

Professor Whitlatch received his Bachelor of Science degree in engineering from Geneva College and his Bachelor of Science degree in civil engineering from Carnegie Mellon University. He served in the Peace Corps for two years in Uruguay and Panama from 1968-70. In 1970 he entered Cornell University to pursue studies in water resources engineering and later transferred to Johns Hopkins University, where he obtained a Ph.D. degree under the guidance of Professor Charles S. Revelle. In 1973 he joined the faculty of the Department of Civil Engineering at OSU as an assistant professor.

Professor Whitlatch taught, conducted research, and advised graduate students in environmental systems engineering. He was a co-author with Professors Charles S. Revelle and Jeff R. Wright of the widely-used textbook *Civil and Environmental Systems Engineering*. He was principal investigator of the research program that evaluated the National Stream Water Quality Accounting Network, which is used by the United States to monitor and evaluate river water quality nationwide. He was also the central figure in mentoring new faculty hires in the areas of environmental engineering and environmental fluid mechanics. His dedication to educating our students was evident in his service to the engineering accreditation board, ABET, as well as his recent curriculum reform efforts. He was a member of and supported several environmental organizations, including the National Institutes for Water Resources, the Universities Council on Water Resources, the Natural Resources Defense Council, the Audubon Society, and the Sierra Club.

From 1995-2006 Professor Whitlatch was the director of the Ohio Water Resources Center. This Center was first established as part of the Engineering Experiment Station in 1959. In 1964 it became one of the first 14 Water Resources Research Institutes established by the federal government. In 2000, under Professor Whitlatch's leadership, the Center became a conduit for the

**September 21, 2007 meeting, Board of Trustees**

Ohio Water Development Authority's annual Special Research Competition in Water and Wastewater Treatment Processes and Management.

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

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**UNIVERSITY DEVELOPMENT REPORT**

Resolution No. 2008-26

Synopsis: The University Development Report for June 2007 is presented for Board acceptance.

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

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

WHEREAS this report includes the establishment of The M.S. Sofia Chair in Arabic Studies, The William E. Hunt, M.D. and Charlotte M. Curtis Chair in Neuroscience, and The David E. Schuller, M.D. and Carole Schuller Chair in Otolaryngology; and

WHEREAS this report includes the establishment of thirteen (13) new named endowed funds, the revision of two (2) professorships, and the revision of five (5) endowed funds:

**NOW THEREFORE**

**BE IT RESOLVED**, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation during the month of June 2007 be approved.



**September 21, 2007 meeting, Board of Trustees**

PRIVATE SUPPORT – TOTAL FUND RAISING ACTIVITY

	<u>7/06 – 6/07</u>	<u>7/05 – 6/06</u>	<u>% Change</u>
Gift Receipts			
Cash, Securities, GIK	\$132,250,295	\$117,049,044	13
Gifts-in-Kind	\$6,234,099	\$14,193,937	(56)
Irrevocable Trusts & Annuities	\$2,459,876*	\$1,081,095*	128
Gifts from Bequests	<u>\$10,753,629</u>	<u>\$11,239,064</u>	(4)
	\$151,697,898	\$143,563,141	6
Grants administered through OSURF	\$73,757,881	\$66,449,107	11
Total Gift Receipts & Private Grants	\$225,455,779	\$210,012,248	7
Net Pledges Acquired	\$49,011,956	\$26,752,237	83
Net Revocable Planned Gifts Acquired			
Bequest Expectancies	\$41,217,965	\$27,559,051	108
Trust Expectancies	<u>\$10,685,976</u>	<u>\$19,838,556</u>	(46)
Total Net Planned Gifts	<u>\$51,903,941</u>	<u>\$47,397,607</u>	10
Total	\$326,371,676	\$284,162,092	15

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

## September 21, 2007 meeting, Board of Trustees

### TOTAL UNIVERSITY PRIVATE SUPPORT

July through June  
2006-2007 Compared to 2005-2006

#### GIFT RECEIPTS BY DONOR TYPE

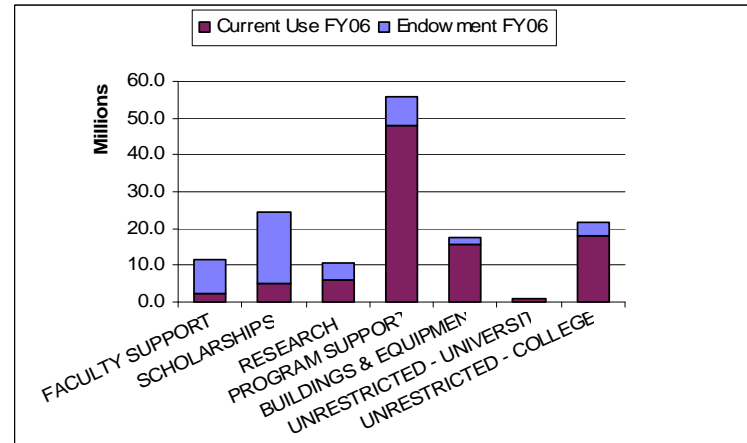
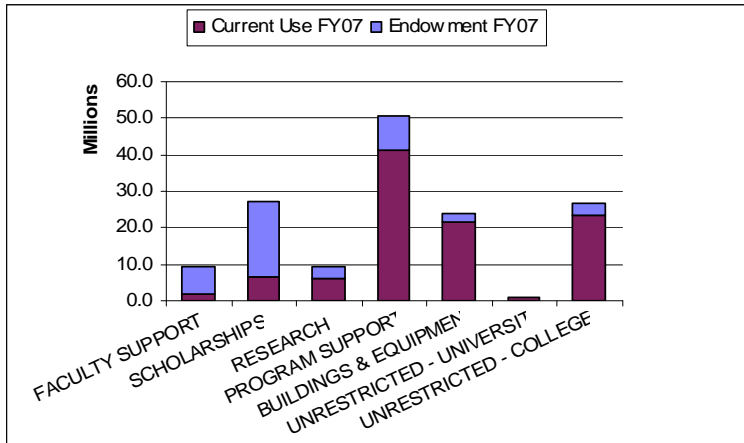
	<u>Donors</u>			<u>Dollars</u>		
	<u>2006-07</u>	<u>2005-06</u>	<u>% Chng</u>	<u>2006-07</u>	<u>2005-06</u>	<u>% Chng</u>
Individuals:						
Alumni (Current Giving)	68,411	64,707	6	\$40,817,006	\$40,384,010	1
Alumni (Irrevocable Trusts & Annuities)	29	18	61	2,348,248*	333,419	604 <sup>A</sup>
Alumni (From Bequests)	<u>60</u>	<u>49</u>	22	<u>5,509,604</u>	<u>4,552,688</u>	21 <sup>B</sup>
Alumni Total	68,500	64,774	6	\$48,674,857	\$45,270,117	8
Non-Alumni (Current Giving)	44,977	43,179	4	\$25,604,452	\$25,954,680	(1)
Non-Alumni (Irrevocable Trusts & Annuities)	7	9	(22)	111,628*	747,676	(85) <sup>C</sup>
Non-Alumni (From Bequests)	<u>36</u>	<u>40</u>	(10)	<u>5,244,025</u>	<u>6,686,377</u>	(22) <sup>D</sup>
Non-Alumni Total	45,020	43,228	4	\$30,960,105	\$33,388,733	(7)
Individual Total	113,520	108,002	5	\$79,634,962	\$78,658,850	1
Corporations/Corp/Foundation						
Gifts	4,690	4,694	0	\$40,657,253	\$36,556,953	11
Grants	<u>419</u>	<u>394</u>	6	<u>38,799,558</u>	<u>35,195,975</u>	10
	5,109	5,088	0	\$79,456,811	\$71,752,928	11 <sup>E</sup>
Private Foundations						
Gifts	672	581	16	\$24,617,994	\$19,877,358	24 <sup>F</sup>
Grants	<u>67</u>	<u>67</u>	0	<u>8,932,660</u>	<u>8,986,182</u>	(1)
	739	648	14	\$33,550,654	\$28,863,540	16
Associations & Other Organizations						
Gifts	1,674	1,860	(10)	\$6,787,689	\$8,469,981	(20) <sup>G</sup>
Grants	<u>131</u>	<u>125</u>	5	<u>26,025,663</u>	<u>22,266,950</u>	17
	1,805	1,985	(9)	\$32,813,352	\$30,736,931	7
Grand Total	121,173	115,723	5	\$225,455,779	\$210,012,248	7

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

- A Individual Alumni Irrevocable gifts are up 604% due to \$2.3M (\$1.1M pres val) in Gift Annuities from Joe & Elizabeth Engle
- B Individual Alumni bequest receipts are up 21% due to \$1.7M bequest from Peter and Pauline Chichilo in September 2006 for an unrestricted endowment
- C Individual Non-Alumni Irrevocable gifts are down 85% due to one \$1M (\$500K pres val) irrevocable commitment in August 2005 from Emily Hathaway
- D Individual Non-Alumni bequest receipts are down by 22% due to overall gift activity in FY06 compared to FY07
- E Corporations/Corp Foundations is up 11% due to overall gift activity in FY06 compared to FY07
- F Private Foundations giving is up 24% due to:
  - \$1.9M gift from the Kravinsky Foundation in August 2006 to School of Public Health
  - \$1.1M gift from the Paul G. Duke Foundation in January 2007 to the Thompson Library Renovation
  - \$1M gift from the Jay & Jeanie Schottenstein Foundation in January 2007 to Cardiovascular Science
  - \$1M gift from the William & Dorothy Davis Foundation in December 2006 to the Heart & Lung Institute
  - \$1.2M gifts from Leukemia Clinical Research Foundation (\$700K) and Barnett Charitable Foundation (\$500K) in May 2007
- G Associations & Other Organizations is down 20% due to \$1.4M GIK from Buckeye Diamond Club Inc. in June 2006

GIFT RECEIPTS BY PURPOSE  
Dollars  
July through June

	Fiscal Year 2006-2007			Fiscal Year 2005-2006			
	Current Use	Endowment	Total	Current Use	Endowment	Total	% Change
FACULTY SUPPORT	1,856,421	7,508,703	9,365,123	2,488,722	8,823,130	11,311,852	(17)
SCHOLARSHIPS	6,589,316	20,781,380	27,370,696	4,982,633	19,251,123	24,233,756	13
RESEARCH	5,972,694	3,396,259	9,368,953	5,953,286	4,836,150	10,789,436	(13)
PROGRAM SUPPORT	41,021,941	9,720,636	50,742,578	47,927,445	8,102,253	56,029,697	(9)
BUILDINGS & EQUIPMENT	21,411,686	2,683,918	24,095,603	15,905,326	1,621,759	17,527,085	37
UNRESTRICTED – UNIVERSITY	1,150,803	---	1,150,803	929,176	---	929,176	24
UN RESTRICTED – COLLEGES	23,533,168	3,077,353	26,610,521*	17,962,308	3,599,451	21,561,758	23
TOTAL	\$101,536,028	\$47,168,249	\$148,704,277	\$96,148,896	\$46,233,865	\$142,382,761	4



**September 21, 2007 meeting, Board of Trustees**

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

Total  
Gifts

Establishment of Named Endowed Chair

The M.S. Sofia Chair in Arabic Studies \$1,500,046.57  
(Used to support a distinguished scholar in Arabic studies; provided by gifts from Mr. Zuheir Sofia and friends) (grandfathered)

Change in Name and Description of Named Endowed Professorship

From: The Department of Pathology Professorship  
To: Ernest Scott, M.D., Endowed Professorship in Pathology

Change from Designated Professorship to Endowed Fund

From: The John C. Elam/Vorys Sater Designated Professorship in Law  
To: The John C. Elam/Vorys Sater Professorship Fund \$406,960.00  
(Used to provide a professorship position in the Moritz College of Law; provided by gifts from family and friends of John C. Elam and Ohio State Law alumni employed by Vorys Sater Seymour & Pease)

Establishment of Named Endowed Funds

The Phi Gamma Delta Endowed Scholarship Fund \$165,000.00  
(Used to provide merit or need-based scholarships to currently enrolled students who are active members of the Phi Gamma Delta Fraternity; provided by gifts from alumni, brothers, and friends of the Phi Gamma Delta Fraternity)

Academic Excellence Fund \$100,000.00  
(Used to encourage academic excellence through use by the University president for supplemental funding for programmatic initiatives or support for programs led by key University personnel; provided by an initial gift from G. Gilbert Cloyd)

Food, Agricultural, and Environmental Sciences Alumni Society \$32,355.51  
Undergraduate Scholarship Endowment Fund  
(Used to provide scholarship support to undergraduate students enrolled in agriculture and natural resources who demonstrate leadership abilities in positions of authority in student clubs and activities across the college; provided by gifts from alumni and friends of the College of Food, Agricultural, and Environmental Sciences (CFAES), and contributions from the CFAES Alumni Society through fundraisers and alumni sponsored events and activities) (grandfathered)

Establishment of Named Endowed Funds (contd)

The Forrest and Marjorie Miller Endowed Fund for Study Abroad \$30,250.00  
(Used to provide one travel award per year for a travel abroad experience to a deserving undergraduate student majoring in Italian, French, or Spanish; provided by gifts from Susan Miller Van Ausdal in honor of Forrest and Marjorie Miller) (grandfathered)

## September 21, 2007 meeting, Board of Trustees

The William H. Hall Endowment Fund for Pancreatic and Liver Cancer Research \$25,000.00  
(Used to support pancreatic and liver cancer research at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute; provided by gifts from Mrs. Kathleen A. Hall, and family, friends, and associates in memory of her husband William H. Hall) (grandfathered)

### Change in Description of Named Endowed Fund

Larry Peterson Young Educators Award Fund

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

From: The Demkee Dental Athletic Provider Award  
To: The Demkee Dental Athletic Provider Award Permanent Endowment Fund

From: The Smith E. Howland and Aristech Chemical Corporation Scholarship Fund  
To: The Smith E. Howland Scholarship Fund

## THE OHIO STATE UNIVERSITY FOUNDATION

### Establishment of Named Endowed Chairs

The William E. Hunt, M.D. and Charlotte M. Curtis Chair in Neuroscience \$2,025,945.59  
(Used to support a chair in neuroscience; provided by gifts from the Charlotte Curtis Hunt Living Trust made in memory of William E. Hunt, M.D. and Charlotte M. Curtis)

The David E. Schuller, M.D. and Carole Schuller Chair in Otolaryngology \$1,505,000.00  
(Used to support a chair for a head and neck oncology surgeon at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute; provided by gifts made in honor of Dr. David E. Schuller and Carole Schuller) (grandfathered)

### Establishment of Named Endowed Funds

The Ralph G. and Doris A. Woodley Scholarship Fund \$1,028,775.62  
(Used to provide merit scholarships to students in the College of Engineering; provided by estate gifts from Ralph G. Woodley and Doris A. Woodley)

The Robert V. O'Toole, M.D. Endowment Fund in Pathology \$1,000,100.00  
(Used to support faculty salaries and fringe benefits and other operating expenses within the Division of Cytopathology; provided by gifts from OSU Pathology Services, L.L.C. in honor of Dr. Robert V. O'Toole)

Robert Max Thomas Graduate Fellow Endowment Fund \$187,848.37  
(Used to recognize a distinguished graduate student in the Department of Geography or to attract such students to that department; provided by gifts from the estate of Robert Max Thomas to memorialize Professor Alfred J. Wright)

## September 21, 2007 meeting, Board of Trustees

The Toni C. and Emerson Cheek III Athletic Scholarship Fund (Used to support a student-athlete who is pursuing a degree at OSU and is a member of a varsity sport team; provided by a gift from Toni C. and Emerson Cheek III)	\$60,000.00
Inara Mencis Brubaker Scholarship Endowment Fund in Chemistry (Used to provide scholarship awards to graduate students studying chemistry with preference given to students specializing in analytical and physical chemistry; provided by gifts from Inara Mencis Brubaker)	\$52,661.30
Dr. Clifford Heer Graduate Student Scholarship Award Fund in the Department of Physics (Used to provide scholarship awards to graduate students studying physics; provided by gifts in memory of Professor Emeritus Clifford Heer from his wife Esther Heer and other family members)	\$50,046.50
Mangino Food Science Scholarship Fund (Used to provide scholarship support for undergraduate students enrolled in the Department of Food Science and Technology with preference given to graduates of the Columbus Public Schools; provided by gifts from Michael E. and Marilyn Mangino)	\$50,000.00
Class of 1964 Scholarship Fund (Used to provide scholarships for students enrolled in the College of Veterinary Medicine; provided by gifts from alumni and friends of the College of Veterinary Medicine) (grandfathered)	\$34,650.00
<u>Change in Description of Named Endowed Fund</u>	
The Upraka-Laga-Schweitzer Fund in Czech Studies	
<u>Change in Name and Description of Named Endowed Fund</u>	
From: The Richard Shroyer and Cheryl Evans Leiss Family Fund	
To: The Richard Shroyer Leiss and Cheryl Evans Leiss Family Fund	
Total	\$8,254,639.46

### THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

#### Establishment of Named Endowed Chair

##### The M. S. Sofia Chair in Arabic Studies

The M. S. Sofia Scholarship and Lecture Memorial Fund in Arabic was established June 1, 1990, by the Board of Trustees of The Ohio State University with gifts from Zuheir Sofia. With an additional gift commitment from Mr. Sofia, the description was revised and the name was changed to The M. S. Sofia Professorship in Arabic Studies Fund on May 5, 1995. With another gift commitment from Mr. Sofia and friends, the description was again revised and the name was changed to The M. S. Sofia Chair in Arabic Studies Fund on November 2, 2001. The required funding level for a chair has been reached, and The M. S. Sofia Chair in Arabic Studies was established September 21, 2007.

The annual distribution from this fund shall be used to support a distinguished scholar whose professional activities and academic credentials will contribute to:

## **September 21, 2007 meeting, Board of Trustees**

1. The development of a greater understanding and awareness of Arabic language, culture, heritage, and literature;
2. The dissemination of such knowledge in both the academy and the community; and
3. The training of pre-collegiate teachers and university professors to integrate Arabic language, literature, and cultural components into their respective curricula and programs.

The donor and the chairperson of the Department of Near Eastern Languages and Cultures in consultation with the dean of the College of Humanities shall periodically review the achievement of the above-described purposes and discuss modifications, if necessary.

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

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

Amount Establishing Chair: \$1,500,046.57

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

Ernest Scott, M.D., Endowed Professorship in Pathology

The Department of Pathology Professorship was established July 12, 2002, by the Board of Trustees of The Ohio State University with gifts from friends of the Department of Pathology. An additional gift was made by OSU Pathology Services, LLC to honor the career of Ernest Scott, M.D., the first chairperson of the Department of Pathology (1904-34). The name and description were revised September 21, 2007.

The annual distribution from this fund shall support a professorship position for the advancement of medical knowledge in the field of pathology research, both basic and clinical, and shall be held by an individual who is or shall be a member of the Department of Pathology in the College of Medicine. The position shall be held by a nationally eminent faculty member who has distinguished himself/herself in the performance of pathology research, who is NIH-funded as a principal investigator, who maintains an active productive research program, and who is an effective educator-teacher.

Selection shall be made as recommended by the senior vice president for Health Sciences and the dean of the College of Medicine in consultation with the chairperson of the Department of Pathology. The activities of the endowed professorship holder shall be reviewed no less than every four years by the senior vice president for Health Sciences and the dean of the College of Medicine to determine compliance with the intent of the donors as well as the academic and research standards of the University.

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

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

### Change from Designated Professorship to Endowed Fund

#### The John C. Elam/Vorys Sater Professorship Fund

The John C. Elam/Vorys Sater Designated Professorship in Law was established December 6, 2002, by the Board of Trustees of The Ohio State University with gifts from the family and friends of John C. Elam and Ohio State Law alumni employed by Vorys Sater Seymour & Pease. With additional gift commitments, the designated professorship was changed to an endowed fund September 21, 2007.

Until the principal balance reaches \$750,000, the annual distribution from this fund shall help support a designated professorship position in The Michael E. Moritz College of Law. When the principal balance reaches \$750,000, the annual distribution shall provide an endowed professorship position in the Moritz College of Law. Appointment to the professorship shall be recommended by the dean of the Moritz College of Law and the executive vice president and provost, and approved by the Board of Trustees.

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

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

Amount Establishing Endowment:	\$406,960.00
Total Commitment:	\$750,000.00

### Establishment of Named Endowed Funds

#### The Phi Gamma Delta Endowed Scholarship Fund

The Phi Gamma Delta Endowed Scholarship Fund was established September 21, 2007, by the Board of Trustees of The Ohio State University with gifts from alumni, brothers, and friends of Phi Gamma Delta Fraternity.



## **September 21, 2007 meeting, Board of Trustees**

The annual distribution from this fund shall be used to provide merit- or need-based scholarships to currently enrolled students who are active members of the Phi Gamma Delta Fraternity. Scholarship recipients shall be selected by Phi Gamma Delta House Corporation, Phi Gamma Delta BCA or successor department within the Office of Student Affairs in consultation with the Office of Student Financial Aid.

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

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

Amount Establishing Endowment:           \$165,000.00

### **Academic Excellence Fund**

The Academic Excellence Fund was established September 21, 2007, by the Board of Trustees of The Ohio State University with an initial gift from G. Gilbert Cloyd (D.V.M., 1969), chairman of The Ohio State University Board of Trustees, to assist with the retention and recruitment of the highest caliber academic and administrative leaders for The Ohio State University, and to provide supplemental funding for campus initiatives and programs.

Upon designation and approval by an appointed committee of the Board of Trustees utilizing pre-approved guidelines, the annual distribution shall be used to encourage academic excellence through use by the University president for supplemental funding for programmatic initiatives or support for programs led by key University personnel, including but not limited to, start-up and continuing costs for research or support for compensation for key personnel. The Board intends this endowment to help Ohio State attract and retain exceptionally talented individuals who enable the delivery of the highest quality education for our students, while facilitating an affordable system for students and the taxpayers of Ohio. Start-up and continuing activities must also be separately authorized through standard University processes. This fund is to provide resources beyond the standard funding sources.

It is the expectation of the Board of Trustees that the principal of the fund shall not be invaded; however, upon approval by the appointed committee of the Board of Trustees and utilizing pre-approved guidelines, the principal may be used for the above programmatic initiatives and program support. In no circumstance will the principal be permitted to fall below the minimum funding level established by the Board of Trustees.

In any given year in which the annual distribution is not fully expended, 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

## **September 21, 2007 meeting, Board of Trustees**

assessed against the endowment portfolio for the University's costs of development and fund management.

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

Amount Establishing Endowment:           \$100,000.00

### **Food, Agricultural, and Environmental Sciences Alumni Society Undergraduate Scholarship Endowment Fund**

The Food, Agricultural, and Environmental Sciences Alumni Society Undergraduate Scholarship Endowment Fund was established September 21, 2007, by the Board of Trustees of The Ohio State University with gifts from alumni and friends of the College of Food, Agricultural, and Environmental Sciences (CFAES), and contributions from the CFAES Alumni Society through fundraisers and alumni sponsored events and activities.

The annual distribution from this fund shall provide scholarship support to one or more undergraduate students enrolled in agriculture and natural resources who demonstrate leadership abilities in positions of authority in student clubs and activities across the College, including departmental or school clubs and activities. While financial need may be a consideration, significant emphasis will be placed on leadership contributions the students have made in their clubs or activities in terms of encouraging participation of other students, organization and implementation of the club's events and activities, and effectiveness as a leader within the group and across the College. Students must have a minimum 2.8 cumulative grade point average to be considered.

Selection will be the responsibility of the assistant dean for Student Affairs in consultation with a representative of the CFAES Alumni Society Board of Directors, and the Office of Student Financial Aid.

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

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

If the need for this scholarship ceases to exist, it is the donors' first preference that the annual distribution shall be used to support student leadership development programs that are ongoing in the College at that time. If student leadership development programs are non-existent at that time, it is the donors' second preference that the annual distribution shall be used at the discretion of the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural, and Environmental Sciences, or his designee, for other student related programs in the College.

## **September 21, 2007 meeting, Board of Trustees**

Furthermore, it is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural, and Environmental Sciences, or his designee. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment:       \$32,355.51 (grandfathered)

### **The Forrest and Marjorie Miller Endowed Fund for Study Abroad**

The Forrest and Marjorie Miller Endowed Fund for Study Abroad was established September 21, 2007, by the Board of Trustees of The Ohio State University with gifts from Susan Miller Van Ausdal (B.S., 1971) in honor of Forrest and Marjorie Miller.

The annual distribution from this fund shall be used to provide one travel award per year for a travel abroad experience to a deserving undergraduate student majoring in Italian, French, or Spanish who has a 3.0 (or higher) cumulative grade point average. Additionally, the student must be ranked as a junior or higher at the time of travel. Award recipients will be selected by the director of the Foreign Language Center and the chairperson of the Department of Spanish and Portuguese and approved by the dean of the College of Humanities.

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

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

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

Amount Establishing Endowment:       \$30,250.00 (grandfathered)

### **The William H. Hall Endowment Fund for Pancreatic and Liver Cancer Research**

The William H. Hall Endowment Fund for Pancreatic and Liver Cancer Research at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, was established September 21, 2007, by the Board of Trustees of The Ohio State University, with gifts from Mrs. Kathleen A. Hall, family, friends, and associates in memory of her husband, William H. Hall of Mt. Vernon, Ohio.

The annual distribution from this fund shall be used to support pancreatic and liver cancer research at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at The Ohio

## **September 21, 2007 meeting, Board of Trustees**

State University under the direction of the director of the Division of Hematology/Oncology, or his successor as approved by the senior executive director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the director of the Comprehensive Cancer Center in consultation with the senior vice president for Health Sciences and the dean of the College of Medicine.

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

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the senior executive director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the director of the Comprehensive Cancer Center in consultation with the senior vice president for Health Sciences and the dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

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

### Change in Description of Named Endowed Fund

#### Larry Peterson Young Educators Award Fund

The Larry Peterson Young Educators Award Fund was established March 3, 2000, by the Board of Trustees of The Ohio State University with gifts from colleagues, friends, and alumni in honor of Dr. Larry Peterson. Dr. Peterson served as head of the Oral and Maxillofacial Surgery Section in the College of Dentistry from 1982-88. The description was revised September 21, 2007.

The annual distribution from this fund shall be used for an award to be given to a faculty member in the College of Dentistry who has been teaching between one and three years and has demonstrated unusual enthusiasm for teaching. The award will be announced at the College's annual faculty retreat usually held in December.

Nomination letters may be submitted to the selection committee which shall be comprised of Dr. Larry Peterson, the associate dean for Academic Affairs, and the associate dean for Graduate Studies. In the future, if any one of these individuals shall not be available or if the current academic position ceases to exist, then the dean shall appoint a replacement with the substitute having similar academic responsibilities and Dr. Peterson's replacement shall be a senior member who is recognized as an enthusiastic teacher. The committee shall always have three members.

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.

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

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

#### The Demkee Dental Athletic Provider Award Permanent Endowment Fund

The Demkee Dental Athletic Provider Award was established September 1, 1993, by the Board of Trustees of The Ohio State University with gifts from the Demkee family through the Demkee Scholarship Fund. The name and description were revised September 21, 2007.

The annual distribution from this fund shall be used to provide a suitable award for a dental student actively providing dental care in the Department of Athletics. This award benefits both the College of Dentistry and the Department of Athletics. Award recipients shall be selected by the dean of the College of Dentistry in consultation with the director of Athletics.

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

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

#### The Smith E. Howland Scholarship Fund

The Smith E. Howland and Aristech Chemical Corporation Scholarship Fund was established September 13, 1996, by the Board of Trustees of The Ohio State University with a gift from Smith E. Howland (B.Ch.E., 1969; M.S., 1969) and the Aristech Chemical Corporation. The name and description were revised September 21, 2007.

The annual distribution from this fund shall provide one or more Smith E. Howland Scholarships to students majoring in chemical engineering who have completed their freshman year and who rank academically in the top quartile among chemical engineering majors. Preference will be given to candidates who are graduates from high schools in Ohio's Scioto or Lawrence Counties.

Secondary preference will be given to graduates of high schools in the Ohio counties of Adams, Gallia, and Jackson; in the Kentucky counties of Boyd, Carter, and Greenup; and in the West Virginia counties of Cabell and Wayne. Selection will be made by the chairperson of the Department of Chemical and Biomolecular Engineering with assistance from the College of Engineering Scholarship Committee and in consultation with the Office of Student Financial

## **September 21, 2007 meeting, Board of Trustees**

Aid. The chairperson will inform Mr. Howland of the use of each year's distribution.

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

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

### THE OHIO STATE UNIVERSITY FOUNDATION

#### Establishment of Named Endowed Chairs

##### The William E. Hunt, M.D. and Charlotte M. Curtis Chair in Neuroscience

The William E. Hunt, M.D. and Charlotte M. Curtis Neuroscience Endowment Fund was established August 30, 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 the Charlotte Curtis Hunt Living Trust made in memory of William E. Hunt, M.D. and Charlotte M. Curtis. The required funding level for a chair has been reached, and the chair was established September 21, 2007.

The annual distribution from this fund shall be used to support the growth and development of neuroscience in the College of Medicine by creating a chair in neuroscience. The chair holder shall be recommended by the dean of the College of Medicine in consultation with the senior vice president for Health Sciences, and appointed by the Board of Trustees. The chair shall be held by one of the following individuals: the chairperson of the Department of Neuroscience, the director of the Neuroscience Institute, or another notable faculty member in the department. 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 donor as well as the academic and research standards of the University.

The annual distribution will be used to promote the Neurosciences through such uses as, including but not limited to, post-doctoral neurosurgery fellowships, neuroscience research (e.g., graduate and post-doctorate research), extraordinary laboratory equipment and supplies, and neuroscience lectureships. Income allocation shall be determined at the discretion of the chair holder in consultation with the vice dean for Research and the dean of the College of Medicine.

The annual distribution will not pay the salaries of those holding faculty or other full-time permanent positions at The Ohio State University or pay for the other usual costs incurred by the Department of Neuroscience or the Neuroscience Institute. With respect to the use of the income for post-doctoral salaries or equivalents, no more than twenty-five percent (25%) of income cumulatively during any four (4) year period may be used for salaries or equivalents, e.g.,

## **September 21, 2007 meeting, Board of Trustees**

twenty-five percent (25%) of the annual income for each of four (4) consecutive years could be used annually for such salaries or one hundred percent (100%) of the income during one (1) year of a four (4) year consecutive period could be used for such salaries or equivalents.

In the event that the distribution from the donated funds is not spent during the fiscal year in which the distribution is available to the program supported by the donated Charlotte Curtis Living Trust fund, the program may retain any unspent funds so that the program may operate in an orderly fashion over an extended period without any pressure to spend the distribution during any particular fiscal year.

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.

Any fees charged by the Foundation for its management services shall be only those fees charged by the Foundation in the usual course of its business to all other funds donated and managed by the Foundation. Any fees charged by the Foundation shall be paid from income earned from the funds donated by the Charlotte Curtis Living Trust and not from the corpus of those donated funds.

It is the desire of the donor that this fund should benefit the University in perpetuity. However, if the University does not fulfill all of the commitments made by the University then the principal of the endowment funds given to the University by the donor shall be promptly thereafter given by the University to the Columbus Foundation, an Ohio Corporation not-for-profit, Columbus, Ohio, or its successors for the uses and purposes as set forth in a Deed of Gift dated April 24, 2000, from donor to the Columbus Foundation wherein the donor has assigned to the Columbus Foundation its rights to have this agreement honored by the University in perpetuity, a copy of which Deed of Gift is attached hereto and by this reference incorporated herein.

Amount Establishing Endowment:           \$2,025,945.59

The David E. Schuller, M.D. and Carole Schuller Chair in Otolaryngology

The David E. Schuller, M.D. and Carole Schuller Chair in Otolaryngology was established September 21, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with a gift made in honor of Dr. David E. Schuller and Carole Schuller from Richard J. Solove (B.S.Pharm., 1948; Honorary Doctor of Science, 2000; member, The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute Board) of New Albany, Ohio.

The annual distribution from this fund shall be used for a chair position supporting a distinguished head and neck oncology surgeon in the Department of Otolaryngology in the College of Medicine. The chair holder shall be appointed by the Board of Trustees of The Ohio State University as recommended by the chairperson of the Department of Otolaryngology and as approved by the dean of the College of Medicine and the senior vice president for 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 donor as well as the academic and research standards of the University.

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

Amount Establishing Endowment:       \$1,505,000.00 (grandfathered)

### Establishment of Named Endowed Funds

#### The Ralph G. and Doris A. Woodley Scholarship Fund

The Ralph G. and Doris A. Woodley Scholarship Fund was established September 21, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with estate gifts from Ralph G. Woodley (B.I.E., 1941) and Doris A. Woodley of Kettering, Ohio.

The annual distribution from this fund shall be used to provide one or more merit scholarships to students in the College of Engineering. Preference will be given to residents of the state of Ohio and efforts will be made to award 33% of the Woodley awards to industrial and systems engineering majors. The Woodley Scholarship would be equal to at least \$3,000 or 50% of three quarters of full-time tuition per year. Additional Woodley support may be provided on a pro-rated basis to a Woodley Scholar who elects to enroll for an additional fourth quarter. Woodley Scholars are eligible to compete for renewed awards. Selection will be made by the dean of the College of Engineering in consultation with the chairperson of the Department of Industrial, Welding, and Systems Engineering and the Office of Student Financial Aid.

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

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

Amount Establishing Endowment:       \$1,028,775.62



## **September 21, 2007 meeting, Board of Trustees**

### **The Robert V. O'Toole, M.D. Endowment Fund in Pathology**

The Robert V. O'Toole, M.D. Endowment Fund in Pathology was established September 21, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from OSU Pathology Services, LLC, of Columbus, Ohio, made in honor of the career of Dr. Robert V. O'Toole (Professor Emeritus) who served the Department of Pathology from 1976-97 as professor and director of the Division of Cytopathology.

The annual income from the fund shall be used to support faculty salaries and fringe benefits and other operating expenses within the Division of Cytopathology or other needs of the Department of Pathology.

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 chairperson of the Department of Pathology in consultation with the dean of the College of Medicine and with the senior vice president for Health Sciences. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment:           \$1,000,100.00

### **Robert Max Thomas Graduate Fellow Endowment Fund**

The Robert Max Thomas Graduate Fellow Endowment Fund was established September 21, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of Robert "Bob" Max Thomas (B.S.Bus.Adm., 1949) to memorialize Professor Alfred J. Wright (OSU faculty 1928-64) as an outstanding scholar, excellent teacher, and tireless supporter of student activities.

Robert Max Thomas was well known in Coshocton, Ohio, for his dedication to community development and his passion for promoting economic growth. He served as president of the Coshocton Chamber of Commerce, was a member of the Roscoe Village Foundation, and played an integral role in the founding of the Leadership Coshocton County Program. His lifelong dedication to civic responsibility was recognized in 1994 when he received the Coshoctonian Award.

The annual distribution from this fund shall be used to recognize a distinguished graduate student in the Department of Geography or to attract such students to that department. Qualified candidates shall demonstrate professional promise with special consideration given to students expressing an interest in economic geography or the impact of geography on economic development. Appointment of the graduate fellow shall be by the chairperson of the Department of

## September 21, 2007 meeting, Board of Trustees

Geography, in consultation with the dean of the College of Social and Behavioral Sciences and the Graduate Committee.

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 distribution, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Social and Behavioral Sciences in consultation with the chairperson of the Department of Geography. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment:       \$187,848.37

### The Toni C. and Emerson Cheek III Athletic Scholarship Fund

The Toni C. and Emerson Cheek III Athletic Scholarship Fund was established September 21, 2007, by the Board of Trustees in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Toni C. and Emerson Cheek III from Westerville, Ohio.

The annual distribution from this fund shall be used to support a student-athlete who is pursuing a degree at The Ohio State University and is a member of a varsity sport team. It is the donors' desire that the scholarship be awarded in furtherance of the University's diversity mission with particular attention to, but not limited to, a female scholar-athlete who is a graduate from an Ohio high school and who has been accepted for admissions at the University. 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.

Scholarship recipients must be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

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

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

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

Amount Establishing Endowment:       \$60,000.00  
Total Commitment:                       \$100,000.00

## September 21, 2007 meeting, Board of Trustees

### Inara Mencis Brubaker Scholarship Endowment Fund in Chemistry

The Inara Mencis Brubaker Scholarship Endowment Fund in Chemistry was established September 21, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Inara Mencis Brubaker.

The annual distribution from this fund shall provide annual scholarship awards to graduate students studying chemistry with preference given to students specializing in analytical and physical chemistry. Recipients will be selected based on academic performance, as determined by the chairperson of the Department of Chemistry in conjunction with the dean of the College of Mathematical and Physical Sciences and the Office of Student Financial Aid.

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

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

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

Amount Establishing Endowment:       \$52,661.30

### Dr. Clifford Heer Graduate Student Scholarship Award Fund in the Department of Physics

The Dr. Clifford Heer Graduate Student Scholarship Award Fund in the Department of Physics was established September 21, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts in memory of Professor Emeritus Clifford Heer (B.S.Phys., 1942; Ph.D., 1949) from his wife, Esther Heer (B.S., 1949) and other family members.

Dr. Heer was a professor in the Departments of Physics and Astronomy at The Ohio State University from 1949-90. He was a dedicated teacher and researcher who expected and received excellent work from his students. His accomplishments included co-inventing the cyclic magnetic refrigerator, and being the first to measure angular rotation using a microwave interferometer. The focus of his research was low temperature physics. He produced more than 80 published research works on topics such as: low temperature physics, atomic and laser physics, general relativity, and statistical physics.

The annual distribution from this fund shall provide annual scholarship awards to graduate students studying physics. Recipients will be selected based on academic performance, as determined by the faculty chairperson of the Department of Physics in consultation with the Office of Student Financial Aid.

## September 21, 2007 meeting, Board of Trustees

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

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

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

Amount Establishing Endowment:	\$50,046.50
Total Commitment:	\$150,000.00

### Mangino Food Science Scholarship Fund

The Mangino Food Science Scholarship Fund was established September 21, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Marilyn Mangino (M.A., 1984) and Michael Mangino.

The annual distribution from this fund shall be used to provide scholarship support for undergraduate students enrolled in the Department of Food Science and Technology with preference given to graduates of Columbus Public Schools. Scholarship recipients will be selected by the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural, and Environmental Sciences in consultation with the Office of Student Financial Aid.

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

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

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

Amount Establishing Endowment:	\$50,000.00
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## September 21, 2007 meeting, Board of Trustees

### Class of 1964 Scholarship Fund

The Class of 1964 Scholarship Fund was established September 21, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from alumni and friends of the College of Veterinary Medicine.

The annual distribution from this fund shall provide a scholarship for a student enrolled in the College of Veterinary Medicine. Scholarship recipients shall be selected by the dean of the College of Veterinary Medicine in consultation with the Office of Student Financial Aid.

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

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

Amount Establishing Endowment:       \$34,650.00

### Change in Description of Named Endowed Fund

#### The Upraka-Laga-Schweitzer Fund in Czech Studies

The Upraka-Laga-Schweitzer Fund in Czech Studies was established March 2, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Sharon Marie Schweitzer-Robinson (B.A., 1984). The description was revised September 21, 2007.

The fund is named after relatives of the donor: Jozef Uprka, artist; his brothers Frantisek Uprka, sculptor, and Jan Uprka, artist; the Laga family; and the donor's mother, Evelyn Mary Laga Schweitzer and her parents, Mary Antonia Nekarda-Laga and Frank Martin Laga.

The annual distribution from this fund shall be used to defray the cost of tuition or other program costs for undergraduate or graduate students studying Czech language and culture at The Ohio State University in the College of Humanities. Preference shall be given to students in a Czech study abroad program, specifically in the Moravian regions of the Czech Republic. Scholarship recipients will be selected by the dean of the College of Humanities in consultation with the chairperson of the Department of Slavic and East European Languages and Literatures and the Office of Student Financial Aid.

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

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be

## **September 21, 2007 meeting, Board of Trustees**

assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Humanities in consultation with the chairperson of the Department of Slavic and East European Languages and Literatures. 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.

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

#### The Richard Shroyer Leiss and Cheryl Evans Leiss Family Fund

The Richard Shroyer and Cheryl Evans Leiss Family Fund was established April 7, 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 Richard Shroyer Leiss (B.S. Animal Sciences, 1960; M.S. Horticulture Food Technology, 1962) and Cheryl Evans Leiss (B.S. Family Resource Management, 1964) of Columbus, Ohio. The name and description were revised September 21, 2007.

One-third of the annual distribution from this fund shall be directed to The Stefanie Spielman Fund for Breast Cancer Research to be used in perpetuity for breast cancer research. Two-thirds of the annual income shall be used to support students whose major study and/or research focus is human nutrition and food science in the Department of Food Science and Technology. The student must have financial need and have been a resident of Ohio for at least 10 years.

The use of the annual distribution for support of a student in the human nutrition field shall be directed by the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural, and Environmental Sciences, in consultation with the chairperson of the Department of Food Science and Technology and the Office of Student Financial Aid.

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

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

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**September 21, 2007 meeting, Board of Trustees**

**INTERIM AUTHORIZATION FOR TWO CAPITAL PROJECTS**

Resolution No. 2008-27

Synopsis: The report of the Chair of Fiscal Affairs Committee granting authorization for two capital construction projects during the period between the July and September Board meetings is proposed.

WHEREAS at their July 2007 meeting, the Board of Trustees delegated to the Chair of the Fiscal Affairs Committee authority to authorize design and construction contracts for capital projects during the period prior to the September 2007 Board of Trustees meeting; and

WHEREAS during that period, the University brought forward two projects for such approval; and

WHEREAS the first project requested authorization to enter into design and construction for the Carmack parking lot on West Campus and the parking lot serving the ElectroScience Building, with a conceptual project budget of \$646,000; and

WHEREAS the second project requested authorization to enter into design and construction contracts for renovations to the Veterinary Medicine food service area, with a conceptual project budget of \$337,000; and

WHEREAS in accordance with established guidelines, approval to proceed was received from the Chair of the Fiscal Affairs Committee for both these projects:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby accepts the report of the Chair of the Fiscal Affairs Committee regarding authorization to enter into design and construction contracts, as indicated, for the above mentioned projects.

(See Appendix IX for background information, page 341.)

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**INTERIM AUTHORIZATION TO ENTER INTO DESIGN,  
CONSTRUCTION MANAGEMENT, AND CONSTRUCTION CONTRACTS**

Resolution No. 2008-28

Synopsis: Authorization to enter into design, construction management, and construction contracts for University capital projects as necessary prior to the September Board of Trustees meeting is requested.

WHEREAS to support the Academic Plan, ensure timely design and construction of University facilities and improvements, and make the most effective use of limited financial resources, the University desires to move forward expeditiously with needed capital projects, subject to approval by the Board of Trustees; and

WHEREAS the next scheduled meeting of the Board of Trustees is on November 2, 2007; and

WHEREAS during the intervening period, the Board desires to facilitate such approvals, subject to appropriate review and oversight:

NOW THEREFORE

**September 21, 2007 meeting, Board of Trustees**

BE IT RESOLVED, That in the intervening period before the next regularly scheduled meeting of the Board of Trustees on November 2, 2007, the Chair of the Fiscal Affairs Committee, in consultation with the Committee and with the Chair of the Board of Trustees as appropriate, shall have the authority, on behalf of the Board of Trustees, to authorize design, construction management, and construction contracts, and approve other related actions, for University capital projects; and

BE IT FURTHER RESOLVED, That, during this period, as approved by the President, the Senior Vice President for Business and Finance shall present any needed actions to authorize design, construction management, and/or construction contracts or take any related actions for capital projects to the Chair of the Fiscal Affairs Committee, as she may direct, for review and approval; and

BE IT FURTHER RESOLVED, That, in accordance with the process outlined above and subject to the written approval of the Chair of the Fiscal Affairs Committee, the President and/or Senior Vice President for Business and Finance shall be authorized to enter into design contracts and construction management contracts and enter into construction contracts, if satisfactory bids are received, and take any other related actions on capital projects, in accordance with established University and State of Ohio procedures, with these actions to be reported to the Board at the November 2007 meeting; and

BE IT FURTHER RESOLVED, That the authority granted by this resolution shall expire as of the November 2007 meeting.

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**APPROVAL TO ENTER INTO DESIGN AND  
CONSTRUCTION CONTRACTS, TO INCREASE CONSTRUCTION  
CONTRACT, AND TO ENTER INTO A JOINT USE AGREEMENT**

Resolution No. 2008-29

**APPROVAL TO ENTER INTO DESIGN CONTRACTS**

9<sup>TH</sup> AVENUE GARAGE – WEST ELEVATOR RENOVATION  
ANIMAL SCIENCE AIR HANDLING UNIT RENOVATION  
COCKINS HALL MASONRY/ROOF REPAIRS  
DOAN HALL – ROOMS 242 AND 242A UPGRADES  
JAMES CANCER HOSPITAL – ELEVATOR UPGRADES PHASE II  
MEDICAL CENTER PHARMACY UPGRADES  
NEWMAN & WOLFROM STEAM STATION REPLACEMENT  
OARDC – CHILLED WATER PLANT UPGRADE  
SCIENCE AND ENGINEERING LIBRARY RENOVATION  
SMITH LABORATORY CLASSROOM RENOVATIONS

**APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS**

9<sup>TH</sup> AVENUE GARAGE – WEST ELEVATOR RENOVATION  
ACAMS INSTALLATION – CAMPUS BUILDINGS  
ACKERMAN COMPLEX DRIVE RESURFACE – VET CLINIC LOT REPAVING  
ANIMAL SCIENCE AIR HANDLING UNIT RENOVATION  
BUCKEYE VILLAGE LAUNDRY FACILITY  
DOAN HALL – ROOMS 242 AND 242A UPGRADES  
NEWMAN & WOLFROM STEAM STATION REPLACEMENT  
SCIENCE AND ENGINEERING LIBRARY RENOVATION  
WILCE STUDENT HEALTH – PHASE III



**September 21, 2007 meeting, Board of Trustees**

**APPROVAL TO INCREASE CONSTRUCTION CONTRACT  
INCREASE CAMPUS ELECTRIC CAPACITY PHASE I  
(THIRD TRANSFORMER)**

**APPROVAL TO ENTER INTO A JOINT USE AGREEMENT  
WOOD COUNTY CENTER FOR AGRICULTURE**

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

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

9 <sup>th</sup> Avenue Garage – West Elevator Renovation (N/A)	\$0.3M	Auxiliary funds
Animal Science Air Handling Unit Renovation (N/A) (07-08 Basic Renovation request)	\$0.7M	State funds
Cockins Hall Masonry/Roof Repairs (07-08 Basic Renovation request)	\$1.5M	State funds
Doan Hall – Rooms 242 and 242A Upgrades (N/A)	\$0.3M	OSUMC Health Systems
James Cancer Hospital – Elevator Upgrades Phase II (N/A)	\$1.4M	OSUMC Health Systems
Medical Center Pharmacy Upgrades (N/A)	\$5.0M	OSUMC Health Systems
Newman & Wolfrom Steam Station Replacement (07-08 Basic Renovation request)	\$0.4M	State funds
OARDC – Chilled Water Plant Upgrade (07-08 capital request) (07-08 Basic Renovation request)	\$1.5M	State funds
Science and Engineering Library Renovation (N/A)	\$0.6	Department general funds
Smith Laboratory Classroom Renovations (07-08 Basic Renovation request)	\$2.0M	State funds

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

9 <sup>th</sup> Avenue Garage – West Elevator Renovation (N/A)	\$0.3M	Auxiliary funds
ACAMS Installation – Campus Buildings (N/A)	\$0.4M	Central funds
Ackerman Complex Drive Resurface – Vet Clinic Lot Repaving (N/A)	\$0.4M	Auxiliary funds
Animal Science Air Handling Unit Renovation (07-08 Basic Renovation request)	\$0.7M	State funds
Buckeye Village Laundry Facility (N/A)	\$0.3M	Auxiliary funds
Doan Hall – Rooms 242 and 242A Upgrades (N/A)	\$0.3M	OSUM Health Systems
Newman & Wolfrom Steam Station Replacement (07-08 Basic Renovation request)	\$0.4M	State funds
Science and Engineering Library Renovation (N/A)	\$0.6M	Department general funds
Wilce Student Health – Phase III (N/A)	\$3.7M	Auxiliary funds State funds

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

**September 21, 2007 meeting, Board of Trustees**

Increase Campus Electric Capacity Phase I \$9.0M Bond proceeds  
(Third Transformer) (05-06 Capital Request)

WHEREAS in accordance with the rules of the Ohio Board of Regents, the University desires to enter into a joint use agreement with the Delaware Speech and Hearing Center, Inc. for the following project:

Wood County Center for Agriculture \$0.3M State  
Appropriations  
(CAP-628)

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

NOW THEREFORE

BE IT RESOLVED, that the President and/or Senior Vice President for Business and Finance be authorized to enter into design and construction contracts, to increase construction contracts and to enter into a joint use agreement, 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 and maps, page 345.)

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**EASEMENTS**

Resolution No. 2008-30

THE CITY OF COLUMBUS, OHIO

0.002 ACRES, LOCATED AT NORTHWOOD AND HIGH AND  
0.209 ACRES LOCATED ON THE NORTH SIDE OF WEST CASE ROAD  
UNIVERSITY AIRPORT AT DON SCOTT FIELD

Synopsis: Authorization to grant the City of Columbus an easement located at 2225 North High Street, Columbus, Ohio, south of the intersection of Northwood and High Streets and an easement located on the north side of West Case Road, in Columbus, Ohio, is proposed.

WHEREAS the City of Columbus has requested a 0.002 acre, 110 square foot, easement area to construct a handicapped accessible bus stop, for a term of 25 years; and

WHEREAS the City of Columbus has also requested a 0.209 acre easement area to widen West Case Road and create a turn lane at Sawmill Road for a term of 25 years; and

WHEREAS these easements will serve and benefit the University and the surrounding community and the appropriate University offices have determined that the granting these easements are in the best interest of the University:

NOW THEREFORE

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BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to approve and the Ohio Department of Administrative Services be authorized to process appropriate documents and grant these easements to the City of Columbus, Ohio, upon such terms and conditions as are in the best interest of the University.

(See Appendix XI for maps, page 369.)

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**SALE OF REAL ESTATE**

Resolution No. 2008-31

0.002 ACRES, LOCATED AT NORTHWOOD AND HIGH  
COLUMBUS, OHIO

Synopsis: Authorization of the sale of 0.002 acres, located at 2225 North High Street, Columbus, Ohio, is proposed.

WHEREAS the State of Ohio for the benefit of The Ohio State University owns real estate, located at 2225 North High Street, Columbus, Ohio, at the intersection of Northwood and High Streets; and  
WHEREAS the City of Columbus has approached the University to purchase land along High Street south of Northwood to construct a handicapped accessible bus stop; and

WHEREAS the appraised value of this property is \$2,750.00 and the property will be sold for the appraised value. The City of Columbus has agreed to pay the additional sum of \$320.00 to pay for replacement of landscaping that will be removed by the construction; and

WHEREAS the appropriate offices of the University have determined that the real estate is not necessary to support the mission of the University and this sale is in the best interest of The Ohio State University; and

WHEREAS the Ohio State legislature will enact legislation authorizing sale and preparation of a Governor's Deed for transfer of the property:

**NOW THEREFORE**

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance, through the Ohio Department of Administrative Services, be authorized to sell all of The Ohio State University's right, title and interest in this property in accordance with the laws of the State of Ohio, upon such terms and conditions as are deemed to be in the best interest of The Ohio State University, with the net proceeds being paid to The Ohio State University.

(See Appendix XII for background information and map, page 371.)

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**September 21, 2007 meeting, Board of Trustees**

**SALE OF REAL ESTATE**

Resolution No. 2008-32

0.209 ACRES, LOCATED ON THE NORTH SIDE OF WEST CASE ROAD  
UNIVERSITY AIRPORT AT DON SCOTT FIELD, COLUMBUS, OHIO

Synopsis: Authorization of the sale of 0.209 acres, located on the North Side of West Case Road, in Columbus, Ohio is proposed.

WHEREAS the State of Ohio for the benefit of The Ohio State University owns real estate, located on the North Side of West Case Road, in Columbus, Ohio, at the University Airport at Don Scott Field at the intersection of Sawmill Road; and

WHEREAS the City of Columbus has approached the University to purchase land along West Case Road to widen the road and create a turn lane at Sawmill Road; and

WHEREAS the appraised value of this property is \$38,700.00 and the property will be sold for the appraised value. The City of Columbus has agreed to pay the additional sum of \$6,950.00 to pay the cost for replacement of a fence line that will be removed by the construction; and

WHEREAS the appropriate offices of the University have determined that the real estate is not necessary to support the mission of the University and this sale is in the best interest of The Ohio State University; and

WHEREAS the Ohio State legislature will enact legislation authorizing sale and preparation of a Governor's Deed for transfer of the property:

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance, through the Ohio Department of Administrative Services, be authorized to sell all of The Ohio State University's right, title and interest in this property in accordance with the laws of the State of Ohio, upon such terms and conditions as are deemed to be in the best interest of The Ohio State University, with the net proceeds being paid to The Ohio State University.

(See Appendix XIII for background information and map, page 373.)

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**FISCAL YEAR 2008 TOTAL UNIVERSITY CURRENT FUNDS BUDGET**

Resolution No. 2008-33

Synopsis: Approval of the total University Current Funds Budget for FY 2008 is proposed.

WHEREAS the State budget for FY 2008, including funding levels for State institutions of higher education, has been enacted; and

WHEREAS fee increases for the Columbus and Regional Campuses for FY 2008 have been approved at previous meetings of the Board of Trustees; and

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

**September 21, 2007 meeting, Board of Trustees**

WHEREAS adjustments have been made to eliminate double counting of transfers among the various University units; and

Whereas: the Interim President now recommends approval of the Current Funds Budget for the total University for FY 2008:

NOW THEREFORE

BE IT RESOLVED, That the University's Current Funds Budget for FY 2008, as described in the accompanying FY 2008 Current Funds Budget Book, be approved, with authorization for the Interim President and President to make expenditures within the projected income.

(See Appendix XIV for background information, page 375.)

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**FY 2009 – FY 2014 CAPITAL PLAN,  
INCLUDING FY 2009 – FY 2010 STATE CAPITAL REQUEST**

Resolution No. 2008-34

Synopsis: Authorization and acceptance of the FY 2009 through FY 2014 Capital Plan, including the FY 2009 – FY2010 State Capital Request is proposed.

WHEREAS the University has presented the recommended capital plan for FY 2009 through FY 2014 and the recommendations regarding the capital project funding request for State and non-State funds for the FY 2009 and FY 2010 biennium; and

WHEREAS these recommendations have been reviewed through the University's governance structure; and

WHEREAS the University needs to maintain continuity in long-term planning while addressing a transition in leadership; and

WHEREAS only those projects outlined in these recommendations will be eligible for funding for the FY 2009 and FY 2010:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts the proposed FY 2009 – FY 2014 capital plan, subject to further modifications in the coming years and adopts the proposed recommendations for State funds for FY 2009 – FY 2010 and directs that the State capital funding requests be submitted to the Ohio Board of Regents; and

BE IT FURTHER RESOLVED, That the Board of Trustees adopts the non-State capital funds recommendations for FY 2007 and FY 2009 and approve the cap of no more than \$500 million in additional debt in FY 2011; 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 project must be submitted individually by the University for approval by the Board of Trustees.

(See Appendix XV for background information, page 459.)

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

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**APPOINTMENT OF INVESTMENT MANAGERS  
AND REALLOCATION OF FUNDS**

Resolution No. 2008-35

Synopsis: The Investments Committee recommended the appointment and reallocation of Investment Managers.

WHEREAS it is the policy of The Ohio State University to utilize the service of external Investment Managers to assist in the management of the University's Endowment Fund; and

WHEREAS the Investment Committee of the Board of Trustees periodically reviews the results obtained by the external Investment Managers and the amount of funds assigned to each of them; and

WHEREAS it is prudent practice to reallocate funds assigned to external investment managers as conditions change; and

WHEREAS the number of external Investment Managers and the amount of funds assigned to them shall be determined by the Board of Trustees; and

WHEREAS the Board of Trustees last approved the Appointment of Investment Managers and Reallocation of Funds on June 1, 2007:

NOW THEREFORE

BE IT RESOLVED, That upon the recommendation of the Investments Committee of the Board of Trustees the following changes shall be made:

	<u>Allocation</u> <u>as of 7/31/07</u>	<u>Changes</u>	<u>Revised</u> <u>Allocation</u>
<u>Domestic Mid Cap Equity</u>			
Meeder 100	\$84,906,853	(\$38,000,000)	\$46,906,853
Meeder Enhanced	\$41,234,017	(\$18,000,000)	\$23,234,017
Nicholas Applegate	\$64,473,737	(\$17,000,000)	\$47,473,737
State Street Extended Index	\$40,234,831	\$60,000,000	\$100,234,831
<u>Domestic Small Cap Equity</u>			
Diamond Hill	\$10,565,284	(\$10,565,284)	0
Nicholas Applegate Small Cap	\$65,050,364	(\$20,000,000)	\$45,050,364
State Street Russell 2000 Index	\$11,965,719	\$26,000,000	\$37,965,719
<u>Venture Capital/Private Equity</u>			
Blackrock Credit Investors	0	\$10,000,000	\$10,000,000
<u>Natural Resources</u>			
EnCap Energy Capital VII	0	\$10,000,000	\$10,000,000

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SUPPLEMENTAL MANAGER LISTING

	<u>Market Value as of 7/31/07</u>	<u>Changes</u>	<u>Revised Allocation</u>	<u>% Allocation</u>	<u>Target Allocation</u>
<u>Domestic Large Cap Equity</u>					
Fifth Third	\$46,019,894		\$46,019,894		
Huntington Value	\$43,631,222		\$43,631,222		
University Students	\$24,997,400		\$24,997,400		
State Street S&P 500 Index	<u>\$118,428,705</u>		<u>\$118,428,705</u>		
	\$233,077,221		\$231,077,221	10%	10%
<u>Domestic Mid Cap Equity</u>					
Meeder 100	\$84,906,853	(\$38,000,000)	\$46,906,853		
Meeder Enhanced	\$41,234,017	(\$18,000,000)	\$23,234,017		
Nicholas Applegate	\$64,473,737	(\$17,000,000)	\$47,473,737		
State Street Extended Index	<u>\$40,234,831</u>	<u>\$60,000,000</u>	<u>\$100,234,831</u>		
	\$230,849,438	(\$13,000,000)	\$217,849,438	10%	10%
<u>Domestic Small Cap Equity</u>					
Bernzott Capital Advisors	\$28,035,567		\$28,035,567		
Diamond Hill		\$10,565,284	(\$10,565,284)	0	
G.W. Capital, Inc.	\$14,039,202		\$14,039,202		
Hoover Investment Management	\$33,069,510		\$33,069,510		
Independence Investments	\$31,286,842		\$31,286,842		
Nicholas Applegate	\$65,050,364	(\$20,000,000)	\$45,050,364		
Opus Capital Management	\$31,241,050		\$31,241,050		
State Street Russell 2000 Index	<u>\$11,965,719</u>	<u>\$26,000,000</u>	<u>\$37,965,719</u>		
	\$225,253,538	(\$4,565,284)	\$220,688,254	10%	10%
<u>International Equity</u>					
BlackRock	\$66,685,312		\$66,685,312		
LSV Asset Management	\$62,535,172		\$62,535,172		
Newgate Capital Management	\$41,626,783		\$41,626,783		
Voyageur	\$60,679,713		\$60,679,713		
State Street International Alpha	\$260,931,332		\$260,931,332		
State Street International Alpha Select	<u>\$111,431,058</u>		<u>\$111,431,058</u>		
	\$603,889,370	0	\$603,889,370	26%	25%
<u>Domestic Fixed Income</u>					
Cypress Asset Management	\$44,994,598		\$44,994,598		
Hughes Capital Management	\$41,158,342		\$41,158,342		
Huntington Trust	\$43,054,449		\$43,054,449		
JPMorgan	\$22,196,489		\$22,196,489		
State Street Aggregate Index	<u>\$10,116,481</u>		<u>\$10,116,481</u>		
	\$161,520,359	0	\$161,520,359	7%	7%
<u>High Yield Fixed Income</u>					
Commonfund High Yield	\$6,921,670		\$6,921,670		
Delaware Investments	\$32,015,931		\$32,015,931		
Lehman Brothers	<u>\$31,681,524</u>		<u>\$31,681,524</u>		
	\$70,619,125	0	\$70,619,125	3%	3%
<u>International Fixed Income</u>					
Brandywine Asset Mgmt	\$21,264,509		\$21,264,509		
JPMorgan Asset Mgmt	\$22,283,489		\$22,283,489		
State Street World Govt Ex-US Index	<u>\$26,555,171</u>		<u>\$26,555,171</u>		
	\$70,103,169		\$70,103,169	3%	3%

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	<u>Commitment</u> as of 7/31/07	Commitment as of 9/21/07	<u>Market Value</u> as of 7/31/07	<u>%</u> <u>Allocation</u>	<u>Target</u> <u>Allocation</u>
<u>Venture Capital/Private Equity</u>					
1999 Funds:					
Commonfund Capital Partners 1999 (V/PE)	\$7,067,000	\$7,067,000	\$3,714,496		
Commonfund New Leaders (V/PE)	\$10,000,000	\$10,000,000	\$5,332,025		
Mesirow Partnership Fund I (V/PE)	\$10,000,000	\$10,000,000	\$5,655,175		
2000 Funds:					
CID Seed Fund (V)	\$1,000,000	\$1,000,000	\$541,232		
EDF Ventures Seed Fund (V)	\$1,000,000	\$1,000,000	\$394,108		
2001 Funds:					
Reservoir Venture Partners Fund I (V)	\$3,192,000	\$3,192,000	\$1,599,394		
2005 Funds:					
Commonfund International Partners V (V/PE)	\$10,000,000	\$10,000,000	\$3,210,292		
Commonfund Private Equity Partners VI	\$10,000,000	\$10,000,000	\$3,019,174		
Commonfund Venture Partners VII (V)	\$5,000,000	\$5,000,000	\$906,517		
Fort Washington Private Equity IV (V/PE)	\$5,000,000	\$5,000,000	\$3,110,958		
Mesirow Capital Partners IX (V/PE)	\$5,000,000	\$5,000,000	\$2,404,998		
Mesirow Partnership Fund III (V/PE)	\$5,000,000	\$5,000,000	\$1,428,527		
2006 Funds:					
Coller International Partners V, LP (V/PE)	\$10,000,000	\$10,000,000	\$1,045,610		
Hellman & Friedman Capital Pts. VI (PE)	\$10,000,000	\$10,000,000	\$1,550,924		
Jordan Resolute Fund II (PE)	\$10,000,000	\$10,000,000	\$326,857		
M/C Venture Partners VI (V)	\$5,000,000	\$5,000,000	\$437,438		
Onex Partners II (PE)	\$5,000,000	\$5,000,000	\$2,064,863		
Providence VI(PE)	\$10,000,000	\$10,000,000	\$1,362,559		
Reservoir Venture Partners Fund II (V)	\$3,000,000	\$3,000,000	\$300,485		
Stonehenge Opportunity Fund II (PE)	\$5,000,000	\$5,000,000	\$1,445,777		
2007 Funds:					
Blackrock Credit Investors (PE)	0	\$10,000,000	0		
BPG VIII (PE)	\$10,000,000	\$10,000,000	\$355,280		
Oaktree Principal Opportunities IV (PE)	\$10,000,000	\$10,000,000	\$3,010,886		
Ohio Tech Angels (V)	\$500,000	\$500,000	0		
Sun Capital Partners V (PE)	\$15,000,000	\$15,000,000	\$205,200		
JMI Equity Fund VI (V)	<u>\$10,000,000</u>	<u>\$10,000,000</u>	<u>\$787,500</u>		
Subtotal without placeholder	\$175,759,000	\$185,759,000	\$44,210,275	2%	7%
Placeholder-State Street Global Index			<u>\$105,000,000</u>		
Total with placeholder			\$149,210,275	7%	7%
<u>Natural Resources</u>					
Commonfund Natural					
Resources VII	\$5,000,000	\$5,000,000	\$181,755		
EnCap Energy Capital VII	0	\$10,000,000	0		
Goldman Sachs Energy Fund	\$10,000,000	\$10,000,000	\$2,632,275		



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Quantum Energy Partners IV, LP	\$10,000,000	\$10,000,000	\$605,679		
Subtotal without placeholder	\$25,000,000	\$35,000,000	\$3,419,709	0%	3%
Placeholder-State Street Global Index			\$53,896,881		
Total with placeholder			\$57,316,590	3%	3%

Real Estate-Partnership Funds

BPG Properties	\$15,000,000	\$15,000,000	0
Carlyle Realty Partners V	\$10,000,000	\$10,000,000	\$1,608,860
Praedium Fund VII	\$10,000,000	\$10,000,000	0
	\$35,000,000	\$35,000,000	\$1,608,860

	<u>Market Value</u> <u>as of 7/31/07</u>	<u>Changes</u>	<u>Revised</u> <u>Allocation</u>	<u>%</u> <u>Allocation</u>	<u>Target</u> <u>Allocation</u>
<u>Real Estate-Other</u>					
Campus Partners	\$20,000,000		\$20,000,000		
Don Scott Airport	\$20,000,000		\$20,000,000		
Miscellaneous	\$13,780,000		\$13,780,000		
State Street Wilshire REIT Index	\$106,984,668		\$106,984,668		
	\$160,764,668	0	\$160,764,668		
Total Real Estate			\$162,373,528	7%	8%

Absolute Return Funds

Angelo Gordon (in placeholder until funded)	\$9,815,479	\$9,815,479	(\$30 million approved)		
Commonfund Hedged Investors	\$35,858,503	\$35,858,503			
Davidson Kempner	\$25,780,482	\$25,780,482			
Farallon	\$31,710,000	\$31,710,000			
GMO	\$15,469,174	\$15,469,174			
Golden Tree	\$20,875,458	\$20,875,458			
King Street	\$26,683,154	\$26,683,154			
Och Ziff	\$29,805,000	\$29,805,000			
Ramius Fund	\$42,366,171	\$42,366,171			
Sirios	\$15,277,375	\$15,277,375			
Wellington	\$26,914,458	\$26,914,458			
York	\$27,925,221	\$27,925,221			
	\$308,480,475	0	\$308,480,475	14%	14%

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

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**WAIVERS OF COMPETITIVE BIDDING  
REQUIREMENTS (APRIL – JUNE 2007)**

Resolution No. 2008-36

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

WHEREAS the Purchasing Policy of The Ohio State University adopted by the Board of Trustees on September 7, 1984, and revised on February 7, 1992, July 8, 1994, November 7, 1997, and March 1, 2002 provides that the President and/or the

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Senior Vice President for Business and Finance, or for the Hospitals of the University and their related facilities, the Vice President for Health Services, may grant a waiver from competitive bidding in the event of an emergency, when a sufficient economic reason exists or when the goods or services can be purchased from only a single source, with a report on such waivers to be made quarterly to this Board; and

WHEREAS the Senior Vice President for Business and Finance has submitted a report on waivers of competitive bidding requirements granted for the period of April - June 2007; and

WHEREAS during the period covered, the Senior Vice President for Business and Finance, at the requests of the departments making the purchases and upon the recommendation of the Purchasing Department, granted 99 waivers of competitive bidding requirements for annual purchases totaling approximately \$55,025,607 as shown on the enclosed exhibit; and

WHEREAS during the period covered, the Vice President for Health Services, at the requests of the Hospitals of the University and their related facilities making purchases, granted 54 waivers of competitive bidding requirements for annual purchases totaling approximately \$13,275,768 as shown on the enclosed exhibit:

NOW THEREFORE

BE IT RESOLVED, That the report on waivers of competitive bidding requirements for the period of April – June 2007 is hereby accepted.

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

(See Appendix XVI for background information, page 485.)

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

Dr. Cloyd:

I would now like to call on Mr. Shkurti to provide us with an update on the Medical Center Master Facilities Plan from the review we had at our last Board meeting.

Mr. William J. Shkurti:

Thank you, Dr. Cloyd. I will be referring to four documents that are in your Board books and as Dr. Cloyd mentioned this is a follow-up to a report on the Medical Center Master Facilities Plan expansion. I made an initial report in June and a second one in July, so this would be the third in that series.

What I will focus on is what we have accomplished over the summer. This work group was originally established by Dr. Cloyd, on behalf of the Board, on June 20 and consists of Chris Culley, Pete Geier, David Schuller, Chip Souba, and me. There has been some press reports on the completion of the consultants' reports that have focused on some of the disagreements in the Medical Center about priorities and certainly those disagreements are real and to be expected at this point. What we are concerned with now is

## September 21, 2007 meeting, Board of Trustees

moving beyond that and getting an agreement and alignment on these key issues. I am encouraged by what we have been able to accomplish so far and those are listed in Attachment A in your book.

There are six specific items -- and we have made good progress -- and the first is that we have agreed on a timeline and a process to move forward and, in fact, we reported on that in June -- Attachment A-1. The second item is that we have also agreed on a structure for making decisions and the ultimate decision-maker, in cases where there are disagreements that we cannot resolve ourselves, is the President. Completing that process is really the completion of Step 1 in the timeline and process of the Deloitte/Hammes' reports.

The third item is that we have also resolved -- and Chris Culley has been very much involved in this, as well as others -- the Medical Center governance issues. Although we are setting up a separate governance structure for the James Cancer Hospital in order to protect our PPS exemption, we are also committed to operational integration in the Medical Center. As the Deloitte/Hammes reports clearly pointed out, the Cancer Program and the other programs in the Medical Center and the University benefit from the synergies of an integrated and coordinated approach -- not a separate approach.

Now that the Deloitte/Hammes reports have been completed and publicly released, the fourth item we have agreed on is what needs to be done to follow-up on those reports. You have in your Board books as Attachment A-2 a letter that all five of us have signed where we agree on the specific questions that need to be addressed and where we need to move forward.

The fifth item we have also agreed on is a fact base for moving forward and that is Step 2 in the Deloitte and Hammes process. And finally we have agreed on what the critical attributes of the revised plan should be -- and that is Step 3 in the Deloitte/Hammes report. That is what I would like to turn to now, which are listed in Attachment A-3. There are three sets of critical attributes that deal with: 1) facility criteria; 2) financial parameters; and 3) phasing.

Regarding the facilities criteria -- the three are: 1) programmatic priority; 2) financial feasibility; and 3) physical feasibility. I won't go into all of those, but I think what I would stress under the programmatic criteria is the term we have used which is patient centered. There is a perception among some that when you have an academic medical center you get very advanced care, but it isn't necessarily patient-friendly. We think by properly planning these facilities, we can create a welcoming atmosphere where physicians and staff feel comfortable and can practice high-quality, leading edge medicine, yet patients can be comfortable and have easy access to our facilities and programs.

Regarding the financial criteria, there are several listed there, but there are two I would like to highlight. Whatever financial attributes become associated with the revised Master Plan, it has to lineup with the financial goals of the Medical Center as a whole and also the University, and I will talk about that in a minute. In addition, as we prioritize where we go -- because we can't do everything at once -- one of the things that we will look at is the mix of service, because different services have different reimbursement rates and different impacts on the finances on patient care. We want to make sure those high demand services that generate the operating margin allows us then to pay off the bonds and invest in new

## September 21, 2007 meeting, Board of Trustees

services that receive a high priority. Obviously one of those would be cancer, the other signature programs are important as well.

Finally in terms of physical criteria, one of the things that we think is most important is what we call "adjacencies." One of the competitive advantages that we have that makes us different from the other health care centers in the Central Ohio area – and they are all very good – is that we are in the position to translate research into patient care immediately. So we need to make sure that those adjacencies are setup so that patients who come to The Ohio State University Medical Center from across the state, from across the country, and all over the world have access to the latest medical care and make sure that the facilities plan recognizes that.

I alluded to financial parameters earlier and we have discussed those quite a bit. We have agreed that what we want to look at is extending the completion date for what was called Phase I of this project. We want to extend it from 2012 to 2014 and we think that stretch out is appropriate. This will allow us some more flexibility in terms of particularly incorporating another University bond issue, so we will be able to leverage those resources. We are also committed to more explicit fundraising goals, and we are using a target of \$75 million initially that we will test and tie to specific projects. We are also committed to addressing more explicit moveable equipment needs. It is important to build good buildings, it is important to have good staff and physicians, and it is also important that having more moveable equipment is considered as well. Finally, we have also agreed that the business plan that knits this altogether be comprehensive, has to fly to all of the elements of the Medical Center and all of the programs, and also integrate with all of the University's financial plans.

In terms of phasing, one of the things that we wanted to point out is that a portion of this project is already underway and that is described in the documents you have. There is approximately \$85 million worth of construction that has already been approved by the Board and that is moving forward on time and on budget. Our focus will be on what we will call Phase II – which is what happens next. A big part of that would be how we plan to create a modern cancer hospital and associated services in critical care as well as infrastructure. I also want to point out the implications that are listed in that document and that we think there are advantages to stretching out this project from the original timetable and they outweigh the disadvantages. But when you stretch out a project of this nature there is a downside, because that means with the inflation in construction costs – it costs more to build later – and it will take longer to generally open up the new beds that will generate additional revenue. So we need to recognize that in our business plan. We think by delaying the project from the original completion date to 2014, that the advantages outweigh the disadvantages.

In terms of our highest priorities of what are the issues we want to address next, those really flow from what I just talked about and those are listed in Attachment B. Obviously the comprehensive business plan is part of it and also the facilities criteria. I also want to mention that we are in agreement with the consultants that we want one integrated, uniformed program management structure for this project, because there are a lot of moving parts and we need to make sure they all move in synchronization. That will be an important priority as we move along.

## September 21, 2007 meeting, Board of Trustees

That in turn leads to what may be discussed at the November Board meeting, which is summarized in Attachment C. We hope to have more specific recommendations for the project management structure, what may be included in Phase II and III, and how we may go about meeting the business plans together. I want to stress that even though we anticipate continuing to make good progress, we will not have a complete solution to these issues at the November Board meeting, so we don't want to set expectations we can't meet. We are still discussing if we will be comfortable asking the Board to take any particular actions at the November meeting -- if there may be some enabling projects, but we will not be asking for approval of a comprehensive plan because we are not quite there yet.

On Attachment D, I simply summarized and listed the conclusions. Most of them are self-evident, but there are a couple of things that I would like to stress. Probably first and foremost is that even though this has been delayed from the original time schedule, it is critically important to the future of this University and to the Medical Center that this project proceed in both a timely and thoughtful manner. All five of us are committed to doing that.

Secondly, we think the Deloitte/Hammes decision tree and timetable provide a useful template to accomplish this goal and we think that the investment in these consultants is worth it for that reason. As I said, we have already completed, we think, steps 1-3 of the five steps that are set out and we hope to move forward in that vein. The key elements to moving forward in the document reiterate what I mentioned already. Our next steps in moving forward will be presented at the November 2 Board of Trustees meeting.

With that I will stop and if there are any questions, I will be glad to answer them.

Dr. Cloyd:

Are there any questions?

Mr. Wexner:

I'm just curious, Bill, in your opinion what was the quality of the consultants' work and did it add value? I have worked with consultants in business and sometimes they just reconfirm what you know, and it is good work, but it really doesn't change things.

Mr. Shkurti:

Mr. Wexner, I think that it is fair to say that I have worked with a lot of consultants and in my experience, too, some have been very good and some have not been. In this particular case, I would say that they are among the better, especially when we consider the environment that they walked into. There was a compressed time period and they talked to different people at the University and they got different opinions. I think the consultants were very helpful in that regard and that timeline they put together and decision tree -- although that is only part of what they did -- I found really helpful.

There is a portion of what they said that confirmed, I think, what many of the members of the Board felt and what some of us felt is that the timetable was too aggressive. But sometimes having somebody come from outside and confirm what you think, has a way of adding credibility that is helpful. So on balance, I would give them a B+ to A-. The only thing I would say is that as

## September 21, 2007 meeting, Board of Trustees

I look back over the reports what is not fully addressed is that I was hoping for a little more on the ambulatory care side, but that environment is changing for us a little bit so we are going to have to talk within our workgroup about what to do.

The thing that I would say that I was most pleased about with the consultants – knowing that they walked into a situation where there was a certain amount of contention and disagreement – is that they really listened to both sides and issued a very fair report. I don't think whoever takes whatever position on the priorities within the Medical Center that anyone can point to the report and say, "Well it 100% verifies what I was saying." On the other hand, it does verify a great deal and I think gives us an opportunity to move forward. Now having said that, the hardest work still remains to be done and the consultants can't do that. That work is resolving the legitimate differences of opinion into a legitimate alignment that allows this project to move forward and that is what Chris, Chip, David, Pete, and I are committed to.

Also I want to express my appreciation to my colleagues, some of whom were very much involved in those differences, to come to the table and put the differences behind them. I have worked with a lot of workgroups at the University, some have worked better than others, but this one has been of very high quality and is very committed to taking a broad view of the picture. I think we are all better served as a result.

Mr. Borrer:

I am very pleased to hear that you have done this great work and that you have the collaboration of the Medical Center group following through with the plan for the Medical Center. The question I have, before I can fully understand this, is how does this impact the University? This is a huge project; it is multi-million dollar, probably a billion dollar project and it is spread out over a number of years. At the same time in our Academic and Student Affairs Committee we hear about the need to take care of our housing stock, possibly expand our housing stock, and we have deferred maintenance in a number of our buildings. While I hear this is a great plan and the Medical Center is all ready to go with this, how does this actually affect the rest of the University? How can I be comfortable that this is in the best interest of everybody, not just those in the Medical Center?

Mr. Shkurti:

Mr. Borrer, that is certainly a fair question. I think that a big part of what my role is as a University-wide official is to make sure that this is in balance with other University priorities. So I am going to answer your question in two ways. One is that when the Medical Center is doing well financially, programmatically, and academically, development-wise, it benefits the University, because they are such a large part of us and the same goes the other way around.

Secondly, the particular issue I have to think through in my role as chief financial officer is our debt capacity and how all that fits together. We had a discussion about that in the Fiscal Affairs Committee meeting this morning and the Committee approved a capital plan for the next six years. The preliminary structure that I have outlined here in terms of stretching out the sales and the limits are consistent with what is in that capital plan. Fundamentally, it allocates about half of the University's debt capacity to the Medical Center and to the health system, and about half to the rest of the

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University. If you take a look at the finances, the Medical Center and, particularly, the Health System, generates about half of our revenue, so they generate about half of our capacity. So in a very broad sense, those two balance and that is going to have to be confirmed as we go through the process. We also need to make sure as we go through a transition in presidential leadership that the new President is comfortable with those priorities. As a starting point, we are striking a good balance.

As I have said to the people in the Medical Center, by the time this is done we are going to have a good plan and we are going to be able to move forward, but not everybody is going to do everything they want when they want it. The same is true for the rest of the University. The key is to get the right balance, so that we not only have a great Medical Center, we have a great housing system, we deal with our deferred maintenance issues, we make sure that people have a place to park, and so on. I have had a number of Board members speak to me both on-line and off-line about that and I think that is an important issue, but one that I am confident we will be able to address. But we still have some hard decisions ahead of us.

Mr. Borrer:

The energy that has been expended by the Medical Center hasn't congealed yet with the rest of the University. I would hope that we can look to the administration to help us as a Board understand what their plan for that other 50% is, while the Medical Center is moving forward.

Mr. Shkurti:

Absolutely. I think the energy level of the University is going up daily!

Mr. Hicks:

Bill, I am just trying to understand the capital expenditure chart, which is A-5. The \$60 - \$70 million annual capital budget, is that an incremental cost over what is normally spent or what percentage is that incremental?

Mr. Shkurti:

Mr. Hicks, that is the annual amount that is spent. It is not incremental, but every year there is an additional \$60 - \$70 million, if that is what you mean by incremental.

Mr. Hicks:

If you add this all up, a kind of all-in cost if you will, I add it up to about \$1.45 billion. About \$560 million would be normal, routine capital expenditures that we would do over an eight-year period. Right?

Mr. Shkurti:

That is correct.

Mr. Hicks:

So we are not assuming any significant additional routine capital expenditures?

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Mr. Shkurti:

Well one of the things that we want to test is whether this traditional allocation is going to be enough to equip the new facilities that we are talking about, because you are talking about adding additional square footage. I remember someone telling me that a rule of thumb you use in medical center planning, is that you probably need somewhere around a quarter of your expenditures on buildings to be reflected in movable equipment so that you meet the needs there. That is something we are going to have to work through.

Mr. Hicks:

A rule of thumb is a quarter? On this it would be \$250 million.

Mr. Shkurti:

Mr. Hicks, this is one of those classic "What's in and what's out." Does the quarter include beds and stuff like that? And if it does, that is a different thing and if it doesn't... I would like to say at this point that the question you are asking is absolutely appropriate. We have asked ourselves the same question. We don't have the answer, but we have agreed on a process that we are going to go through. Before we ask you to approve anything, we will have an answer to exactly how these numbers fit together.

Mr. Hicks:

Okay, thanks.

Mr. Schottenstein:

Bill, I really appreciate your work and leadership on this as well as your colleagues. I know this has been a long and at times challenging process, but it is very important to everyone here. I had three questions and they relate to Attachment C. Some of these have been discussed before, but I just want to make certain that I understand what is likely to occur at the November Board meeting.

I will just ask all three questions and then you can respond. The questions have to do with project management structure. As you know, there has been considerable attention paid with regard to the need for having someone brought in presumably as an employee of the University, who can bring expertise to the management of a project of this size and scope. Presumably that is part of what is going to be discussed at the November meeting, getting that person or persons on-board as soon as possible. If they are going to bring expertise to management, that expertise could probably help us sooner rather than later.

The other two comments relate to recommended financial parameters. One of them is fundraising. I think that whatever the fundraising target ends up being, it is one thing to have a target and it is another thing to collect the cash before we put the shovel in the ground. We have had that conversation more than three times. We need to force ourselves to have a greater fundraising target and greater cash in-hand on a project of this size and scope than perhaps we have done historically. We also need to make certain that whatever we do impose that it stands as a barricade in front of the first shovel, so that we do raise the money.



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My final question has to do with contingency. It is one thing to have a contingency for a project where you have built the same thing a hundred times and you still build in a contingency of 5% or 7%, and you know what the cost is. This is something we've never done and I don't know what the contingency should be, but my guess is that it should be sizably larger than one would normally find if we were just going to go out and, for example, build a house. We are building something that we've never built before and whether it was the Ohio Stadium renovation or anything like it, when we get into these complex projects that are going to have a great, great result and transform what we have into something that we hope to have, there are a lot of unexpected surprises and stuff happens. Those are my three comments.

Mr. Shkurti:

Mr. Schottenstein, regarding what we are going to call the executive program manager, the short answer is yes -- it will be one person. What we are thinking about is having that person accountable to our group to start and we in turn are accountable to the President. So I think we are on a similar line there.

Regarding fundraising -- having lived through some of our fundraising successes and some of our fundraising less than successes, I couldn't agree with you more. We need to be very explicit about the fundraising and this needs to be real money, meaning cash or written pledges that we can expect in five years, not double counting research, not getting into that kind of thing, and it needs to be tied to specific projects. In other words, if this project is to go ahead, then the fundraising for this project needs to be on hand. The general guideline that the Board has approved is that before we go to construction 75% of the fundraising needs to be in hand either in the form of written pledges or in cash. One of the things that we are going to do is revisit whether we need to raise that. I hear that there is a lot of money on the sidelines ready to come forward once we have a comprehensive plan. It is our goal, and I think I speak for all five members of the workgroup, to have a comprehensive, sellable, exciting plan and then it will be time for our donors who have expressed their desire to see the University move forward, to step forward with cash in-hand. I think that will be an important part of making this project successful.

Regarding the contingencies, I think you are absolutely correct. In fact, all of the various parts of this project we built before in one way or another -- whether it is a parking garage or even a cancer hospital. You are absolutely correct that the bigger and more complex the project, the greater the risks. There are really two or three things that we want to have a contingency for and one is if we have the typical overruns in construction.

The second would be if there are other elements of the plan that aren't directly related to construction, but are impacted by it. For example, if we have all of this construction going on, what does it do to ease the access of patients who come to our Medical Center who generate -- in third-party payers -- the revenue to help keep this project going? So we need to make sure that we don't have unintended effects like that.

The third is the point that the Deloitte consultants made which is, "Okay, one thing can go wrong, but what happens if two things go wrong or three things are off?" For example, you have the federal government struggling with the federal deficit, and they arbitrarily change the Medicare spending. The state gets in a budget problem and all of a sudden they change Medicaid results. Third-party payers get beat up by employers and so they lower their

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payments. Low and behold these things tend to happen when the economy goes south. So that point is extremely well taken.

One of the things I want to see come out of this, and I think my colleagues do as well, is that when we talk about a comprehensive business plan we not only have construction contingencies, but a sense of what Plan B is if we have what we call the "Perfect Storm." There is no way to ensure 100% against all of that, but experience tells us we need to think through all of those possibilities and what happens to us if they happen.

The other thing that we have talked about, and the consultants have helped us, is that we don't have the ability to traditionally phase this as we would other projects. That is a good risk reduction tool. You do Phase I, you don't do Phase II until it is done. But there is more ability to phase this than you might think from the original review. By slowing this down a little bit and recognizing that \$100 million of this project is already coming out of the ground and that is on budget and on time gives us at least some encouragement. The key will be how we handle the issue of the new cancer hospital, the critical care tower, and the spine, because those three projects, if you will, are probably at least half a billion dollars out of this total. We need to figure out how we make sure once we commit to the construction of those, that we conclude that successfully.

Mr. Brass:

This morning in the Fiscal Affairs Committee meeting we talked a little bit about the cash position of the University and the cash position of the Medical Center. I would like to make sure that we include that in the November discussion as well and I am sure you will. The revenue cycle reduction potential sensitivities is a good one. I am glad that we are picking that up as far as sensitivity analysis -- contingency we talked about and leadership we talked about. With a new President coming in, the balance of priorities of the capital program, the University to the Medical Center or Medical Center to the University, will we have a feel for that by November do you think or is that a \$1 million question that may still be open?

Mr. Shkurti:

Mr. Brass, I think in some ways the new President will have to answer to that when he is ready. I think it is safe to say -- and I have lived through a transition before, including a transition with the new President when he was new the first time -- he will do some things differently, but it will be in a thoughtful way and it won't be come in and change 180 degrees tomorrow. I think he understands the lead time on some of these. I think it is safe to say that by November we will have a better idea, but I doubt we will have everything locked up and nailed down. That is why I wanted to set the expectation that in November we aren't coming forward with a complete package to say, "We are ready to go." Rather we will come forward in November and say, "This is where we made progress, this is what we think we need to do next, and this is the timeline for getting this before you."

Mr. Brass:

I am not surprised at all with the answer, Bill, because it is the appropriate answer. It just shows the magnitude of what is on the table with this project. This is a very complex issue, very complex on revenue, on debt, on cash balance plans, and on everything. I know that timing is of essence because the escalator costs are very enormous here if we delay, but we need to

## September 21, 2007 meeting, Board of Trustees

make sure that at least most of the T's are crossed. That is hopefully what we will see in November. It is really a difficult issue to get our arms around right now, but I applaud you for getting all of the variables in on-line. As a member of the taskforce who looked at it with the two outside consultants, I also believe they did a good job for us. They brought home a number of variables and allowed us to feel a comfort zone, but it also raised issues that we get paid for, which is basically making really tough decisions as it relates to "go or no go" on a very large project.

Mr. Shkurti:

Well said, Mr. Brass. I think the tough decisions lie ahead of us both within the medical complex of what goes and what doesn't, and for the whole University of what goes and what doesn't. The key is to make those good decisions in a strategic way, not a short-term, leisurely way.

Mr. McFerson:

I applaud the 75% in advance, too, on our fundraising and congratulate you on a great job here. Does that also include 75% of a deferred maintenance reserve to make sure that these buildings stay in good condition?

Mr. Shkurti:

Mr. McFerson, not directly. One of the things that we will work through in the comprehensive business plan is how we are going to maintain these buildings once they are up. If I were to look across campus, the Medical Center has actually done a better job of maintaining its buildings than the central campus has, in part, because at least their payers recognize that some degree of maintenance is a part of a legitimate amount to pay. One of the things people tend to forget around here – because there is always an excitement when you build new buildings – is that the minute that new building opens you start having a depreciating asset and you need to take that into account. That is an important part of what this comprehensive business plan needs to address.

Dr. Cloyd:

Mr. Shkurti, thank you and your core team that has been working on this. I think this is terrific work and we will look forward to a report in November.

(See Appendix XVII for background information, page 495.)

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Dr. Cloyd:

As we conclude here, I want to make a couple of comments. I saw Dean Baeslack here earlier and I would like to compliment him and his very creative people with the Buckeye's Bullet 1 & 2. They have made any thoughts of a battery-powered or hydrogen fuel cell-powered vehicle as being slow obsolete thinking. Congratulations to your team.

Also this will be our last Board session with Dr. Alutto. Joe, from the whole Board, deepest thanks for this very heavy load you have been carrying during this transition period by filling both the Provost's and the President's roles. You have done an absolutely outstanding job and we deeply appreciate it. Thank you.

**September 21, 2007 meeting, Board of Trustees**

Dr. Alutto:

The only thing I will say is I want all of you to know that I am the winningness President in the history of Ohio State and the pressure is on Gordon!

Dr. Cloyd:

Dr. Gee, we do look forward to having you as our President at our next Board meeting.

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Thereupon the Board adjourned to meet Friday, November 2, 2007, at The Ohio State University, Longaberger Alumni House, Columbus, Ohio.

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Attest:

G. Gilbert Cloyd  
Chairman

David O. Frantz  
Secretary

**From:** William Shkurti <wshkurti@rms.ohio-state.edu>  
**To:** [jadavidson@ameritech.net](mailto:jadavidson@ameritech.net)  
**Cc:** <[bellini.4@osu.edu](mailto:bellini.4@osu.edu)>, <[dillow.7@osu.edu](mailto:dillow.7@osu.edu)>, [frantz.1@osu.edu](mailto:frantz.1@osu.edu)  
**Date:** 25 July 2007 10:38 AM  
**Subject:** Interim Requests

Jo Ann,

In accordance with the interim approval granted at the July 13, 2007 Board meeting, I am writing to request approval for the following two projects:

1. Carmack and NSM Lots - Maintenance Project to resurface lots - project number 315-07-0226. This project will resurface the Carmack 3 parking lot on West Campus and the parking lot serving the EletroScience Building on Kinnear Road. This project is time sensitive and has been impacted by the new board policy of bringing all projects forward for construction (maintenance or construction) over \$200,000. The project requires approval this week in order to meet summer repair schedule and is critical to supporting customers on this part of campus and in preventing further cost escalation. The maintenance project value is \$646,146.
2. Vet Hospital - Food Service Area OSU-070105. This project will renovate the former vending area to create a food service facility and will be operated by an outside vendor. This project was identified just prior to the July Board meeting but missed the board submittal deadline. The project must move forward in order to fulfill the contractual obligations of the food vendor contract. The Project value is \$336,600.

Project sheets for the associated projects are attached for your convenience. No more projects are anticipated for interim approval prior to the next board meeting. Your consideration is appreciated.

If you have any questions or concerns please free to contact me or you can contact Melissa Bellini at 614-247-8704 or at [bellini.4@osu.edu](mailto:bellini.4@osu.edu).

Thank you,

Bill



Requesting Agency(s): TRANSPORTATION & PARKING SERVICES

Location(s): Various Locations, Columbus

ASF/0 GSF Age:

**Description:**

This project will resurface the Carmack 3 parking lot on West Campus and the parking lot serving the ElectroScience Building on Kinnear Road.

**Project Information:**

This project was not originally required to be presented to the Board of Trustees. Recent changes to the Board of Trustees rules require approval to proceed with construction.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving campus facilities for students, faculty, staff and visitors to the campus.

**Outstanding Funding Issues:** None

**Timing Issues:** Interim approval for construction is requested so that construction can begin this summer and complete by football season. If the project cannot meet this completion date it will be delayed until next year.

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

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

Source of Funds:	Amount
Auxiliaries-Trans. & Parking	\$646,146.00
<b>Total:</b>	<b>\$646,146.00</b>

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
<b>BIDDING</b>				
Bidding Approved BoT (Interim Approval)	\$646,146.00	07/27/2007		
<b>CONSTRUCTION</b>				
Construction Start		08/01/2007		
Completion		08/31/2007		

**Project Team:**

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

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

DECKER CONSTRUCTION COMPANY - General Construction



Requesting Agency(s): VETERINARY MEDICINE ADMINISTRATION

Location(s): Veterinary Hospital

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

**Description:**

This project will renovate the former vending area to create a food service facility that will be operated by an outside vendor.

**Project Information:**

The food service vendor has been selected and improvements are being made according to lease terms.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving the quality of life for the students, faculty and staff and provide an area for relaxation and college interactions.

**Outstanding Funding Issues:** A vendor has been selected to occupy the completed food service space. The cost of the kitchen area will be incorporated into the lease terms.

**Timing Issues:** Interim approval to advertise for design services is being requested to meet vendor contract obligations.

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

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

**Amount**

General Funds-Veterinary Medicine

\$336,600.00

**Total:**

\$336,600.00

**Schedule:**

**BoT Approved Amt.**

**Projected**

**Revised**

**Actual**

PLANNING

Arch/Engr Approved by BoT

\$336,600.00

08/01/2007

DESIGN

Schematic Design Approval

03/10/2008

Design Dev Document Approval

03/10/2008

Construction Document Approval

03/10/2008

BIDDING

Bid Opening

05/09/2008

CONSTRUCTION

Construction Start

08/01/2008

Completion

01/19/2009

**Project Team:**

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

Project Coordinator: Andrea Cuthbert (cuthbert.11@osu.edu)







## 9th Avenue Garage - West Elevator Renovation

315-2004-936-1

**Requesting Agency(s):** TRANSPORTATION & PARKING SERVICES

**Location(s):** Parking Garage F (9th Ave)

354,648 ASF/369,421 GSF Age: 1980

**Description:**

This project will renovate the west elevator in the 9th Avenue Parking Garage.

**Project Information:**

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving campus facilities, creating a safe environment for faculty/staff, students and visitors.

**Outstanding Funding Issues:** None

**Timing Issues:** This project will run parallel with the 9th and 11th Avenue Parking Garages - Elevator Upgrades project.

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

**Special limitations/risks:** None

**Deferred Maintenance:** This project will address \$125,000 in deferred maintenance.

**Deferred Renewal:** None

**Source of Funds:**

	Amount
Auxiliaries-Trans. & Parking	\$302,088.00
<b>Total:</b>	<b>\$302,088.00</b>

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$302,088.00	09/21/2007		
BIDDING				
Bidding Approved BoT	\$302,088.00	09/21/2007		
CONSTRUCTION				
Construction Start		01/21/2008		
Completion		07/25/2008		

**Project Team:**

Project Manager: Chartie Conner (conner.26@osu.edu)

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

## Core and Medical Campus Projects

- 9th Avenue Garage - West Elevator Renovation
- ACAMS Installation - Campus Buildings
- Cockins Hall Masonry/Roof Repairs
- Doan Hall - Rooms 242 and 242A Upgrades
- Increase Campus Electric Capacity Phase I
- James Cancer Hospital - Elevator Upgrades Phase II
- Medical Center Pharmacy Upgrades
- Newman and Wolfrom Steam Station Replacement
- Science and Engineering Library Renovation
- Smith Laboratory Classroom Renovations
- Wilce Student Health - Phase III





# Animal Science Air Handling Unit Renovation

315-07-1528

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

**Location(s):** Animal Science Building

31,453 ASF/55,857 GSF Age: 1960

**Description:**

This project will replace the air handling units and install central air conditioning.

**Project Information:**

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

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** This project will address \$458,000 in deferred maintenance.

**Deferred Renewal:** None

**Source of Funds:**

Source of Funds:	Amount
HB699 Columbus Basic Renovation	\$709,216.00
<b>Total:</b>	<b>\$709,216.00</b>

**Schedule:**

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$709,216.00	09/21/2007		
DESIGN				
Schematic Design Approval		04/04/2008	05/05/2008	
Design Dev Document Approval		04/22/2008	06/10/2008	
Construction Document Approval		05/23/2008	08/15/2008	
BIDDING				
Bidding Approved BoT	\$709,216.00	06/06/2008	09/15/2008	
Bid Opening		06/27/2008	10/31/2008	
CONSTRUCTION				
Construction Start		08/25/2008	01/02/2009	
Completion		10/24/2008	03/15/2009	

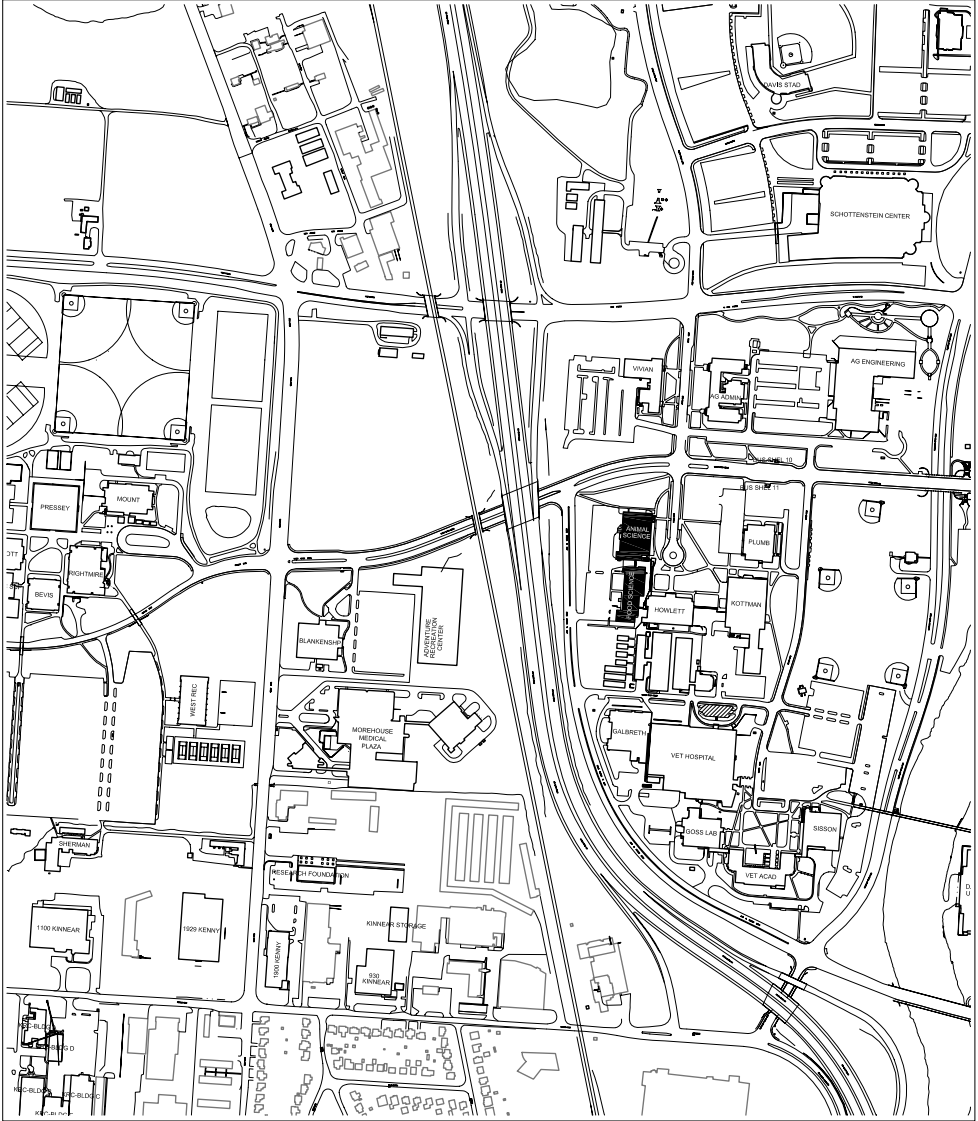
**Project Team:**

Project Manager: Harold Cheyney (cheyney.1@osu.edu)

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

## West and Midwest Campus Projects

- ACAMS Installation - Campus Buildings
- Ackerman Complex Drive Resurface - Vet Clinic Lot Repaving
- Animal Science Air Handling Unit Renovation



Office of Business and Finance / Board of Trustees Meeting

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# Cockins Hall Masonry/Roof Repairs

315-07-1523

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

**Location(s):** Cockins Hall, Edith

37,438 ASF/60,863 GSF Age: 1930

**Description:**

This project will replace the existing copper roof and clean and reseal the exterior brick and limestone.

**Project Information:**

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

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** This project will address \$146,100 in deferred maintenance.

**Deferred Renewal:** None

**Source of Funds:**

	Amount
HB699 Columbus Basic Renovation	\$1,488,811.00
<b>Total:</b>	<b>\$1,488,811.00</b>

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$1,488,811.00	09/21/2007		
DESIGN				
Schematic Design Approval		07/15/2008		
Design Dev Document Approval		09/15/2008		
Construction Document Approval		12/15/2008		
CONSTRUCTION				
Construction Start		05/15/2009		
Completion		09/15/2009		

**Project Team:**

Project Manager: Richard Van Deusen (van-deusen.2@osu.edu)

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



## Doan Hall - Rooms 242 and 242A Upgrades

315-07-0127

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

**Location(s):** Doan Hall, Charles Austin

363,616 ASF/669,869 GSF Age: 1951

**Description:**

This project will evaluate and upgrade rooms for HVAC and power capacity to support the installation of a 64-slice CT scanner.

**Project Information:**

**How does this project advance the Academic Plan?** This project supports the Academic Plan by supporting the teaching and research missions of the University and the University Medical Center.

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	Amount
General Funds-Health Services	\$305,095.00
<b>Total:</b>	<b>\$305,095.00</b>

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
<b>PLANNING</b>				
Arch/Engr Approved by BoT	\$305,095.00	09/21/2007		
<b>DESIGN</b>				
Schematic Design Approval		02/10/2008		
Design Dev Document Approval		02/10/2008		
Construction Document Approval		03/23/2008		
<b>BIDDING</b>				
Bidding Approved BoT	\$305,095.00	09/21/2007		
<b>CONSTRUCTION</b>				
Construction Start		07/07/2008		
Completion		08/17/2008		

**Project Team:**

Project Manager: Richard Morse (morse.68@osu.edu)

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



# James Cancer Hospital - Elevator Upgrades Phase II

315-07-2267

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

**Location(s):** James Cancer Hosp & Solove Res Inst

116,384 ASF/265,423 GSF Age: 1990

**Description:**

This project will consist of a second major elevator modernization in the James Cancer Hospital. The project will include the modernization and upgrade of three patient and staff elevators, and the elevator equipment room.

**Project Information:**

**How does this project advance the Academic Plan?** Enables the Medical Center Facilities Plan, which will support continued clinical, teaching and research missions at The Ohio State University.

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** Special attention to project safety and building function will be essential since this building will be fully operational during the elevator upgrades. Two elevator cars are required to be fully operational 24 hours per day, seven days per week for the duration of the project.

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	Amount
Auxiliaries-OSUMC Health Systems	\$1,359,140.00
<b>Total:</b>	\$1,359,140.00

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$1,359,140.00	09/21/2007		
DESIGN				
Schematic Design Approval		02/28/2008		
Design Dev Document Approval		04/30/2008		
Construction Document Approval		06/29/2008		
BIDDING				
Bid Opening		08/30/2008		
CONSTRUCTION				
Construction Start		12/30/2008		
Completion		12/30/2009		

**Project Team:**

Project Manager: Jack Bargaheiser (bargaheiser.2@osu.edu)

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



# Medical Center Pharmacy Upgrades

315-07-0052

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

<b>Location(s):</b> Doan Hall, Charles Austin	363,616 ASF/669,869 GSF	Age: 1951
<b>Location(s):</b> Rhodes Hall-University Hospital	234,178 ASF/480,976 GSF	Age: 1979
<b>Location(s):</b> James Cancer Hosp & Solove Res Inst	116,384 ASF/265,423 GSF	Age: 1990
<b>Location(s):</b> University Hospitals East	252,650 ASF/465,711 GSF	Age: 1966

**Description:**

This project will upgrade multiple University Hospital Pharmacies in order to be compliant with new State and Federal laws.

**Project Information:**

Renovation includes upgrades to building systems, pharmacy areas, office spaces, workstations, and teaching spaces.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by supporting clinical, teaching and research missions at The Ohio State University.

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	<b>Amount</b>
Auxiliaries-OSUMC Health Systems	\$5,000,000.00
<b>Total:</b>	<b>\$5,000,000.00</b>

<b>Schedule:</b>	<b>BoT Approved Amt.</b>	<b>Projected</b>	<b>Revised</b>	<b>Actual</b>
<b>PLANNING</b>				
Arch/Engr Approved by BoT	\$5,000,000.00	09/21/2007		
<b>DESIGN</b>				
Schematic Design Approval		03/14/2008		
Design Dev Document Approval		05/23/2008		
Construction Document Approval		08/15/2008		
<b>BIDDING</b>				
Bid Opening		09/10/2008		
<b>CONSTRUCTION</b>				
Construction Start		11/17/2008		
Completion		07/03/2009		

**Project Team:**

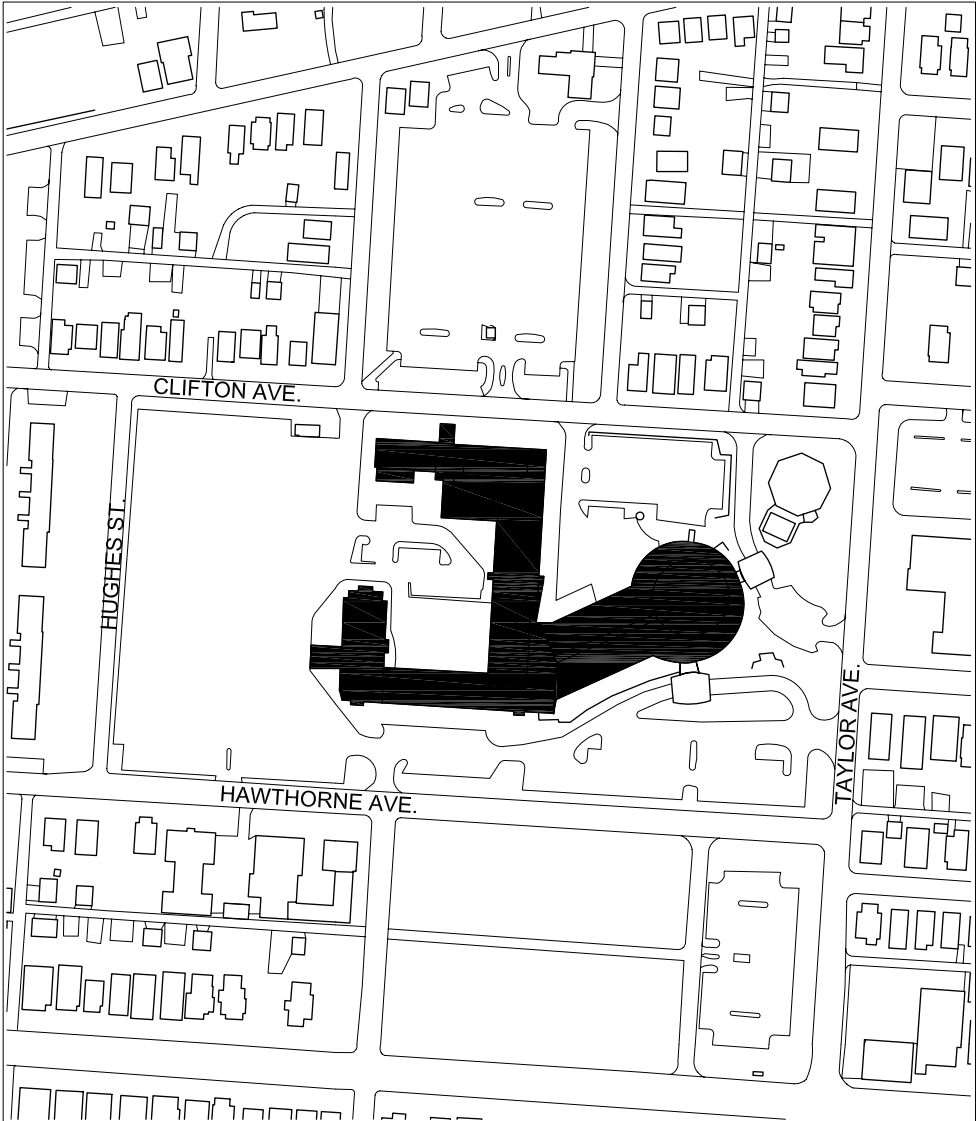
Project Manager: John Rapp (rapp.87@osu.edu)

Project Coordinator: Curtiss Ashley (ashley.6@osu.edu)



# University Hospital East Projects

- Medical Center Pharmacy Upgrades



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# Newman & Wolfrom - Steam Station Replacement

315-07-1532

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

**Location(s):** Newman & Wolfrom Lab Of Chemistry

28,435 ASF/62,737 GSF Age: 1995

**Description:**

This project will remove the old steam station from the main steam gate valve to the secondary leveling steam header and replace with new, up-to-date equipment as the existing valves are at risk of failing.

**Project Information:**

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

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

Source of Funds:	Amount
HB699 Columbus Basic Renovation	\$370,220.00
<b>Total:</b>	<b>\$370,220.00</b>

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$370,220.00	09/21/2007		
DESIGN				
Schematic Design Approval		04/04/2008		
Design Dev Document Approval		04/22/2008		
Construction Document Approval		05/23/2008		
BIDDING				
Bidding Approved BoT	\$370,220.00	09/21/2007		
Bid Opening		06/27/2008		
CONSTRUCTION				
Construction Start		08/25/2008		
Completion		10/10/2008		

**Project Team:**

Project Manager: Harold Cheyney (cheyney.1@osu.edu)

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



# OARDC - Chilled Water Plant Upgrade

315-07-1565

**Requesting Agency(s):** OHIO AGRIC RESEARCH AND DEVELOPMENT CTR

**Location(s):** Physical Plant

29,379 ASF / 33,163 GSF Age: 1955

**Description:**

This project will furnish and install one additional chiller unit to the existing system along with upgrading the "constant speed" drive on the existing centrifugal chiller unit with a new "variable speed" drive.

**Project Information:**

This project will increase the reliability of the chilled water plant, allow for redundancy and will also support future expansion, in particular the new BSL3 facility planned for the campus.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving the teaching and learning environment by adding reliability, redundancy and support for future expansion.

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	Amount
HB699 OARDC Basic Renovation	\$700,000.00
HB699 OARDC Supplemental Renovation	\$829,170.00
<b>Total:</b>	<b>\$1,529,170.00</b>

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
<b>PLANNING</b>				
Arch/Engr Approved by BoT	\$1,529,170.00	09/21/2007		
<b>DESIGN</b>				
Schematic Design Approval		05/30/2008		
Design Dev Document Approval		07/29/2008		
Construction Document Approval		10/12/2008		
<b>CONSTRUCTION</b>				
Construction Start		03/12/2009		
Completion		09/08/2009		

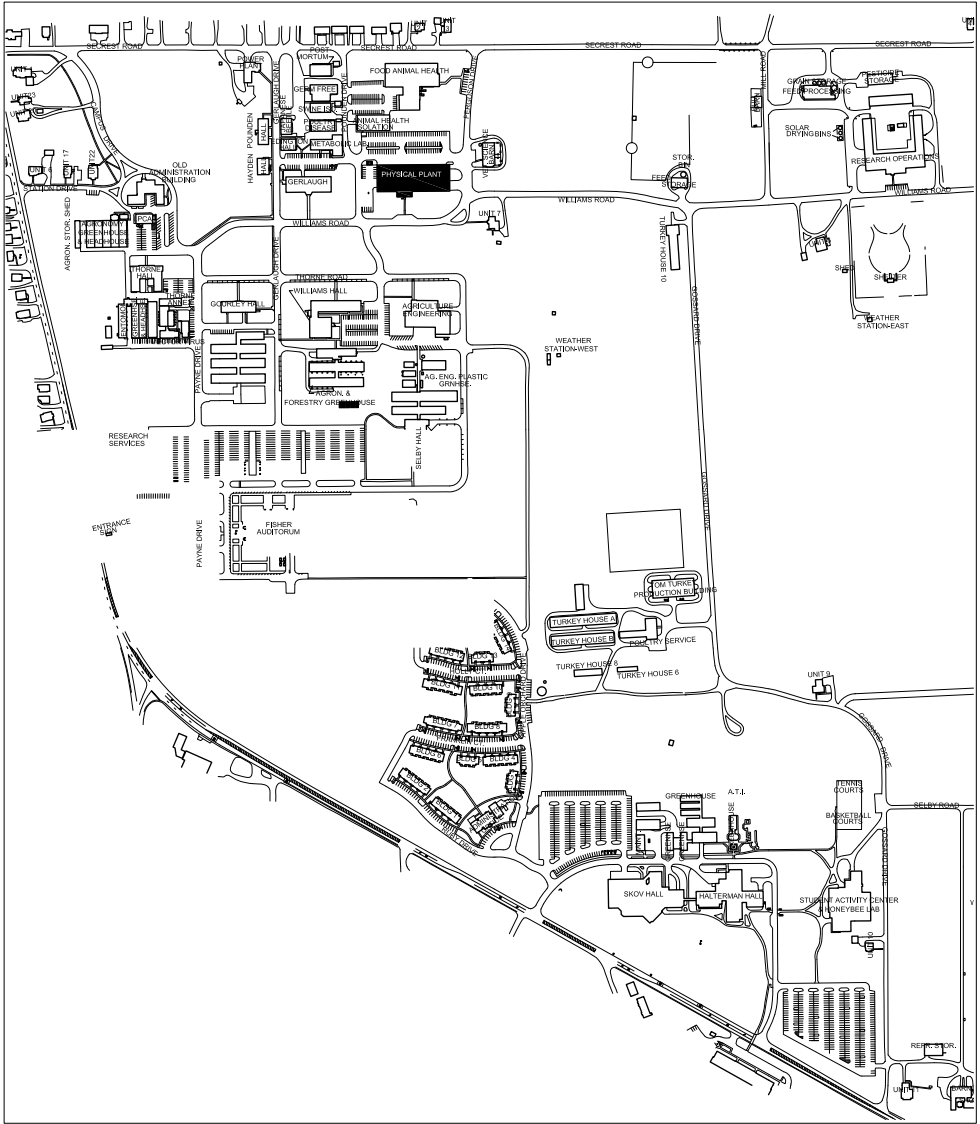
**Project Team:**

Project Manager: Barry Mazik (mazik.6@osu.edu)

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

# OARDC / ATI Projects

- OARDC - Chilled Water Plant Upgrade



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# Science and Engineering Library Renovation

315-07-2258

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

**Location(s):** Science and Engineering Library

68,810 ASF/99,134 GSF Age: 1993

**Description:**

This project will expand the Digital Union as well as create a Learning Commons environment on the 3rd floor. This project will also provide the related infrastructure and utilities for a food service area.

**Project Information:**

Specific modifications for the food service area will be provided by the successful vendor.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving the teaching and learning environment by providing expanded and updated student-learning facilities.

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	<b>Amount</b>
General Funds-University Libraries	\$600,000.00
<b>Total:</b>	<b>\$600,000.00</b>

**Schedule:**

	<b>BoT Approved Amt.</b>	<b>Projected</b>	<b>Revised</b>	<b>Actual</b>
<b>PLANNING</b>				
Arch/Engr Approved by BoT	\$600,000.00	09/21/2007		
<b>DESIGN</b>				
Schematic Design Approval		12/01/2007		
Design Dev Document Approval		12/01/2007		
Construction Document Approval		04/01/2008		
<b>BIDDING</b>				
Bidding Approved BoT	\$600,000.00	09/21/2007		
<b>CONSTRUCTION</b>				
Construction Start		06/01/2008		
Completion		11/01/2008		

**Project Team:**

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

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



# Smith Laboratory Classroom Renovations

315-07-1521

**Requesting Agency(s):** CLASSROOM POOL

**Location(s):** Smith Laboratory, Alpheus

134,125 ASF/219,438 GSF Age: 1950

**Description:**

This project will renovate three pool classrooms in Smith Laboratory, including one lecture hall.

**Project Information:**

Renovations include interior improvements such as paint and lighting; new chalkboards; new seating; and improved technology.

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

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** This project addresses \$26,600 in deferred maintenance.

**Deferred Renewal:** None

**Source of Funds:**

	Amount
HB699 Columbus Basic Renovation	\$1,957,003.00
<b>Total:</b>	\$1,957,003.00

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$1,957,003.00	09/21/2007		
DESIGN				
Schematic Design Approval		06/06/2008		
Design Dev Document Approval		09/18/2008		
Construction Document Approval		12/05/2008		
CONSTRUCTION				
Construction Start		06/22/2009		
Completion		12/01/2009		

**Project Team:**

Project Manager: Becky Fields (fields.199@osu.edu)

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



## Smith Laboratory Classroom Renovations

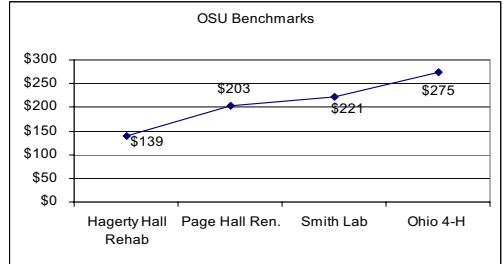
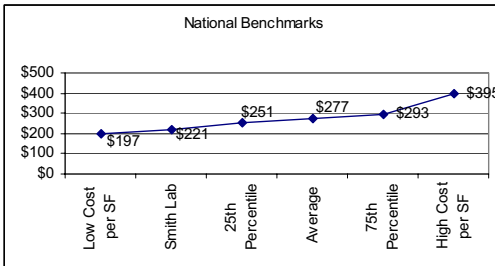
315-07-1521

### Construction Metrics

#### National Benchmarks – Classroom Buildings

Project	Photo	Building Area (GSF)	Actual Construction Cost	Actual Cost/GSF	Adjusted Cost/GSF	Completion Date
<b>Smith Laboratory Classroom Renovations – Ohio State University, Columbus, OH</b> Renovation of three classrooms, including a lecture hall.	Photo Not Available	7,500	\$777,700	\$221.44	\$221.44	Dec 2009
<b>Classroom Building – Sierra College, Rocklin, CA</b> A new building to house computer science and math classroom spaces.		60,889	\$17,300,000	\$284.12	\$271.66	April 2007
<b>Community Learning Commons – Yavapai College, Clarkdale, AZ</b> A new computer commons and learning center which features a library and resource center, meeting rooms and community space, classroom space, computer commons and learning support areas.		29,500	\$5,809,000	\$196.92	\$293.99	May 2005

Adjusted Cost per SF – actual costs have been adjusted for geographical cost differences and inflation.



#### OSU Benchmarks – Classroom/Office Buildings

Project	Building Area (GSF)	Actual Construction Cost	Actual Cost/GSF	Adjusted Cost/GSF	Completion Date
Hagerty Hall Rehabilitation	133,448	\$15,900,000	\$118.83	\$139.46	Dec 2004
Ohio 4-H Center	42,000	\$11,733,312.7	\$279.36	\$274.58	Oct 2007
Page Hall Renovation	64,578	\$11,400,000	\$176.77	\$203.22	Dec 2004



## ACAMS Installation - Campus Buildings

OSU-071625

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

<b>Location(s):</b> Derby Hall, Samuel C.	66,130 ASF/115,263 GSF	Age: 1906
<b>Location(s):</b> Caldwell Laboratory, Frank C.	64,715 ASF/100,896 GSF	Age: 1950
<b>Location(s):</b> Parker Food Science & Technolgy Bld	41,994 ASF/67,562 GSF	Age: 2000
<b>Location(s):</b> Dreese Laboratories, Erwin E.	91,543 ASF/186,567 GSF	Age: 1969

**Description:**

This project will replace the existing MDI Security/Access control systems and all associated components in four campus buildings - Dreese Laboratories; Caldwell Laboratory; Derby Hall; and Parker Food Science Building.

**Project Information:**

The project will install the Lenel OnGuard ET platform. This project combines the construction work for four separate, individual building projects for cost and construction efficiencies. Design services were included and completed as part of each of the separate projects.

**How does this project advance the Academic Plan?** This project will advance the Academic Plan by improving campus security for faculty/staff, students and visitors.

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

Repair & Renovation Fiscal Yr 2007	Amount
	\$378,269.00

<b>Total:</b>	\$378,269.00
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**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
<b>BIDDING</b>				
Bidding Approved BoT	\$378,269.00	09/21/2007		
<b>CONSTRUCTION</b>				
Construction Start		01/01/2008		
Completion		06/30/2008		

**Project Team:**

Project Manager: Walter Ingram

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





# Ackerman Complex Drive Resurface - Vet Clinic Lot Repaving

315-07-2192

**Requesting Agency(s):** TRANSPORTATION & PARKING SERVICES

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

**ASF/0 GSF Age:**

**Description:**

This project will replace the existing drive at 650 Ackerman Road and repave the existing parking lot at the Veterinary Clinic.

**Project Information:**

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

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** This project will address \$350,000 in deferred maintenance.

**Deferred Renewal:** None

Source of Funds:	Amount
Auxiliaries-Trans. & Parking	\$350,000.00
<b>Total:</b>	\$350,000.00

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
<b>BIDDING</b>				
Bidding Approved BoT	\$350,000.00	09/21/2007		
Bid Opening		10/15/2007		
<b>CONSTRUCTION</b>				
Construction Start		11/15/2007		
Completion		12/01/2007		

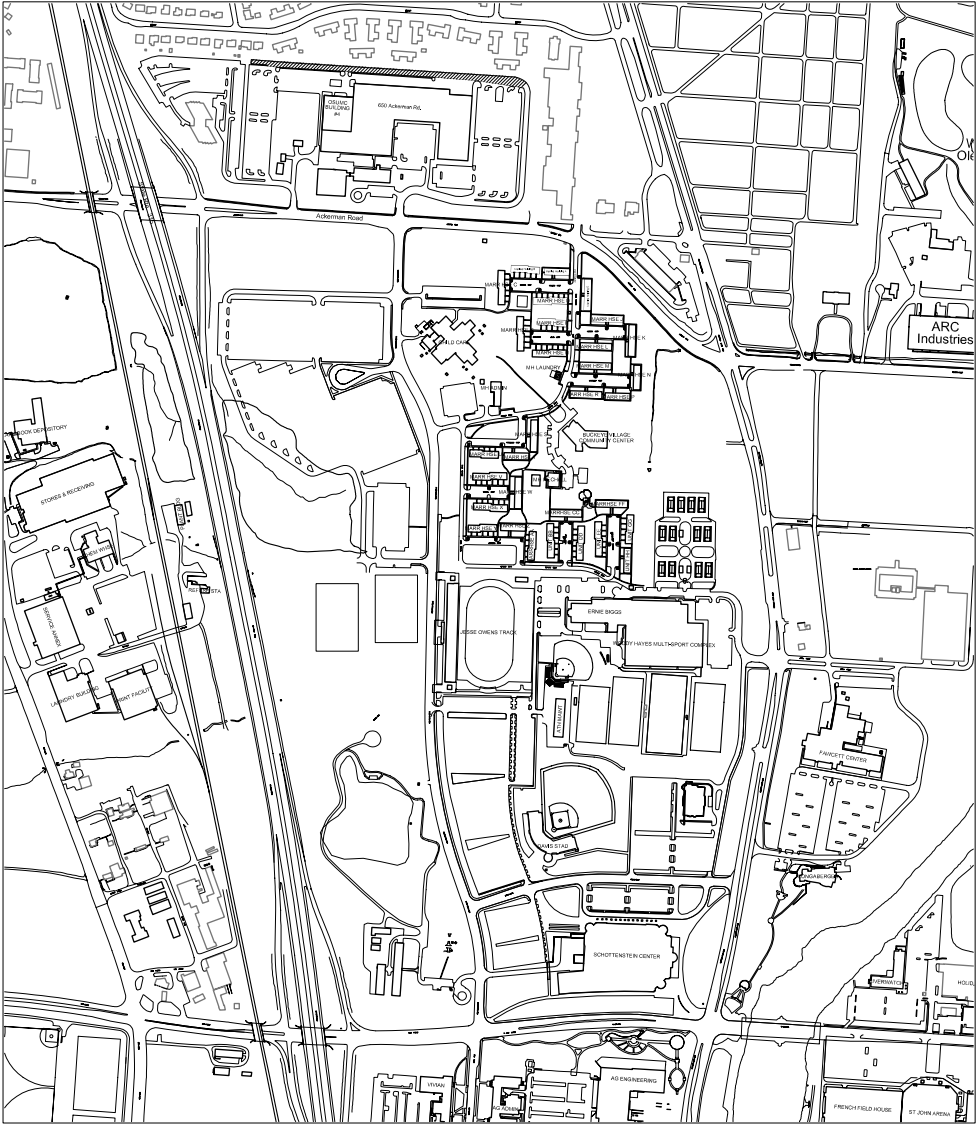
**Project Team:**

Project Manager: Gary Collier (collier.26@osu.edu)  
STONE ENVIRONMENTAL ENG & SCIENCE, INC - Design - No CBD

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

## Midwest Campus Projects

- Buckeye Village Laundry Facility
- Ackerman Complex Drive Resurface - Vet Clinic Lot Repaving



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# Buckeye Village Student Housing Laundry Expansion

OSU-080004

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

**Location(s):** Buckeye Village Stdnt Housg Laundry

621 ASF/792 GSF Age: 1959

**Description:**

This project will expand the existing laundry operations at Buckeye Village for additional equipment and to provide sorting space.

**Project Information:**

The project will add approximately 1,000 SF for a new 150 lb washer, a new ironer/finisher, and reconfigure the dryers in the existing space. This work was designed as part of the Student Family Community Center at Buckeye Village project.

**How does this project advance the Academic Plan?** This project supports the Academic Plan by improving campus student-living environment and facilities.

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	Amount
Auxiliaries-Student Affairs	\$281,700.00
<b>Total:</b>	\$281,700.00

**Schedule:**

	BoT Approved Amt.	Projected	Revised	Actual
BIDDING				
Bidding Approved BoT	\$281,700.00	09/21/2007		
CONSTRUCTION				
Construction Start		03/14/2008		
Completion		08/28/2008		

**Project Team:**

Project Manager: Ruth Miller (miller.2495@osu.edu)

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



**Wilce Student Health - Phase III**

315-2005-987

**Requesting Agency(s):** STUDENT AFFAIRS, OFFICE OF

**Location(s):** Wilce Student Health Center, John W

31,093 ASF/53,768 GSF Age: 1970

**Description:**

This project will add a new three-story addition on the south side of the building to provide a new entrance and lobbies. The addition will provide an elevator, central stair, and drive-through pneumatic tube delivery system for the pharmacy.

**Project Information:**

The conceptual budget has been adjusted for additional interior renovations.

**How does this project advance the Academic Plan?** The new addition will enhance the quality of the Wilce Student Health Center to better serve faculty, staff, and students.

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** The expansion of the facility will have to be coordinated with existing occupants.

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	<b>Amount</b>
Auxiliaries-Student Affairs	\$330,000.00
Univ. Bond Proceeds	\$3,353,030.00
Repair & Renovation Fiscal Yr 2008	\$25,000.00
<b>Total:</b>	<b>\$3,708,030.00</b>

**Schedule:**

	<b>BoT Approved Amt.</b>	<b>Projected</b>	<b>Revised</b>	<b>Actual</b>
<b>PLANNING</b>				
Arch/Engr Approved by BoT	\$3,300,000.00	09/23/2005		09/23/2005
<b>DESIGN</b>				
Arch/Engr Contract		01/26/2006	06/20/2006	06/22/2006
<b>BIDDING</b>				
Bidding Approved BoT	\$3,708,030.00	09/21/2007		
<b>CONSTRUCTION</b>				
Construction Start		01/15/2007	01/07/2008	
Completion		01/18/2008	01/09/2009	

**Project Team:**

Project Manager: Nikolina Sevis (sevis.2@osu.edu)  
 JEROME M. SCOTT ARCHITECTS INC. - Design

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



# Increase Campus Electric Capacity Phase I (Third Transformer)

5062-PF07944

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

**Location(s):** Electric Substation, Buckeye

**0 ASF/13,200 GSF Age: 1974**

**Description:**

This project will add a third transformer at the OSU Electric Substation providing redundancy and the needed additional capacity for the increasing campus power needs due to new and future buildings.

**Project Information:**

This project included work by AEP to upgrade their capacity to OSU. The contract between the University and AEP specified full cost recovery for AEP, requiring the University to pay all costs. Costs for this portion of the work were higher than originally anticipated resulting in an increase to the project of \$1.7M. Additional project increases were due to material and labor escalation since the project was originally estimated in 2005.

**How does this project advance the Academic Plan?** The addition of a third 84 Mega Volt-Amp transformer will give the University the additional capacity needed for current and future demands. Without this expansion, the University will not have the needed electrical capacity to service existing and future academic and research buildings.

**Outstanding Funding Issues:** None

**Timing Issues:** This new transformer capacity must be available by spring 2008 as the University will have three new 2000-ton chillers in the McCracken Power Plant scheduled to come on line at that time to meet the cooling needs of the main campus.

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

**Special limitations/risks:** A possible one or two day outage at the substation will be required for transfer of power to the new equipment.

**Deferred Maintenance:** None

**Deferred Renewal:** None

Source of Funds:	Amount
Univ. Bond Proceeds	\$0.00
2007 Bond Issue	\$9,004,299.00
<b>Total:</b>	<b>\$9,004,299.00</b>

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
<b>PLANNING</b>				
Arch/Engr Approved by BoT	\$6,000,000.00	11/04/2005		11/04/2005
<b>DESIGN</b>				
Schematic Design Approval (Civil & Site Work)		01/04/2007	07/06/2006	07/06/2006
Schematic Design Approval (Electrical)		08/15/2006	08/31/2006	08/31/2006
Construction Document Approval (Civil and Site Work)		11/29/2006	12/10/2006	12/08/2006
Construction Document Approval (Major Equipment Component)		06/15/2006	08/15/2007	09/04/2007
Construction Document Approval (Electrical)		02/15/2006	10/29/2007	
<b>BIDDING</b>				
Bidding Approved BoT	\$6,000,000.00	12/08/2006	12/19/2006	12/08/2006
Bidding Approved BoT (Project Increase)	\$9,004,299.00	09/21/2007		
<b>CONSTRUCTION</b>				
Construction Start		03/05/2007	03/16/2007	03/14/2007
Completion		04/15/2007	09/05/2008	

**Project Team:**

Project Manager: Cihangir Calis (calis.1@osu.edu)

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

- ABC GAS REPAIR - Plumbing Construction
- BECKER ELECTRIC SUPPLY - Electric Construction
- CONSOLIDATED ELECTRICAL DISTRIBUTION, INC - Electric Construction
- DEALERS LUMBER CO - General Construction
- ELECTRIC POWER, INC. - Commissioning
- GPD ASSOCIATES - Design
- LOEB ELECTRIC CO - Electric Construction
- MCDANIELS CONSTRUCTION CORP INC - General Construction
- SUPERIOR INDUSTRIAL SUPPLY & SERVICES - Electric Construction



# Wood County Center for Agriculture

315-2003-975

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

**Location(s):** Various Locations-Remote

**ASF/0 GSF Age:**

**Description:**

This project will renovate two-floors of a county-owned building for use by OSU Extension. The building includes offices and support spaces.

**Project Information:**

The OSU Extension - Wood County Office uses the facility for educational programming and extension related services for the citizens of Wood County. This is a pass-thru project.

A Joint Use Agreement between the University and Wood County has been prepared in which the county commissioners commit to use the funds for the purpose of increasing the office and programming space for OSU Extension - Wood County; commit to housing the OSU Extension - Wood County Office for 15 years; and commit that the funds will be used for capital improvements and not operating and administrative expenses. Approval of the Joint Use Agreement by the Board of Trustees is requested.

**How does this project advance the Academic Plan?** This project advances the Academic Plan by improving teaching and learning opportunities around the state of Ohio and improving partnerships with local entities.

**Outstanding Funding Issues:** None

**Timing Issues:** None

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

**Special limitations/risks:** None

**Deferred Maintenance:** None

**Deferred Renewal:** None

**Source of Funds:**

	Amount
HB675 Line Item	\$300,000.00
<b>Total:</b>	<b>\$300,000.00</b>

**Schedule:**

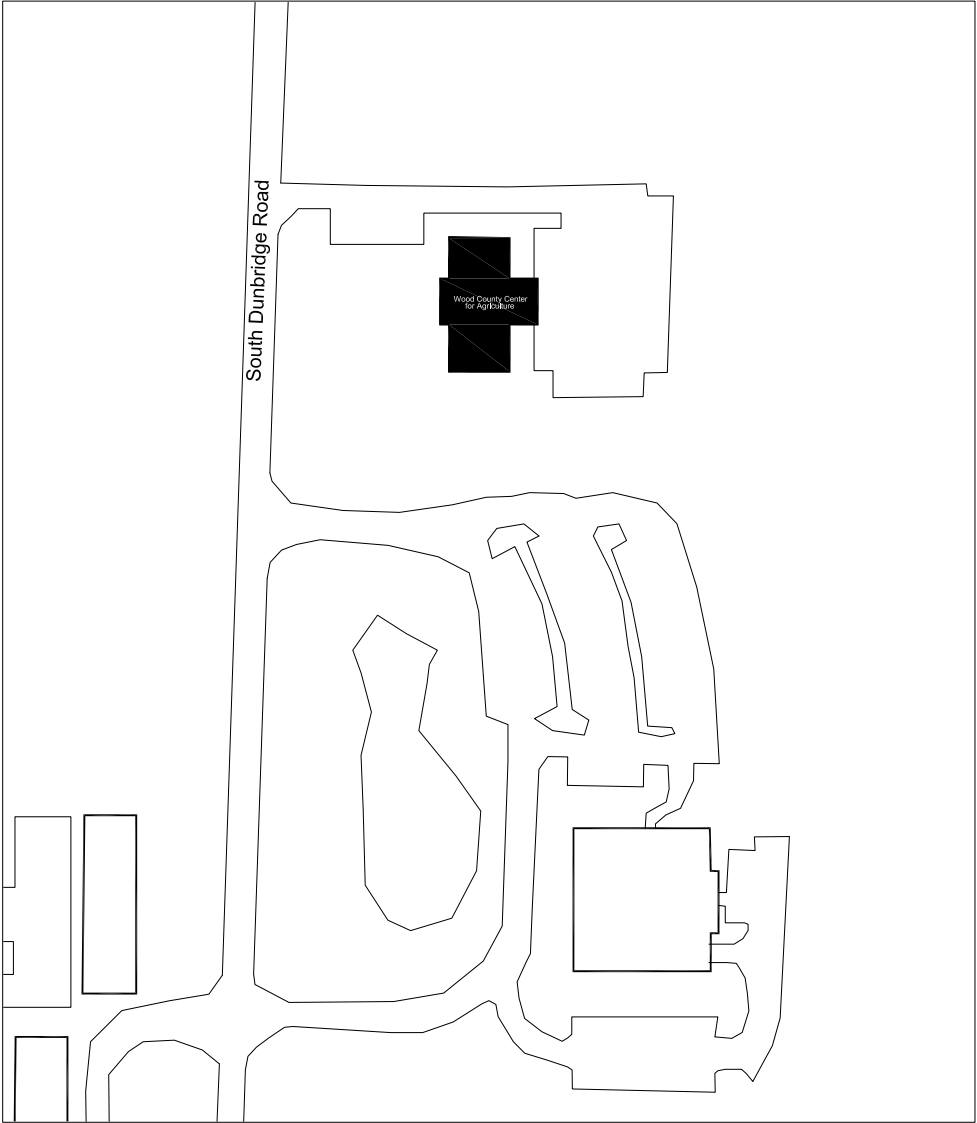
	BoT Approved Amt.	Projected	Revised	Actual
CONSTRUCTION				
Construction Start		06/01/2008		
Completion		09/30/2008		

**Project Team:**

Project Manager: Ron Booth (booth.96@osu.edu)

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

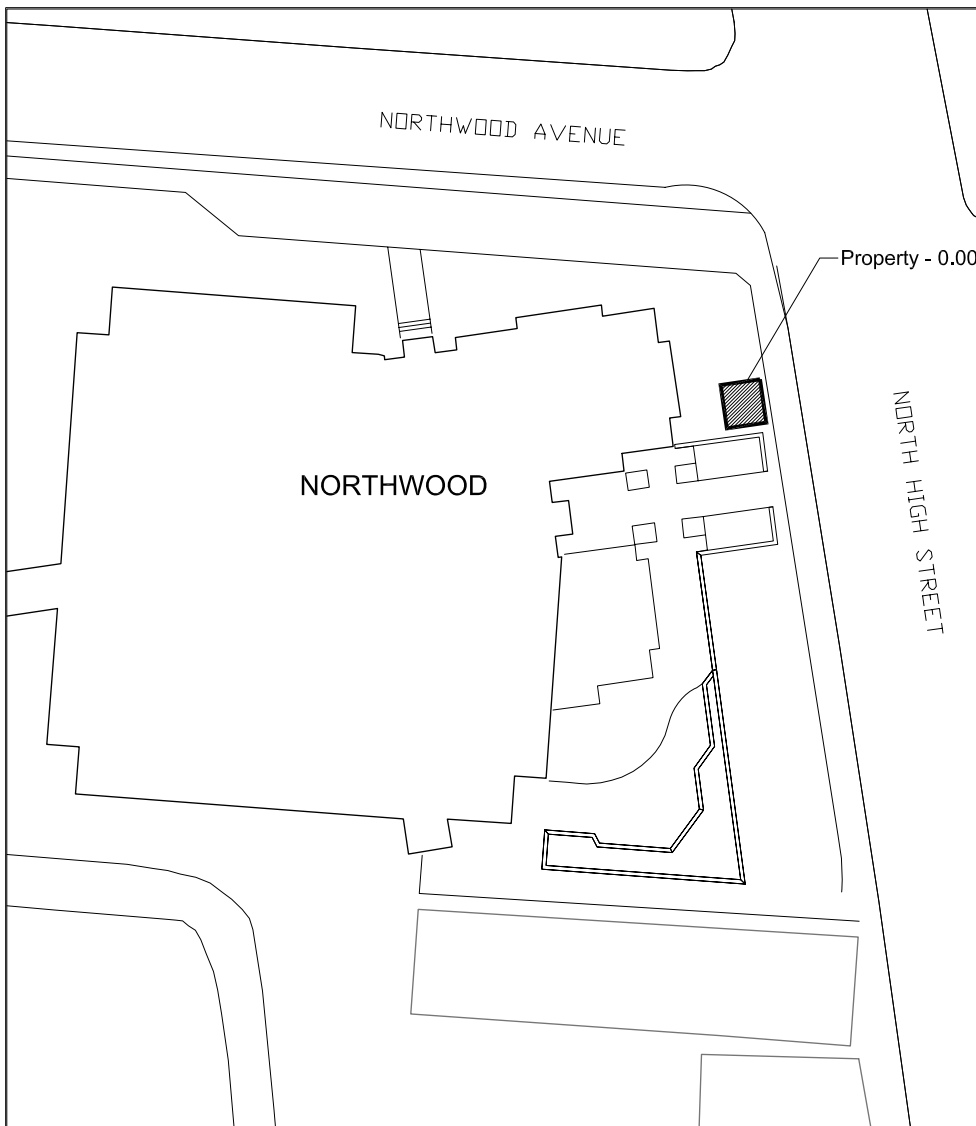
Joint Use Agreement - Wood County Center for Agriculture







Easement - The City of Columbus, Ohio - .002 Acres on Northwood and High

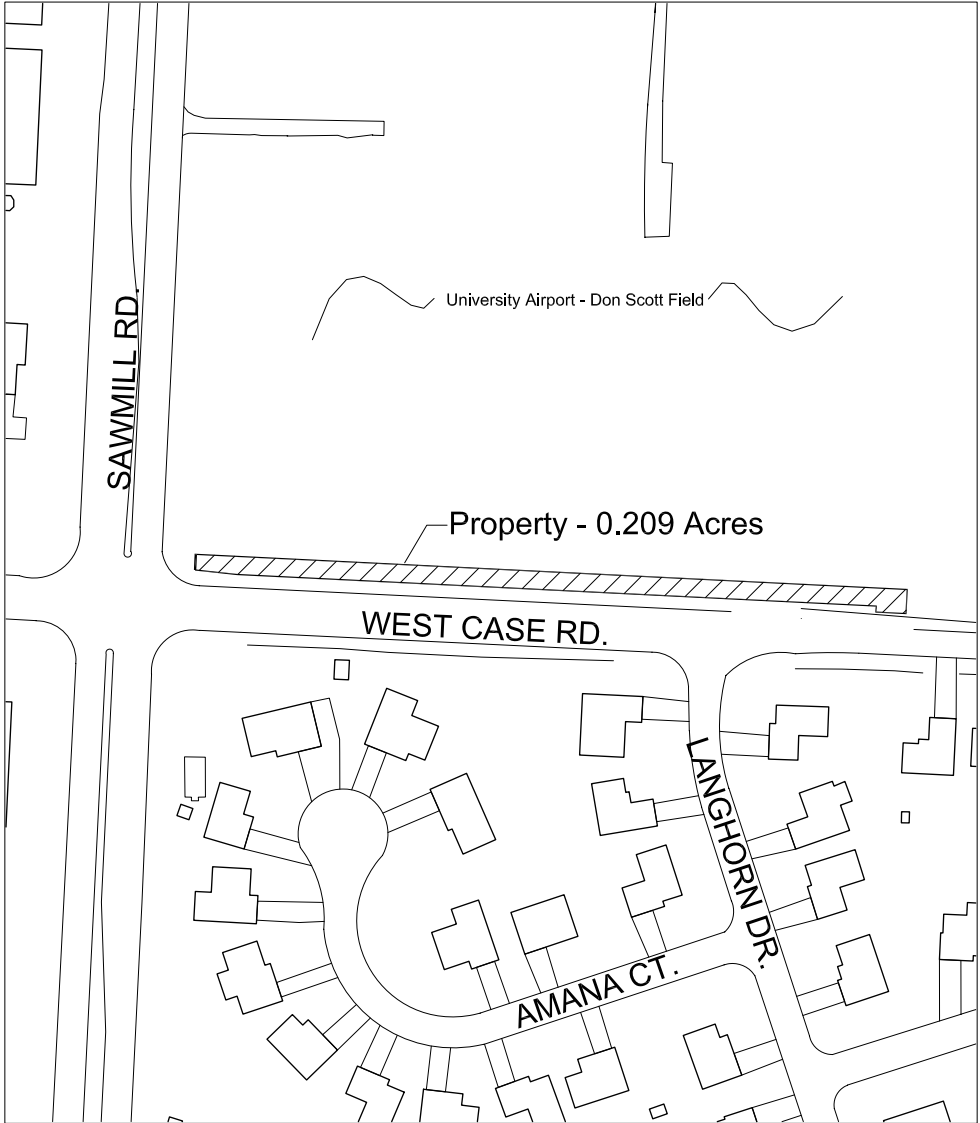


Office of Business and Finance / Board of Trustees Meeting

September 21, 2007



Easement - The City of Columbus, Ohio - West Case Road



Office of Business and Finance / Board of Trustees Meeting

September 21, 2007



**SALE OF REAL ESTATE**

**0.002 acres, located at Northwood and High  
Columbus, Ohio**

**Background**

The property is 0.002 acres, located at 2225 North High Street, Columbus, Ohio, located south of the intersection of Northwood and High Streets.

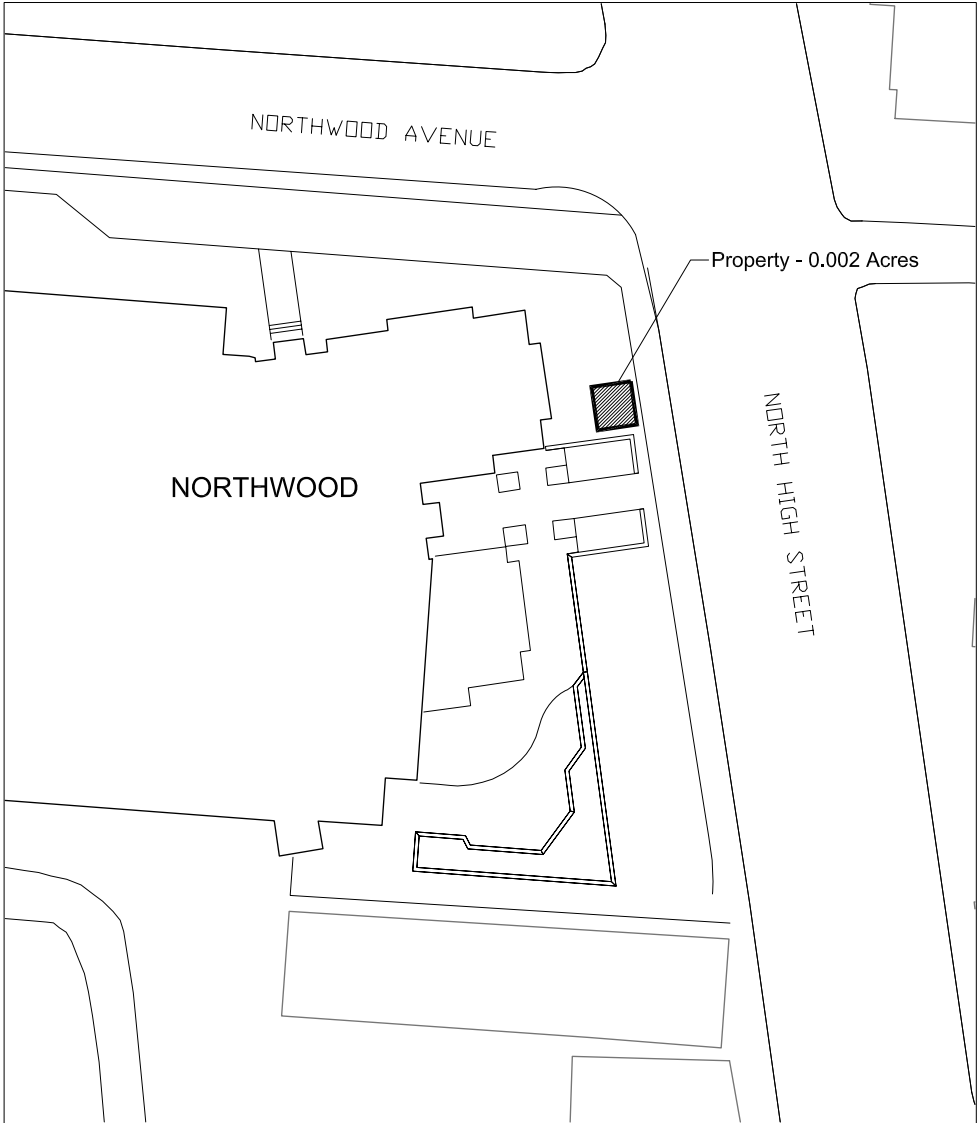
The City of Columbus approached the University to purchase 0.002 acres, 110 square feet, to construct a handicapped accessible bus stop. The bus stop will benefit the University and the surrounding community.

Legislation approving the sale and authorizing a Governor's Deed will need to be passed by the state legislature. Execution of the deed and completion of the sale remain conditioned upon Board approval.

**Appraisals and Consideration:**

E. N. Merrell & Associates conducted an appraisal and as of June 12, 2007 valued the property at \$2,750.00. The City of Columbus has also agreed to pay for landscaping on the property in the amount of \$320.00. The purchase price for the transfer of the property is \$3,070.00. The Ohio State University will receive the proceeds of the sale.

Sale of Real Estate - The City of Columbus, Ohio - .002 Acres on Northwood and High



Office of Business and Finance / Board of Trustees Meeting

September 21, 2007



**SALE OF REAL ESTATE**

**0.209 acres, located on the North Side of West Case Road  
University Airport at Don Scott Field  
Columbus, Ohio**

**Background**

The property is 0.209 acres, located on the north side of West Case Road, in Columbus, Ohio, located on the south side of the University Airport at Don Scott Field in Columbus, Ohio. The property is not an integral part of the activities at University Airport.

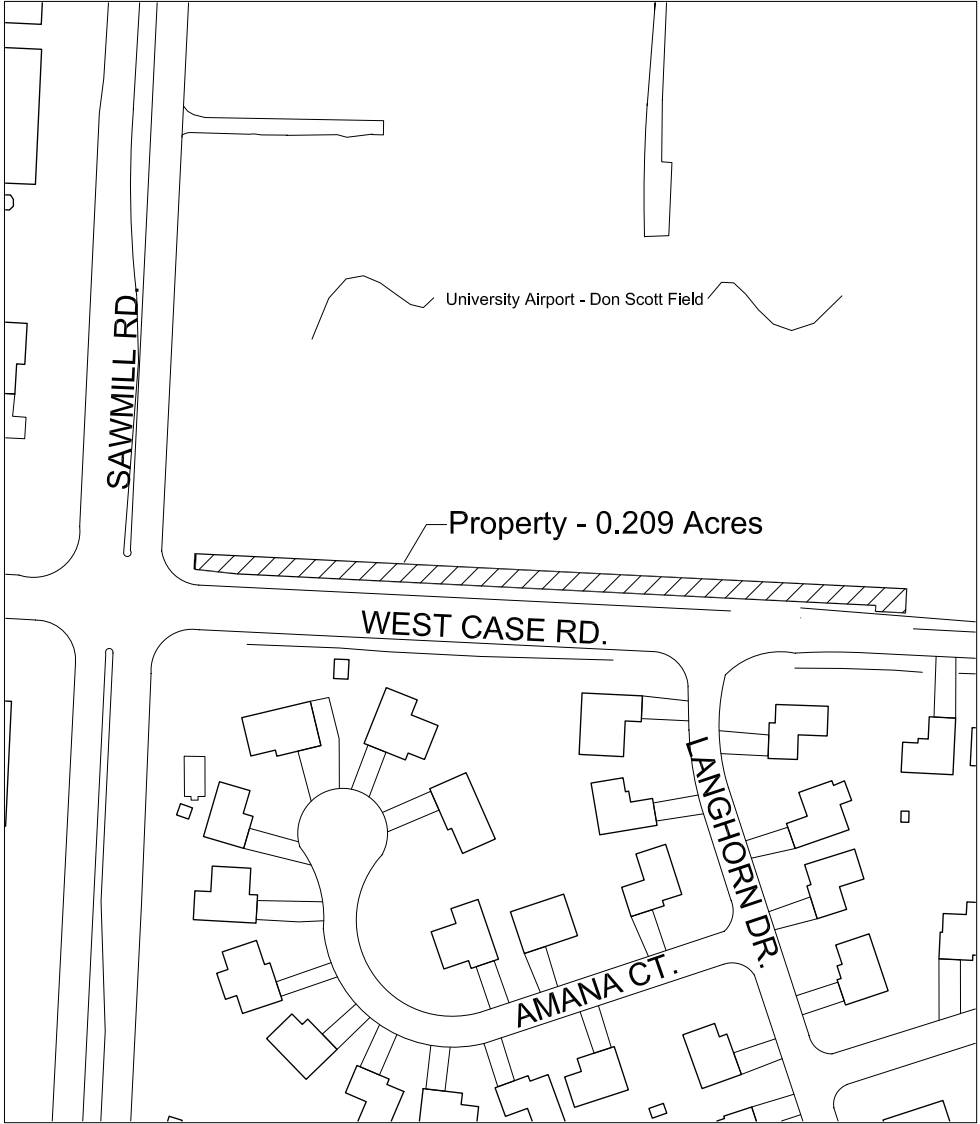
The City of Columbus approached the University to purchase 0.209 acres to widen West Case Road and construct a turn lane at Sawmill Road. The turn lane will improve traffic flow in the area of the University Airport and will benefit the University and the surrounding community.

Legislation approving the sale and authorizing a Governor's Deed will need to be passed by the state legislature. Execution of the deed and completion of the sale remain conditioned upon Board approval.

**Appraisals and Consideration:**

Nash/Wilson and Associates, Inc. conducted an appraisal and as of November 7, 2006 valued the property at \$38,700.00. The City of Columbus has also agreed to pay the cost of replacing the fence currently on the property bordering West Case Road in the amount of \$6,950.00. The purchase price for the transfer of the property is \$45,650.00. The Ohio State University will receive the proceeds of the sale.

Sale of Real Estate - The City of Columbus, Ohio - .209 Acres on West Case Road



**FY 2008 COLUMBUS CAMPUS FISCAL YEAR 2008 USER CHARGES**

Synopsis: Approval of the Columbus Campus Fiscal Year 2008 User Charges, is proposed.

WHEREAS the Fiscal Year 2008 increase in user charges for self-supporting units on the Columbus Campus including the Recreation fee, Student Health Insurance fee, and the room and board charge, as described on the accompanying text and tables, have been reviewed and recommended following appropriate consultation within the University; and

WHEREAS the University Health System has recommended a 7.6% weighted average increase in charges for services provided through the system in Fiscal Year 2008; and

WHEREAS the Columbus Campus Supplemental Instructional Fees have been reviewed and presented for a first reading; and

WHEREAS Tuition, Subsidy and Supplemental Instructional Fee recommendations are not yet complete and will be forthcoming following the passage of the State Biennial Budget:

NOW THEREFORE

BE IT RESOLVED, That Fiscal Year 2008, non-instructional user fees for the Columbus Campus and charges for the Health System services, as described in the accompanying text and tables, be approved.

**INTERIM BUDGET FOR FISCAL YEAR 2008**

Synopsis: Authorization to make expenditures in FY 2008 is proposed.

WHEREAS the University has not yet finalized its operating budget for FY 2008; and

WHEREAS it is necessary to continue University expenditures, including payment of faculty and staff, prior to the time that the Current Funds Budget for FY 2008 is developed and adopted:

NOW THEREFORE

BE IT RESOLVED, That the University be authorized to make expenditures consistent with the level of resources approved for Fiscal Year 2007, pending the adoption of the General Funds Budget for Fiscal Year 2008 at the July Board of Trustees meeting and the Current Funds Budget for FY 2008 at the September Board of Trustees meeting.



**APPROVAL OF FISCAL YEAR 2008 TUITION AND SUPPLEMENTAL INSTRUCTIONAL AND IN-HOUSE DESIGN AND PROJECT MANAGEMENT FEES AND FISCAL YEAR 2008 OPERATING BUDGETS FOR ALL CAMPUSES**

Synopsis: Approval of the instructional, general and non-resident fees and supplemental instructional fees for selected programs at the Columbus, Regional and ATI Campuses for FY 2008 are proposed effective Autumn Quarter 2007, approval of the proposed Columbus, Regional and ATI Campuses' Operating Budgets for Fiscal Year 2008 and approval of the proposed fees for in-house design and project management.

WHEREAS The Board of Trustees of The Ohio State University supports the University's continued implementation of the Academic Plan and its initiatives to meet the needs of Ohio State students; and

WHEREAS State Support levels have been determined and undergraduate instructional and general fees at all campuses are subject to a 0% tuition cap in the state budget; and

WHEREAS Consultations have taken place within the University to determine the appropriate instructional fee increases for undergraduate, graduate and professional programs and selective supplemental instructional fees; and

WHEREAS Fee increases for the Columbus, Regional and ATI Campuses for FY 2008 have been proposed and other levels of general funds and earnings resources have been estimated and restricted fund resources have been projected based on historical trends; and

WHEREAS expenditures, including compensation, have been estimated for FY 2008; and

WHEREAS appropriate planning and consultation within the University has been accomplished with regard to the Columbus, Regional and ATI budgets, and the Interim President now recommends approval of these FY 2008 Operating Budgets with a final Total University Current Funds Budget to be submitted at the September meeting of the Board of Trustees: and

WHEREAS this FY 2008 budget includes the following one-time funds for Campus Partners: 1) \$650,000 for support of Campus Partners operations during FY08 to carry out its initiatives, subject to the provisions of the 1997 memorandum of understanding, as amended from time to time, and 2) \$600,000 to address timing issues related to the renting of Gateway commercial/retail spaces:

NOW THEREFORE

BE IT RESOLVED, That instructional and general fees for undergraduate students in Tier-Two and Tier-Three enrolled at the Columbus Campus and all undergraduates enrolled at the Regional and ATI Campuses will not increase; and

BE IT FURTHER RESOLVED, That Effective Fall 2007, Tier-One students (students admitted before Summer 2002) are now included in the Tier-Two level and Tier-One will be eliminated; and

BE IT FURTHER RESOLVED, That supplemental instructional fees described in the attached supporting material will be implemented; and

BE IT FURTHER RESOLVED, That instructional and general fees for most graduate students will increase 6% and that the instructional fees for the professional colleges and selected graduate programs will increase between 6% and 13%; and

BE IT FURTHER RESOLVED, That the nonresident surcharge for all programs will increase by 6%; and

BE IT FURTHER RESOLVED, That all of these fee rates shall be effective Autumn Quarter 2007; and

BE IT FURTHER RESOLVED, That the Operating Budget for the Columbus, ATI, Lima, Mansfield, Newark, and Marion Campuses for Fiscal Year 2008, as described in the accompanying text and tables, be approved, with authorization for the President to make general fund and earnings fund expenditures within the estimated income levels and to authorize the expenditure of all restricted funds earned with quarterly revenue updates to the Board.

**APPROVAL OF FISCAL YEAR 2008 TOTAL UNIVERSITY CURRENT FUNDS BUDGET**

Synopsis: Approval of the total University Current Funds Budget for FY 2008 is proposed.

WHEREAS the State budget for FY 2008 and 2009, including funding levels for State institutions of higher education, has been enacted; and

WHEREAS fee increases for the Columbus and Regional Campuses for FY 2008 have been approved at previous meetings of the Board of Trustees; and

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

WHEREAS adjustments have been made to eliminate double counting of transfers among the various University units; and

WHEREAS the President now recommends approval of the Current Funds Budget for the total University for FY 2008:

NOW THEREFORE

BE IT RESOLVED, That the University's Current Funds Budget for FY 2008, as described in the accompanying FY 2008 Current Funds Budget Book, be approved, with authorization for the President to make expenditures within the projected income.

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# I. Setting Budget Priorities

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## Budget Context

Since its approval by the Board of Trustees in 2000, it has been necessary to adapt the Academic Plan to fiscal constraints brought about by reductions in state funding. Between spring 2001 and spring 2005, the university addressed a series of state budget cuts totaling over \$50 million. These cuts constrained progress on the Academic Plan and led the university to focus on only the most critical elements of the plan.

In FY 2006 and FY 2007 revenues were more stable and expenditures were focused on selected academic priorities.

## Academic Progress

Ohio State made substantial progress in a number of targeted areas in FY 2007, including:

- Four-year graduation rates increased dramatically to 42%, almost 12% over the past 5 years. During this same period, Ohio State's freshman-sophomore retention rate also rose 5% to 91.5%, exceeding the national mean of 77.3%.
- Ohio State was ranked by the National Science Foundation among the Top 10 public research universities for sponsored research (moving from 13<sup>th</sup> to 9<sup>th</sup> since 2001) and was named among the Top 20 public research universities by *U.S. News & World Report*, ranking 19<sup>th</sup> in 2007 among all public universities (moving from 24<sup>th</sup> in the last 5 years).
- For the 12<sup>th</sup> consecutive year, the incoming first-year class was the best-prepared in history. The average ACT score was 26.4 (up from 25.2 in Autumn 2001); 44% of freshmen were in the top 10% of their high school class, and 80% were in the top 25%, compared to 32% and 66%, respectively, in Autumn 2001.

## Academic Plan

The Academic Plan defines six strategies and related initiatives that serve as a roadmap for The Ohio State University to become a truly great teaching and research university.

### The Six Core Strategies

- Build a World-Class Faculty.
- Develop Academic Programs that Define Ohio State as the Nation's Leading Public Land-Grant University.
- Enhance the Quality of the Teaching and Learning Environment.
- Enhance and Better Serve the Student Body.
- Create a Diverse University Community.
- Help Build Ohio's Future.

- Regarding diversity, Ohio State ranks 46<sup>th</sup> among the top universities conferring degrees to minority undergraduates (an increase of 14% from the previous year) and ranks 29<sup>th</sup> nationally among all institutions, including historically black colleges and universities, for bachelor's degrees conferred to African American students (2% increase) (*Diverse Issues in Higher Education* ranking).

### OSU's Rank Among Its Benchmarks

(U.S. News and World Report 2007 Rank):

- Michigan
- UCLA
- Wisconsin-Madison
- Illinois-Urbana/Champaign
- Washington
- Texas-Austin
- Minnesota-Twin Cities
- **Ohio State**
- Arizona

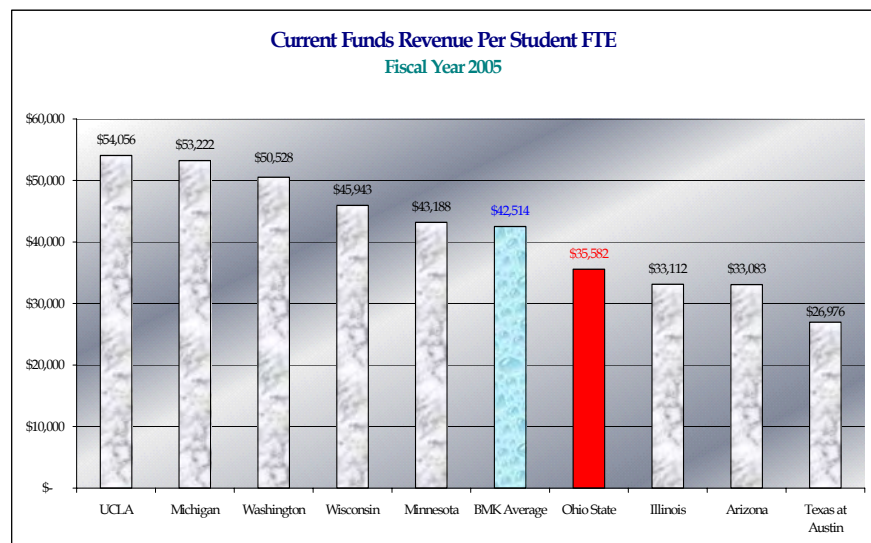
## Financial Progress

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

At the beginning of the FY 2008 budget planning process, the university presented a financial benchmark report to its Board of Trustees. The report compares OSU's financial trends with eight benchmark institutions in a number of key areas.

The eight institutions represent public higher education institutions of the highest quality that most closely resemble Ohio State in organization and mission. The institutions represent Ohio State's peers and aspirational peers. Using the most recent audited financial data available, FY 2005, the financial comparisons follow:

Current funds revenues per FTE student at Ohio State are 16% below the average of our benchmark institutions, as revenues generated from gifts, grants, and contracts for our peer institutions continue to outpace OSU's revenues in these areas. However, this represents a 10% improvement over FY 1996, when OSU's revenues were 26% below the average benchmark. This improvement is due to revenue sources, such as state support, tuition and fees, and government grants and contracts, growing at a faster pace for OSU when compared with the benchmark average.



Source: IPEDS Finance Survey and Fall Enrollment Survey

Despite Ohio State’s revenue sources continuing to lag behind this average (except tuition and fees), the gap between OSU and the benchmark average has closed dramatically since FY 1996. This progress is expected to continue in FY 2006 as it is anticipated that revenues generated from research contracts will exhibit considerable increases.

As in previous years, for FY 2005, state support per student FTE at Ohio State (\$8,725) continues to be lower than the benchmark average (10.8% less in FY 2005). State appropriations are the slowest growing revenue source: the average annual growth rate from 1995 to 2005 was 0.6% in 2005 constant dollars. When FY 2008 and FY 2009 data become available, this pattern is expected to improve as a result of the recent enactment of Am. Sub. H.B. 119, which increases state support to the university.

A table detailing the history of resident undergraduate tuition and state share of instruction from 1960 to 2009 appears in Appendix VI.1.

While instructional expenditures per student FTE at Ohio State are slightly below (-4.3%) the benchmark average, expenditures on academic support<sup>1</sup> outside the classroom are 32% below the benchmark average.

The comparison of fees and tuition based on FY 2007 data shows:

- Average resident undergraduate tuition and fees are 9.3% above the average for the benchmark institutions listed on page two. This is due to reductions in state support, which has resulted in OSU’s increased reliance on tuition and fees for revenue in recent years. With the new state budget bill in place, which increases state support and freezes tuition rates, improvement regarding this comparison is expected once these data are available.
- Among public universities in Ohio, Ohio State is ranked highest in academic reputation. Given the statewide tuition freeze included in the budget bill, Ohio State’s student fees will continue to be the second lowest among Ohio’s six public four-year universities with selective admissions. This makes Ohio State an excellent value for students and taxpayers, but it also means Ohio State does not have the resources to match its competition in key academic and support areas.

2007 Peer Assessment Rank	University	Annual Tuition & Fees Rank
41	Ohio State	5
60	Miami	1
85	Ohio University	4
127	Cincinnati	2
164	Bowling Green	3
164	Kent State	6

*Sources: Peer Rankings: Based on scores from the U.S. News and World Report’s 2007 College Ranking. Tuition/Fee Rankings: Ohio Board of Regents, Fall Survey of Student Charges, For Academic Year 2006-2007.*

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

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

## **Budget Allocation Process**

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

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

In FY 2007, the University Senate Fiscal Committee undertook a comprehensive review of the shifts in marginal resources among the colleges since the inception of the revised budget process to determine if the budget process is providing proper incentives for colleges to generate and use resources consistent with the goals of the Academic Plan. This review resulted in recommendations of incremental changes to offset funding shifts among the colleges teaching undergraduates that were unanticipated when budget restructuring was implemented. Changes implemented included the weighting of the marginal increase in undergraduate fees to recognize the differential cost of delivering undergraduate programs and a reallocation of 1.5% of the doctoral subsidy to further enhance quality doctoral programs.

The Provost has appointed an ad hoc Budget System Review Committee to assess how effectively Ohio State's budget system supports the Academic Plan, aligns resources and commitments with college and support unit activities, and provides central funding to optimize academic excellence and the services that support it. The committee is expected to make recommendations to the Provost by March 1, 2008.

## FY 2008 Priorities

In FY 2008, state support to the Columbus campus will grow by about 4.8%, the largest increase since FY 1998. In FY 2008 the state is providing the Columbus campus with \$343 million in total core state support. Although undergraduate tuition will not increase, a tuition and fee revenue increase of 3.8% will be generated by higher retention rates and increases in graduate and professional tuition and the non-resident surcharge. In FY 2008, the university will continue to strive to diversify its revenue sources through increased private fund raising and sponsored research. It is anticipated that state support will continue to grow in FY 2009, per Am.Sub. H.B. 119, pending any mid-biennial budget reductions for the State of Ohio.

Increased revenue in FY 2008 is allocated according to the following strategic principles:

- Support the Academic Plan/Leadership Agenda.
- Support the flow of resources to the colleges to carry out their missions.
- Ensure continued operating efficiencies and high quality support services.
- Advance effective financial stewardship.

Consistent with the Academic Plan, the FY 2008 budget is structured to support the following key university-wide initiatives:

### Key Initiatives in FY 2008

- Achieve Competitive Compensation
- Continue Reform of the Undergraduate Curriculum
- Invest in High Quality Graduate Programs
- Implement 2008 Enrollment Plan
- Expand Enterprise-Wide Systems
- Enhance Safety and Security Systems
- Comply with Changing Governmental Regulations

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

These initiatives are discussed in greater detail in Chapter III, FY 2008 Expenditure Summary.

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



## II. FY 2008 Revenue Summary

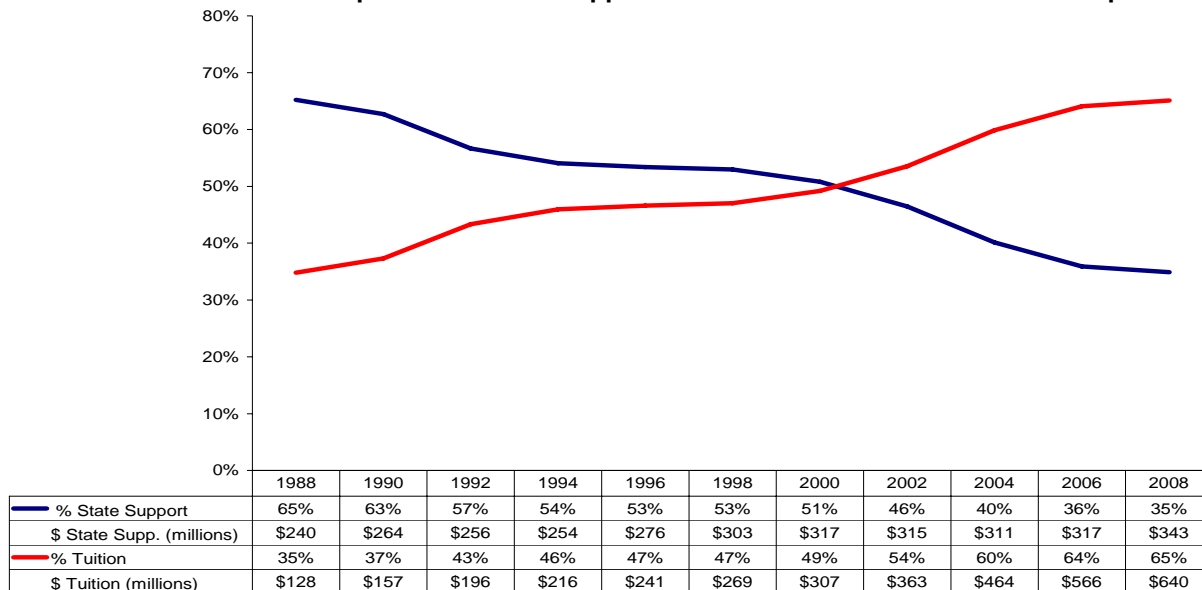
### Overview

The university's total current funds revenues (including general funds, earnings and restricted revenue) are projected to increase by 7.5% from \$3.8 billion to \$4.1 billion between FY 2007 and FY 2008.

General fund revenues for the Columbus campus consist primarily of state support (State Share of Instruction, challenge funding and state line-item appropriations) and student tuition and fees. General fund revenues are projected to increase by \$46.6 million. An additional \$10.1 million is being carried forward from FY 2007 as a result of increased enrollment and retention rates.

FY 2008 will be the first time since 1987 that resident undergraduate tuition has not increased. The undergraduate tuition freeze is made possible by a 4.8% increase in state support and higher fee revenue resulting from increased enrollment and retention rates as well as increases in graduate and professional tuition and the out-of-state surcharge. The proportional share of state support of the Columbus Campus budget remains unchanged from the FY 2007 level at 35%.

**20 Year Comparison of State Support\* to Tuition\*\* Income Columbus Campus**



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

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

## **State Support**

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

## **State Share of Instruction**

The state Share of Instruction (SSI) allocation is the state's primary funding support for enrollments at its colleges and universities. In FY 2008, SSI will go up 2% uniformly, plus the state will allocate an additional \$58 million to colleges and universities that agree not to raise undergraduate tuition as well as achieve cost reductions in their operations. Ohio State's campuses are projected to receive \$342 million in base SSI in FY 2008 plus an additional \$10.6 million to offset the loss of tuition. In return, Ohio State will have to demonstrate 1% (\$4.7 million) of efficiency savings in FY 2008 and an additional 2% in FY 2009.

## **Ohio Innovation Partnership**

Over the course of the biennium the state will invest \$150 million in the Ohio Innovation Partnership intended to bolster research in Science, Technology, Engineering, Mathematics, and Medicine (STEMM) as well as to provide scholarships for students majoring in STEMM related fields.

Fifty million dollars of the Ohio Innovation Partnership will be invested during the biennium in an endowment to support the Ohio Research Scholars Program. The income from the program will fund grants that universities can use to help recruit scientists and faculty to their campuses. The details of the grants and allocations are still unknown, so no prediction can be made yet as to what OSU's allocation will be from this program.

The state will also invest an additional \$100 million over the biennium to fund the Choose Ohio First Scholarship for students majoring in STEMM fields. The scholarships will range from a minimum of \$1,500 per year to one-half the highest tuition rate charged by state universities (excluding Miami). The details of the program are still being worked out.

## **Challenge Funding**

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

**Success Challenge** – rewards successful completion of baccalaureate programs by at-risk students (OIG-eligible undergraduates) and successful, timely completion of

baccalaureate degrees by state residents. In FY 2008, OSU is projected to receive \$11.1 million in Success Challenge funding, an increase of 0.6% over FY 2007.

**Innovation Incentive** – allows institutions to match a portion of their doctoral allocation from the State Share of Instruction allocation with state funds to improve doctoral programs and enhance research in strategic areas. In FY 2008, OSU is projected to receive \$1.9 million in Innovation Incentive funding, the same as in FY 2007.

**Access Challenge** – reduces financial barriers to entry-level higher education (two-year campuses only). Access Challenge funds help the regional campuses keep their tuition low. OSU's regional campuses are projected to receive \$3.0 million in Access Challenge funding in FY 2008, an increase of 4% over FY 2007.

**Jobs Challenge** – rewards successful efforts in meeting community needs for non-credit job training (two-year campuses only). OSU's regional campuses are projected to receive \$413,000 in Jobs Challenge funding in FY 2008, the same as in FY 2007.

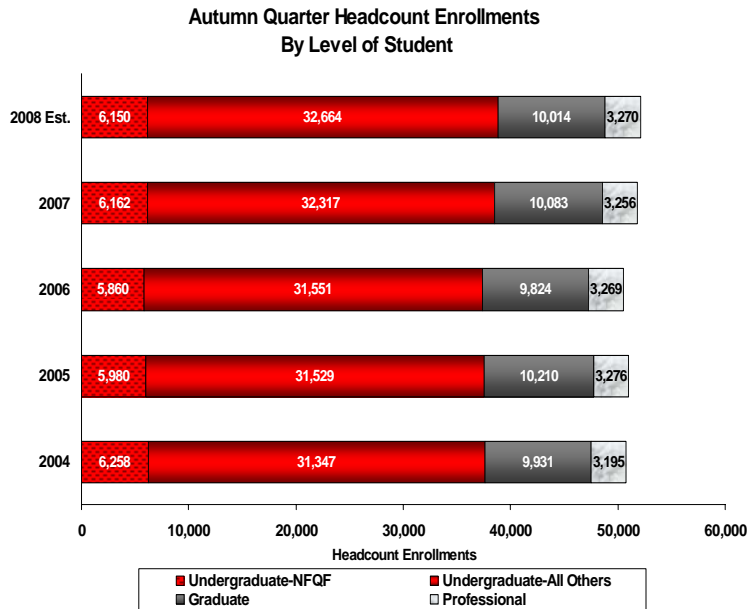
**Priorities in Graduate Education** – supports improvements in graduate programs in computer science. In FY 2008 OSU is projected to receive \$572,000 in Priorities in Graduate Education funding, the same as in FY 2007. This is included in the university's restricted funds category.

**Research Incentive** – rewards success in securing sponsored research from external sources. (Formerly known as Research Challenge.) Am. Sub. H.B. 119 increases funding for the Research Incentive by \$12 million statewide over the previous fiscal year. In FY 2008, OSU is projected to receive \$13.2 million in Research Incentive funding, an increase of \$5.4 million over FY 2007. Starting in FY 2008, Research Incentive is included in the university's restricted funds category. It previously was included in general funds.

# Student Fees

## Student Enrollments

Total undergraduate, graduate and professional Columbus campus enrollments for Autumn Quarter 2007 are projected to be 52,098, up 280 students over Autumn 2006. An autumn quarter freshman class of 6,150 is expected. Slightly larger freshman



classes over the past two years, as well as continuing improvement in the number of students who remain enrolled, are anticipated to offset decreasing enrollments due to an increasing number of students who graduate in four years. As a result, the estimated undergraduate enrollment level for FY 2008 is projected to increase by 501, or 0.4%, above FY 2007 enrollments.

Graduate enrollments decreased slightly in FY 2006 and 2007 after

several years of increases and are projected to continue a small decline in FY 2008. Professional student enrollments are projected to increase slightly.

## Undergraduate Instructional, General, Student Activity and Recreation Fees

In accord with the FY 2008 - 2009 biennial state budget, undergraduate general and instructional fees did not increase for FY 2008 and are not planned to increase in FY 2009. This will be the first time since 1987 that resident undergraduate tuition has not increased. It is the lowest two-year tuition increase since 1965-66 (see Appendix VI.1).

This translates into the fee tier levels<sup>2</sup> listed below. In addition to the undergraduate instructional fee and the general fee (consisting of the \$126 per quarter basic general fee plus the \$15 undergraduate student activity fee), the annual amounts shown include the \$9-per-quarter Central Ohio Transportation Authority (COTA) fee. Also included is the mandatory student recreation fee of \$81 per quarter paid by students enrolled for four or more credit hours.

<sup>2</sup> Tier 1, for full-time continuing undergraduates who were first enrolled at Ohio State prior to Summer Quarter 2002, will phase out effective Autumn Quarter 2007. Any students remaining in that tier move into Tier 2.

- Tier 2 - \$8,568 annually (\$2,856 per quarter) for full-time continuing undergraduates who were first enrolled at Ohio State prior to Summer Quarter 2003. This tier is expected to phase out in FY 2009.
- Tier 3 - \$8,676 annually (\$2,892 per quarter) for full-time students who first enrolled at Ohio State for Summer Quarter 2003 or later.

**Ohio Public 4-Year Universities**  
Undergraduate Resident Tuition and Fees Rates  
Entering Full-time Students in Autumn 2007

Universities	Credit Hours (Range)	Academic Year 2007-08 Fees*
Miami** (maximum amount paid)	12+	\$11,443
Cincinnati**	12-18	\$9,399
Bowling Green**	11-18	\$9,060
Ohio University**	11-20	\$8,907
<b>Ohio State-Columbus Campus**</b>	<b>12+</b>	<b>\$8,676</b>
Kent State**	11+	\$8,430
Akron	12-15	\$8,382
Toledo	12-16	\$7,927
Cleveland State	12-16	\$7,920
Wright State	12-18	\$7,278
Youngstown State	12-16	\$6,721
Shawnee State	12-18	\$5,832
Central State	12-18	\$5,294
<b>Ohio Average</b>		<b>\$8,098</b>

\*Data Source: Institutional campus representative/website.  
\*\*Institutions with selective admissions.

The revenue generated by tuition will provide the university with resources to continue to make progress toward the goals of the Academic Plan and meet the needs of our students as well as continue to be a high value investment to the citizens of Ohio. In FY 2008, new students at the Columbus campus will pay less in tuition and fees than new students at four other Ohio public universities.

**Graduate and Professional Fees**

Masters and PhD instructional, general, and student activity fees will increase \$525 per year (5.7%), or \$175 per quarter. The graduate student activity fee (\$15 per quarter for fulltime students) supports graduate and professional student organizations and programs.

Some graduate and professional students pay a higher, or differential, instructional fee. Revenue generated from FY 2008 differential fee increases is earmarked to support the graduate and professional programs that generate the fee income.

Nineteen graduate and professional programs will have differential instructional fees in FY 2008. Twelve of these programs will have differential fee increases in excess of a base fee increase of 6.0%. The following table specifies the various graduate and professional programs' differential fee increases for full-time graduate and professional students effective in Autumn 2007.

**FY 2008 Increase for Graduate and Professional Program  
Differential Instructional Fees**

College	Instructional		Non-Resident Surcharge <sup>3</sup>	
	Annual Fees	% Incr	Annual Fees	% Incr
Business EMBA	\$39,606	13.3%	N/A	N/A
Business MAcc	22,029	7.5%	14,154	6.0%
Business MBA	19,968	9.0%	14,154	6.0%
Business MBA-Part-time	19,653	7.5%	14,154	6.0%
Business MBLE	19,968	9.0%	14,154	6.0%
Business MLHR	9,639	6.0%	14,154	6.0%
Dentistry	23,982	9.0%	29,061	6.0%
Law	18,554	10.0%	14,700	2.0%
Medicine	26,541	7.9%	14,418	6.0%
Allied Med. Occ. Therapy	9,927	6.0%	14,154	6.0%
Allied Med. Phy. Therapy	10,161	6.0%	14,154	6.0%
Sch of Public Health MPH/PEP	9,825	6.0%	14,154	6.0%
Sch of Public Health MHA	11,088	6.0%	14,154	6.0%
Optometry	16,647	9.0%	29,061	6.0%
Pharmacy	13,836	9.0%	15,057	6.0%
SBS Audiology	9,630	6.0%	14,154	6.0%
SBS Masters in Speech and Language Pathology	9,630	6.0%	14,154	6.0%
Master of Social Work <sup>4</sup>	9,717	11.0%	14,154	6.0%
Vet Medicine	\$20,649	9.0%	30,042	6.0%

**Non-Resident Surcharges**

Effective Autumn Quarter 2007, the undergraduate non-resident surcharge at all campuses will increase 6% to \$4,203 per quarter for a full-time student. The non-resident surcharge will also increase by 6% for all graduate and professional programs at each campus, except for the College of Law, which will increase by 2%.

**Undergraduate Program and Technology Fees**

The following six programs will have undergraduate program fees in FY 2008:

College/Program	FY 2008 Annual Fees
School of Music	\$477
College of Business	600
College of Nursing	150
College of Biological Sciences	180
College of Engineering	150
School of Allied Med	150

<sup>3</sup> Non-resident students pay the non-resident surcharge in addition to the instructional fee. All students pay a general fee, student activity fee and recreation fee not shown in this table.

<sup>4</sup>This is the first year of differential fees for the Master of Social Work program.

For the Fisher College of Business, the FY 2008 program fee represents a \$150 annual increase over the FY 2007 program fee. For the School of Music, the FY 2008 program fee represents a \$27 increase over the FY 2007 program fee. The undergraduate program fee for the College of Engineering is a new fee, to be implemented in Autumn 2007.

Several colleges and programs have established learning technology fees in prior years to fund enhanced technology needed to remain competitive within their fields. The technology fee in the Fisher College of Business is increasing by \$45 annually this year. The technology fees for the College of the Arts and the College of Nursing are increasing by \$9 annually over the FY 2007 fee.

All technology and program fees are prorated by credit hours.

### Residence Halls and Other Charges

Housing fees (the second highest expense after tuition) for a resident undergraduate student at Ohio State's Columbus campus are set to increase by an average of 4.7%, or \$345, for FY 2008. The residence halls are self-supporting and receive no state support or tuition to offset costs of operations and facility maintenance. All increased costs must be covered by housing fees.

The total cost for a resident undergraduate student to attend Ohio State's Columbus campus and live in university housing will increase approximately 2.5% for a three quarter academic year for a new student. However, for resident undergraduate students who receive some form of university financial aid the increase will be less and in some cases, zero.

<b>Fees and Charges (Annual)</b>	<b>2007 Annual Rate</b>	<b>2008 Annual Rate</b>	<b>Percent Increase Over FY 2007</b>
Tuition <sup>5</sup>	\$8,406	\$8,406	0.0%
Room & Board <sup>6</sup>	7,236	7,581	4.8%
Health Insurance <sup>7</sup>	1,365	1,434	5.1%
Parking <sup>8</sup>	72	75.60	5.0%
COTA Bus Pass	27	27	0.0%
Football Tickets <sup>9</sup>	116	120	3.4%
Basketball Tickets <sup>10</sup>	110	115	4.5%
Recreation Fee	234	243	3.8%
<b>Total</b>	<b>\$17,566</b>	<b>\$18,002</b>	<b>2.5%</b>

<sup>5</sup> Instructional and general (includes student activity) fee for students first enrolled after Spring Quarter 2003.

<sup>6</sup> Weighted average undergraduate room rates plus the base meal plan.

<sup>7</sup> Based on the single comprehensive rate.

<sup>8</sup> Rates are for the Columbus west campus.

<sup>9</sup> Student package is 4 games.

<sup>10</sup> Season package is 10 games.

## Sponsored Research

Indirect cost recoveries grow as a function of the level of external research grants awarded to the university and actual expenditures to support research at the university. The negotiated indirect cost recovery reimbursement rate is a function of the university's actual expenditures (subject to certain established ceilings) for general administrative and library support services, and research facility and equipment costs. The OSU indirect cost recovery rate on most federal research grants increased from 49.5 to 50.0% on grants awarded after July 1, 2006. This will remain the indirect cost recovery rate until July 2009. By FY 2009 it is estimated the additional 0.5% will generate an additional \$1 million in cost recoveries annually. However, even with this higher recovery rate, there is only a slight increase in recoveries projected for FY 2008 as a result of the federal government's flat funding of research.

External research grants awarded to the university are projected to remain level in FY 2008, as they were in FY 2007. Colleges and research centers are projecting indirect cost recoveries growing at only 0.4% and generating increased revenues of about \$250,000 over FY 2007 levels.

(In millions)

<b>Sponsored Research<sup>11</sup></b>	<b>Actual FY 2005</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budget FY 2008<sup>12</sup></b>
Total Direct Costs	\$ 276.8	\$ 290.9	\$ 299.5	\$ 308.5
Percent Change	13.3%	5.1%	3.0%	3.0%
Indirect Costs	\$ 67.8	\$ 72.4	\$ 71.9	\$ 72.2
Percent Change	6.2%	6.7%	-0.7%	0.4%

## Internal Overhead and Service Charge

The regional campus service charge is projected to increase by 5%, resulting in increased revenues of \$225,000 in FY 2008. University overhead paid by earnings units and auxiliaries is increasing by over \$5.7 million in FY 2008. \$4.1 million of the increase will be generated primarily as a result of the growth in hospital revenues and will be used to fund university commitments to the Medical Center and increased costs of supporting the Medical Center.

(In millions)

<b>Internal Overhead<sup>13</sup></b>	<b>Actual FY 2005</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>
Cost Containment	\$ 4.6	\$ 4.6	\$ 4.6	\$ 4.6
Financial System Support	0.0	0.0	1.1	1.1
Regional Campus Serv Chg	5.2	4.2	4.2	4.7
Earnings Overhead	39.8	44.2	50.0	54.1
Total Internal Overhead	49.6	53.0	59.9	64.5
Percent Change	4.6%	6.9%	13.0%	7.7%

<sup>11</sup> Figures for FY 2005 to FY 2007 provided by OSURF.

<sup>12</sup> Total Direct Costs are estimated at 3% over FY 2007. Indirect Costs are per the General Funds Budget.

<sup>13</sup> These revenues are not reflected in the tables in the appendices as they are considered intra-university transfers.



# Assessments

The purpose of the assessments<sup>14</sup> is to fund the support services necessary to achieve the University's goals by allocating the expense among the beneficiaries of the support services.

The marginal allocations for the Research Administration, Student Services, and Development Assessments for FYs 2005 through 2008 were as follows:

(In millions)

Assessment	FY 2005	FY 2006	FY 2007	FY 2008
Research	\$ 1.5	\$ 0.9	\$ 0.9	\$ 1.0
Student Services	11.7	10.1	10.4	7.3
Development	0.4	0.2	0.0	1.8

## Research Administration Assessment

This assessment supporting the Office of Research and OSURF is allocated proportionally to the modified total direct costs recorded by each college and center. When first implemented, the rate of growth in the research assessment from one year to the next was set at approximately one-fourth of the growth of indirect cost recoveries for the preceding year, since central expenses in support of research account for about 25% of the indirect cost rate. In FY 2008 the Research Administration Assessment funds increases in general funds support of the Office of Technology Licensing and Commercialization and existing levels of service at OSURF and the Office of Research. For most units this exceeds the increase in indirect cost revenues in FY 2008.

## Student Services Assessment

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

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

The total marginal allocation for the three SSA cost pools for FY 2008 is \$7.25 million.

## Development Assessment

A robust development effort is a university priority. In recent years, the investment income earned from the endowment and other gifts was not sufficient to support the

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<sup>14</sup> The assessments are not reflected in the tables in the appendices, as they are transfers within the general fund.

level of development effort needed to meet that goal. In FY 2006, an assessment paid by colleges, support units and auxiliaries was implemented to supplement the investment income support. That assessment level was not increased in FY 2007, but is increased by \$1.8 million this year.

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

## Other Income

Additional sources of general funds income include interest income and miscellaneous administrative fees and charges income. As a category, budgeted revenue from other income is projected to increase 12.1% over FY 2007 budgeted levels. Because of the volatility of the return on investments, the annual budget does not assume the actual increase earned in the prior year will be realized in its entirety. The interest earned above the budgeted annual rate is used to fund one time needs in the following year.

(In millions)

<b>Other Income</b>	<b>Actual FY 2005</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>
Investment Income <sup>15</sup>	\$ 14.1	\$ 20.6	\$ 37.5	\$ 15.8
Miscellaneous Fee Income	1.1	1.1	1.3	0.6
Total	15.2	21.7	38.8	16.4

## Endowment Distributions

In addition to their general funds support, colleges and academic support units will receive an estimated \$63 million in revenues in FY 2008 generated through the investment of their endowments.

<sup>15</sup> FY 2008 number includes general funds budget and interest income allocated to development support.

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## III. FY 2008 Expenditure Summary

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### Resource Allocation

FY 2008 is the sixth year of Ohio State's restructured budget process. This budget process aligns the allocation of resources with the Academic Plan and decentralizes much of the decision making about expenditure priorities to the college and vice-presidential level.

In FY 2008, Ohio State's current funds budgeted expenditures for all campuses total \$4.0 billion including \$1.2 billion in general funds, \$2.1 billion in funds generated from earnings and auxiliary operations and \$770 million in estimated restricted expenditures.

At the Columbus campus, general funds support of a continuing level of services for FY 2008 requires \$1.1 billion, including \$859.1 million to support existing faculty and staff levels and \$93.9 million to support existing facilities operations costs. The total FY 2008 financial aid budget including graduate fee authorizations is \$189.7 million or 16.8% of the university's general funds budget.

The FY 2008 budget is structured to support key university-wide initiatives, consistent with the Academic Plan:

- **Competitive Compensation**
- **Reform of the Undergraduate Curriculum**
- **Quality Graduate Programs**
- **Targeted Investments in Excellence**
- **2008 Enrollment Plan**
- **Enterprise-wide Systems**
- **Safety and Security**
- **Compliance Activities**

Funding for these initiatives is described below:

- A. **Competitive Compensation** – The FY 2008 merit compensation pool will support the university's share of increased benefit costs. On average a 4.0% faculty and 3.5% staff merit increase will be funded from college and support unit operating budgets. The average faculty compensation increase, including promotions, is estimated to be 4.3%. The provost is selectively supporting high quality academic units that lag behind their benchmark faculty salary levels.
- B. **Reform of the Undergraduate Curriculum** – The university is implementing a reduction of 10 credit hours in the requirements for graduation commencing in autumn quarter for new students. No financial

impact is anticipated in FY 2008 since the change will primarily impact freshmen. A significant financial impact is expected, beginning in FY 2009, as students are allowed to graduate with fewer credit hours. Work continues on addressing the financial implications of this change on future budgets.

- C. **Quality Graduate Programs** – The university has approved the changes for supporting quality graduate programs as proposed by the Senate Fiscal Committee. A reallocation of 1.5% of the doctoral subsidy will be implemented, with the funds being redirected to support the Innovation Incentive funded activities and to fund quality graduate programs not included in the Innovation Incentive program. The Graduate School and colleges will develop a program review process to identify those doctoral programs that should be improved, downsized, or eliminated.
- D. **Targeted Investments in Excellence** – Through a major investment of resources over the next five years, the university will reallocate \$50 million in central funds to support ten research initiatives chosen through a competitive selection process. These funds will be matched by the participating colleges for a total investment of \$100 million.
- E. **2008 Enrollment Plan** – The final year of funding will be used to complete the enrollment plan activities. \$1.3 million has been set aside for financial aid to support recruiting of highly qualified undergraduates. In FY 2007, this program was funded through the student services assessment, and in FY 2008 it will be funded centrally by the revenue generated from the higher-than-anticipated student enrollment and retention that occurred in FY 2007. The goal of this program is to continue to raise academic qualifications of the incoming freshman class to targeted levels. The success of this initiative is reflected in continually improving academic qualifications of incoming students.
- F. **Enterprise-wide Systems** – The major initiative in this area is the student information system. Nine million dollars is allocated to fund Phase III of V of this \$50 million project.
- G. **Safety and Security** – The budget directs a significant level of resources toward safety and security issues, both for the physical safety of the students, faculty and staff of the university and for the security of the information systems. These initiatives include continuing funding for fire safety (\$292,000) and cyber-security activities (\$1.1 million), as well as one-time funding for cyber-security (\$162,000), building security (\$1.3 million), and security and communications improvement (\$1.0 million).
- H. **Compliance** – Compliance issues are also a priority in FY 2008. These initiatives include one-time funding of the audit consultant as requested by

the board (\$800,000) and EPA compliance (\$180,000). In addition, \$250,000 in continuing funds was provided to the Office of Research to continue implementing federal requirements for human subject research.

The FY 2008 budget continues to support the review of core academic support processes in order to reduce expenses and improve services. Three continuing cost reduction initiatives are being funded in 2008. They are summarized below:

**Transition to Work** – this plan is modeled after successful efforts elsewhere that demonstrate savings to employers in Worker's Compensation costs and significant benefits to employees by returning employees with temporary medical or psychological restrictions to work sooner. This is year two of a three-year initiative. An investment of \$241,000 is expected to save between \$1.5 and \$2.8 million annually by 2010.

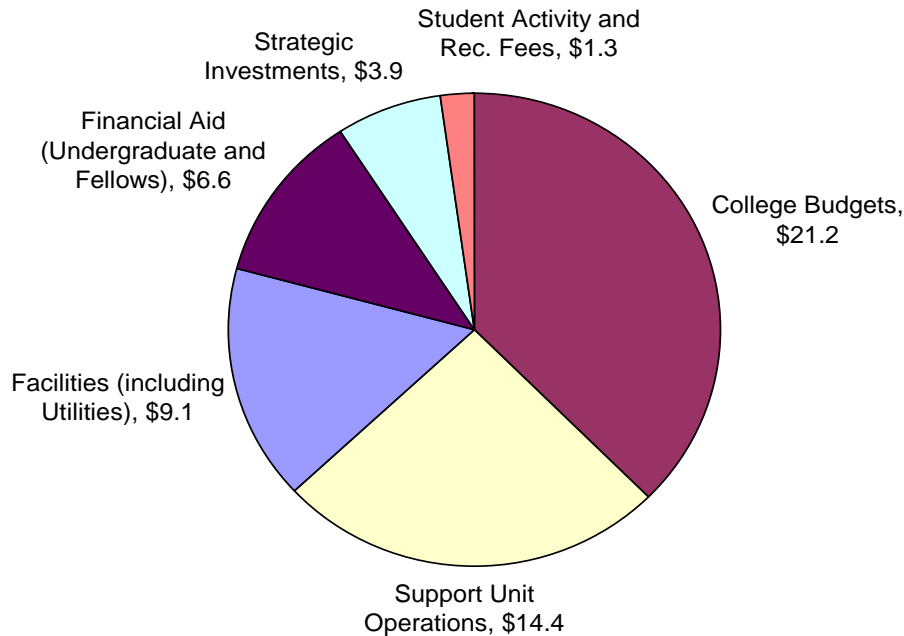
**Energy Projects** – the rising cost of energy has made it cost effective to enhance conservation efforts and explore alternative energy sources across campus. This initiative includes \$250,000 in one-time funds to enable the Energy Services and Sustainability group to provide leadership and coordination and approval of project proposals targeted at reducing energy costs. This is the second year that funding has been provided to address Phase 2 energy conservation. Phase 1 projects have resulted in purchased energy cost avoidance with a net present value of \$751,000 over five years. It is expected that similar results will materialize with these initiatives.

**E-Procurement** – this initiative includes funding for the continued implementation of the E-Procurement System in order to reduce costs for the purchase of goods and services and to improve the internal controls surrounding the procurement processes. This will allow for an improved bidding and negotiation position with vendors and streamlined central purchasing processes to focus on strategic purchasing and contract management. Included is \$285,000 in continuing funds and \$480,000 in one-time funds. Projections show that for each additional dollar of purchasing processed through the E-Procurement System, the department saves \$0.10. In FY 2005 and FY 2006, \$67 million in cost savings was achieved through more strategic use of contracts.

## Changes by Category

Expenditures for FY 2008 are increasing by \$56.7 million. \$46.6 million is from FY 2008 marginal increase in revenues and \$10.1 million is a carryforward of revenue received in FY 2007 due to higher-than-anticipated enrollment and retention rates. It is not anticipated that this level of carryforward will continue for FY 2009. The general fund reserve in FY 2008 is \$0.6 million.

**FY08 Continuing Funds Increase by Category**  
(in millions)



**FY08 Continuing Funds Increase by Category  
Columbus Campus**  
(In Millions)

Category	FY 08 Increase	Percent of Growth
College Net Marginal Resources	\$16.4	
Doctoral Quality <sup>16</sup>	2.8	
College Rebasing <sup>17</sup>	<u>2.0</u>	
College Operating Budget Total	21.2	37.5%
Support Unit Operating Budgets <sup>18</sup>	14.4	25.5%
Facilities (Including Utilities)	9.1	16.1%
Financial Aid (Undergraduate and Fellows)	6.6	11.7%
Strategic Investments <sup>19</sup>	3.9	6.9%
Student Activity, Recreation Fees	1.3	2.3%

<sup>16</sup> Assumes no additional State Innovation Incentive match.

<sup>17</sup> Does not include an additional \$470,000 rebasing funds still to be distributed to colleges by the provost.

<sup>18</sup> Includes \$2.5M in service improvements and mandates.

<sup>19</sup> Provost funds, president's reserve, and development funds.

**General Funds Expense Summary FY 2008 – Columbus Campus,  
Continuing Funds (In Millions)**

<b>Category</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>Difference</b>	<b>% Change</b>
College Operating Budgets <sup>20</sup>	\$541.7	\$562.9	\$21.2	3.9%
Support Unit Operating Budgets				
Base Operating Budgets	284.1	296.0	11.9	4.2%
Service Improvements and Mandates <sup>21</sup>		2.5	2.5	NA
Student Financial Aid <sup>22</sup>				
Undergraduate	69.0	71.9	2.9	4.2%
Graduate Fellows and NR Fee Authorizations <sup>23</sup>	70.1	73.8	3.7	5.3%
Facilities (Including Utilities)	84.8	93.9	9.1	10.7%
Strategic Investments <sup>24</sup>	33.6	37.5	3.9	11.6%
Student Activity and Rec Fees <sup>25</sup>	NA	1.3	1.3	NA
<b>Subtotal<sup>26</sup></b>	<b>\$1,083.3</b>	<b>\$1,139.8</b>	<b>\$56.7</b>	<b>5.2%</b>
<b>FY 07 Carryforward</b>		<b>(\$10.1)</b>	<b>(\$10.1)</b>	
<b>Total<sup>26</sup></b>	<b>\$1,083.3</b>	<b>\$1,129.7</b>	<b>\$46.6</b>	<b>4.3%</b>

Areas of emphasis for FY 2008 include:

**Competitive faculty and staff salaries** – Salaries and benefits are budgeted for in the college and support unit operating budgets and comprise 77.7% of the college budgets and 67.6% of the support unit budgets.

In FY 2008, compensation pools for faculty, including promotions, (effective October 2007) are projected to average 4.3%. Merit compensation pools for staff, also effective in October, will average 3.50%, plus an optional 0.5% to adjust for market equity. The variance among colleges in the average faculty pay increase is a reflection of the competitiveness of the faculty salaries with each department's benchmark institutions. However, the primary criterion for an individual's compensation is performance. Pay increases in many units will be partially funded by a reallocation of existing budget. In some instances, this will be accomplished by not filling vacant positions; in other cases, by using internal funding sources or by reducing operating costs. Rebasing funds were allocated by the provost to high performing departments with average salary levels below their benchmarks. This was done in order to maintain and/or increase OSU's competitiveness in compensation.

The university is providing additional support in FY 2008 to assist with the payment of graduate assistant (GA) health benefit costs. This support is increasing from 80% to 85% of the total cost, and GA premiums are reduced to about \$71 per quarter.

<sup>20</sup> Includes doctoral quality funding and rebasing funds.

<sup>21</sup> Service improvements and mandates will be transferred into support unit budgets in FY 2008.

<sup>22</sup> College and support unit fee authorizations are contained in their respective budgets.

<sup>23</sup> Does not include \$3.2M increase in graduate fee authorizations in college and support unit operating budgets.

<sup>24</sup> This category includes the provost's and president's strategic investment funds.

<sup>25</sup> Student activity fee revenue is transferred to Office of Student Affairs to fund student activities and is reflected in the Student Affairs operating budget.

<sup>26</sup> May not add due to rounding.

**Student Financial Aid** – Financial aid funds are increased at a rate that ensures students who are otherwise qualified will not be denied access for financial reasons. Although there was no increase in in-state tuition in FY 2008, financial aid was increased by \$1.7 million to reflect the increased cost of housing and the 6% increase in the out-of-state surcharge. In addition, \$1.3 million of the funds generated in FY 2007 from higher-than-anticipated enrollment and retention rates was budgeted for additional financial aid to support recruiting for the 2008 Enrollment Plan, the university's initiative to raise academic qualifications of the incoming freshman class to targeted levels, including an average ACT score of 27.

An additional \$6.1 million is budgeted to support the growth in graduate fee authorizations and non-resident graduate fee waivers. Part of this increase (\$2.4M) is included in college and support unit operating budgets.

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

Colleges and support units contributed from their net marginal resources a \$9.1 million inflationary increase in budgeted facility costs, including utilities, rent, repair, and renovations. Included in this increase are the highly complex research facilities housed in the Biomedical Research Tower (BRT), which opened during FY 2007. Because the projected FY 2008 maintenance cost per assignable square foot for the BRT is more than 10% in excess of the rate for the rest of the university, BRT occupants pay a maintenance surcharge in addition to the physical plant assessment (PPA) which is charged to all colleges and support units. This is the second time the university has adopted a surcharge for a building with higher-than-average physical plant costs; the first was the McCorkle Aquatic Facility, which is assessed a utilities surcharge that was implemented in FY 2007.

Most facilities costs including operating costs for the Department of Facilities Operations and Development, are funded through the Physical Plant Assessment (PPA). The four cost pools that make up the PPA and their marginal increases for FY 2008 are: utilities, \$6.4M; maintenance, \$2.0M; custodial, \$1.4M; and the maintenance and renewal fund, \$0.5M. The maintenance and renewal fund established in 2005 to address long-term maintenance and renovation needs of general funds space cannot be spent until FY 2015. In the meantime, the cash balances are invested and the interest returned to the fund. It is estimated in FY 2015 the fund will have a balance of \$40.4M. This assumes a \$0.05 annual increase in assigned square foot rates.

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



**Strategic Investments** – The FY 2008 budget assumes \$3.9M in new funding for strategic investments. These investments include the Targeted Investment in Excellence (TIE) and funding to support competitive salaries for faculty through the rebasing process.

**Provost’s Annual Rate to Invest in University-wide Initiatives** – The provost has allocated \$4.7M to support university-wide initiatives. This includes the \$2M in the Provost’s Strategic Investment Fund and an additional \$2.1M generated from the 5% set aside of marginal increases in tuition and state support. Other funds available to the provost to invest in areas of strategic importance include \$600,000 available for faculty promotions and Success Challenge Funds received from the state.

The funds generated from the 5% set aside have been used to align college base budgets with the goals of the Academic Plan. This includes moving funds into, as well as recovering funds from, college base budgets. The table below documents the rebasing transfers to and from colleges beginning in FY 2002.

**College Rebasing History**  
(in millions)

College	FY02 - FY07	FY 2008 Rebasing <sup>27</sup>	7 Yr Total
Arts	\$0.25		0.25
Humanities	3.58		3.58
Soc & Beh Sciences	2.02		2.02
Biological Sciences	1.21	0.11 <sup>28</sup>	1.32
MAPS	2.89		2.89
Exec Dean, Arts & Sciences	1.00		1.00
<b>Arts &amp; Sci Subtotal</b>	<b>\$10.96</b>	<b>0.11</b>	<b>11.06</b>
Business	0.13	0.24	0.37
Engineering	2.81	1.11 <sup>29</sup>	3.92
FAES	1.00	0.29	1.29
Educ & Hum Ecology	0.37		0.37
Social Work	0.32		0.32
Law	0.35	0.06	0.41
Public Health	1.43		1.43
Medicine	7.25		7.25
Optometry	0.45		0.45
Nursing	0.10		0.10
Pharmacy	0.05	0.15	0.20
Dentistry	(0.79)		(0.79)
Veterinary Medicine	0.32	0.07	0.39
<b>Total Net Transfers</b>	<b>\$24.75</b>	<b>\$2.02</b>	<b>\$26.77</b>

<sup>27</sup> Includes mortgage forgiveness of \$104,745 for Business and \$238,293 for FAES.

<sup>28</sup> Includes \$100,000 from Executive Dean of the Arts and Sciences.

<sup>29</sup> Includes \$110,000 redirection of Academic Enrichment funds.

Starting in FY 2007, the provost committed \$1M of the \$2M Strategic Investment Fund for five years to support the Targeted Investments in Excellence Initiative. Remaining Strategic Investment Funds are set aside to fund initiatives like the Reform of the Undergraduate Curriculum which are anticipated to need funding in future years.

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

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

**President's Strategic Investment Fund  
Planned Resources and Commitments**  
(In Millions)

<b>Resources</b>	<b>Prior Years</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>Total</b>
Research Incentive A/R <sup>30</sup>		\$2.71	\$2.79	\$4.69	
Central A/R		5.40	5.40	5.40	
Cash Carried Forward		8.43	2.21	1.40	
<b>Total Available</b>		<b>\$16.54</b>	<b>\$10.40</b>	<b>\$11.49</b>	
<b>Commitments</b>					
COMPH Pharmacology	\$0.93	\$0.93			\$1.85
Main Library Renovation <sup>31</sup>		0.30			0.30
Biomedical Research Tower	4.20	0.80			5.00
Technology Transfer	2.40	0.65			3.05
School of Public Health		1.00	1.00		2.00
Humanities & Arts Seed Grants	0.80	0.30			1.10
Campus Beautification	0.25	0.25			0.50
Weinland Park Child Care		1.00			1.00
Interdisciplinary Research	1.00	1.25			2.25
Medical Center Support	2.00	2.00	2.00	3.00	9.00
Math & Biosciences Institute		0.75	0.50		1.25
Development Support		1.00			1.00
Community Safety Center		2.00			2.00
Promotional Spots		0.10			0.10
Student Information System		2.00	0.50	0.50	3.00
Targeted Investments in Excellence			5.00	5.00	10.00
Urban Initiatives				0.05	0.05
<b>Total Commitments</b>	<b>\$11.58</b>	<b>\$143.3</b>	<b>\$9.00</b>	<b>\$8.55</b>	<b>\$43.46</b>
<b>Uncommitted Funds</b>		<b>\$2.21</b>	<b>\$1.40</b>	<b>\$2.94</b>	

<sup>30</sup> Represents 35.5% of Research Incentive budget.

<sup>31</sup> No interest loan pending capital bill.

**President's Strategic Endowment** – The President's Strategic Endowment income is derived from the investments made possible by a change in Ohio law that allows the university treasurer to invest university revenues with the university's endowment fund to earn a higher rate of return. The FY 2008 allocation consists of \$5.0 million that will be used at the discretion of the University's new president.

**The President's Strategic Investment Endowment  
Planned Resources and Commitments (in millions)**

<b>Resources:</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>
Interest Income	\$2.28	3.36	3.68
Cash Carried Forward	0.96	2.04	1.45
<b>Total Available</b>	<b>3.24</b>	<b>5.40</b>	<b>5.13</b>
<b>Commitments:</b>			
Development Support	1.20	1.00	
Campus Beautification		0.25	
Ohio Union LEEDS		1.00	
Technology Licensing		0.80	
Arts & Humanities Grants		0.10	
Outreach Office Support		0.30	
Urban Education		0.50	
<b>Total Commitments</b>	<b>1.20</b>	<b>3.95</b>	<b>TBD</b>
<b>Uncommitted Funds</b>	<b>\$2.04</b>	<b>\$1.45</b>	<b>\$5.13</b>

**Multi-year University Initiatives**

The FY 2008 budget supports 4 specific multi-year commitments. These include:

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

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

**Central SIS Support** – One-time funding is set aside for Phase III of V. The funding includes \$500,000 of the President's Strategic Investment Fund, \$1.5M from the Provost and \$1M from central funds.

**Enrollment Plan 2008** – Central funding of \$1.3M in continuing funding is set aside for the final year of Enrollment Plan 2008 activity (Phase V of V). The source of funding was the FY 2007 fee reconciliation.

More detail on these initiatives is included in Chapter V.

### **Service Improvements and Mandates**

The FY 2008 budget funds many service improvements and mandates as well as providing for one-time funding for specific activities. Table II.4 provides specific funding by project. Some of the highlights include:

**Safety and Security** – the FY 2008 budget supports physical and system safety and security issues by setting aside \$621,000 of continuing funds and \$3.8M of one-time money to address fire safety, building security, cyber-security activities, business continuity planning and security and communications improvements.

**Compliance** – the FY 2008 budget supports additional compliance activity needs by setting aside \$1.02M of one-time funding for audit consultants, EPA compliance and preparation for federal review of employment practices. Funding is also set aside in the Office of Research for meeting human subject protocols in order to assure passage of a federal review process.

**Outreach and Engagement** – the FY 2008 budget provides a total of \$500,000 in one-time funding for public service announcements, WOSU, and other outreach and engagement activities.

**Services to Students** – the FY 2008 budget includes \$332,000 in continuing funds for disability services, counseling and consultation services, and commencement activities. An additional \$288,000 in one-time funds is provided for Carmen support and disability services.

**University Libraries** – the FY 2008 budget provides \$500,000 in continuing funds and \$250,000 in one-time funds to support the library system with acquisition of new journals, books, and digital resources, as well as to fund inflationary costs of continuation of existing resources.

### **University Enterprise System Initiatives Funded Through Reallocations**

The major initiatives in this area are SIS and the grants management system, which are both funded through multi-year cash assessments reallocated from college, support unit, and auxiliary unit budgets. Nine million dollars is allocated to fund the \$50 million SIS project. The grants management initiative is in the final year of implementation and 2008 will be the last year for its assessment.

## Changes by College and Academic Support Unit

Another way to look at the allocation of university resources is by sorting the budget by unit responsible for administering the funds. The following tables show the relative size of the college and academic support unit budgets and the growth in their budgets for FY 2008 compared to FY 2007.

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

It is important to recognize that some colleges rely more heavily on general fund revenue than others and therefore are more directly affected by the allocation methodologies. The following table shows fund proportions for FY 2007.

**Sources of Funds by College - FY 2007**  
(In Order of Percent of General Funds)

College	Total Funds (in Millions)	General Funds % of Total <sup>32</sup>	Earnings % of Total <sup>33</sup>	Restricted % of Total <sup>34</sup>
Humanities	\$62.7	91.9%	0.2%	7.9%
Arts	\$28.2	90.6%	3.9%	5.5%
Law	\$22.1	75.3%	0.5%	24.2%
Social Work	\$6.9	73.4%	1.2%	25.4%
Nursing	\$10.8	71.9%	0.4%	27.8%
Fisher College of Business	\$54.3	68.9%	7.3%	23.8%
Math & Physical Sci	\$105.6	63.2%	0.7%	36.1%
Social & Behavioral Sci	\$91.9	62.6%	3.8%	33.6%
Pharmacy	\$20.7	61.9%	1.5%	36.6%
Education/Human Ecology	\$67.4	57.0%	9.0%	34.0%
Biological Sciences	\$45.4	53.4%	3.5%	43.1%
Public Health	\$11.2	49.6%	0.2%	50.3%
Dentistry	\$44.3	49.4%	26.5%	24.1%
Veterinary Medicine	\$52.8	42.7%	29.0%	28.3%
Engineering	\$176.2	38.1%	10.9%	51.0%
Optometry	\$15.4	35.3%	19.9%	44.8%
Medicine	\$245.3	27.4%	1.1%	71.5%
Food, Agric & Env Sci <sup>35</sup>	\$191.5	15.9%	5.5%	78.5%
<b>Total</b>	<b>\$1,252.6</b>	<b>45.5%</b>	<b>6.4%</b>	<b>48.1%</b>

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

<sup>32</sup> General Funds are unrestricted resources available for allocation in support of core instruction, instructional support, and related general administrative and physical plant expenditures. Also include fee authorizations.

<sup>33</sup> Earnings Operations are also unrestricted with resources generated from the sales and services of the earnings units. While not a requirement, these resources are generally designated to the unit generating the revenue.

<sup>34</sup> Restricted Funds are funds whose use has been designated by an external agency or individual and limited to support a specific purpose and/or unit. Sponsored Programs are included.

<sup>35</sup> Includes the College of Food, Agricultural & Environmental Science, as well as ATI, OSUE and OARDC.

**Summary of College NMR and Program Fee Changes  
(Columbus Campus General Funds Budget – In Millions)**

	<b>Final 2007 PBA</b>	<b>Incr. 2007 to 2008 - NMR<sup>36</sup></b>	<b>FY 2008 Rebasing<sup>37</sup></b>	<b>Percent Increase</b>	<b>Non- GFSA Marginal Program Fees<sup>38</sup></b>
Arts	25.06	1.57		6.3%	0.03
Biological Sciences	23.92	0.49	0.11 <sup>39</sup>	2.5%	
Humanities	57.57	3.06		5.3%	
MAPS	66.67	3.21		4.8%	0.46
SBS	57.53	2.49		4.3%	
Exec Dean Arts & Sciences	7.79	0.62		8.0%	
<b>Total Arts and Sciences</b>	<b>238.54</b>	<b>11.44</b>	<b>0.11</b>	<b>4.8%</b>	<b>0.49</b>
Business	34.26	1.85	0.24	6.1%	0.62
FAES	18.01	0.95	0.29	6.9%	
Education and Human Ecology	38.38	0.98		2.6%	
Engineering	60.68	-1.97	1.11 <sup>40</sup>	-1.4%	0.70
Nursing	7.04	0.53		7.5%	0.01
Pharmacy	12.79	-0.67	0.15	-4.1%	
Social Work	4.94	0.6		12.1%	0.04
John Glenn School	1.96	0.05		2.6%	
Dentistry <sup>41</sup>	20.37	0.9		4.4%	
Law (excluding Law Library)	13.58	0.48	0.06	4.0%	
Medicine <sup>42</sup>	58.13	-0.08		-0.1%	
Public Health	5.53	0.2		3.6%	
Optometry <sup>41</sup>	5.10	0.19		3.7%	
Veterinary Medicine <sup>41</sup>	22.37	0.83	0.07	4.0%	
Interdisp Grad Programs	0.00	0.11		NA	
Doctoral Quality <sup>43</sup>	NA	2.8		NA	
<b>Total Colleges</b>	<b>\$541.68</b>	<b>\$19.19</b>	<b>\$2.02</b>	<b>3.9%</b>	<b>\$1.86</b>

<sup>36</sup> "NMR" is net marginal revenue. Includes the total marginal allocation minus marginal assessments for space, research administration, student services, and the central tax. Figures also include faculty promotions and differential fees.

<sup>37</sup> Includes mortgage forgiveness of \$104,745 for Business and \$238,293 for FAES.

<sup>38</sup> Marginal program fees are cash funding. Estimated revenue based on applying % increase for FY 08 to actual revenue posted through May 2007. Changes in revenue due to enrollment changes are not reflected here.

<sup>39</sup> Includes \$100,000 from Executive Dean of the Arts and Sciences.

<sup>40</sup> Includes \$110,000 redirection of Academic Enrichment funds.

<sup>41</sup> Includes Med I SSI allocation based on preliminary data. Will be updated once end-of-year data are available.

<sup>42</sup> Includes Med II SSI allocation based on preliminary data. Will be updated once end-of-year data are available.

<sup>43</sup> To be distributed during FY 2008.

**Summary of Annual Funds Budget Changes  
Available for Support Unit Salary and Benefit Increases and Program Expansion<sup>44</sup>  
(Columbus Campus General Funds Budget – In Millions)**

Support Units	Final 2007 PBA	Incr. 2007 to 2008 - NMR	Percent Increase	University Service Imp. & Mandates	
				Continuing	One-time
<b>Academic Affairs</b>					
OAA Operating <sup>45</sup>	58.43	2.10	3.6%	0.34	4.35
Graduate School <sup>46</sup>	9.31	0.38	4.1%		
University Libraries	28.16	3.37	12.0%	0.5	0.25
Undergraduate Studies <sup>47</sup>	29.64	0.96	3.2%		
<b>Academic Affairs Total</b>	<b>125.54</b>	<b>6.81</b>	<b>5.4%</b>	<b>0.84</b>	<b>4.60</b>
Ag Admin, OSUE, OARDC	3.35	0.06	1.8%		0.30
Board of Trustees	0.69	0.03	4.3%		0.80
Business and Finance	76.22	3.28	4.3%	0.90	4.30
Legal Affairs	1.81	0.09	5.0%		
President	1.68	0.08	4.8%		
Student Affairs	31.04	0.41	1.3%	0.18	0.03
University Relations	6.19	0.28	4.5%		0.20
Exec Dean Arts & Sciences <sup>48</sup>	0.57	0.03	5.3%		
Commencement	0.56	NA	NA	0.15	
Research <sup>49</sup>	19.01	0.66	3.5%	0.45	2.40
Health Sciences	17.46	0.18	1.0%		0.50
<b>Support Unit Total</b>	<b>158.58</b>	<b>5.10</b>	<b>3.2%</b>	<b>1.68</b>	<b>8.53</b>
<b>Grand Total</b>	<b>284.12</b>	<b>11.91</b>	<b>4.2%</b>	<b>2.52</b>	<b>13.13</b>

In addition to the one-time commitments detailed in the above chart, cash is being held centrally in a general funds reserve (\$1M) and president's operating funds (\$2M). A second year of subsidy is also set aside to support Gateway operations.

<sup>44</sup> Program expansions are reviewed and selected for funding through a process which includes consultation with faculty, deans, and the president's cabinet.

<sup>45</sup> Includes OIT, Human Resources, Provost Office Administration, and Office of Minority Affairs.

<sup>46</sup> Does not include \$528,000 increased funding for graduate fellows.

<sup>47</sup> Does not include Student Financial Aid.

<sup>48</sup> This funding covers the portion of the Executive Dean's Office that advises non-Arts and Sciences students. The remainder of the office is shown on the preceding page under colleges.

<sup>49</sup> Includes OSURF operating and \$2M one-time funds for grants management system.

### **The Office of Development**

To ensure a robust University Development effort, this budget recommends a revised model for funding Development. The model was developed in conjunction with the Council of Deans, Office of Academic Affairs, the Office of University Development and the Office of Business and Finance. The model assumes a FY 2008 endowment payout in support of development of 1.075% or about \$13 million. The payout is recommended to be reduced by 0.025% in FY's 2009, 2010 and 2011 to reach a recommended permanent endowment support of development level of 1%. Colleges, support units, auxiliaries, and regionals will increase their support of development by \$1.8 million and an estimated \$1.6 million in interest earned on unspent endowment distributions and current use gifts. These recommendations in combination with the 180-day hold on current-use gifts and the revenue from the first six months of new endowments distribution, both already in place, along with the revenue from existing unrestricted gift money and endowments set aside for the support of development, will stabilize continuing general fund support of development while providing a funding base for the current level of development efforts.



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## IV. Regional Campuses

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### Budget Context

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



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

The campuses share facilities with co-located technical and state colleges. Lima shares its campus with Rhodes State College, Mansfield with North Central State College; Marion with Marion Technical College, and Newark with Central Ohio Technical College. Each campus engages in cooperative activities and programming with its co-located institution, such as library services, student activities, athletic teams, and some transfer and articulation agreements for academic programs. Although each campus has its unique model, the regional campus and the co-located institution strive for efficiency and sharing of expenditures. The cost-share summary is shown in Table II.5 in the back of this book.

## Revenues and Expenditures

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

### Regional Campus FY 2008 Current Funds Budget Summary

<b>Resources</b>	<b>Lima</b>	<b>Mansfield</b>	<b>Marion</b>	<b>Newark</b>
General Funds	\$ 13,024	\$ 15,800	\$ 14,549	\$ 21,045
Earnings Funds	\$ 475	\$ 313	\$ 54	\$ 75
Restricted Funds	\$ 1,702	\$ 2,037	\$ 3,256	\$ 2,224
<b>Total Resources</b>	<b>\$ 15,201</b>	<b>\$ 18,150</b>	<b>\$ 17,859</b>	<b>\$ 23,344</b>
<b>Expenditures</b>				
General Funds	\$ 12,964	\$ 15,567	\$ 14,553	\$ 21,076
Earnings	\$ 395	\$ 469	\$ 79	\$ 74
Restricted	\$ 1,702	\$ 2,037	\$ 3,256	\$ 2,224
<b>Total Expenditures</b>	<b>\$ 15,061</b>	<b>\$ 18,073</b>	<b>\$ 17,888</b>	<b>\$ 23,374</b>

The primary initiatives funded in the FY 2008 budget are merit-based faculty and staff compensation, improved student services, activities, and facilities, outreach and engagement programming, diversity initiatives, technology, and undergraduate student research and other unique academic opportunities.

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## V. Multi-Year Commitments and Financial Goals

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

### Multiple Year Commitments

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

### Continuing General Funds

The following table lists the explicit multi-year commitments against continuing general funds. The Provost's Strategic Investment Fund is a continuation of existing commitments, including \$1.0M per year through FY 2011 for Targeted Investments in Excellence. Cancer Center Match is to fund 10% of the marginal increase in indirect cost recoveries on cancer research over a five year period; however, no match is needed in FY 2008. All amounts are additional funds required in that year.

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

Commitment	FY08	FY09 Est.	FY10 Est.
Provost Strategic Investment Fund	\$2.0	\$2.0	\$2.0
Cancer Center Match	0.0 <sup>50</sup>	0.4	TBD
<b>Total</b>	<b>\$2.0</b>	<b>\$2.4</b>	<b>\$2.0</b>

The desired ceiling for multi-year commitments is that commitments in the succeeding three years not exceed 1% of the current year's budget. This guideline was established in the mid-1990s in order to preserve future financial flexibility. One percent of the FY 2008 Columbus campus general funds budget is \$11.3 million. The total of the

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<sup>50</sup> Cancer Center Match for FY 2008 is \$0 because indirect cost recoveries on cancer research did not increase during FY 2007.

succeeding three years multi-year commitments (FY 2008 through FY 2010) equals \$6.4 million, This is well within the stated goal.

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

These include:

- Competitive annual compensation increases for faculty, staff and student employees
- Safety and security (physical and technology)
- Support of research and compliance
- Deferred maintenance and other capital needs
- Academic and administrative computing needs
- Student financial aid
- Unfunded legal mandates
- Diversity and outreach
- Other Academic Plan initiatives

## **One-Time General Funds**

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

The Grants Management System is entering the final year of a four year financing plan which assesses colleges and research centers cash to cover the \$8M cost of bringing the Grants Management System on-line.

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

<b>Commitment</b>	<b>Initial FY</b>	<b>FY 2008</b>	<b>FY 2009 (est)</b>	<b>FY 2010 (est)</b>	<b>FY 2011 (est)</b>	<b>Total (est)</b>
Targeted Investments in Excellence (5 yrs) <sup>51</sup>	2007	\$9.00	\$9.00	\$9.00	\$9.00	\$36.00
Student Information System (5 yrs)	2006	9.00	10.00	10.00	7.00	36.00
Grants Management System (4 yrs)	2005	2.00	0.00	0.00	0.00	2.00
Buckeye Bundle (3 yrs)	2008	1.00	1.00	1.00	TBD	3.00
Campus Security System (5 yrs)	2004	1.30	2.10	0.00	0.00	3.40
Medical Center Support (5 yrs)	2005	5.00	5.00	0.00	0.00	10.00
Human Subjects Research System	2006	0.25	TBD	TBD	TBD	0.25
OSU Pro	2007	0.35	TBD	TBD	TBD	0.35

The figures in the Multi-Year Commitment table above do not include capital commitments, which are addressed as part of the biennial capital planning process.

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<sup>51</sup> Also invested is \$1 million annual rate each year.

## Financial Goals

Measures of financial well being are an important part of any planning process – even more so for public institutions where transparency is paramount. As agreed to in the FY 2007 budget process, Ohio State has reviewed the current financial goals and measures used to assess the financial health of the university and is recommending the following goals be established and monitored annually.

Financial Goal	Financial Measurement	OSU's Rating (Most Current)	Target Rating
Resource Sufficiency and Flexibility	Primary Reserve Ratio(PRR)/ Expendable Financial Resources-to-Operations (x)/Cash on Hand	0.41 times annual resources or 150 days cash on hand (FY 2006)	0.4 times annual resources or 146 days cash on hand
Operating Margin	General Fund	4.6% <sup>52</sup> (FY 2007)	1% or Greater
	Health System	10.5% Budgeted (FY 2007)	10% to 11.5% or greater
Credit Rating	Moody's Rating	AA (FY 2005)	AA
	Total Financial Resources to Direct Debt <sup>53</sup>	2.33 x (FY 2006)	At least 2.0x
	Actual Debt Service to Operations <sup>53</sup>	2.4% (FY 2006)	No more than 4.0%
	Debt Service Coverage <sup>53</sup>	5.7 x (FY 2006)	At least 3.0 x
Senate Bill 6	Legislated Ratio Measuring Financial Health of State-Assisted Universities <sup>54</sup>	4.2 (FY 2006)	3.6 – BOT guideline 1.8 – State guideline

## Conclusions

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

<sup>52</sup> The 4.6% operating margin is due in part to the higher than budgeted FY 2007 fee revenue and investment income.

<sup>53</sup> Source: OSU financial statements.

<sup>54</sup> This ratio is a calculation that encompasses the PRR (50% weight of ratio), the Viability Ratio (30%) and Net Income Ratio (20%)

## Selected Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

2006-07 Revised Budget	2007-08 Budget	Dollar Change	Percent Change
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**RESOURCES**

**Government Support**

State	511,648	548,274	36,626	7.2%
Federal	339,151	300,534	(38,617)	-11.4%
Local	35,049	31,890	(3,159)	-9.0%
Subtotal Government Support	885,848	880,698	(5,150)	-0.6%

**Student Fees**

Instructional, General & Tuition	643,303	667,739	24,436	3.8%
Other	38,614	38,871	257	0.7%
Subtotal Student Fees	681,917	706,610	24,693	3.6%

**Other Resources**

Health System	1,368,294	1,519,169	150,875	11.0%
Auxiliaries	250,034	274,463	24,430	9.8%
OSU - Physicians	230,000	254,000	24,000	10.4%
Departmental Sales & Services	78,209	79,385	1,176	1.5%
Private Grants & Contracts	250,683	311,797	61,114	24.4%
Other	60,749	66,711	5,962	9.8%
Subtotal Other Resources	2,237,969	2,505,525	267,557	12.0%

**Total Resources**

	3,805,734	4,092,833	287,099	7.5%
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**EXPENDITURES**

Instructional & General	1,211,577	1,251,882	40,305	3.3%
Separately Budgeted Research	385,739	428,020	42,281	11.0%
Public Service	128,726	140,505	11,779	9.2%
Scholarships & Fellowships	182,121	187,657	5,536	3.0%
Auxiliaries	261,001	285,262	24,261	9.3%
Health System	1,357,707	1,482,749	125,042	9.2%
OSU - Physicians	223,000	248,000	25,000	11.2%

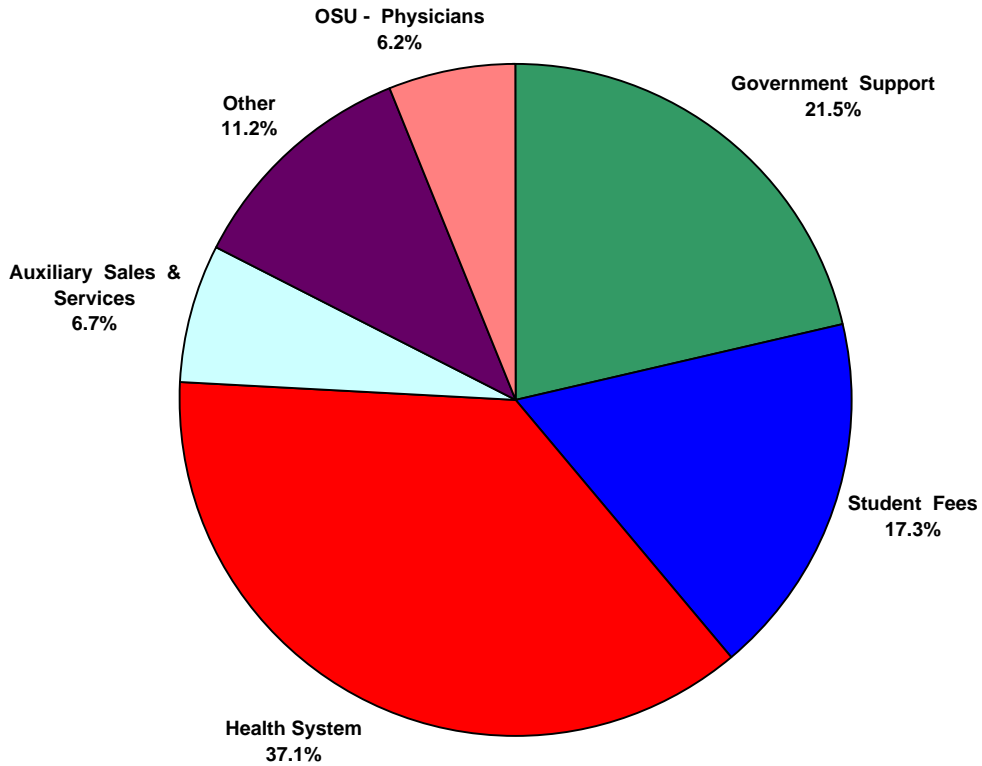
**Total Expenditures**

	3,749,871	4,024,075	274,204	7.3%
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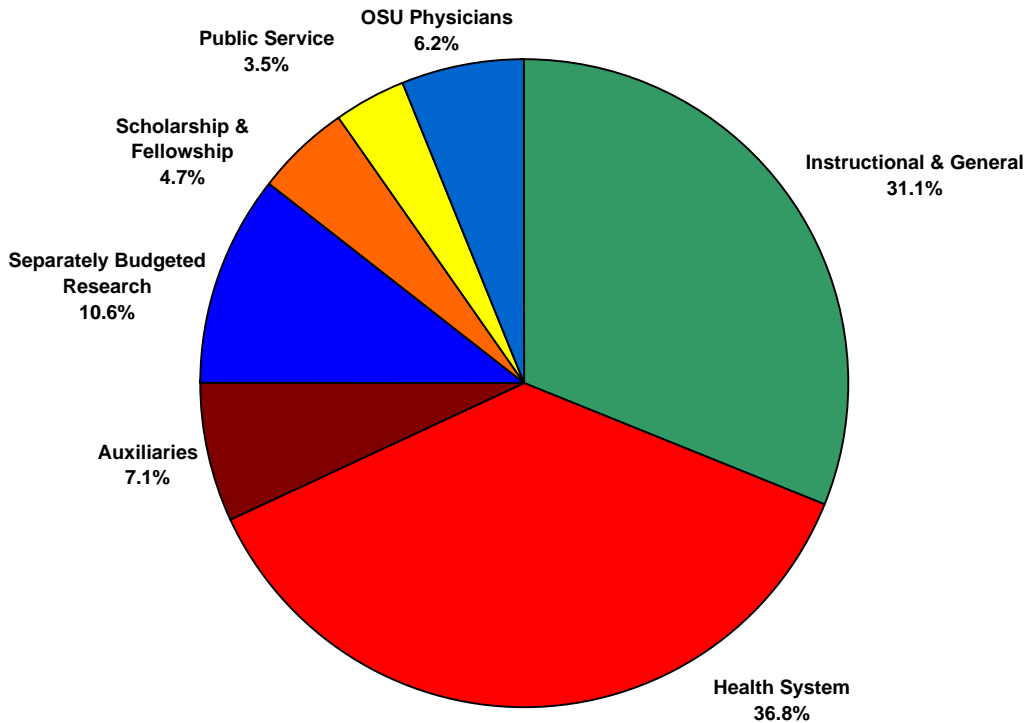
(1) Health Systems budget includes University Hospitals, James Cancer Hospital & Solove Research Institute, University Hospital East, Ross Heart Hospital, Harding Hospital, and Hospital Physician Network.

# SUMMARY OF BUDGETED RESOURCES AND EXPENDITURES TOTAL UNIVERSITY - FY 2008

## RESOURCES BY SOURCE



## EXPENDITURES BY FUNCTION



## SUMMARY OF ANNUAL STUDENT FEES COLUMBUS CAMPUS

INSTRUCTIONAL & GENERAL FEES				NONRESIDENT SURCHARGE				
FY 2007 Fees	FY 2008 Fees	Dollar Change	Percent Change	FY 2007 Fees	FY 2008 Fees	Dollar Change	Percent Change	
<b>Undergraduate:</b>								
<b>(1)</b>								
Tier 1	7,599	NA	NA	NA	11,895	NA	NA	
Tier 2	8,298	8,298	0	0.0%	11,895	12,609	714	6.0%
Tier 3	8,406	8,406	0	0.0%	11,895	12,609	714	6.0%
<b>Graduate Programs:</b>								
Graduate	9,132	9,657	525	5.7%	13,353	14,154	801	6.0%
MLHR	9,471	10,017	546	5.8%	13,353	14,154	801	6.0%
MBA/MBLE	18,696	20,346	1,650	8.8%	13,353	14,154	801	6.0%
Part-time MBA	18,660	20,031	1,371	7.3%	13,353	14,154	801	6.0%
EMBA	35,334	39,984	4,650	13.2%	NA	NA	NA	NA
Master of Accounting	20,871	22,407	1,536	7.4%	13,353	14,154	801	6.0%
AuD/MSLP	9,462	10,008	546	5.8%	13,353	14,154	801	6.0%
Health Administration	10,839	11,466	627	5.8%	13,353	14,154	801	6.0%
Public Health MPH	9,648	10,203	555	5.8%	13,353	14,154	801	6.0%
Public Health PEP	9,648	10,203	555	5.8%	13,353	14,154	801	6.0%
MPT	9,963	10,539	576	5.8%	13,353	14,154	801	6.0%
MOT	9,744	10,305	561	5.8%	13,353	14,154	801	6.0%
MSW	9,132	10,095	963	10.5%	13,353	14,154	801	6.0%
<b>Professional:</b>								
Pharmacy	13,071	14,214	1,143	8.7%	14,205	15,057	852	6.0%
Dentistry	22,380	24,360	1,980	8.8%	27,417	29,061	1,644	6.0%
Optometry	15,651	17,025	1,374	8.8%	27,417	29,061	1,644	6.0%
Veterinary Medicine	19,323	21,027	1,704	8.8%	28,341	30,042	1,701	6.0%
Law	17,246	18,932	1,686	9.8%	14,418	14,700	282	2.0%
Medicine	24,987	26,919	1,932	7.7%	13,602	14,418	816	6.0%

**Notes:**

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

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

- (1) Tier 1, for full-time continuing undergraduates who were first enrolled at Ohio State prior to Summer Quarter 2002, will phase out effective Autumn Quarter 2007. Any students remaining in that tier move into Tier 2. Tier 2 are students who were first enrolled between Summer 2002 and Spring 2003. Tier 3 are students who were first enrolled after Spring 2003.

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

2006-07 Revised Budget	2007-2008				Percent Change
	General	Earnings	Restricted	Total Budget	

**RESOURCES**

<b>Government Support</b>						
State Share of Instruction	335,212	352,455	0	0	352,455	5.1%
Appropriations	118,564	17,141	0	109,425	126,566	6.7%
Ohio Grants & Contracts	57,872	8,657	0	60,596	69,253	19.7%
Subtotal State Support	511,648	378,253	0	170,021	548,274	7.2%
Federal Grants & Contracts	339,151	49,206	0	251,328	300,534	-11.4%
Local Grants & Contracts	35,049	6,690	0	25,200	31,890	-9.0%
Subtotal Government	885,848	434,149	0	446,549	880,698	-0.6%
<b>Student Fees</b>						
Instructional, General and Tuition	643,303	667,739	0	0	667,739	3.8%
Other	38,614	31,871	7,000	0	38,871	0.7%
Subtotal Student Fees	681,917	699,610	7,000	0	706,610	3.6%
<b>Other Resources</b>						
Health System (1)	1,368,294	0	1,519,169	0	1,519,169	11.0%
Auxiliary Sales & Services	250,034	0	273,563	900	274,463	9.8%
OSU - Physicians	230,000	0	254,000	0	254,000	10.4%
Departmental Sales & Services	78,209	0	79,385	0	79,385	1.5%
Private Grants & Contracts	250,683	8,807	0	302,990	311,797	24.4%
Endowment Income (2)	22,509	3,378	56	19,700	23,134	2.8%
Investment Income	17,394	15,943	4,015	0	19,958	14.7%
Other	20,846	12,647	10,972	0	23,619	13.3%
Subtotal Other	2,237,969	40,775	2,141,160	323,590	2,505,525	12.0%
<b>Total Resources</b>	<b>3,805,734</b>	<b>1,174,534</b>	<b>2,148,160</b>	<b>770,139</b>	<b>4,092,833</b>	<b>7.5%</b>

**EXPENDITURES**

(3)

<b>Instruction &amp; General</b>						
Instruction & Departmental Research	746,451	622,389	37,983	100,358	760,730	1.9%
Academic Support	153,780	138,990	2,717	18,725	160,432	4.3%
Student Services	87,188	81,504	8,305	2,613	92,422	6.0%
Institutional Support	120,414	67,881	9,874	45,370	123,125	2.3%
Plant, Operations & Maintenance	103,744	100,535	6,606	8,032	115,173	11.0%
Subtotal Instruction & General	1,211,577	1,011,299	65,485	175,098	1,251,882	3.3%
<b>Separately Budgeted Research</b>						
Public Service	128,726	9,279	13,726	117,500	140,505	9.2%
Scholarships & Fellowships	182,121	110,188	33	77,436	187,657	3.0%
Auxiliaries	261,001	5,271	270,591	9,400	285,262	9.3%
Health System (1)	1,357,707	0	1,473,749	9,000	1,482,749	9.2%
OSU - Physicians	223,000	0	248,000	0	248,000	11.2%
<b>Total Expenditures</b>	<b>3,749,871</b>	<b>1,174,298</b>	<b>2,079,638</b>	<b>770,139</b>	<b>4,024,075</b>	<b>7.3%</b>

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

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

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

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

2006-07 Revised Budget	2007-2008				Percent Change
	General	Earnings	Restricted	Total Budget	

**RESOURCES**

<b>Government Support</b>						
State Share of Instruction	314,597	330,189			330,189	5.0%
Appropriations	78,347	13,834		71,143	84,977	8.5%
Ohio Grants & Contracts	57,071	8,657		60,000	68,657	20.3%
Subtotal State Support	450,015	352,680	0	131,143	483,823	7.5%
Federal Grants & Contracts	323,051	49,206		225,000	274,206	-15.1%
Detail Local Grants & Contracts	34,848	6,690		25,000	31,690	-9.1%
Subtotal Government	807,914	408,576	0	381,143	789,719	-2.3%
<b>Student Fees</b>						
Instructional, General and Tuition	603,332	625,416			625,416	3.7%
Other	37,928	31,084	7,000		38,084	0.4%
Subtotal Student Fees	641,260	656,500	7,000	0	663,500	3.5%
<b>Other Resources</b>						
Health System (1)	1,368,294		1,519,169		1,519,169	11.0%
Auxiliary Sales & Services	249,134		273,416		273,416	9.7%
OSU - Physicians	230,000		254,000		254,000	10.4%
Departmental Sales & Services	75,000		76,000		76,000	1.3%
Private Grants & Contracts	247,087	8,807		300,000	308,807	25.0%
Endowment Income (2)	21,800	3,378		19,000	22,378	2.7%
Investment Income	16,100	14,237	4,000		18,237	13.3%
Other	18,585	9,408	10,300		19,708	6.0%
Subtotal Other	2,226,000	35,830	2,136,885	319,000	2,491,715	11.9%
<b>Total Resources</b>	<b>3,675,174</b>	<b>1,100,906</b>	<b>2,143,885</b>	<b>700,143</b>	<b>3,944,934</b>	<b>7.3%</b>

**EXPENDITURES**

(3)

<b>Instruction &amp; General</b>						
Instruction & Departmental Research	708,849	585,806	36,488	98,548	720,842	1.7%
Academic Support	145,369	130,679	2,715	18,000	151,394	4.1%
Student Services	78,470	71,451	8,266	2,400	82,117	4.6%
Institutional Support	106,613	58,122	9,149	40,000	107,271	0.6%
Plant, Operations & Maintenance	90,368	92,979	5,777	2,500	101,256	12.0%
Subtotal Instruction & General	1,129,669	939,037	62,395	161,448	1,162,880	2.9%
<b>Separately Budgeted Research</b>						
Public Service	350,029	38,261	8,054	335,000	381,315	8.9%
Scholarships & Fellowships	124,965	9,279	12,518	115,295	137,092	9.7%
Auxiliaries	173,240	109,057	33	70,000	179,090	3.4%
Health System (1)	260,730	5,271	270,327	9,400	284,998	9.3%
OSU - Physicians	1,357,707	0	1,473,749	9,000	1,482,749	9.2%
OSU - Physicians	223,000	0	248,000	0	248,000	11.2%
<b>Total Expenditures</b>	<b>3,619,340</b>	<b>1,100,905</b>	<b>2,075,076</b>	<b>700,143</b>	<b>3,876,124</b>	<b>7.1%</b>

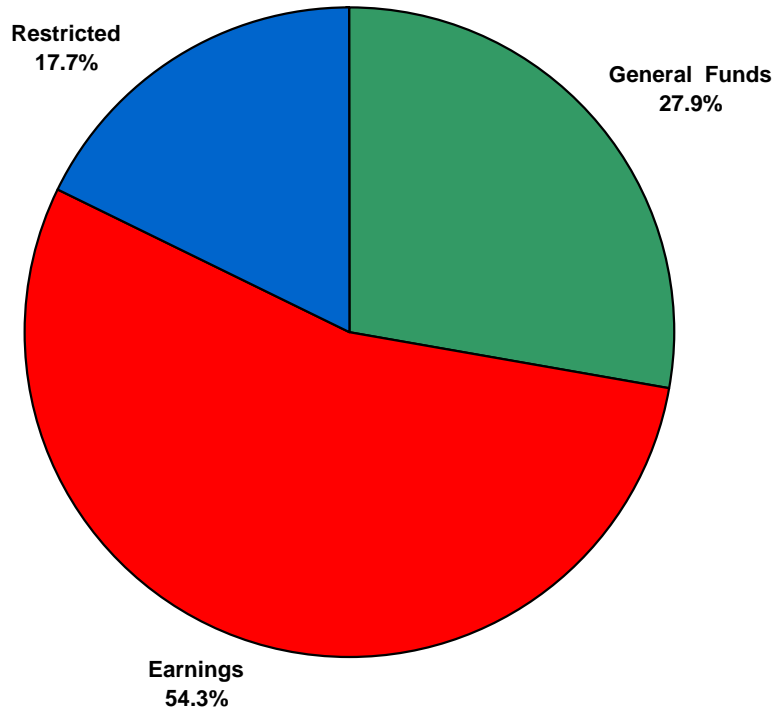
(1) Health System budget includes University Hospitals, James Cancer Hospital & Solove Research Institute, University Hospital East, Ross Heart Hospital, Harding Hospital, and Hospital Physician Network.

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

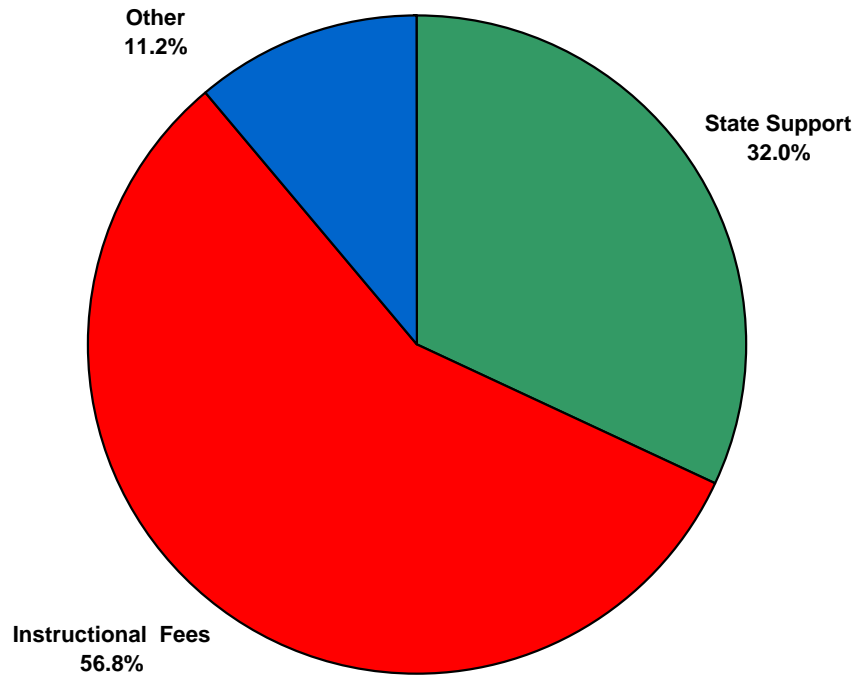
(3) General funds expenditures reflect a new budgeting methodology whereby the budget more closely tracks expenditures in accordance with the financial statements.

# BUDGETED RESOURCES Columbus Campus - FY 2008

## RESOURCES BY FUND



## GENERAL FUNDS BY SOURCE



**DETAILED BREAKOUT OF FY 2008 FINAL FUNDING  
RECOMMENDATIONS BY BUDGET CATEGORY  
COLUMBUS CAMPUS**

Budget Category	Activity	Continuing	One-Time
<b>Academic Support</b>	Kirwan Institute	\$ -	\$ 200,000
	OSU Pro	\$ -	\$ 350,000
	Chemistry Lab Fee for REEL	\$ -	\$ 460,000
	<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 1,010,000</b>
<b>Compliance</b>	EPA Compliance	\$ -	\$ 180,000
	Audit Consultant	\$ -	\$ 800,000
	HR - OCCF Audit	\$ -	\$ 36,000
	<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 1,016,000</b>
<b>Facilities Support</b>	Solid Waste	\$ 52,000	\$ -
	Utilities	\$ -	\$ 440,000
	Energy Projects	\$ -	\$ 250,000
	Campus Beautification	\$ -	\$ 250,000
	Facilities Planning	\$ -	\$ 350,000
	<b>Subtotal</b>	<b>\$ 52,000</b>	<b>\$ 1,290,000</b>
<b>Library Support</b>	Library Support	\$ 500,000	\$ 250,000
	<b>Subtotal</b>	<b>\$ 500,000</b>	<b>\$ 250,000</b>
<b>Other</b>	President's Operating	\$ 250,000	\$ 1,000,000
	E-Procurement	\$ 285,000	\$ 480,000
	Archiving	\$ 100,000	\$ -
	Women's Place	\$ 78,000	\$ -
	GF Emergency Reserve	\$ -	\$ 1,000,000
	Urban Initiatives	\$ -	\$ 50,000
	Gateway Rent/support	\$ -	\$ 1,250,000
	<b>Subtotal</b>	<b>\$ 713,000</b>	<b>\$ 3,780,000</b>
<b>Outreach and Engagement</b>	WOSU	\$ -	\$ 100,000
	PSA's	\$ -	\$ 100,000
	Outreach and Engagement	\$ -	\$ 300,000
	<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 500,000</b>
<b>Research Support</b>	TIE	\$ 1,000,000	\$ 9,000,000
	Medical Center Support (Phase IV of V)	\$ -	\$ 5,000,000
	Grants Management	\$ -	\$ 2,000,000
	BRT	\$ 100,000	\$ -
	Human Subjects	\$ 250,000	\$ -
	Tech Licensing	\$ 200,000	\$ 400,000
	OSURF Support	\$ 100,000	\$ -
	<b>Subtotal</b>	<b>\$ 1,650,000</b>	<b>\$ 16,400,000</b>
<b>Safety and Security</b>	Fire Safety 1	\$ 250,000	\$ -
	Fire Safety 2	\$ 42,000	\$ -
	Cyber Security 1	\$ 162,000	\$ 450,000
	Cyber Security 2	\$ -	\$ 480,000
	Cyber Security Consultants	\$ -	\$ 200,000
	Business Continuity	\$ -	\$ 325,000
	Building Security	\$ -	\$ 1,300,000
	NIMS Training	\$ -	\$ 45,000
	Safety Engineer	\$ 80,000	\$ -
	White Collar Crime Investigator	\$ 87,000	\$ -
	Security & Commun. Improvement	\$ -	\$ 1,000,000
	<b>Subtotal</b>	<b>\$ 621,000</b>	<b>\$ 3,800,000</b>
<b>Services to Students</b>	SIS (Phase III of V)	\$ -	\$ 9,000,000
	Enrollment Plan	\$ 1,300,000	\$ -
	Carmen Support	\$ -	\$ 263,000
	Disability Services	\$ 13,000	\$ 25,000
	Counseling and Consultation	\$ 169,000	\$ -
	Commencement	\$ 150,000	\$ -
	<b>Subtotal</b>	<b>\$ 1,632,000</b>	<b>\$ 9,288,000</b>
<b>Grand Total</b>	<b>\$ 5,168,000</b>	<b>\$ 37,334,000</b>	

## Summary of Regional Campus Cost-Share Agreements

### Cost Share Allocation Factors by Function

Campus	Technical College	Last Cost-share Review	Interval Between Reviews	Cost Allocation Factors	Departments Where Cost Allocation Factor Applied	Regional Campus Share	Instruction	Academic Support	Student Services	Institutional Support	Facilities and Public Safety	General Overhead	Auxiliaries		
Lima	Rhodes State College	1992	1 Year	FTE/Headcount	StudentAthletics/Student Activities	30.0%			X						
				FTE/Headcount	Physical Plant/Security	30.0%					X				
				FTE/Headcount	Phone Operator	30.0%						X			
				FTE/Headcount	Library/Room Scheduling	30.0%	X								
Mansfield	North Central State College	2007	Annual	ASF	Plant Operations & Maintenance is based on percentage of assigned space	48.5%					X				
				ASF	Custodial based on assigned shared space. Included in assumption is outside contractor hired by NC State	73.2%						X			
				Headcount	Department workload directly correlates to number of students served (Library/ Student Life/Public Safety)	40.5%		X	X		X				
Marion	Marion Technical College	1987	N/A	Tuition & Subsidy	Transfer modules (Tech students take OSU classes for Tech credit)	0.0%	X								
				Tuition & Subsidy on-campus	Library (OSU contributes 3% of its on campus tuition and subsidy to the Library budget and MTC contributes 2%) OSU administered and we charge 10% service charge	3.0%		X					X		
				50-50	Student activities - MTC administers; Joint Annual Programs (i.e. Financial Aid Fair, Job & Career Fair, etc.) - jointly administered; each campus charges the other a 10% service charge	50.0%					X			X	
				Formula	Courier and mileage	Varies							X	X	
				FTE on-campus	Physical Facilities, Bookstore (treated as a lease through Property Mgt. income only), miscellaneous joint income (i.e. ladies room, food service, payphone commission) - OSU administers and charges 10% service charge	47.8%							X	X	
				FTE on-campus	Land rental, landscaping, parking - OSU administers and charges 10% service charge	47.8%									X
Newark	Central Ohio Technical College	2007	1 Year	50-50	Department workload independent of enrollment swings.	50.0%				X			X		
				Headcount	Department workload directly correlates to number of students served.	51.4%			X	X					
				FTE	Department workload directly correlates to both number of students and student course loads.	56.1%	X	X	X	X	X	X	X	X	

\*Represents FY 2006 Marion Campus cost-share percentage; annual share varies based on changes in enrollment. On-campus FTE excludes enrollment at Delaware branch.

ASF = assignable square feet.



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

2006-07 Revised Budget	2007-2008				Percent Change
	General	Earnings	Restricted	Total Budget	

**RESOURCES**

<b>Government Support</b>						
State Share of Instruction	3,644	3,918			3,918	7.5%
Appropriations	599	530		65	595	-0.7%
Ohio Grants & Contracts	168			137	137	-18.5%
Subtotal State Support	4,411	4,448	0	202	4,650	5.4%
Federal Grants & Contracts	1,500			1,500	1,500	0.0%
Detail Local Grants & Contracts	0				0	
Subtotal Government	5,911	4,448	0	1,702	6,150	4.0%
<b>Student Fees</b>						
Instructional, General and Tuition	6,688	7,393			7,393	10.5%
Other	145	180			180	24.1%
Subtotal Student Fees	6,833	7,573	0	0	7,573	10.8%
<b>Other Resources</b>						
Health System	0				0	
Auxiliary Sales & Services	0				0	
OSU - Physicians	0				0	
Departmental Sales & Services	0				0	
Private Grants & Contracts	0				0	
Endowment Income	0				0	
Investment Income	175	265			265	51.4%
Other	1,239	738	475		1,213	-2.1%
Subtotal Other	1,414	1,003	475	0	1,478	4.5%
<b>Total Resources</b>	<b>14,158</b>	<b>13,024</b>	<b>475</b>	<b>1,702</b>	<b>15,201</b>	<b>7.4%</b>

**EXPENDITURES**

<b>Instruction &amp; General</b>						
Instruction & Departmental Research	7,430	7,370	395	160	7,925	6.7%
Academic Support	1,743	1,823		45	1,868	7.2%
Student Services	1,352	1,471		25	1,496	10.7%
Institutional Support	1,236	1,394		15	1,409	14.0%
Plant, Operations & Maintenance	846	906		5	911	7.7%
Subtotal Instruction & General	12,607	12,964	395	250	13,609	7.9%
Separately Budgeted Research	70			80	80	14.3%
Public Service	75			45	45	-40.0%
Scholarships & Fellowships	1,325			1,327	1,327	0.2%
Auxiliaries	0				0	
Health System	0				0	
OSU - Physicians	0				0	
<b>Total Expenditures</b>	<b>14,077</b>	<b>12,964</b>	<b>395</b>	<b>1,702</b>	<b>15,061</b>	<b>7.0%</b>

**ASSUMPTIONS**

- Faculty Compensation Pool of 4.25%
- Staff Compensation Pool of 3.5%
- No Undergraduate Tuition Increase; 5.85% Tuition Increase for Graduate
- Increase of 7.4% in SSI and Tuition Subsidy
- Increase of 3.2% in Access Challenge
- Enrollment FTE projected to increase by 4%

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

2006-07 Revised Budget	2007-2008				Total Budget	Percent Change
	General	Earnings	Restricted			

**RESOURCES**

<b>Government Support</b>						
State Share of Instruction	3,954	4,269			4,269	8.0%
Appropriations	1,158	691		551	1,242	7.3%
Ohio Grants & Contracts	168			70	70	-58.3%
Subtotal State Support	5,280	4,960	0	621	5,581	5.7%
Federal Grants & Contracts	1,700			1,416	1,416	-16.7%
Detail: Local Grants & Contracts	0				0	
Subtotal Government	6,980	4,960	0	2,037	6,997	0.2%
<b>Student Fees</b>						
Instructional, General and Tuition	8,343	8,522			8,522	2.1%
Other	125	125			125	0.0%
Subtotal Student Fees	8,468	8,647	0	0	8,647	2.1%
<b>Other Resources</b>						
Health System	0				0	
Auxiliary Sales & Services	66		72		72	9.1%
OSU - Physicians	0				0	
Departmental Sales & Services (1)	457		241		241	-47.3%
Private Grants & Contracts	0				0	
Endowment Income	0				0	
Investment Income	340	366			366	7.6%
Other (2)	201	1,827			1,827	809.0%
Subtotal Other	1,064	2,193	313	0	2,506	135.5%
<b>Total Resources</b>	<b>16,512</b>	<b>15,800</b>	<b>313</b>	<b>2,037</b>	<b>18,150</b>	<b>9.9%</b>

**EXPENDITURES**

<b>Instruction &amp; General</b>						
Instruction & Departmental Research	6,161	6,136		150	6,286	2.0%
Academic Support	1,505	1,735		20	1,755	16.6%
Student Services	1,868	2,587		25	2,612	39.8%
Institutional Support	2,040	2,400		30	2,430	19.1%
Plant, Operations & Maintenance	1,357	1,979		20	1,999	47.3%
Subtotal Instruction & General	12,931	14,837	0	245	15,082	16.6%
<b>Separately Budgeted Research</b>						
Public Service	520		279	1	280	-46.2%
Scholarships & Fellowships	2,617	730		1,691	2,421	-7.5%
Auxiliaries	187		190		190	1.6%
Health System	0				0	
OSU - Physicians	0				0	
<b>Total Expenditures</b>	<b>16,355</b>	<b>15,567</b>	<b>469</b>	<b>2,037</b>	<b>18,073</b>	<b>10.5%</b>

**ASSUMPTIONS**

- Faculty Compensation Pool of 5.5%
- Staff Compensation Pool of 4.0%
- No Undergraduate Tuition Increase; 5.85% Tuition Increase for Graduate
- Increase of 8.0% in SSI and Tuition Subsidy
- Increase of 6.0% in Access Challenge
- Enrollment FTE projected to increase by 3%

- (1) Change in recording of Income/Expenses for Center for Corporate and Community Education does recognize income from contracts which is directly spent on programs. This is to bring continuity between Mansfield and the Alber Center at Marion. (earnings account)
- (2) Historically, intercampus income was reflected in budget net of expense; reporting income and expense separately (the method used for FY 2008 and subsequent years) is more consistent with standard financial reports.

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

2006-07 Revised Budget	2007-2008				Percent Change
	General	Earnings	Restricted	Total Budget	

**RESOURCES**

<b>Government Support</b>						
State Share of Instruction	3,831	4,199			4,199	9.6%
Appropriations	741	711		66	777	4.9%
Ohio Grants & Contracts	50			50	50	0.0%
Subtotal State Support	4,622	4,910	0	116	5,026	8.7%
Federal Grants & Contracts	2,400			2,400	2,400	0.0%
Detail Local Grants & Contracts	0				0	
Subtotal Government	7,022	4,910	0	2,516	7,426	5.8%
<b>Student Fees</b>						
Instructional, General and Tuition	8,615	8,928			8,928	3.6%
Other	134	138			138	3.0%
Subtotal Student Fees	8,749	9,066	0	0	9,066	3.6%
<b>Other Resources</b>						
Health System	0				0	
Auxiliary Sales & Services	0				0	-100.0%
OSU - Physicians	0				0	
Departmental Sales & Services	54		54		54	0.0%
Private Grants & Contracts	876			740	740	
Endowment Income	0				0	
Investment Income	320	500			500	56.3%
Other	69	73			73	5.8%
Subtotal Other	1,319	573	54	740	1,367	3.6%
<b>Total Resources</b>	<b>17,090</b>	<b>14,549</b>	<b>54</b>	<b>3,256</b>	<b>17,859</b>	<b>4.5%</b>

**EXPENDITURES**

<b>Instruction &amp; General</b>						
Instruction & Departmental Research	6,464	6,623	31	100	6,754	4.5%
Academic Support	1,967	2,141	2	40	2,183	11.0%
Student Services	2,137	2,253	39	38	2,330	9.0%
Institutional Support	2,525	1,901		725	2,626	4.0%
Plant, Operations & Maintenance	1,282	1,336	6	4	1,346	5.0%
Subtotal Instruction & General	14,375	14,254	78	907	15,239	6.0%
<b>Separately Budgeted Research</b>						
Public Service	900		1	849	850	-5.6%
Scholarships & Fellowships	1,788	299		1,500	1,799	0.6%
Auxiliaries	0				0	
Health System	0				0	
OSU - Physicians	0				0	
<b>Total Expenditures</b>	<b>17,063</b>	<b>14,553</b>	<b>79</b>	<b>3,256</b>	<b>17,888</b>	<b>4.8%</b>

**ASSUMPTIONS**

- Faculty Compensation Pool of 5.5%
- Staff Compensation Pool of 4.0%
- No Undergraduate Tuition Increase; 5.85% Tuition Increase for Graduate
- Increase of 8.6% in SSI and Tuition Subsidy
- Increase of 4.8% in Access Challenge
- Enrollment FTE projected to decrease by 1.9%

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

2006-07 Revised Budget	2007-2008				Percent Change
	General	Earnings	Restricted	Total Budget	

**RESOURCES**

<b>Government Support</b>						
State Share of Instruction	5,006	5,497			5,497	9.8%
Appropriations	1,067	1,017		0	1,017	-4.7%
Ohio Grants & Contracts	100			74	74	-26.0%
Subtotal State Support	6,173	6,514	0	74	6,588	6.7%
Federal Grants & Contracts	2,100			2,100	2,100	0.0%
Detail Local Grants & Contracts	0				0	
Subtotal Government	8,273	6,514	0	2,174	8,688	5.0%
<b>Student Fees</b>						
Instructional, General and Tuition	12,024	13,309			13,309	10.7%
Other	282	342			342	21.3%
Subtotal Student Fees	12,306	13,651	0	0	13,651	10.9%
<b>Other Resources</b>						
Health System	0				0	
Auxiliary Sales & Services	84		75		75	-10.2%
OSU - Physicians	0				0	
Departmental Sales & Services	0				0	
Private Grants & Contracts	20			50	50	150.0%
Endowment Income	0				0	
Investment Income	400	500			500	25.0%
Other	320	380			380	18.8%
Subtotal Other	824	880	75	50	1,005	22.0%
<b>Total Resources</b>	<b>21,403</b>	<b>21,045</b>	<b>75</b>	<b>2,224</b>	<b>23,344</b>	<b>9.1%</b>

**EXPENDITURES**

<b>Instruction &amp; General</b>						
Instruction & Departmental Research	10,701	11,801		150	11,951	11.7%
Academic Support	1,804	1,761			1,761	-2.4%
Student Services	2,416	2,818		110	2,928	21.2%
Institutional Support	2,400	2,720			2,720	13.3%
Plant, Operations & Maintenance	1,790	1,976			1,976	10.4%
Subtotal Instruction & General	19,111	21,076	0	260	21,336	11.6%
Separately Budgeted Research	15			25	25	66.7%
Public Service	10			10	10	0.0%
Scholarships & Fellowships	2,104			1,929	1,929	-8.3%
Auxiliaries	84		74		74	-11.9%
Health System	0				0	
OSU - Physicians	0				0	
<b>Total Expenditures</b>	<b>21,324</b>	<b>21,076</b>	<b>74</b>	<b>2,224</b>	<b>23,374</b>	<b>9.6%</b>

**ASSUMPTIONS**

- Faculty Compensation Pool of 5.5%
- Staff Compensation Pool of 4.0%
- No Undergraduate Tuition Increase; 5.85% Tuition Increase for Graduate
- Increase of 9.4% in SSI and Tuition Subsidy
- Increase of 7.4% in Access Challenge
- Enrollment FTE projected to increase by 3.3%

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES  
AGRICULTURAL TECHNICAL INSTITUTE BY FUND  
(IN THOUSANDS)**

2006-07 Revised Budget	2007-2008				Percent Change
	General	Earnings	Restricted	Total Budget	

**RESOURCES**

<b>Government Support</b>						
State Share of Instruction	4,180	4,383			4,383	4.9%
Appropriations	697	358		426	784	12.5%
Ohio Grants & Contracts	200			150	150	-25.0%
SuSubtotal State Support	5,077	4,741	0	576	5,317	4.7%
Federal Grants & Contracts	1,600			1,512	1,512	-5.5%
Detail Local Grants & Contracts	1				0	-100.0%
Subtotal Government	6,678	4,741	0	2,088	6,829	2.3%
<b>Student Fees</b>						
Instructional, General and Tuition	4,301	4,171			4,171	-3.0%
Other	0	2			2	
Subtotal Student Fees	4,301	4,173	0	0	4,173	-3.0%
<b>Other Resources</b>						
Health System	0				0	
Auxiliary Sales & Services	0				0	
OSU - Physicians	0				0	
Departmental Sales & Services	1,408		1,565		1,565	11.2%
Private Grants & Contracts	0				0	
Endowment Income <sup>1</sup>	9		56		56	522.2%
Investment Income <sup>2</sup>	59	75	15		90	52.5%
Other	432	221	197		418	-3.2%
Subtotal Other	1,908	296	1,833	0	2,129	11.6%
<b>Total Resources</b>	<b>12,887</b>	<b>9,210</b>	<b>1,833</b>	<b>2,088</b>	<b>13,131</b>	<b>1.9%</b>

**EXPENDITURES**

<b>Instruction &amp; General</b>						
Instruction & Departmental Research	5,996	4,653	1,069	250	5,972	-0.4%
Academic Support	792	851		20	871	10.0%
Student Services	945	924		15	939	-0.6%
Institutional Support	1,410	1,344		100	1,444	2.4%
Plant, Operations & Maintenance	1,401	1,359	23	3	1,385	-1.1%
Subtotal Instruction & General	10,544	9,131	1,092	388	10,611	0.6%
Separately Budgeted Research	400			500	500	25.0%
Public Service	1,256		928	300	1,228	-2.2%
Scholarships & Fellowships	1,002	102		900	1,002	0.0%
Auxiliaries	0				0	
Health System	0				0	
OSU - Physicians	0				0	
<b>Total Expenditures</b>	<b>13,202</b>	<b>9,233</b>	<b>2,020</b>	<b>2,088</b>	<b>13,341</b>	<b>1.1%</b>

**ASSUMPTIONS**

- Faculty Compensation Pool of 4.0%
- Staff Compensation Pool of 3.5%
- No Tuition Increase
- Increase of 4.8% in SSI and Tuition Subsidy
- Increase of 3.9% in Access Challenge
- Enrollment FTE projected to increase by 1%
- Does not include budget for Hawks Nest Golf Course; date of possession TBD

<sup>1</sup> Variance result of inclusion of Dennison and Shisler endowments for FY 2008

<sup>2</sup> Variance result of higher income for FY 2007 than projected

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES**  
**OHIO AGRICULTURAL AND RESEARCH DEVELOPMENT CENTER BY FUND**  
(IN THOUSANDS)

2006-07 Revised Budget	2007-2008			Total Budget	Percent Change
	General	Earnings	Restricted		

**RESOURCES**

<b>Government Support</b>						
State Share of Instruction	0				0	
Appropriations	35,955			37,174	37,174	3.4%
Ohio Grants & Contracts	115			115	115	0.0%
Subtotal State Support	36,070	0	0	37,289	37,289	3.4%
Federal Grants & Contracts	6,800			17,400	17,400	155.9%
Detail Local Grants & Contracts	200			200	200	0.0%
Subtotal Government	43,070	0	0	54,889	54,889	27.4%
<b>Student Fees</b>						
Instructional, General and Tuition	0				0	
Other	0				0	
Subtotal Student Fees	0	0	0	0	0	
<b>Other Resources</b>						
Health System	0				0	
Auxiliary Sales & Services	750			900	900	20.0%
OSU - Physicians	0				0	
Departmental Sales & Services	1,290		1,525		1,525	18.2%
Private Grants & Contracts	2,700			2,200	2,200	-18.5%
Endowment Income	700			700	700	0.0%
Investment Income	0				0	
Other	0				0	
Subtotal Other	5,440	0	1,525	3,800	5,325	-2.1%
<b>Total Resources</b>	<b>48,510</b>	<b>0</b>	<b>1,525</b>	<b>58,689</b>	<b>60,214</b>	<b>24.1%</b>

**EXPENDITURES**

<b>Instruction &amp; General</b>						
Instruction & Departmental Research	850			1,000	1,000	17.6%
Academic Support	600			600	600	0.0%
Student Services	0				0	
Institutional Support	4,190		725	4,500	5,225	24.7%
Plant, Operations & Maintenance	6,700		800	5,500	6,300	-6.0%
Subtotal Instruction & General	12,340	0	1,525	11,600	13,125	6.4%
<b>Separately Budgeted Research</b>						
Separately Budgeted Research	35,125			46,000	46,000	31.0%
Public Service	1,000			1,000	1,000	0.0%
Scholarships & Fellowships	45			89	89	97.8%
Auxiliaries	0				0	
Health System	0				0	
OSU - Physicians	0				0	
<b>Total Expenditures</b>	<b>48,510</b>	<b>0</b>	<b>1,525</b>	<b>58,689</b>	<b>60,214</b>	<b>24.1%</b>

**SUMMARY OF STATE SUPPORT  
COLUMBUS CAMPUS  
(IN THOUSANDS)**

2006-07 Revised Budget	2007-2008			Dollar Change	Percent Change
	General Funds	Restrct'd	Total Budget		

**CORE FUNDING**

Instructional Funding  
Mission-Based Core Funding:  
    Success Challenge  
    Research Incentive (1)  
    Innovation Incentive  
    Priorities in Graduate Education  
Subtotal Core Funding

314,597	330,189		330,189	15,592	5.0%
11,029	11,098		11,098	69	0.6%
7,826		13,207	13,207	5,381	68.8%
1,947	1,947		1,947	(0)	0.0%
572		572	572	0	0.0%
335,971	343,234	13,779	357,013	21,042	6.3%

**APPROPRIATIONS**

OSU-Specific Line Items:  
    Cooperative Extension  
    Clinical Teaching  
    Sea Grants  
    Dental/Veterinary Medicine  
    Supercomputer  
    OARNET  
    Ohio Learning Network  
    OSU Glenn Institute  
    BioMEMS Program  
    Subtotal OSU-Specific Line Items

General Line Items  
    Teacher Improvement Initiatives  
    Urban Universities  
    College Readiness and Access  
    Library Book Depository  
    Student Support Services  
    Capital Component  
    Medical Items:  
        Family Practice  
        Primary Care  
        Geriatric Medicine  
    Area Health Education Center  
    Subtotal General Line Items

25,645		26,273	26,273	628	2.4%
13,566		13,566	13,566	0	0.0%
232		300	300	68	29.3%
1,277		1,277	1,277	0	0.0%
4,271		4,271	4,271	0	0.0%
3,727		3,727	3,727	0	0.0%
3,119		3,119	3,119	0	0.0%
286	619		619	333	116.4%
100		100	100	0	0.0%
52,223	619	52,633	53,252	1,029	2.0%
1,196		1,196	1,196	0	0.0%
140		315	315	175	125.0%
319		319	319	0	0.0%
397		397	397	0	0.0%
170	170		170	0	0.0%
1,237		1,213	1,213	(24)	-1.9%
706		706	706	0	0.0%
297		297	297	0	0.0%
107		107	107	0	0.0%
181		181	181	0	0.0%
4,750	170	4,731	4,901	151	3.2%
56,973	789	57,364	58,153	1,180	2.1%

**OHIO GRANTS & CONTRACTS**

57,071	8,657	60,000	68,657	11,586	20.3%
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**TOTAL STATE SUPPORT**

450,015	352,680	131,143	483,823	33,808	7.5%
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(1) Formerly known as Research Challenge

**SUMMARY OF STATE SUPPORT  
EXTENDED CAMPUSES  
(IN THOUSANDS)**

2006-07 Total Budget	2007-08		Total Budget	Dollar Change	Percent Change
	General Funds	Restrct'd			

**LIMA CAMPUS**

State Share of Instruction  
 State Appropriations  
   Access Challenge  
   Jobs Challenge  
   Capital Component  
     Subtotal Appropriations  
  
 State Grants & Contracts  
  
 Total Lima Campus

3,644	3,918		3,918	274	7.5%
463	478		478	15	3.2%
69	52		52	(17)	-24.6%
67		65	65	(2)	-3.0%
599	530	65	595	(4)	-0.7%
168	0	137	137	(31)	-18.5%
4,411	4,448	202	4,650	239	5.4%

**MANSFIELD CAMPUS**

State Share of Instruction  
 State Appropriations  
   Access Challenge  
   Jobs Challenge  
   Capital Component  
     Subtotal Appropriations  
  
 State Grants & Contracts  
  
 Total Mansfield Campus

3,954	4,269		4,269	315	8.0%
602	639		639	37	6.1%
89	52		52	(37)	-41.6%
467		551	551	84	18.0%
1,158	691	551	1,242	84	7.3%
168		70	70	(98)	-58.3%
5,280	4,960	621	5,581	301	5.7%

**MARION CAMPUS**

State Share of Instruction  
 State Appropriations  
   Access Challenge  
   Jobs Challenge  
   Capital Component  
     Subtotal Appropriations  
  
 State Grants & Contracts  
  
 Total Marion Campus

3,831	4,199		4,199	368	9.6%
631	659		659	28	4.4%
104	52		52	(52)	-50.0%
6		66	66	60	1000.0%
741	711	66	777	36	4.9%
50		50	50	0	0.0%
4,622	4,910	116	5,026	404	8.7%



**SUMMARY OF STATE SUPPORT  
EXTENDED CAMPUSES  
(IN THOUSANDS)**

2006-07 Total Budget	2007-08		Total Budget	Dollar Change	Percent Change
	General Funds	Restrct'd			

**NEWARK CAMPUS**

State Share of Instruction  
 State Appropriations  
   Access Challenge  
   Jobs Challenge  
   Capital Component  
     Subtotal Appropriations  
  
 State Grants & Contracts  
  
 Total Newark Campus

5,006	5,497		5,497	491	9.8%
928	965		965	37	4.0%
65	52		52		0.0%
74		0	0	(74)	-100.0%
1,067	1,017	0	1,017	(50)	-4.7%
100		74	74	(26)	-26.0%
6,173	6,514	74	6,588	415	6.7%

**AGRICULTURAL TECH INSTITUTE**

State Share of Instruction  
 State Appropriations  
   Access Challenge  
   Jobs Challenge  
   Student Support Services  
   Capital Component  
     Subtotal Appropriations  
  
 State Grants & Contracts  
  
 Total ATI

4,180	4,383		4,383	203	4.9%
243	251		251	8	3.3%
86	77		77	(9)	-10.5%
30	30		30		
338		426	426	88	26.0%
697	358	426	784	87	12.5%
200		150	150	(50)	-25.0%
5,077	4,741	576	5,317	240	4.7%

**OARDC**

Appropriations  
 State Grants & Contracts  
  
 Total OARDC

35,955		37,174	37,174	1,219	3.4%
115		115	115	0	0.0%
36,070	0	37,289	37,289	1,219	3.4%

**TOTAL EXTENDED CAMPUSES**

State Share of Instruction  
 Appropriations  
 State Grants & Contracts  
  
 Total Extended Campuses

20,615	22,266	0	22,266	1,651	8.0%
40,217	3,307	38,282	41,589	1,372	3.4%
801	0	596	596	(205)	-25.6%
61,633	25,573	38,878	64,451	2,818	4.6%

# SUMMARY OF STUDENT FEE INCOME COLUMBUS CAMPUS

(IN THOUSANDS)

FY 2007 Revised Budget	FY 2008 Budget	Dollar Change	Percent Change
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**INSTRUCTIONAL FEES**

Instructional Fees  
General Fees  
Non-Resident Surcharge

Subtotal Instructional Fees

**OTHER FEES**

Student Activity Fee  
Application Fees  
Acceptance Fees  
Recreation Fee  
Technology Fees  
Program Fees  
Flight Instruction  
Medical Instrument Fees  
Other

Subtotal Other Fees

**TOTAL STUDENT FEE INCOME**

466,264	481,579	15,315	3.3%
19,599	19,724	125	0.6%
117,469	124,113	6,644	5.7%
<b>603,332</b>	<b>625,416</b>	<b>22,084</b>	<b>3.7%</b>
2,281	2,323	42	1.8%
2,065	2,065	0	0.0%
1,075	1,075	0	0.0%
11,243	12,454	1,211	10.8%
4,100	4,800	700	17.1%
1,308	3,400	2,092	159.9%
900	900	0	0.0%
2,205	2,205	0	0.0%
1,835	1,862	27	1.5%
<b>27,012</b>	<b>31,084</b>	<b>4,072</b>	<b>15.1%</b>
<b>630,344</b>	<b>656,500</b>	<b>26,156</b>	<b>4.1%</b>

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<b>Undergraduate Tier 2*</b>								
<b>Students first enrolled Spring Quarter 2003 or earlier (1)</b>								
Credit Hours	Instrn'l Fees	General Fees		Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
		Basic	Student Activity					
				(2)	(3)			
0	218	11	2		9	240	175	415
1	437	21	3		9	470	350	820
2	547	26	3		9	585	701	1,286
3	656	32	4		9	701	1,051	1,752
4	875	42	5	81	9	1,012	1,401	2,413
5	1,094	53	6	81	9	1,243	1,751	2,994
6	1,312	63	8	81	9	1,473	2,102	3,575
7	1,531	74	9	81	9	1,704	2,452	4,156
8	1,750	84	10	81	9	1,934	2,802	4,736
9	1,969	95	11	81	9	2,165	3,152	5,317
10	2,187	105	13	81	9	2,395	3,503	5,898
11	2,406	116	14	81	9	2,626	3,853	6,479
12+	2,625	126	15	81	9	2,856	4,203	7,059

<b>Undergraduate Tier 3*</b>								
<b>Students first enrolled after Spring Quarter 2003</b>								
Credit Hours	Instrn'l Fees	General Fees		Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
		Basic	Student Activity					
				(2)	(3)			
0	221	11	2		9	243	175	418
1	443	21	3		9	476	350	826
2	555	26	3		9	593	701	1,294
3	665	32	4		9	710	1,051	1,761
4	887	42	5	81	9	1,024	1,401	2,425
5	1,109	53	6	81	9	1,258	1,751	3,009
6	1,330	63	8	81	9	1,491	2,102	3,593
7	1,552	74	9	81	9	1,725	2,452	4,177
8	1,774	84	10	81	9	1,958	2,802	4,760
9	1,996	95	11	81	9	2,192	3,152	5,344
10	2,217	105	13	81	9	2,425	3,503	5,928
11	2,439	116	14	81	9	2,659	3,853	6,512
12+	2,661	126	15	81	9	2,892	4,203	7,095

\* See Detail of Selected Rates for clinic, technology, and program fees charged by certain programs.

(1) Tier 1, for full-time continuing undergraduates who were first enrolled at Ohio State prior to Summer Quarter 2002, will phase out effective Autumn Quarter 2007. Any students remaining in that tier move into Tier 2.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<b>Masters &amp; PhD (1)</b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
					(2)	(3)		
0	194	8	1			9	212	448
1	387	16	2			9	414	886
2	619	25	3			9	656	1,600
3	928	38	5			9	980	2,395
4	1,237	50	6	81		9	1,383	3,270
5	1,547	63	8	81		9	1,708	4,067
6	1,856	76	9	81		9	2,031	4,862
7	2,165	88	11	81		9	2,354	5,657
8	2,474	101	12	81		9	2,677	6,451
9	2,784	113	14	81		9	3,001	7,247
10+	3,093	126	15	81		9	3,324	8,042

<b>MLHR (4)</b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
					(2)	(3)		
0	201	8	1			9	219	455
1	402	16	2			9	429	901
2	643	25	3			9	680	1,624
3	964	38	5			9	1,016	2,431
4	1,285	50	6	81		9	1,431	3,318
5	1,607	63	8	81		9	1,768	4,127
6	1,928	76	9	81		9	2,103	4,934
7	2,249	88	11	81		9	2,438	5,741
8	2,570	101	12	81		9	2,773	6,547
9	2,892	113	14	81		9	3,109	7,355
10+	3,213	126	15	81		9	3,444	8,162

(1) See Detail of Selected Rates for clinic, technology, and program fees charged by certain programs.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

(4) Students in this program also pay a \$174 learning technology fee prorated by credit hour.

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<b><u>MBA/MBLE (1)</u></b>								
<b>Credit Hours</b>	<b>Instrn'l Fees</b>	<b>General Fees</b>	<b>Student Activity Fees</b>	<b>Rec Fees</b>	<b>COTA</b>	<b>Resident Total</b>	<b>Non-Resident Tuition</b>	<b>Non-Resident Total</b>
					(2)	(3)		
0	416	8	1			9	434	236
1	832	16	2			9	859	472
2	1,331	25	3			9	1,368	944
3	1,997	38	5			9	2,049	1,415
4	2,662	50	6	81		9	2,808	1,887
5	3,328	63	8	81		9	3,489	2,359
6	3,994	76	9	81		9	4,169	2,831
7	4,659	88	11	81		9	4,848	3,303
8	5,325	101	12	81		9	5,528	3,774
9	5,990	113	14	81		9	6,207	4,246
10+	6,656	126	15	81		9	6,887	4,718

<b><u>Part-Time MBA (1)</u></b>								
<b>Credit Hours</b>	<b>Instrn'l Fees</b>	<b>General Fees</b>	<b>Student Activity Fees</b>	<b>Rec Fees</b>	<b>COTA</b>	<b>Resident Total</b>	<b>Non-Resident Tuition</b>	<b>Non-Resident Total</b>
					(2)	(3)		
0	410	8	1			9	428	236
1	819	16	2			9	846	472
2	1,310	25	3			9	1,347	944
3	1,965	38	5			9	2,017	1,415
4	2,620	50	6	81		9	2,766	1,887
5	3,276	63	8	81		9	3,437	2,359
6	3,931	76	9	81		9	4,106	2,831
7	4,586	88	11	81		9	4,775	3,303
8	5,241	101	12	81		9	5,444	3,774
9	5,896	113	14	81		9	6,113	4,246
10+	6,551	126	15	81		9	6,782	4,718

(1) Students in this program also pay a \$174 learning technology fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<b>EMBA (1)</b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
			(2)		(3)			
0	825	8	1		9	843		843
1	1,650	16	2		9	1,677		1,677
2	2,640	25	3		9	2,677		2,677
3	3,961	38	5		9	4,013		4,013
4	5,281	50	6	81	9	5,427		5,427
5	6,601	63	8	81	9	6,762		6,762
6	7,921	76	9	81	9	8,096		8,096
7	9,241	88	11	81	9	9,430		9,430
8	10,562	101	12	81	9	10,765		10,765
9	11,882	113	14	81	9	12,099		12,099
10+	13,202	126	15	81	9	13,433		13,433

<b>Master of Accounting (1)</b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
			(2)		(3)			
0	459	8	1		9	477	236	713
1	918	16	2		9	945	472	1,417
2	1,469	25	3		9	1,506	944	2,450
3	2,203	38	5		9	2,255	1,415	3,670
4	2,937	50	6	81	9	3,083	1,887	4,970
5	3,672	63	8	81	9	3,833	2,359	6,192
6	4,406	76	9	81	9	4,581	2,831	7,412
7	5,140	88	11	81	9	5,329	3,303	8,632
8	5,874	101	12	81	9	6,077	3,774	9,851
9	6,609	113	14	81	9	6,826	4,246	11,072
10+	7,343	126	15	81	9	7,574	4,718	12,292

(1) Students in this program also pay a \$174 learning technology fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<b><u>AuD/MSLP</u></b>								
<b>Credit Hours</b>	<b>Instrn'l Fees</b>	<b>General Fees</b>	<b>Student Activity Fees</b>	<b>Rec Fees</b>	<b>COTA</b>	<b>Resident Total</b>	<b>Non-Resident Tuition</b>	<b>Non-Resident Total</b>
				(1)	(2)			
<b>0</b>	<b>201</b>	<b>8</b>	<b>1</b>		<b>9</b>	<b>219</b>	<b>236</b>	<b>455</b>
<b>1</b>	<b>401</b>	<b>16</b>	<b>2</b>		<b>9</b>	<b>428</b>	<b>472</b>	<b>900</b>
<b>2</b>	<b>642</b>	<b>25</b>	<b>3</b>		<b>9</b>	<b>679</b>	<b>944</b>	<b>1,623</b>
<b>3</b>	<b>963</b>	<b>38</b>	<b>5</b>		<b>9</b>	<b>1,015</b>	<b>1,415</b>	<b>2,430</b>
<b>4</b>	<b>1,284</b>	<b>50</b>	<b>6</b>	<b>81</b>	<b>9</b>	<b>1,430</b>	<b>1,887</b>	<b>3,317</b>
<b>5</b>	<b>1,605</b>	<b>63</b>	<b>8</b>	<b>81</b>	<b>9</b>	<b>1,766</b>	<b>2,359</b>	<b>4,125</b>
<b>6</b>	<b>1,926</b>	<b>76</b>	<b>9</b>	<b>81</b>	<b>9</b>	<b>2,101</b>	<b>2,831</b>	<b>4,932</b>
<b>7</b>	<b>2,247</b>	<b>88</b>	<b>11</b>	<b>81</b>	<b>9</b>	<b>2,436</b>	<b>3,303</b>	<b>5,739</b>
<b>8</b>	<b>2,568</b>	<b>101</b>	<b>12</b>	<b>81</b>	<b>9</b>	<b>2,771</b>	<b>3,774</b>	<b>6,545</b>
<b>9</b>	<b>2,889</b>	<b>113</b>	<b>14</b>	<b>81</b>	<b>9</b>	<b>3,106</b>	<b>4,246</b>	<b>7,352</b>
<b>10+</b>	<b>3,210</b>	<b>126</b>	<b>15</b>	<b>81</b>	<b>9</b>	<b>3,441</b>	<b>4,718</b>	<b>8,159</b>

<b><u>Health Administration</u></b>								
<b>Credit Hours</b>	<b>Instrn'l Fees</b>	<b>General Fees</b>	<b>Student Activity Fees</b>	<b>Rec Fees</b>	<b>COTA</b>	<b>Resident Total</b>	<b>Non-Resident Tuition</b>	<b>Non-Resident Total</b>
				(1)	(2)			
<b>0</b>	<b>231</b>	<b>8</b>	<b>1</b>		<b>9</b>	<b>249</b>	<b>236</b>	<b>485</b>
<b>1</b>	<b>462</b>	<b>16</b>	<b>2</b>		<b>9</b>	<b>489</b>	<b>472</b>	<b>961</b>
<b>2</b>	<b>739</b>	<b>25</b>	<b>3</b>		<b>9</b>	<b>776</b>	<b>944</b>	<b>1,720</b>
<b>3</b>	<b>1,109</b>	<b>38</b>	<b>5</b>		<b>9</b>	<b>1,161</b>	<b>1,415</b>	<b>2,576</b>
<b>4</b>	<b>1,478</b>	<b>50</b>	<b>6</b>	<b>81</b>	<b>9</b>	<b>1,624</b>	<b>1,887</b>	<b>3,511</b>
<b>5</b>	<b>1,848</b>	<b>63</b>	<b>8</b>	<b>81</b>	<b>9</b>	<b>2,009</b>	<b>2,359</b>	<b>4,368</b>
<b>6</b>	<b>2,218</b>	<b>76</b>	<b>9</b>	<b>81</b>	<b>9</b>	<b>2,393</b>	<b>2,831</b>	<b>5,224</b>
<b>7</b>	<b>2,587</b>	<b>88</b>	<b>11</b>	<b>81</b>	<b>9</b>	<b>2,776</b>	<b>3,303</b>	<b>6,079</b>
<b>8</b>	<b>2,957</b>	<b>101</b>	<b>12</b>	<b>81</b>	<b>9</b>	<b>3,160</b>	<b>3,774</b>	<b>6,934</b>
<b>9</b>	<b>3,326</b>	<b>113</b>	<b>14</b>	<b>81</b>	<b>9</b>	<b>3,543</b>	<b>4,246</b>	<b>7,789</b>
<b>10+</b>	<b>3,696</b>	<b>126</b>	<b>15</b>	<b>81</b>	<b>9</b>	<b>3,927</b>	<b>4,718</b>	<b>8,645</b>

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<b>Public Health MPH</b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(1)	(2)			
0	205	8	1		9	223	236	459
1	409	16	2		9	436	472	908
2	655	25	3		9	692	944	1,636
3	983	38	5		9	1,035	1,415	2,450
4	1,310	50	6	81	9	1,456	1,887	3,343
5	1,638	63	8	81	9	1,799	2,359	4,158
6	1,965	76	9	81	9	2,140	2,831	4,971
7	2,293	88	11	81	9	2,482	3,303	5,785
8	2,620	101	12	81	9	2,823	3,774	6,597
9	2,948	113	14	81	9	3,165	4,246	7,411
10+	3,275	126	15	81	9	3,506	4,718	8,224

<b>Public Health PEP</b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(1)	(2)			
0	205	8	1		9	223	236	459
1	409	16	2		9	436	472	908
2	655	25	3		9	692	944	1,636
3	983	38	5		9	1,035	1,415	2,450
4	1,310	50	6	81	9	1,456	1,887	3,343
5	1,638	63	8	81	9	1,799	2,359	4,158
6	1,965	76	9	81	9	2,140	2,831	4,971
7	2,293	88	11	81	9	2,482	3,303	5,785
8	2,620	101	12	81	9	2,823	3,774	6,597
9	2,948	113	14	81	9	3,165	4,246	7,411
10+	3,275	126	15	81	9	3,506	4,718	8,224

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.



**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<b><u>Master of Physical Therapy</u></b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(1)	(2)			
0	212	8	1		9	230	236	466
1	423	16	2		9	450	472	922
2	677	25	3		9	714	944	1,658
3	1,016	38	5		9	1,068	1,415	2,483
4	1,355	50	6	81	9	1,501	1,887	3,388
5	1,694	63	8	81	9	1,855	2,359	4,214
6	2,032	76	9	81	9	2,207	2,831	5,038
7	2,371	88	11	81	9	2,560	3,303	5,863
8	2,710	101	12	81	9	2,913	3,774	6,687
9	3,048	113	14	81	9	3,265	4,246	7,511
10+	3,387	126	15	81	9	3,618	4,718	8,336

<b><u>Master of Occupational Therapy</u></b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(1)	(2)			
0	207	8	1		9	225	236	461
1	414	16	2		9	441	472	913
2	662	25	3		9	699	944	1,643
3	993	38	5		9	1,045	1,415	2,460
4	1,324	50	6	81	9	1,470	1,887	3,357
5	1,655	63	8	81	9	1,816	2,359	4,175
6	1,985	76	9	81	9	2,160	2,831	4,991
7	2,316	88	11	81	9	2,505	3,303	5,808
8	2,647	101	12	81	9	2,850	3,774	6,624
9	2,978	113	14	81	9	3,195	4,246	7,441
10+	3,309	126	15	81	9	3,540	4,718	8,258

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<b>Master of Social Work (1)</b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
			(2)		(3)			
0	203	8	1		9	221	236	457
1	405	16	2		9	432	472	904
2	648	25	3		9	685	944	1,629
3	972	38	5		9	1,024	1,415	2,439
4	1,296	50	6	81	9	1,442	1,887	3,329
5	1,620	63	8	81	9	1,781	2,359	4,140
6	1,943	76	9	81	9	2,118	2,831	4,949
7	2,267	88	11	81	9	2,456	3,303	5,759
8	2,591	101	12	81	9	2,794	3,774	6,568
9	2,915	113	14	81	9	3,132	4,246	7,378
10+	3,239	126	15	81	9	3,470	4,718	8,188

<b>Pharmacy</b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
			(2)		(3)			
0	289	8	1		9	307	314	621
1	577	16	2		9	604	627	1,231
2	922	25	3		9	959	1,004	1,963
3	1,384	38	5		9	1,436	1,506	2,942
4	1,845	50	6	81	9	1,991	2,008	3,999
5	2,306	63	8	81	9	2,467	2,510	4,977
6	2,767	76	9	81	9	2,942	3,011	5,953
7	3,228	88	11	81	9	3,417	3,513	6,930
8	3,690	101	12	81	9	3,893	4,015	7,908
9	4,151	113	14	81	9	4,368	4,517	8,885
10+	4,612	126	15	81	9	4,843	5,019	9,862

(1) Students in this program may also pay a field practicum fee of \$50 per quarter.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<u>Medicine</u>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
					(1)	(2)		
0	553	8	1			9	301	872
1	1,106	16	2			9	601	1,734
2	1,769	25	3			9	961	2,767
3	2,654	38	5			9	1,442	4,148
4	3,539	50	6	81		9	1,922	5,607
5	4,424	63	8	81		9	2,403	6,988
6	5,308	76	9	81		9	2,884	8,367
7	6,193	88	11	81		9	3,364	9,746
8	7,078	101	12	81		9	3,845	11,126
9	7,962	113	14	81		9	4,325	12,504
10+	8,847	126	15	81		9	4,806	13,884

<u>Optometry (3)</u>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
					(1)	(2)		
0	347	8	1			9	606	971
1	694	16	2			9	1,211	1,932
2	1,110	25	3			9	1,937	3,084
3	1,665	38	5			9	2,906	4,623
4	2,220	50	6	81		9	3,875	6,241
5	2,775	63	8	81		9	4,844	7,780
6	3,329	76	9	81		9	5,812	9,316
7	3,884	88	11	81		9	6,781	10,854
8	4,439	101	12	81		9	7,750	12,392
9	4,994	113	14	81		9	8,718	13,929
10+	5,549	126	15	81		9	9,687	15,467

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

(3) Optometry students also pay a flat \$340 per quarter equipment fee.

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<b><u>Dentistry (1)</u></b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(2)	(3)			
0	500	8	1			518	606	1,124
1	999	16	2			1,026	1,211	2,237
2	1,599	25	3			1,636	1,937	3,573
3	2,398	38	5			2,450	2,906	5,356
4	3,198	50	6	81		3,344	3,875	7,219
5	3,997	63	8	81		4,158	4,844	9,002
6	4,796	76	9	81		4,971	5,812	10,783
7	5,596	88	11	81		5,785	6,781	12,566
8	6,395	101	12	81		6,598	7,750	14,348
9	7,195	113	14	81		7,412	8,718	16,130
10+	7,994	126	15	81		8,225	9,687	17,912

<b><u>Vet Medicine</u></b>								
Credit Hours	Instrn'l Fees	General Fees	Student Activity Fees	Rec Fees	COTA	Resident Total	Non-Resident Tuition	Non-Resident Total
				(2)	(3)			
0	430	8	1			448	626	1,074
1	860	16	2			887	1,252	2,139
2	1,377	25	3			1,414	2,003	3,417
3	2,065	38	5			2,117	3,004	5,121
4	2,753	50	6	81		2,899	4,006	6,905
5	3,442	63	8	81		3,603	5,007	8,610
6	4,130	76	9	81		4,305	6,008	10,313
7	4,818	88	11	81		5,007	7,010	12,017
8	5,506	101	12	81		5,709	8,011	13,720
9	6,195	113	14	81		6,412	9,013	15,425
10+	6,883	126	15	81		7,114	10,014	17,128

(1) Dentistry students also pay a flat \$984 per quarter equipment fee.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

<b><u>Law (Semester)</u></b>								
<b>Credit Hours</b>	<b>Instrn'l Fees</b>	<b>General Fees</b>	<b>Student Activity Fees</b>	<b>Rec Fees</b>	<b>COTA</b>	<b>Resident Total</b>	<b>Non-Resident Tuition</b>	<b>Non-Resident Total</b>
				(1)	(2)			
0	580	12	2		13.50	607.50	460	1,067.50
1	1,160	24	3		13.50	1,200.50	919	2,119.50
2	1,855	38	4		13.50	1,910.50	1,470	3,380.50
3	2,783	57	7		13.50	2,860.50	2,205	5,065.50
4	3,711	76	9	121.50	13.50	3,931.00	2,940	6,871.00
5	4,639	95	11	121.50	13.50	4,880.00	3,675	8,555.00
6	5,566	113	13	121.50	13.50	5,827.00	4,410	10,237.00
7	6,494	132	15	121.50	13.50	6,776.00	5,145	11,921.00
8	7,422	151	18	121.50	13.50	7,726.00	5,880	13,606.00
9	8,349	170	20	121.50	13.50	8,674.00	6,615	15,289.00
10+	9,277	189	22	121.50	13.50	9,623.00	7,350	16,973.00

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA fee goes to the Central Ohio Transit Authority for student bus passes.

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER**

**LIMA, MANSFIELD, MARION AND NEWARK CAMPUSES**

<b><u>Undergraduate - Lower Division</u></b>							
<b>Credit Hours</b>	<b>Instrn'l Fees</b>	<b>General Fees</b>	<b>Resident Total</b>	<b>BOR - AC Credit</b>	<b>Total After Access</b>	<b>Non-Resident Tuition</b>	<b>Non-Resident Total</b>
0	167	7	174	(16)	158	175	333
1	334	13	347	(32)	315	350	665
2	417	16	433	(40)	393	701	1,094
3	501	20	521	(48)	473	1,051	1,524
4	667	26	693	(64)	629	1,401	2,030
5	834	33	867	(80)	787	1,751	2,538
6	1,001	39	1,040	(96)	944	2,102	3,046
7	1,168	46	1,214	(112)	1,102	2,452	3,554
8	1,335	52	1,387	(128)	1,259	2,802	4,061
9	1,502	59	1,561	(144)	1,417	3,152	4,569
10	1,668	65	1,733	(160)	1,573	3,503	5,076
11	1,835	72	1,907	(176)	1,731	3,853	5,584
12+	2,002	78	2,080	(192)	1,888	4,203	6,091

<b><u>Undergraduate - Upper Division</u></b>							
<b>Credit Hours</b>	<b>Instrn'l Fees</b>	<b>General Fees</b>	<b>Resident Total</b>	<b>BOR - AC Credit</b>	<b>Total After Access</b>	<b>Non-Resident Tuition</b>	<b>Non-Resident Total</b>
0	167	7	174	0	174	175	349
1	334	13	347	0	347	350	697
2	417	16	433	0	433	701	1,134
3	501	20	521	0	521	1,051	1,572
4	667	26	693	0	693	1,401	2,094
5	834	33	867	0	867	1,751	2,618
6	1,001	39	1,040	0	1,040	2,102	3,142
7	1,168	46	1,214	0	1,214	2,452	3,666
8	1,335	52	1,387	0	1,387	2,802	4,189
9	1,502	59	1,561	0	1,561	3,152	4,713
10	1,668	65	1,733	0	1,733	3,503	5,236
11	1,835	72	1,907	0	1,907	3,853	5,760
12+	2,002	78	2,080	0	2,080	4,203	6,283

**2007-2008 STUDENT FEE SCHEDULE  
FEES PER QUARTER**

**LIMA, MANSFIELD, MARION AND NEWARK CAMPUSES**

<u>Graduate</u>							
Credit Hours	Instrn'l Fees	General Fees	Resident Total	BOR - AC Credit	Total After Access	Non-Resident Tuition	Non-Resident Total
0	192	5	197	0	197	236	433
1	384	10	394	0	394	472	866
2	614	16	630	0	630	944	1,574
3	921	23	944	0	944	1,415	2,359
4	1,228	31	1,259	0	1,259	1,887	3,146
5	1,535	39	1,574	0	1,574	2,359	3,933
6	1,841	47	1,888	0	1,888	2,831	4,719
7	2,148	55	2,203	0	2,203	3,303	5,506
8	2,455	62	2,517	0	2,517	3,774	6,291
9	2,762	70	2,832	0	2,832	4,246	7,078
10+	3,069	78	3,147	0	3,147	4,718	7,865

**AGRICULTURAL TECHNICAL INSTITUTE**

<u>Undergraduate</u>							
Credit Hours	Instrn'l Fees	General Fees	Resident Total	BOR - AC Credit	Total After Access	Non-Resident Tuition	Non-Resident Total
0	166	7	173	(10)	163	175	338
1	332	13	345	(20)	325	350	675
2	415	16	431	(25)	406	701	1,107
3	499	20	519	(30)	489	1,051	1,540
4	665	26	691	(40)	651	1,401	2,052
5	831	33	864	(50)	814	1,751	2,565
6	997	39	1,036	(60)	976	2,102	3,078
7	1,163	46	1,209	(69)	1,140	2,452	3,592
8	1,329	52	1,381	(79)	1,302	2,802	4,104
9	1,496	59	1,555	(89)	1,466	3,152	4,618
10	1,662	65	1,727	(99)	1,628	3,503	5,131
11	1,828	72	1,900	(109)	1,791	3,853	5,644
12+	1,994	78	2,072	(119)	1,953	4,203	6,156

## ANNUAL FEE HISTORY COLUMBUS CAMPUS RESIDENT FEES

FY 1998	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	10 Year Average Increase
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**Undergraduate:**

Tier 1

Tier 2

Tier 3

**Graduate Programs:**

Masters & PhD

MLHR

MBA

EMBA

Master of Accounting

AuD/MSLP

Health Administration

Public Health MPH

Public Health PEP

Master of Physical Therapy

Master of Occupational Therapy

Master of Social Work

**Professional:**

Pharmacy

Dentistry

Optometry

Veterinary Medicine

Law

Medicine

	FY 1998	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	10 Year Average Increase
(1)							
(2)	3,660	5,991	6,765	7,170	7,599	NA	NA
(2)	3,660	6,540	7,383	7,827	8,298	8,298	8.5%
(2)	3,660	6,624	7,479	7,929	8,406	8,406	8.7%
(1)							
(4)	5,187	7,206	8,142	8,634	9,132	9,657	6.4%
(4)	5,187	7,575	8,448	8,952	9,471	10,017	6.8%
(4)	5,385	13,635	14,970	17,181	18,696	20,346	14.2%
(3)	NA	31,749	34,926	33,651	35,334	39,984	NA
(3)	NA	17,556	18,594	19,707	19,707	22,407	NA
(4)	5,187	7,206	8,142	8,634	9,462	10,008	6.8%
(4)	5,187	8,556	9,669	10,245	10,839	11,466	8.3%
(4)	5,187	7,620	8,607	9,120	9,648	10,203	7.0%
(4)	5,187	7,620	8,607	9,120	9,648	10,203	7.0%
(3)	NA	7,866	8,886	9,417	9,963	10,539	NA
(3)	NA	7,227	8,142	8,940	9,744	10,305	NA
(4)	5,187	7,206	8,142	8,634	9,132	10,095	6.9%
(1)							
	6,000	9,591	10,707	11,967	13,071	14,214	9.0%
	9,165	16,020	18,297	20,469	22,380	24,360	10.3%
	8,517	12,369	13,095	14,388	15,651	17,025	7.2%
	8,691	14,589	16,305	17,757	19,323	21,027	9.2%
	7,022	13,024	14,298	15,710	17,246	18,932	10.4%
	10,968	19,278	21,897	23,208	24,987	26,919	9.4%

(1) Full time fees for undergraduates are 12+ hours, and for Graduates and Professional programs they are 10+ hours. Fee numbers include only the instructional and general fees.

Tier 1, for full-time continuing undergraduates who were first enrolled at Ohio State prior to Summer Quarter 2002, will phase out effective Autumn Quarter 2007. Any students remaining in that tier move into Tier 2.

(2) Tier 2 students were first enrolled between Summer 2002 and Spring 2003.

Tier 3 students were first enrolled after Spring 2003.

(3) These degree granting programs were created after 1998.

(4) These are graduate programs that once charged the graduate fee but now have differential fees.



## SUMMARY OF TYPICAL STUDENT FEES COLUMBUS CAMPUS UNDERGRADUATES

<b>TIER 2 STUDENTS</b> <sup>(1)</sup> First Enrolled Spring 2003 or Earlier				<b>TIER 3 STUDENTS</b> First Enrolled After Spring 2003			
2006-07 Fees	2007-08 Fees	Dollar Change	Percent Change	2006-07 Fees	2007-08 Fees	Dollar Change	Percent Change

### RESIDENT FEES

Instructional & General		8,253	8,253	0	0.0%	8,361	8,361	0	0.0%
Student Activity Fee	(2)	45	45	0	0.0%	45	45	0	0.0%
Recreation Fee		234	243	9	3.8%	234	243	9	3.8%
Room & Board	(3)	7,236	7,581	345	4.8%	7,236	7,581	345	4.8%
Subtotal		15,768	16,122	354	2.2%	15,876	16,230	354	2.2%
Health Insurance	(4)	1,365	1,434	69	5.1%	1,365	1,434	69	5.1%
Parking	(5)	72	76	4	5.0%	72	76	4	5.0%
COTA Pass		27	27	0	0.0%	27	27	0	0.0%
Football Tickets	(6)	116	120	4	3.4%	116	120	4	3.4%
Basketball Tickets	(7)	110	115	5	4.5%	110	115	5	4.5%
Total		17,458	17,894	436	2.5%	17,566	18,002	436	2.5%

### NON-RESIDENT FEES

Instructional & General		8,253	8,253	0	0.0%	8,361	8,361	0	0.0%
Non-Resident Tuition		11,895	12,609	714	6.0%	11,895	12,609	714	6.0%
Student Activity Fee	(1)	45	45	0	0.0%	45	45	0	0.0%
Recreation Fee	(2)	234	243	9	3.8%	234	243	9	3.8%
Room & Board	(3)	7,236	7,581	345	4.8%	7,236	7,581	345	4.8%
Subtotal		27,663	28,731	1,068	3.9%	27,771	28,839	1,068	3.8%
Health Insurance	(4)	1,365	1,434	69	5.1%	1,365	1,434	69	5.1%
Parking	(5)	72	76	4	5.0%	72	76	4	5.0%
COTA Pass		27	27	0	0.0%	27	27	0	0.0%
Football Tickets	(6)	116	120	4	3.4%	116	120	4	3.4%
Basketball Tickets	(7)	110	115	5	4.5%	110	115	5	4.5%
Total		29,353	30,503	1,150	3.9%	29,461	30,611	1,150	3.9%

- (1) Tier 1, for full-time continuing undergraduates who were first enrolled at Ohio State prior to Summer Quarter 2002, will phase out effective Autumn Quarter 2007. Any students remaining in that tier move into Tier 2.
- (2) The student activity fee is within the fee cap, and is considered part of the general fee for undergraduates.
- (3) Undergraduate - Average room rate plus basic meal plan.
- (4) Student insurance is based on the single student comprehensive rate.
- (5) Using west campus rate. (Actual is \$75.60)
- (6) FY 08 increase is \$1.00/game, four game package.
- (7) Season package is 10 games.

**DETAIL OF SELECTED RATES  
OTHER STUDENT FEES  
FY 2008**

Description	Timing	Rate	Percent Change
<b>Room and Board</b>			
Undergraduate (Average room rates, & basic meal plan)	Quarter	2,527.00	4.8%
Graduate (Single + Phone)	Month	435.00	5.6%
Family Student Housing (2 bedroom apartment)	Month	660.00	0.0%
Board Only (19 meals per week)	Quarter	920.00	3.4%
<b>Parking &amp; Transportation</b>			
Parking, 4-Wheel Vehicle (Main Campus)	Annual	210.00	4.5%
Parking, 4-Wheel Vehicle (West Campus)	Annual	75.60	5.0%
COTA Bus Pass	Quarter	9.00	0.0%
<b>Recreational and Activity Fees</b>			
Football Tickets	Per Game	30.00	3.4%
Basketball Tickets	Per Game	9.50-13.50	3.8%-5.5% (1)
Golf Course Membership	Annual	550.00	0.0%
Recreation & Physical Activity Center Fee	Quarter	81.00	3.8%
Student Activity Fee	Quarter	15.00	0.0%
<b>Student Health Insurance</b>			
Student	Quarter	478.00	5.1%
Student & Spouse	Quarter	1,401.00	8.4%
Student & Children	Quarter	1,419.00	9.0%
Student, Spouse & Children	Quarter	1,917.00	9.7%
Law Students	Semester	717-2,875	5%-10%
Early Arriving Students	Month	160-639	5%-10%
<b>Equipment Fees</b>			
Dental Clinical Education Support Fee	Quarter	984.00	0.0%
Dental Hygiene Clinical Education Support Fee	Quarter	379.00	0.0%
Medicine (Tier 1 Students)	Quarter	600.00	0.0%
<b>Clinic Fees</b>			
Optometry Clinic Usage Fee	Quarter	340.00	0.0%
Dental Hygiene EFDA Fee (Continuing Students)	Quarter	128.00	0.0%
Nursing Clinical Fee	Quarter	250.00	0.0%
Nursing Insurance Fee	Annual	13.00	8.3%
<b>Field Practicum Fee</b>			
College of Social Work	Quarter	50.00	New
<b>Technology Fees</b>			
College of Arts (Undergraduate & Graduate)	Quarter	56.00	5.7%
College of Business (Undergraduate)	Quarter	127.00	13.4%
College of Business (Graduate)	Quarter	174.00	9.4%
College of Engineering (Undergraduate)	Quarter	110.00	0.0%
College of Engineering (Graduate)	Quarter	120.00	0.0%
College of Nursing (Undergraduate & Graduate)	Quarter	53.00	6.0%
MAPS students in CSE (Undergraduate)	Quarter	73.00	0.0%
Department of Engineering Physics (Undergraduate)	Quarter	73.00	0.0%
School of Music (Undergraduate)	Quarter	56.00	12.0%
School of Public Policy & Management (Graduate)	Quarter	120.00	0.0%
<b>Undergraduate Program Fees</b>			
College of Biological Sciences	Quarter	60.00	20.0%
College of Business	Quarter	200.00	33.3%
College of Nursing	Quarter	50.00	0.0%
School of Allied Medical Professions	Quarter	50.00	0.0%
College of Engineering	Quarter	50.00	New
School of Music	Quarter	159.00	6.0%

(1) A \$0.50 increase to lower & upper range tickets; weighted average 4.5%

**DETAIL OF SELECTED RATES  
OTHER STUDENT FEES  
FY 2008**

Description	Timing	Rate	Percent Change
<b>Other Student Fees</b>			
Application Fees-Intl (All but Med, Law, Business, Dent)	One Time	50.00	0.0%
Application Fees-Domestic (All but Med, Law, Business, Dent)	One Time	40.00	0.0%
Application Fees-Medicine International	One Time	70.00	0.0%
Application Fees-Medicine Domestic	One Time	60.00	0.0%
Application Fees-Law International	One Time	70.00	0.0%
Application Fees-Law Domestic	One Time	60.00	0.0%
Application Fees-Business International	One Time	70.00	0.0%
Application Fees-Business Domestic	One Time	60.00	0.0%
Application Fees-Dentistry International	One Time	70.00	0.0%
Application Fees-Dentistry Domestic	One Time	60.00	0.0%
Acceptance Fees-Undergraduate	One Time	100.00	0.0%
Acceptance Fees-Professional	One Time	25.00	0.0%
Transcript Fees	Each Request	7.00	0.0%
Dissertation Processing Fee	Each Request	70.00	0.0%
Orientation-Attend Summer Quarter	One Time	50.00	0.0%
Orientation-Attend Other Quarters	One Time	25.00	0.0%

**FACULTY, STAFF & DEPARTMENTAL FEES**

<b>Health Insurance</b>			
<b>Prime Care Plan</b>			
Individual	Month	59.46	8.5% (1)
Family	Month	185.83	8.5% (1)
<b>OSUHP Plan</b>			
Individual	Month	205.43	12.7% (1)
Family	Month	641.99	12.7% (1)
<b>Traditional Plan</b>			
Individual	Month	205.43	12.7% (1)
Family	Month	641.99	12.7% (1)
<b>Buckeye Plan</b>			
Individual	Month	38.77	30.0% (1)
Family	Month	121.15	30.0% (1)
<b>Parking &amp; Transportation</b>			
Parking, 4-Wheel Vehicle A Decal (Main Campus)	Annual	606.00	5.2%
Parking, 4-Wheel Vehicle B Decal (Main Campus)	Annual	315.00	5.0%
<b>Recreational Fees</b>			
Football Tickets	Per Game	49.00	2.1%
Basketball Tickets	Per Game	20.00	3-25%
Golf Course Membership	Annual	1,640.00	0.9%
Golf Course Greens Fees	Per Round	32.00 - 56.00	0.0%
Recreation & Physical Activity Center Fee	Quarter	113.00	4.6%
<b>Departmental Rates</b>			
Basic Telephone Service	Month	16.15	0.0%
University Health System	Various	Various	7.6% (2)

(1) Employee Health Insurance will change on January 1st; Premiums listed are for January 1- December 31, 2007.

(2) Weighted Effective Increase.

# SUMMARY OF RESIDENT STUDENT FEES BIG TEN PUBLIC INSTITUTIONS

FOR FY 2007 AND FY 2008

<b>UNDERGRADUATE FEES NEW STUDENTS</b>			
	FY 2007 Fees	FY 2008 Fees	1 Year % Change
1 Penn State	12,164	12,844	5.6%
2 Illinois	9,882	10,730	8.6%
3 Michigan	9,723	10,447	7.4%
4 Michigan State	8,793	9,640	9.6%
5 Minnesota	9,173	9,598	4.6%
6 Ohio State	8,640	8,649	0.1%
7 Indiana	7,460	7,837	5.1%
8 Purdue	7,096	7,416	4.5%
9 Wisconsin	6,730	7,188	6.8%
10 Iowa	6,135	6,293	2.6%
<b>Average</b>	<b>8,580</b>	<b>9,064</b>	<b>5.5%</b>

- Notes: 1) Tuition is for new students entering Autumn Quarter 2007.  
 2) FY 2007 data is from AAUDE Data Exchange except for Michigan and Michigan State, which were provided by an institutional campus representative.  
 3) FY 2008 data are from institutional campus representatives and websites.  
 4) OSU tuition excludes \$27 COTA pass through fee.

**SUMMARY OF AUXILIARY OPERATIONS  
FISCAL YEAR 2008  
(IN THOUSANDS)**

Resources				Expenditures & Transfers				Net Income
Auxiliary	General Funds	Restricted	Total Budget	Expends	Debt Service	Other Transfers	Total Budget	

**COLUMBUS CAMPUS**

Student Affairs

Auxiliary Operations(1)

Intercollegiate Athletics

Transportation & Parking

University Airport

Planning and Real Estate

136,203	5,271		141,474	121,573	17,545	449	139,567	1,907
100,495		9,400	109,895	93,781	16,114		109,895	0
27,600			27,600	21,300	5,700	100	27,100	500
8,163			8,163				7,502	661
955			955	934			934	21
<b>273,416</b>	<b>5,271</b>	<b>9,400</b>	<b>288,087</b>	<b>237,588</b>	<b>39,359</b>	<b>549</b>	<b>284,998</b>	<b>3,089</b>

**NEWARK CAMPUS**

Auxiliary Operations

75			75	74			74	1
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**MANSFIELD CAMPUS**

Auxiliary Operations (2)

72			72	190			190	(118)
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**GRAND TOTAL**

<b>273,563</b>	<b>5,271</b>	<b>9,400</b>	<b>288,234</b>	<b>237,852</b>	<b>39,359</b>	<b>549</b>	<b>285,262</b>	<b>2,972</b>
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- (1) Includes Student Housing & Food Service, The Fawcett Center, Student Unions, Regional Housing, Student Health Services, the Schottenstein and the Blackwell. Excludes Schottenstein Center artist fees (\$8.1M).  
Mansfield Campus uses general funds to subsidize auxiliary.

Note: All University Bookstores have been outsourced.

## STUDENT AFFAIRS AUXILIARY OPERATIONS (IN THOUSANDS)

		FY 2007 Budget	FY 2008 Budget	Dollar Change	Percent Change
<b>RESOURCES</b>					
Food Service	(1)	31,995	35,900	3,905	12.2%
Housing		49,750	53,300	3,550	7.1%
Fawcett Center	(2)	3,188	3,622	434	13.6%
ATI Residence Hall		2,115	2,005	(110)	-5.2%
Newark Housing		973	1,065	92	9.5%
Mansfield Housing		927	972	45	4.9%
Ohio Union	(3)	826	135	(691)	-83.7%
Blackwell		10,625	11,617	992	9.3%
Schottenstein Center	(4)	8,476	8,691	215	2.5%
Student Health Services		9,161	9,791	630	6.9%
Other	(5)	8,052	9,105	1,053	13.1%
General Funds Support		5,226	5,271	45	0.9%
Subtotal Resources		131,314	141,474	10,160	7.7%
<b>EXPENDITURES &amp; TRANSFERS</b>					
Personnel	(6)	45,158	48,865	3,707	8.2%
Benefits		12,268	13,642	1,374	11.2%
Supplies & Services	(7)	45,786	49,085	3,299	7.2%
Equipment		2,532	3,019	487	19.2%
University Overhead		6,697	6,962	265	4.0%
Debt Service	(8)	16,119	17,545	1,426	8.8%
Other Transfers	(9)	952	449	(503)	-52.8%
Subtotal Expenditures & Transfers		129,512	139,567	10,055	7.8%
<b>NET INCOME</b>		1,802	1,907	105	5.8%

- (1) Mainly attributable to increased Meal Plan revenue. FY 2008 reflects additional meal plan usage due to the close of the Ohio Union. Catering revenue projected to increase in FY 2008 by approximately \$425K
- (2) FY 2008 budget reflects completion of Fawcett Center renovation and return of rentable space
- (3) Ohio Union replacement project continuing through 2009
- (4) Schottenstein Center budget is net of \$8.0M in artist fees for FY 2007 and \$8.1M for FY 2008
- (5) Larger operations included are Success Center, Buck ID, Summer Conferences, Hospitality Mgmt and Drake. FY 2007 has been restated to include Rec Sports
- (6) Personnel increase in FY 2008 is a result of the following major factors:
  - a) Approximately \$433K in new positions primarily within Campus Dining and Facilities. Filling of many previously vacant positions
  - b) Full year minimum wage impact in student salaries along with additional students
- (7) Mainly caused by anticipated increases in utility costs. Schottenstein Center artists fees are excluded
- (8) FY 2008 budget includes estimate for 6 months of debt service payments on 2007 bonds
- (9) Transfers related to the recognition of Student Health Insurance Plan revenues along with a transfer from reserves to the Fawcett Center to cover renovation deficits are excluded from both revenues and expenditures. With the addition of debt service on 2007 bonds, a decrease in reserve transfers is reflected in FY 2008

# INTERCOLLEGIATE ATHLETICS

(IN THOUSANDS)

	FY 2007 Budget	FY 2008 Budget	Dollar Change	Percent Change
<b><u>RESOURCES</u></b>				
Auxiliary				
Football	35,575	36,120	545	1.5%
Stadium Revenue	16,240	15,840	(400)	-2.5%
Men's Basketball	12,308	12,935	627	5.1%
Other Sports	1,735	1,593	(142)	-8.2%
Golf Course	3,351	4,031	680	20.3%
Other	19,698	29,976	10,278	52.2%
Subtotal Auxiliary	88,907	100,495	11,588	13.0%
Restricted				
Fund Raising	9,100	9,400	300	3.3%
<b>Total Resources</b>	<b>98,007</b>	<b>109,895</b>	<b>11,888</b>	<b>12.1%</b>
<b><u>EXPENDITURES &amp; TRANSFERS</u></b>				
Auxiliary				
Personnel	25,615	29,674	4,059	15.8%
Benefits	6,490	7,825	1,335	20.6%
Supplies & Services	30,489	35,581	5,092	16.7%
Equipment	502	254	(248)	-49.4%
Schottenstein Rent	1,812	1,867	55	3.0%
University Overhead	4,440	5,090	650	14.6%
Athletics Grants-In-Aid	3,606	4,090	484	13.4%
Debt Service	15,943	16,114	171	1.1%
Other Transfers	0	0	0	0.0%
Subtotal Auxiliary	88,897	100,495	11,598	13.0%
Restricted				
Athletics Grants-In-Aid	9,100	9,400	300	3.3%
Debt Service	0	0	0	
Subtotal Restricted	9,100	9,400	300	3.3%
<b>Total Expenditures &amp; Transfers</b>	<b>97,997</b>	<b>109,895</b>	<b>11,898</b>	<b>12.1%</b>
<b><u>NET INCOME</u></b>	<b>10</b>	<b>0</b>	<b>(10)</b>	<b>NA</b>

(1) Consists of ticket surcharge, club seats, suite rental and scoreboard revenue.

(2) Athletics Grants-In-Aid must be supplemented by Auxiliary funds.

**THE OHIO STATE UNIVERSITY HEALTH SYSTEM (1)**  
(IN THOUSANDS)

	FY 2007 Budget(2)	FY 2008 Budget	Dollar Change	Percent Change
<b><u>RESOURCES</u></b>				
Auxiliary				
Inpatient Revenue (Net)	883,587	945,646	62,059	7.0%
Outpatient Revenue (Net)	438,918	521,911	82,993	18.9%
Other	45,789	51,612	5,823	12.7%
Subtotal Auxiliary	1,368,294	1,519,169	150,875	11.0%
Restricted				
State Appropriation			0	
Other	9,000	9,000	0	0.0%
Subtotal Restricted	9,000	9,000	0	0.0%
<b>Total Resources</b>	<b>1,377,294</b>	<b>1,528,169</b>	<b>150,875</b>	<b>11.0%</b>
<b><u>EXPENDITURES &amp; TRANSFERS</u></b>				
Auxiliary				
Patient Services	874,570	964,718	90,148	10.3%
Student Education	32,752	37,734	4,982	15.2%
Research	1,185	1,612	427	36.0%
Administration	306,726	328,599	21,873	7.1%
Overhead	27,991	32,177	4,186	15.0%
Plant, Operation & Maintenance	50,359	49,505	(854)	-1.7%
Transfers To Plant (Net)	55,124	59,406	4,282	7.8%
Subtotal Auxiliary	1,348,707	1,473,749	125,042	9.3%
Restricted	9,000	9,000	0	0.0%
<b>Total Expenditures &amp; Transfers</b>	<b>1,357,707</b>	<b>1,482,749</b>	<b>125,042</b>	<b>9.2%</b>
<b><u>NET INCOME (3)</u></b>	<b>19,587</b>	<b>45,420</b>	<b>25,833</b>	<b>131.9%</b>

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

(2) FY 2007 budget was revised November 2006.

(3) Net income takes into account transfers from Health System to the College of Medicine, which reduces Health System's net income.



## TUITION AND STATE SHARE OF INSTRUCTION HISTORY

Year	Resident Undergraduate Tuition (1)	Percent Change	State Share of Instruction(1) (in thousands)	Percent Change
1960	\$270	-	\$20,281	-
1961	\$300	11.1%	\$21,249	4.77%
1962	\$300	0.0%	\$23,831	12.15%
1963	\$330	10.0%	\$25,086	5.27%
1964	\$375	13.6%	\$26,674	6.33%
1965	\$375	0.0%	\$30,361	13.82%
1966	\$375	0.0%	\$34,643	14.10%
1967	\$450	20.0%	\$36,362	4.96%
1968	\$480	6.7%	\$43,560	19.80%
1969	\$510	6.3%	\$49,856	14.45%
1970	\$600	17.6%	\$54,994	10.3%
1971	\$630	5.0%	\$55,764	1.4%
1972	\$720	14.3%	\$63,800	14.4%
1973	\$750	4.2%	\$67,870	6.4%
1974	\$750	0.0%	\$73,483	8.3%
1975	\$780	4.0%	\$81,884	11.4%
1976	\$810	3.8%	\$91,102	11.3%
1977	\$830	2.5%	\$100,348	10.1%
1978	\$915	10.2%	\$105,636	5.3%
1979	\$975	6.6%	\$117,876	11.6%
1980	\$1,005	3.1%	\$135,230	14.7%
1981	\$1,140	13.4%	\$135,933	0.5%
1982	\$1,330	16.7%	\$139,233	2.4%
1983	\$1,458	9.6%	\$145,050	4.2%
1984	\$1,557	6.8%	\$170,730	17.7%
1985	\$1,641	5.4%	\$183,250	7.3%
1986	\$1,704	3.8%	\$205,570	12.2%
1987	\$1,704	0.0%	\$224,080	9.0%
1988	\$1,890	10.9%	\$235,740	5.2%
1989	\$2,040	7.9%	\$242,830	3.0%
1990	\$2,190	7.4%	\$258,850	6.6%
1991	\$2,343	7.0%	\$267,373	3.3%
1992	\$2,568	9.6%	\$254,927	-4.7%
1993	\$2,799	9.0%	\$243,452	-4.5%
1994	\$2,940	5.0%	\$251,274	3.2%
1995	\$3,087	5.0%	\$263,900	5.0%
1996	\$3,273	6.0%	\$273,320	3.6%
1997	\$3,468	6.0%	\$283,012	3.5%
1998	\$3,687	6.3%	\$297,551	5.1%
1999	\$3,906	5.9%	\$305,161	2.6%
2000	\$4,137	5.9%	\$312,839	2.5%
2001	\$4,383	5.9%	\$317,721	1.6%
2002	\$4,788	9.2%	\$305,389	-3.9%
2003	\$5,691	18.9%	\$300,064	-1.7%
2004	\$6,651	16.9%	\$299,998	0.0%
2005	\$7,542	13.4%	\$301,898	0.6%
2006	\$8,082	7.2%	\$305,588	1.2%
2007	\$8,667	7.2%	\$314,594	2.9%
2008	\$8,676	0.1%	\$330,189	5.0%
2009	\$8,676	0.0%	\$362,654	9.8%

(1) Resident Undergraduate Tuition includes instructional, general, and mandatory fees.

(2) Figures for 1960-1969 reflect "operating appropriations," and may not be fully comparable with later numbers.

## HEADCOUNT ENROLLMENTS AUTUMN QUARTER, FISCAL YEARS 1998-2008

Fiscal Year	<u>Columbus Campus</u>							Veterinary Medicine
	Undergrad	Graduate	Law	Dentistry	Medicine	Optometry	Pharmacy	
1998	35,647	9,907	666	380	855	247	41	535
1999	36,252	9,538	634	375	842	247	94	529
2000	36,092	9,153	628	372	832	248	147	531
2001	35,749	9,382	643	379	832	245	195	527
2002	36,049	9,452	655	395	844	245	300	537
2003	36,855	9,761	673	400	826	244	380	537
2004	37,605	9,931	703	412	843	244	453	540
2005	37,509	10,210	734	418	846	245	490	543
2006	37,411	9,824	710	410	837	251	511	550
2007	38,479	10,083	677	413	833	253	520	560
E 2008	38,814	10,014	675	426	826	252	533	558

Graduate includes: Masters, PhD, MBA, EMBA, MAcc, MLHR, MPT, MHA, MPH, MOT, PEP, AuD, MSLP, MSW

Fiscal Year	<u>Summary By Campus</u>						Grand Total
	Columbus	Lima	Mansfield	Marion	Newark	ATI	
1998	48,278	1,374	1,460	1,105	1,676	925	54,818
1999	48,511	1,321	1,517	1,141	1,778	965	55,233
2000	48,003	1,323	1,573	1,176	1,883	1,031	54,989
2001	47,952	1,238	1,583	1,276	2,025	969	55,043
2002	48,477	1,356	1,495	1,390	2,079	940	55,737
2003	49,676	1,412	1,513	1,534	2,229	902	57,266
2004	50,731	1,338	1,640	1,567	2,148	830	58,254
2005	50,995	1,281	1,634	1,521	2,143	791	58,365
2006	50,504	1,145	1,610	1,485	2,183	821	57,748
2007	51,818	1,214	1,464	1,538	2,310	747	59,091
E 2008	52,098	1,275	1,508	1,522	2,460	773	59,636

E - Estimated

The Ohio State University Board of Trustees  
Fiscal Affairs Committee  
September 21, 2007

**TOPIC:**

FY 2009-FY 2014 Capital Plan (Second Reading)

**BACKGROUND:**

The attached memorandum represents the final recommendations for the FY 2009 – FY 2014 Capital Plan. It includes all projects from all funding sources.

The first reading occurred at the July 13 Board of Trustees meeting.

**SUMMARY:**

The most significant changes for the first reading include:

1. Request for additional state funds
2. Additional consultation regarding the North Academic Core
3. Proposed reprioritization of College of Medicine renovation
4. Review of financial parameters for the Medical Center Master Facilities Plan
5. Additional information regarding student housing
6. Modifications in college specific requests
7. Recommended funding support for Campus Partners
8. Impact on deferred maintenance
9. Impact on debt capacity
10. Next Development Campaign
11. Addressing transition in leadership

(changes are highlighted in bold)

**CONSIDERATIONS:**

- Have the issues identified at the July 13 Board meeting been resolved?
- Who has been consulted?
- What happens next?

**REQUESTED OF FISCAL AFFAIRS COMMITTEE:**

Approval as recommended.

**Subject:** FY 2009-2014 Capital Plan  
**Date:** September 13, 2007  
**From:** William Shkurti, Senior Vice President for Business and Finance  
Mike Sherman, Vice Provost for Academic Administration  
**To:** Joe Alutto, Interim President

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This memorandum represents our **final** recommendations regarding prioritization and funding of capital projects for the period FY2009 - FY2014.

We have divided this memorandum into five parts. Part I describes the process and criteria used to make our decisions. Part II discusses our recommendations for State funded projects. Part III discusses projects that do not include State capital funds. The implications of our recommendations are discussed in Part IV. Part V is the appendix, which includes supplemental materials.

## I. PROCESS AND PROJECT CRITERIA

An intensive information gathering and review process began over a year ago with a Request for Submission memo sent to all Deans and Vice Presidents on April 14, 2006. In the end, there were 19 major project requests for State capital funds, totaling approximately \$873 million; 67 requests for 2007 and 2009 bonds totaling approximately \$905 million. An additional \$660 million dollars in future funding has already been requested for consideration during the 2011 bond approval process. With the advice of the Space Facilities Committee and the appropriate Vice Presidents, projects were selected for additional review for possible inclusion in the FY2009 - FY2010 State capital biennial request or for University bonds. Information hearings with units requesting project funding were held during February, March, April and May 2007.

Predicting what will be available in State funds has become more and more difficult. The chart below shows the amount of State funds allocated to The University's Columbus Campus, and regional campuses, ATI, and OARDC for major capital projects over the last five biennia.

Biennium	OSU Columbus (millions)	OSU Regional/ATI/OARDC (millions)
1999-2000	\$78	\$10
2001-2002	\$72	\$6
2003-2004	\$70	\$10
2005-2006	\$57	\$7
2007-2008	\$71	\$11

State support has declined over this period while needs due to block obsolescence have increased. At this point it is difficult to predict what the State will allocate for FY2009 - FY2010. **We are recommending a request of a minimum of \$80 million for projects on the Columbus Campus and \$12 million for OSU Regional Campuses, including ATI and OARDC. This would allow our state capital appropriation to at least keep up with the increase in construction costs over the last two years.**

To rank projects for inclusion in our final request, each project was evaluated based on its relationship to the Academic Plan, physical need, financial feasibility, and physical feasibility. The financial and physical feasibility components were included because, based on the other requirements alone, our priority projects would greatly exceed our expected appropriations. In addition, the impact of facilities on operating costs was incorporated into our discussions and the capital guidelines clearly

stated that central funds would not, as a rule, pay operating costs for additional space (Attachment A). These recommendations are based on assumptions about program needs. If those needs change, the University reserves the right, after consultation with the parties involved, to reduce the project or reassign that space.

In making these recommendations to you, we, along with representatives from the Offices of Academic Affairs, Business and Finance, Research, Health Services, Student Affairs, Development, and representatives of the Senate Fiscal Committee and the Senate Committee on the Physical Environment, have evaluated the information submitted by the units with respect to established criteria. The following criteria do not provide a mathematical solution to a very complex set of issues; but are intended to guide our judgments:

Academic Priority

- Relation to University mission and the Academic Plan
- Program excellence
- Student demand
- Research productivity
- Opportunities for interdisciplinary collaboration

Physical Need

- Condition of existing space
- Unmet health and safety requirements

Financial Feasibility

- Likelihood of State support
- Cost sharing by requesting unit
- Net impact on operating costs

Physical Feasibility and Other Considerations

- Previous commitments
- Physical feasibility, including timing or staging issues
- Impact on parking
- Impact on other needs

A critical element in the planning process is the Academic Plan. Alignment of the objectives of the project with the goals of the Academic Plan was an overriding factor in the Space Facilities Committee's recommendations. As always, the number of worthy projects exceeds the funds available. The Academic Plan provides an additional context by which to establish academic priorities. The six major strategies identified in the Academic Plan are:

- 1) Build a world-class faculty
- 2) Develop academic programs that define Ohio State as the nation's leading public land-grant university
- 3) Improve the quality of the teaching and learning environment
- 4) Enhance and better serve the student body
- 5) Create a more diverse University community
- 6) Help build Ohio's future

Several of these strategies call for a supportive physical environment. The growing number of existing buildings requiring renovation or replacement is a threat to achieving our goals. So, in response to the Academic Plan, we are reserving scarce state dollars to support renovation or replacement of academic buildings, particularly where a deferred maintenance problem is involved. In addition, we are recommending an entirely new approach to planning and funding core academic facilities. This is discussed in greater detail in the section titled "Academic Core - North."

## II. RECOMMENDATIONS REGARDING STATE CAPITAL FUNDS

Our recommendations for State capital funds are divided into three groups. Group One consists of projects identified as high priority for funds in the FY2009 - FY2010 biennium. Group Two is projects identified as high priority for FY2011 - FY2012 and beyond. Group Three consists of projects not recommended for State capital funds at this time and that likely warrant further study and development.

### A. Group One: Recommendations for State Capital Funds in FY2009 - FY2010 Biennium

The projects listed in Group One have the highest priority in the Academic Plan as well as high physical need and financial feasibility. For purposes of these recommendations we are planning on a base state appropriation of \$80 million, although we recognize this number could change. The four priority projects are Thompson Library Renovation, Academic Core - North, Graves and Meiling Hall Renovations Phase II, and Cunz Hall renovations.

#### 1. Thompson Library Renovation

The Thompson Library Renovation is one of only two capital construction projects specifically mentioned in the Academic Plan. The Thompson Library is in many ways the intellectual heart of the campus. It is the single most visible academic building. Although it is in better shape than some academic buildings on campus, it has not had a major renovation in over 30 years. The building's systems and its ability to respond to the academic needs of the institution are rapidly deteriorating and inadequate.

Consequently, this \$108.5 million project was identified as the number one priority in the FY2005 - FY2006 capital process. A total of \$71.7 million in state funds was requested over six biennia with the FY 2009-2010 allocation of \$8.7 million completing the state funded portion of the project. The remainder of the project will be funded as follows: approximately \$25 million will be secured by private fund raising, \$5 million has been pledged from Athletics, roughly \$6 million will be provided by bonds, and University Libraries has committed \$762,500 of its own funds to complete the renovation.

Construction is expected to be completed in the Summer 2009. This project will not add any net square footage to the Library's inventory, since space located elsewhere in the Library inventory is being released back to the University to offset any additional square footage in the Library project. The project is not expected to create additional parking demands. However, having both the Library and the Ohio Union closed for construction at the same time has meant the University has had to identify additional space for administrative offices, book stacks, meeting rooms and student study space. This has been achieved by using 650 Ackerman and other locations. Costs for this temporary space have been funded in the project budgets.

#### 2. Academic Core - North

Traditionally, the University has budgeted capital projects individually, which makes it easier to establish financial and design accountability. However, this runs the risk of missing opportunities for synergies and efficiencies from a more comprehensive university-level approach.

Last biennium, the University leadership empowered the Space and Facilities Committee to work with the affected deans to develop a long-term plan for the Academic Core – North (AC-N). The AC-N study has provided a long-term vision for the areas within and adjacencies bounded by Tuttle Park on the West, Woodruff on the North, High Street on the East, and 17<sup>th</sup> Avenue on the South. The colleges with facilities in this area account for 66% of all credit hours taught and 26% of academic space.

The **proposed** long-term view, including the concurrent funding of infrastructure for the district, supports the Master Plan objectives of pedestrian friendly, social and learning engagement spaces, identifiable edges and thorough-fares, and more effective use of space over the long term. **An integrated space analysis and planning study will be completed to determine the optimal amounts of the appropriate types of spaces that are needed to support the academic plan as well as to provide flexibility, efficiency, and an appropriately high space utilization effectiveness.** This information will be available early enough in the time line for decisions regarding proposed capital projects in the north academic core to be informed by the findings of the planning study.

One important component of the plan is a targeted significant reduction in deferred maintenance and renewal. As a first step, the plan calls for the demolition of both Lord and Brown Halls. These demolition projects were recently approved by the Board and are scheduled to complete by fall 2008. The projects combined costs of \$3.2 million will eliminate a total of \$27.6 million in deferred maintenance and renewal once these buildings are demolished. The overall AC-N plan reduces deferred maintenance and renewal by 57%, or \$92.5 million (FY08 \$s). If basic renovation funding can be secured over this period of time for one additional building (~\$25 million for Smith Lab) in this district, the reduction in deferred maintenance and renewal will be 89% or \$144.4 million.

The additional construction and renovation of the AC-N area will require remediation of the existing infrastructure and the addition of a new chiller to support the additional capacity needs. It is anticipated that an additional \$111M for infrastructure in the AC-N area will be funded from University bond proceeds as part of the proposed Facilities Operations and Development requests below. Infrastructure improvements are needed in this area regardless of how we proceed with this area's development.

The conceptual budget for the proposed North Academic Core project is estimated at about \$500 million through FY 2020. The Space and Facilities Committee recommends at least half this amount come from state capital funds over this period. The remainder would come from a combination of sources including additional state funds (for example, the Board of Regents Research Scholars Initiative), private fund raising, and contributions from individual colleges.

Allocation of state dollars should be structured in such a way to reward those colleges who participate most fully in the new planning process.

Therefore, we recommend for the FY 2009 – FY 2010 biennium, the allocation of \$58.7 million to the AC-N. This will allow for needed planning and consultation to be completed. A preliminary schedule detailing the order in which individual projects will proceed will be developed over the next 12 - 18 months.

Funding will be used to support projects in the AC-N that replace inefficient buildings and provide for flexible, functional space that encourage multi-disciplinary interactions and that are in alignment with the University Master Plan. These projects will support the disciplines in English, Chemical Engineering, **Chemistry**, and Music in the Colleges of Humanities, Engineering, **Mathematical and Physical Sciences** and the Arts. Subsequent projects will possibly involve the disciplines of Education and Economics for the Colleges of **Education and Human Ecology** and Social and Behavioral Sciences.

The exact allocation of the State capital funding to specific projects will be determined as more detailed planning of the AC-N progresses **over the next 12 – 18 months.** **Infrastructure projects have to be planned and implemented before construction or renovations in this area can begin.** During that time the colleges will be consulted to refine the steps to implement the AC-

**N concept. Independent of the final implementation of the AC-N concept, the standard approaches to planning for and approving capital projects will be followed. .**

Planning **for the biennia through 2020** across many colleges requires a major shift in culture and thinking, but the benefits of a successful initiative of this nature are enormous, particularly accompanied by an infrastructure solution for the entire district. Integrating the allocation of state capital funds with college funds and with funds derived from **an integrated, collaborative, and strategic development** initiative for an institutional approach to capital development also represents a major shift in funding capital projects. While the proposed overall approach and funding models are different, the priority projects within the AC-N plan still reflect priorities from the previous capital recommendations and reflect institution-level academic priorities **through 2020. Again, the AC-N is flexible enough to be modified should a shift in priorities be necessitated for strategic reasons.**

We anticipate the Space and Facilities Committee will consider how other districts may benefit from such a long-term and comprehensive vision.

### **3. Cunz Hall Renovation**

The newly created College of Public Health has significant and legitimate space needs. Renovation of Cunz Hall reconciles nearly all of the college's wet-lab needs in the near term. \$6.5 million from the FY 2009 – FY 2010 capital funds is recommended to help fully fund the roughly \$20 million Cunz Hall renovation project including re-cladding the exterior of the building to be more aesthetically compatible with the surrounding structures (RPAC, Psychology and the new Library). The remaining funds should be fund-raised by the college or reallocated from existing college resources.

### **4. College of Medicine Renovation and Addition (Phase II)**

**The College of Medicine is one of the fastest growing areas of research in the University. Lack of suitable space is a major impediment to future growth. Murray Hall has returned to the University at a truly strategic time in the growth of the academic Medical Center. Murray Hall will likely become the transitional home for the Institute for Behavioral Medicine Research. In the FY2007 – FY2008 state capital budget, \$1 million was designated for Murray Hall. In addition to this original \$1 million allocation, \$1 million of the \$5 million in FY2007 – FY 2008 funds, originally designated for the Graves and Meiling projects, will be transferred to Murray Hall, making it a \$2 million project.**

**The Medical Center has proposed that a two-story addition to the Prior Health Sciences Library will better advance the Academic Plan than the Graves and Meiling projects which were approved in the FY2007 – FY2008 capital plan. This addition will house simulation and clinical skills labs. The remaining \$4 million, that was designated to Graves and Meiling in FY 2007 – FY2008, will be transferred to the Prior Health Sciences Library Addition project. In addition, \$6 million will be designated for this project from the FY2009 – FY2010 state funds, making it a \$10 million project. If the Medical Center wishes to add scope to the project, they must provide all funding exceeding the \$10 million in state funds.**

**The acquisition of Murray Hall and the two-floor addition to the Prior Health Sciences Library will add space to the University's inventory. The Murray project may have some impact on parking, but that will need to be determined as part of future planning efforts.**



This proposal is under review and a recommendation from the University will be forthcoming shortly. Implementation of these projects will follow standard protocols planning, approval and construction.

The impact of these projects on state capital requests for future biennia is shown below.

Project	Total Cost	State Capital Funds		
		Prior to FY 2009	2009-2010	2011-2012
Library Renovation	\$108.5M	\$63.0M	\$8.7M	NA
Academic Core North *	\$487.0M	\$5.0M	\$58.7M	\$58.7M
Cunz Hall Renovation	\$20.2M	\$8.6M	\$6.6M	NA
<b>College Of Medicine Graves/Meiling/Murray</b>	<b>\$2.0M</b>	<b>\$2.0</b>		
College of Medicine Renovations/ <b>Addition</b>	<b>\$10.0</b>	<b>\$4.0M</b>	<b>\$6.0M</b>	<b>NA</b>
Totals	\$615.7M +	\$82.6M	80.0M	58.7M +

\*see B. 5. below

## B. Group Two: Recommendations for State Capital Funds in Future Biennia

### 5. Academic Core - North

The exact project order will be more fully specified in the next capital projects cycle. The first project planned after the demolition of Lord and Brown Hall would be construction on the Lord Hall site. Over the next 12 – 18 months we will work with the colleges to determine which priority programs should be located on this site. Programs being considered are English and writing programs, classroom instruction, and possibly other priority programs. In addition, facility issues relating to music instruction and performance space will be evaluated, as will suitable facilities for chemical engineering and chemistry. It is estimated this will require a commitment of \$58.7 million in state funds from the next two biennia and \$35 million in state funds from each of the next four biennia after that.

### 6. Postle Hall Renovation/Replacement

Postle Hall, which serves as the home for the College of Dentistry, is more than 50 years old and no longer meets the academic needs of the college. Two years ago, the college proposed a \$270 million project that included \$100 million in state funds.

This was rejected as being financially unfeasible. The college was instructed to develop a scaled down project that is more consistent with what future funding is likely to be. That work is now in process and will be evaluated as part of the FY 2011 – FY 2012 capital process.

### 7. College of Veterinary Medicine

Veterinary Medicine is one of the top ranked programs in the country and is highly productive in teaching, research and public service. The current small animal hospital was built in 1973 and is overcrowded and no longer meets the academic and clinical needs of the program.

The college has proposed a combination of renovation and new construction for 2014 totaling approximately \$70 million to come from a variety of sources. We recommend the next two years be used to assess financial and physical feasibility of various approaches to improving this facility.

## 8. Pomerene Hall

Pomerene Hall occupies a unique physical and psychological place in the culture and history of Ohio State University. The predominant user (PAES) has moved out of Pomerene Hall into the new RPAC facility. Consequently, we authorized the Space and Facilities Committee to conduct a feasibility study on possible future uses of the building.

That study has been completed. Three broad adaptive uses have been identified. These are:

- Student Use
- Instruction and Instructional Support
- Academic Conference Space

Cost estimates for renovation total between \$25M and \$35M.

To ensure best possible uses for this valuable space, the Provost invited units interested in utilizing the space to submit a statement of intent. Several units have expressed interest (Medicine, Dentistry, Student Affairs, Public Health, Outreach and Engagement, OAA groups, Classroom Pool, Linguistics, and International Affairs). All units that submit a timely, formal request will be evaluated. A major criterion will be ability to help support the capital costs to appropriately use the building for strategic use. Recommendations will be forthcoming as part of the FY 2011 – FY 2012 capital process.

## 9. Food, Agricultural and Environmental Sciences

The College of FAES has a disproportionate share of the oldest buildings on campus. More than one-third of its assigned GSF is more than 45 years old. In our recommendations two years ago, we recommended the college generate \$3.5 million for planning a \$60-\$70 million integrated teaching and research facility in the FY2011 – FY2012 biennium, as well as generate additional resources in future biennia.

At its capital hearing, the College asked for additional time to develop a phased plan anchored by a new academic information and technology center to enhance teaching, research and student services. We recommend this request be accepted and that the College return with a more detailed proposal for the FY2013 – FY2014 biennium. We will work with them in the meantime to assist them with this analysis that can be supported by funds currently on hand for such analyses.

### C. Group Three: Projects Not Recommended for State Funds

In addition to the projects recommended above, we considered 10 additional projects as listed below.

Requesting Unit	Project Description	FY2009-10 Request (millions)	Total Project Request (millions)
Arts and Sciences	Consolidated Space	TBD	TBD
Biological Sciences	Building Addition	TBD	TBD
FAES	New Integrated Teaching and Research Building	TBD	TBD
Law	Drinko Hall	22-33 million	57-69 million

Medicine	COM Academic Center	TBD	TBD
Pharmacy	Parks Hall	TBD	TBD
Social and Behavioral Science	New Department of Economics Space	TBD	TBD
Social Work	Stillman	3.4 million	3.5 million
Research	New Interdisciplinary Research Building	10 million	100 million
Wexner Center	Mershon Auditorium Renovation	TBD	TBD

While not all unfunded projects are of equal merit or feasibility, it is clear the need for state support is much greater than what is likely to be available by a substantial amount. One strategy to address this is to use other funding sources where it might be appropriate. In that regard, we have specific recommendations regarding three projects in particular, Stillman Hall renovation, Drinko Hall renovation/expansion and the Academic Medical Center project.

### **11. College of Social Work**

Stillman Hall 2<sup>nd</sup> Floor Renovation, Windows and HVAC replacement is a \$3.5 million project. This would complete the renovation of Stillman and should be considered for possible funding through the Basic Renovation process including deferred maintenance funds.

### **12. College of Law**

Drinko Hall Renovation/Expansion: The Basic Renovation project for Drinko Hall (window/masonry renovations) is recommended to proceed. The more comprehensive Drinko project is not recommended for funding in this biennium, but should be revisited once a more comprehensive funding plan is completed. The college has committed to fund-raising a significant portion of this major project. The availability of college-raised funds will be an important consideration in the future.

### **13. College of Medicine**

The College of Medicine requested funding for a 51,000 GASF Academic Medical Center, citing space shortages and the need to reconfigure facilities to meet changed teaching requirements. The college did not present cost estimates or a financing plan. Consequently, we recommend the next two years be used to develop a funding plan that includes a significant component of private fund-raising for such a facility.

The College of Medicine also submitted a request to renovate Murray Hall to house the Institute for Behavioral Medical Research. This program is one of the University's most successful interdisciplinary research efforts. The feasibility study completed in April of 2006 estimated the costs of the renovations to Murray Hall for the purposes of the Institute for Behavioral Medical Research to be between \$21.8 and \$27.3 million in 2010 dollars. The office of Health Sciences is expected to contribute some funds to this project, but the amount is unknown at this time. We recommend the next year be used to develop a funding plan that includes a significant component of private fund-raising for this facility.

### III. RECOMMENDATIONS REGARDING OTHER FUNDS

As the amount of available state funds fails to keep the pace with demand, the University needs to continue to identify other funding sources for its capital needs. However, in doing so we need to be mindful of practical limits on the University's debt capacity, fund-raising priorities, and other factors that bear on these decisions. Therefore, we have organized this section into two parts: A) significant commitments involving non-state appropriated funds and B) additional projects involving non-state appropriated funds. Non-State appropriated funds include bonds, user fees, development monies and other resources from requesting units.

#### A. Significant University Commitments Involving Non-State Funds

In the FY2007 – FY2008 recommendations, we highlighted three projects involving non-state funds: The Medical Center Master Facilities Plan, the Ohio Union replacement and the new Student Services Center.

The Medical Center Master Facilities Plan is still under review and will be addressed separately. The Ohio Union replacement project was approved for construction in July 2006 and is expected to be completed by February 2010. This building will be LEED certified. Funding sources include a mandatory student fee. The Student Services Center was approved for design in September 2005. Construction is expected to begin by June 2008 and will be completed by August 2009. This building will also be LEED certified. This project is being financed by University resources.

The most significant new project from non-state funds is a major investment in infrastructure (electricity, water and roadways) to address significant deferred maintenance and capacity needs. This commitment is based on a comprehensive review over a four year period. The outcome of that review was presented to the Board of Trustees Fiscal Affairs Committee in December 2006.

The recommendations in this plan represent an investment in infrastructure of over \$100 million to address deferred maintenance and renewal (including electrical distribution, roadways and tunnels), as well as \$35 million for additional capacity. These projects will be financed with University bonds and will be paid back with user fees. This investment will benefit the University for years to come. A more complete description is included in the section under Facilities Operations and Development.

The second major area of investment is renovation and expansion of student housing. This is described in the section on Student Affairs.

#### B. Additional Projects Involving Non-State Funds

This section lists projects proposed by colleges, support units and affiliated entities to be funded by sources other than State funds. In many cases, University backed bonds are requested. In order to make most strategic use of our available debt capacity, we have asked units to plan on a six-year horizon. The projects listed here reflect the Units' plans for that time period. However, being included here does not guarantee a project will receive bonds or other University credit. That issue is addressed in Section IV.

## 1. OSU Medical Center

The process to revise the Medical Center Master Facilities Plan is underway, but not complete. The financial parameters for the revised plan have been proposed and are in alignment with the University's capital plan recommended for approval today. For planning purposes we will use the 2009, 2011 and 2013 bond allocations totals previously allocated to the Medical Center for the \$780 million Facility Master Plan projects. This section will be updated at a later time, once the Medical Center Master Facilities Plan review is completed.

<b>Project</b>	<b>2007-2008</b>	<b>2009-2010</b>	<b>2011 - 2012</b>
Biomedical Research Tower	42,350,000		
Doan Digestive Disease	26,200,000		
Ross Addition	32,500,000		
MRI Relocation	7,000,000		
Project Programming	3,500,000		
Means/Garage Demo	4,900,000		
Parking Deck		29,200,000	
Tower 1		60,667,000	75,432,000
D&T		70,430,000	87,570,000
Faculty Offices		18,900,000	
Infrastructure	1,000,000	17,500,000	40,000,000
Ambulatory			27,500,000
Remediation & Modernization		46,380,000	76,420,000
<b>Total Medical Center Requests</b>	<b>117,450,000</b>	<b>243,077,000</b>	<b>306,922,000</b>

## 2. Student Affairs

Now that the Recreation Center is complete and the Ohio Union replacement project is under construction, the highest priority for the Office of Student Affairs is to up-grade and expand student housing. The largest projects will be the conversion of Lincoln Tower floors 1-15 back to residence halls (\$38 million), expansion of the Hall student Housing Complex (\$41 million), and South Campus AC/Bathroom modernization (Phase I) (\$32 million). The request also includes significant renewal and replacement. Funding sources include University bonds to be repaid by housing fees, as well as Student Affairs capital reserves set aside for this purpose.

A special work group established by the Offices of Academic Affairs, Business and Finance, Campus Partners, Legal Affairs and Student Affairs has been working over the summer to review housing initiatives. The group has identified three critical areas for review:

- Funding options and priority relative to other initiatives (infrastructure, Medical Center, Campus Partners).
- Acceleration of on-campus housing construction and renovation of existing housing – major challenges are legal and physical (swing space).
- Partnerships for additional housing– major challenges are legal.

A preliminary report is expected by the end of this calendar year.

The Fawcett Center renovation is almost complete. Portions of the newly renovated space will be used by Student Affairs and Athletics. Options for the remaining space are under consideration as part of a broader facilities review in Student Affairs. We will return to the Board of Trustees with an update in late CY2007 or early CY2008.

<b>Student Affairs:</b>	<b>Requested Amounts (in millions)</b>			
<b>Project</b>	<b>2007 Bonds</b>	<b>2009 Bonds</b>	<b>2011 Bonds</b>	<b>Future Bonds</b>
Archer House Conversion – 100 beds	5,300,000			
Jones Tower		6,000,000		
Lincoln Tower 1-15 Conversion – Renovated 960 Kinnear	1,000,000			
Lincoln Tower 1-15 Conversion to Residence Hall – 576 beds		11,000,000	27,000,000	
New Housing Construction – Expansion of Hall Housing Complex Phase I (160 beds)		1,200,000	13,900,000	
New Housing Construction – Expansion of Hall Housing Complex Phase II (250 beds)		700,000	12,000,000	13,000,000
South Campus AC/Bathrooms: Phase I		7,000,000	25,000,000	
South Campus AC/Bathrooms: Phase II			7,000,000	27,000,000
Food Service Master Plan	2,500,000	450,000	3,600,000	
Housing and Food Services Renovations	16,000,000	14,000,000	14,000,000	
Off Campus Residential Properties		1,500,000	1,500,000	
Fawcett Center Renovation	8,600,000			
Larkins Hall Replacement Project	43,470,000			
Wilce Health Center Renovations		3,300,000		
Wilce Health Center Renovations Phase 4		2,000,000	3,900,000	
Ohio Union Replacement Project – Central Funds	10,000,000			
Ohio Union Replacement Project – Student Affairs	10,000,000	87,000,000	5,000,000	
Oxley Conversion to Housing				9,000,000
North Area Housing Renovation				1,000,000
<b>Total Student Affairs</b>	<b>\$96,870,000</b>	<b>\$134,150,000</b>	<b>\$112,900,000</b>	<b>\$50,000,000</b>

### 3. Facilities Operations and Development

As mentioned previously, the highest priorities for Facilities Operations and Development are projects to restore and expand the University's essential infrastructure. These are listed below and reflect whether the project addresses deferred maintenance (DM) or increased capacity (IC), or both.

FOD Project	Goal	Amount Requested (in millions)		
		2007 Bonds	2009 Bonds	2011 Bonds
Boiler Replacement/McCracken	DM	16,000,000		
East Chilled Water Plant	IC	4,000,000		
North Hot Water Loop	IC	2,500,000		
Increase Campus Electrical Capacity Phase I	IC	6,000,000		
High Voltage Air Break Switch Replacement	DM	15,000,000		13,280,000
Kinnear Corridor Improvements	DM	5,000,000		
12 <sup>th</sup> Avenue/Neil Corridor Improvements	DM	2,000,000		
South Dorm Sewer Separation	DM	625,000		
Student Academic Services Building Chilled Water Extension (ACN-17)	IC	7,458,000		
Capacity Coordination with Medical Center – Identified Projects	IC	2,545,000		
Boiler Replacement	DM and IC	1,130,000	5,100,000	5,049,000
Central Power Plant Water Treatment	DM and IC	1,430,000	12,859,000	
Drainage Improvements (ACN-1)	DM	1,900,000		
Domestic Cold Water System Improvements – Oval Area (ACN-2)	DM	1,669,000		
Steam and Condensate Distribution System Upgrades Phase I (ACN-2)	IC	8,150,000		
Put-In-Bay Water & Sewer Line Extension	Utility need	1,000,000		
Steam and Condensate Distribution System Upgrades Phase 2 (ACN-6)	IC		6,370,000	
John Herrick Drive Rebuild Phase 1 and Phase 2(ACN-9)	DM		2,858,000	4,568,000
Tunnel Durability Evaluation Project (ACN-3)	DM		1,000,000	
Woodruff Avenue and Tuttle Park Place Rebuilds (ACN-10) (ACN-11)	DM		3,303,000	
Water & Natural Gas Distribution Capacity Upgrade (SCW-1 and MA-2)	IC		1,671,000	
Woody Hayes Drive & Fyffe Rd. Rebuilds (ACN-12) (ACN-14)	DM		483,000	4,344,000
Campus Electric Capacity, Phase 2 (New Substation) (SCW-4)	IC		8,000,000	43,132,000
East Chilled Water Plant (ACN-5) (Phase 1 only)	DM		2,000,000	47,146,000
Hagerty Drive Rebuild (Oval Phase C) (ACN-13)	DM			4,107,000
Defiance Drive Rebuild (OP-1)	DM			1,207,000
Capacity Coordination with Medical Center - Opportunity Projects	IC			5,000,000
South Campus Sewer Separation and Site Improvements (SCE-1)	DM			2,331,000
North Campus Sewer Separation and Site Improvements	DM			4,182,000
Selected Tunnel Replacement Projects (ACN-4)	DM			5,479,000
Infrastructure Improvements, West & Midwest Campus Expansion Phase I	IC			18,012,000
17th Avenue Rebuild (ACN-8)	DM			3,860,000
18th and 19th Avenue Rebuilds (ACN-7)	DM			1,998,000
Total FOD Requests		\$76,407,000	\$43,644,000	\$163,695,000

#### 4. Athletics

The highest priority for the Department of Athletics is an office complex and sports medicine center. Athletics feels this can be achieved through private fund-raising. Other priorities are listed below.

<b>Athletics</b>	<b>Estimated Project Costs</b>		
<b>Project</b>	<b>2009-2010</b>	<b>2011-2012</b>	<b>2013-2014</b>
New Athletics Complex		15,000,000	15,000,000
Sports Medicine Center		15,000,000	15,000,000
Stickney Tennis Courts Renovation	3,000,000		
Indoor Track and Multi Purpose Sports Facility	15,000,000	15,000,000	
Basketball Auxiliary Gym Addition & Offices	20,000,000		
Field Hockey Stadium & Football Practice Turf replacement & Relocation	5,000,000		
<b>Total Athletics Requests</b>	<b>43,000,000</b>	<b>45,000,000</b>	<b>30,000,000</b>

Athletics currently accounts for 21% of the University's outstanding debt, but less than 3% of the University's annual operating revenue. Therefore, to preserve access to capital funds for other units, it is recommended that only those projects that can be funded with cash, early retirement of existing debt, or short-term (5 years or less) lines of credit, be approved for funding design and construction.

#### 5. Transportation and Parking

Transportation and Parking's projects are listed below in priority order. Funding will come primarily from bonds paid for with parking user fees. The biggest unknown at this point is additional parking for the Medical Center, which will be addressed as part of the planning for the Medical Center Master Facilities Plan.

<b>Transportation &amp; Parking</b>	<b>Request Amount (in millions)</b>		
<b>Project</b>	<b>2007 Bond Request</b>	<b>2009 Bond Request</b>	<b>2011 Bond Request</b>
9 <sup>th</sup> Avenue Garage Restoration	2,500,000		
Surface Parking Lot Renovations	1,500,000	1,500,000	
New 9 <sup>th</sup> Avenue Garage East	21,700,000		
Ohio Union Garage Restoration & Expansion		21,500,000	
Lane Avenue Garage	14,000,000	14,000,000	
Arps Garage Restoration			4,000,000
<b>Total T &amp; P Requests</b>	<b>\$39,700,000</b>	<b>\$37,000,000</b>	<b>\$4,000,000</b>



## 6. Regional Campuses, ATI and OARDC

The University's regional campuses, OARDC, and ATI have identified the following projects as high priority over the next six years:

Regional Campus	Project	Estimated Total Project Cost	Requested Amounts (in millions)		
			2007-2008 Bonds	2009-2010 Bonds	2011-2012 Bonds
Lima	Student Life Building		7,000,000		
Newark	Warner Library		5,500,000		
Mansfield	Oval wood Renovations		7,000,000		
Lima	New Maintenance Facility	2,400,000		2,000,000	
Mansfield	Recreation and Student Life Center Expansion (\$6M Bonds; \$8M Local)	13,000,000		6,000,000	
Mansfield	Schuttera Service Center				3,200,000
Marion	New Science and Art Building (\$5M Bonds; various other sources for remaining \$10M)	15,000,000			5,000,000
Newark	Founders Hall and Hopewell Hall Renovations (\$1M; various other sources for remaining \$6.3M)	7,300,000		1,000,000	
OARDC	Selby Hall BSL-2 Greenhouse Replacements			5,500,000	
OARDC	New Entomology Building	21M-28M			
OARDC	BioHio Concept (Job Ready Site Grant to City of Wooster for Total Project Cost)	3,373,600			
OARDC	Pounden Hall Renovation (EDA Grant and Local OARDC funds)	744,091			
ATI	Horticulture Operations Building (Project Budget is \$8.5M: \$1.26 State; various other sources for remaining)	8,500,000			
	<b>Total Regional Requests</b>		<b>19,500,000</b>	<b>14,500,000</b>	<b>8,200,000</b>

The projects are to be funded with a combination of State capital funds, cash reserves, and University bonds. We recommend these projects proceed within the bond capacity limits identified in Section IV Part D.

All four regional campuses expressed a desire to provide additional housing at some point in the next six years. Two campuses (Newark and Mansfield) have such housing. The Lima and Marion Campuses have requested housing as well.

Unfortunately, the University does not have the debt capacity for these as University built and operated facilities and to meet the other capital needs of the regional campuses. Therefore, we recommend both Lima and Marion be directed to explore options with private developers who could provide student housing in close proximity to those campuses, as long as this can be done without adversely affecting the University's debt capacity. Proposals for housing on any of the regional

campuses will need to be linked to each regional campuses strategic plan, once endorsed from an academic priority perspective.

## **7. Projects from Individual Colleges**

We have pending requests from the colleges listed below. These requests are currently in the process of being evaluated for further consideration.

### **Airport**

In May 2006, Senate Bill 327 was passed by the Ohio General Assembly; this bill authorizes sale of a number of parcels of land assigned to the Ohio National Guard, including the helicopter hangar and associated land just north of the University Airport. The legislation specifically authorizes sale of the hangar and associated land to The Ohio State University. In March 2006 the ONG informed the Airport Administration of its intent to sell the hangar and associated land. The College of Engineering and University Airport have expressed interest in this purchase. The 1990 University Airport Master Plan identifies the purchase of the ONG Hangar and Ramp as a priority project and the acquisition of this property is included in the Airport's five-year plan. An appraisal of the land in 2005 valued the property at \$2,875,000. The College is requesting 2007 bonds to support this acquisition. Repayment for debt service will be the responsibility of the Airport and backed by the College of Engineering. Costs will be recovered in part through rent payments received from long term lease with MedFlight. The Airport also will request FAA partial reimbursement of the purchase through a FY2010 AIP grant. Approval of the proposed purchase is not being recommended at this time, but will be brought forward separately to the Board for consideration after appropriate due diligence and approval through the College of Engineering.

### **Library Book Depository Module**

This project would provide the third of five high-bay storage modules designed to provide economical and environmentally beneficial storage of low-use library materials. This is a very important component of the Thompson Library project . University Libraries intends to work collaboratively with OhioLINK and other Ohio libraries to request funds as a single unit through OhioLINK's line item 2009-2010 request . If the joint OhioLINK request is not successful, the Libraries would like the option to use future OSU bonds for funding of this depository.

### **Cartoon Research Library**

The proposed Cartoon Research Library would collect, preserve, and make available original cartoons and graphic novels and other materials that visually document American social history and popular culture. The Library is currently housed in the lower level of the Wexner Center and is at capacity. The estimated cost of the project is \$14.6 million as determined by a feasibility study completed in mid 2007. The Space Facilities Committee has recommended that University Libraries continue to explore use of the Sullivant Hall site and address a number of questions regarding the proposed plan.

### **EERL facility**

Originally proposed in 2005 as part of the FY 2007-2012 Capital Plan, the College of Engineering in partnership with SciTech continues to work through plans for the EERL facility at 1382 Kinnear Road .Engineering would lease approximately 20,000 square feet of the building from SciTech. The remainder of the building (total square footage yet to be

determined would private industry partners. This project is proposed as a collaborative effort between the ESL and their research partners, corporate sponsors, and spin-off companies. Estimated total project cost is \$6.2M with funding sources being fund raising by OSU College of Engineering (estimated at \$1.2M) and SciTech (\$5.0M).

**8. Affiliated Entities**

In the 1990s, the University created a number of affiliated entities to undertake strategic initiatives. Two of these, Campus Partners and SciTech, made use of University-backed credit during their start-up phase. Since then, the rating agencies now include University-backed credit to affiliated entities as counting against the University’s debt capacity.

Since both Campus Partners and SciTech are now viable, we recommended two years ago that their capital needs be financed by their own equity, thus preserving the University’s debt capacity for other priorities in the Academic Plan.

We have discussed this concept with the leadership of both Campus Partners and SciTech. They are supportive of the recommendation, provided that in the case of SciTech, the existing University \$10 million line of credit be maintained as a revolving line of credit and that in the case of Campus Partners, the goals of the five-year business plan are met.

We think these conditions are reasonable, **and in the case of Campus Partners, we recommend the University commit \$10 million per year for the next five years (\$50 million total) for patient capital. We support this request, with the following provisions:**

- **Funding sources will not be General Funds or endowment.**
- **The University has flexibility to revise the schedule in the event of a budget crisis.**
- **University support is tied to specific performance measures.**

		<b>Estimated Cost ( in millions)</b>		
<b>Entity</b>	<b>Projects</b>	<b>2009-2010</b>	<b>2011-2012</b>	<b>2013-2014</b>
Campus Partners	TBD	\$15,000,000	\$15,000,000	<b>\$20,000,000</b>
	Total Campus Partners	\$15,000,000	\$15,000,000	<b>\$20,000,000</b>
SciTech	New Electrical Engineering Research Lab	6,200,000		
	1275 Kinnear Road Complex Build Out	1,600,000		
	SW Quadrant OSU Research Park – Ph I	6,100,000		
	Total SciTech	\$13,900,000		

*Note: amounts listed above are estimated project costs, funding sources will need to be identified.*

## 9. Other Projects

In addition to the projects discussed above, there are a number of capital projects that do not fit into the categories listed above. These are:

- University District Neighborhood Safety Center – this project was announced by President Holbrook and Mayor Coleman in October 2004. It is a city project, but the University has committed to pay half of the construction cost and rent for University use of the building for University Public Safety and Community Crime Patrol. The original total project cost was estimated at between \$3.5 and \$4.0 million. Our share of \$1.75-2.0 million will come from central University cash reserves set aside for this purpose.

The estimated cost has increased to \$4.6 million as a result of delays and design changes required by the University Area Review Board. The University has agreed to commit up to \$2.3 million, but to cap its commitment at that amount. Funding has already been set aside in the operating budget for this purpose.

- The renovation and expansion of Blankenship Hall is designed to address space and infrastructure needs for four critical public safety functions:
  - Meet increased demand for computer and communications network space and infrastructure.
  - Provide better security and control for key operations
  - Upgrade radio communications, including interoperability and redundancy.
  - Enhance emergency response capability.

The recommended proposal provides for approximately \$7 million in project costs for the renovation in FY 2007 dollars, and \$12 million for communications equipment and upgrades.

The \$7 million in project costs will come from University bonds. The \$12 million for the communications equipment will come from General Funds, user fees and other sources.

- Real Estate and Property Management has prepared a prioritized list of improvements and possible acquisitions. These requests are currently under review, but should be funded by internal lines of credit to be paid back by rental income rather than bonds.

## IV. IMPLICATIONS

In this section, we address the implications of these recommendations in nine specific areas: the Academic Plan; deferred maintenance; future capital requests; debt capacity; students, faculty and staff; future operating costs; transportation and parking; physical feasibility and energy conservation.

### A. Impact on Academic Plan

These recommendations are strongly aligned with the Academic Plan. Funding of the Library Renovation completes a high priority specifically identified in the Plan. The Academic Core - North provides a unique opportunity to improve the quality of the teaching and learning environment for several core disciplines that house world class faculty and leading academic programs. This approach represents a potential model that might be applied to other areas of campus.

The Ohio Union project, and the new Student Services Building, along with upgrades to Residence halls, are key components to enhance and better serve the student body.

### B. Impact on Deferred Maintenance

Funding of these recommendations will address many of the University's lingering deferred maintenance problems. Brown Hall, Hughes Hall, Koffolt, Cunz and Lord Halls are among the worst deferred maintenance problems. Addressing these will remove at least \$67 million in deferred maintenance.

In addition, addressing renovations of the Thompson Library and Graves Hall, and the replacement of the Ohio Union proactively keeps these key facilities from becoming deferred maintenance problems in the future.

The recommendations proposed as part of FY 2009-2014 Capital Plan will address 9 buildings ranked in the top 30 with the largest deferred maintenance problems on the Columbus campus (Attachment C). And will begin to evaluate options for another 4 buildings on this list in future years.

**As part of the review of these recommendations, we asked our staff to compare the commitment of capital resources with estimated current depreciation costs. Like most public universities, OSU does not directly fund depreciation except in its hospital system. This means it is important that state capital dollars and university-backed debt issues are sufficient to cover these costs.**

**The chart below shows total resources committed to capital projects is projected to equal or exceed depreciation on existing facilities, both in FY 2009 and FY 2010. This is encouraging, but does not present a complete picture. For example, not all capital dollars are spent on existing facilities. A significant portion goes to build new or expanded facilities that will in fact raise depreciation costs.**

**In addition, just keeping up with current depreciation does not address the existing backlog in deferred maintenance and renewal, which is estimated to be at least a billion dollars.**

**Consequently, we have asked our staff to provide a more comprehensive analysis of capital needs and funding sources to be shared with the campus and the Fiscal Affairs Committee of the Board before the end of this calendar year.**

## Resources Committed to Capital

Category	Current Replacement Value <sup>1</sup>	Annual Depreciation <sup>2</sup>	Annual Funding <sup>3</sup>	Deferred Maintenance and Renewal <sup>4</sup>
(All Figures in Millions)				
<b>Columbus Campus</b>				
General Fund	\$1,754	\$35	\$35	\$222
Non-General Fund	3,832	77	229	429
<b>Other</b>				
Infrastructure	NA	NA	22	276
Regional Campuses	610	12	12	70

<sup>1</sup> Replacement Value in FY 2006 dollars computed by Facilities Operations and Development

<sup>2</sup> 2% annual depreciation based on building life expectancy of 50 years

<sup>3</sup> Annualized state support and university debt for FY 2009-2010 as computed by the Office of Business and Finance.

<sup>4</sup> Estimate of deferred maintenance and renewal reported by Facilities Operations and Development to the OSU Fiscal Affairs Committee in December 2006.

### C. Impact of Future State Funded Capital Requests

With State funds declining and becoming more uncertain, multiyear planning becomes more important. In general, we have to phase large projects over three biennia, one for planning and two for construction. Although this is not ideal, this provides greater flexibility in use of State funds. The table below shows how the recommendations in this memo would play out over the next three biennia. For planning purposes, a control total of approximately \$70 million is projected for each future biennium.

Project	Total Funding (millions)		State Funding (millions)			
	State	Other	Previous	FY09-10	FY11-12	FY13-14
Library Renovation	\$71.7	\$36.8	\$63.0	\$8.7		
Academic Core-North (see above)	\$243.8	\$242.9	\$5.0	\$48.7	\$48.7	\$35.0
Health Sciences Renovations	TBD	TBD	\$6.0	\$6.0	TBD	TBD
Cunz Hall Renovation	\$15.2	\$5.0	\$8.6	\$6.6		
Totals	\$330.7	\$284.7	\$82.6	\$70.0	\$48.7	\$35.0

### D. Impact on Debt Capacity

In order to preserve debt capacity for the highest priorities of the Academic Plan, the University Board of Trustees approved guidelines on the use of bonds and other credit instruments on March 4, 2005. These recommendations are consistent with those guidelines and envision a bond issue of no more than \$450 million in calendar year 2007 and no more than \$500 million in calendar year 2009. The current recommended target for FY 2011 would be \$500 million. How this would be allocated among the various groups of users is illustrated in Attachment B. **The bond allocation for CY2007 was approved during the last capital planning cycle. The 2007 column on the attached chart shows revised needs based on actual projected spend. The 2009 column shows the allocations recommended for 2009 which we are asking approval for during this capital planning cycle. CY 2011 bond requests currently total over \$600 million, which means additional review is needed in order to bring allocations in line with proposed \$500M cap.**

## E. Impact on Students, Faculty, and Staff

A large number of students, faculty, and staff regularly use the buildings recommended here for replacement or renovation. They will benefit when the projects are done, but will be inconvenienced while they are under construction.

The single largest challenge will be the inconvenience caused by the Library renovation and Ohio Union replacement projects, both of which will be under construction at the same time. Temporary sites have been provided for both functions with appropriate transportation. This transition for the library project seems to be proceeding smoothly. Additional planning and the ability to quickly respond to emerging issues will need to be done to minimize inconvenience and confusion in both cases.

Temporary student study and social space while both projects are unavailable during construction will be provided at several locations across campus. These temporary measures to minimize adverse impact of this needed construction were reviewed with the Board's Fiscal Affairs Committee at their June 2005 meeting.

## F. Impact on Operating Costs

In the University's budget system, the benefiting units are responsible for operating costs of additional space assigned to them. The table below summarizes the approximate net change in ASF for major projects approved for the coming biennium. "Cost Increase" column are projections at the POM rate. Not all these buildings are POM facilities, but using POM rates provides an estimate for increased operational costs.

Unit	Project	Net Change in ASF	Cost Increase (or Decrease)
OAA	Library Renovation	-11,500	(\$155,940)
English ASC/Humanities	Brown Hall Renovation	4,600	\$62,376
Medicine	Graves & Meiling Hall Renovations	TBD	TDB
Music ASC/Arts	Hughes Hall Renovation and/or new construction	TBD	TBD
Engineering	Koffolt Laboratory Renovation	TBD	TBD
Health Science	Murray Hall Renovation	43,000	\$583,080
Health Science	Clinical Expansion Phase I	TBD	TBD
Student Affairs	Ohio Union Replacement	23,000	\$311,880
Various	Student Academic Services Building	-12,200	(\$165,422)

## G. Impact on Transportation and Parking

Meeting additional space needs without exacerbating parking and accessibility continues to be an enormous challenge. Vehicular and foot traffic congestion will undoubtedly occur as a result of building construction and road improvements, but it is a temporary obstacle.

Most projects that are renovations or replacements will not increase long-term parking demand. The Medical Center Expansion project will create additional demand on a part of the campus where congestion is high and parking in short supply, but the project will replace any parking that is removed and will add additional parking to accommodate additional needs.

The Student Services building will eliminate approximately 500 surface parking spaces, but these will be replaced by the proposed Lane Avenue Garage. The new garage will increase parking

availability in the north campus area, shifting demand from west campus to Lane Avenue and increasing the amount of vehicular traffic in this area.

The Ohio Union project will increase parking demand on the east side of campus, but this can be mitigated by the expansion of the Ohio Union Garage

#### **H. Physical Feasibility**

Many of the proposed projects are tied to existing projects and will require careful planning when it comes to timing and space coordination. The availability of Smith Lab for swing space will facilitate demolition of Lord Hall. The new Student Services building will have to be completed before Lincoln can be converted to additional housing. There will be swing-space issues associated with the Academic Core-North plan but these will be resolved once the sequence of steps for this district are more fully resolved.

#### **I. Energy Conservation/Sustainability**

The recent rise in the cost of energy is expected to be a long-term trend; consequently, strengthened emphasis on energy conservation makes sense from both a financial and environmental protection standpoint. New design standards for campus planning and development were approved by the President's Cabinet on January 24, 2007 and will be incorporated into all new building and renovation projects. Three projects have already been designated to be LEED certified: 4-H building, Ohio Union and the new Student Services Building.

#### **J. Next Development Campaign**

**Planning for the next campaign has been delayed to accommodate the transition in University leadership. The stretch out of the North Academic Core plan and the revised Medical Center Master Facilities Plan will provide an opportunity to make sure these plans are aligned.**

#### **K. Transition**

**As a result of the transition in senior leadership at the University, it is important to allow enough time for decisions involving activities such as the North Academic Core, the next development campaign and the Medical Center Master Facilities Plan to be appropriately reviewed by the incoming leadership. At the same time, it is necessary to meet deadlines for requests for state funds and to meet commitments already made by the University.**



**Therefore, we are asking the Board to:**

- **Approve a request of \$80 million in state capital funds for the Columbus Campus and \$12 million for the Regional Campuses for FY 2009 - FY 2010, as described on page 7 of this memo.**
- **Approve revised allocations of approximately \$367 million in bonds in calendar year 2007, as described in Attachment B of this memo**
- **Approve proposed allocations of approximately \$497 million in bonds in calendar year 2009, as described in Attachment B of this memo.**
- **Approve a cap of no more than \$500 million in additional debt in CY 2011.**

**We will return with additional recommendations to the Board after consulting with President Gee.**

We hope this information is helpful to you in evaluating our capital recommendations.

c: President's Cabinet  
Council of Deans  
Senate Committee on the Physical Environment  
Senate Fiscal Committee  
Space Facilities Committee  
Melissa Bellini  
Kathy Dillow  
Tom Johnson  
Mike Sherman  
Lee Walker

## **PART V: Appendix**

### **Supplemental Materials**

- A. Funding Principles
- B. Proposed Allocations for FY 2009 and FY 2011 bond issues
- C. Top 30 Buildings on the Columbus Campus ranked by Deferred Maintenance Needs

## 2009-2010 Capital Budget Funding Principles

With stable enrollment, limited funding and a substantial amount of deferred maintenance, the priority for use of central funds (including State funds) will be to enhance or improve existing space and reduce operating costs. Therefore, as a general rule:

1. Central funds will not be used to increase academic or administrative space assigned to a unit unless:
  - Paid for by the benefiting unit, or
  - Reallocated from elsewhere.
2. Central funds will not be committed to additional operating costs.
3. Capital and operating costs for additional research space should come from increased cost recoveries.
4. Any additional space for non-general fund units should be funded by that unit and meet the space service needs of the University.
5. Fund raising is an important consideration but fundraising does not guarantee matching funds independent of the criteria listed above. Fundraising is particularly encouraged for upgrades and renovations that do not require additional central support.
6. Use of University bonds and other credit instruments may be requested where a repayment mechanism can be identified. However, availability of this funding source is extremely limited and must be specifically approved as part of the project review approval process.
7. The ability to document and track proposed benefits of the project as to the Academic Plan will be an important consideration in choosing among competing projects.



**Waivers of Competitive Bidding Requirements April - June 2007**

<b><u>Category</u></b>	<b><u>Total</u></b>		<b><u>Sole Source</u></b>		<b><u>Emergency</u></b>		<b><u>Sufficient Economic Reason</u></b>	
Health Systems - Professional Health Care Services	\$3,125,000	10	\$2,225,000	9	\$0	0	\$900,000	1
Health Systems - Administrative Equipment and Services	\$10,150,768	44	\$8,571,518	37	\$40,000	1	\$1,539,250	6
Utilities - All OSU Campuses	\$34,000,000	1	\$0	0	\$0	0	\$34,000,000	1
Merchandise for Resale	\$3,008,001	2	\$0	0	\$0	0	\$3,008,001	2
Instructional and Research Equipment and Services	\$6,524,957	50	\$4,584,858	29	\$332,000	2	\$1,608,099	19
Administrative Support Equipment and Services	\$3,099,049	45	\$1,217,276	18	\$320,642	4	\$1,561,131	23
Rent and Tax Payments, Managed Properties	\$8,393,600	1	\$8,393,600	1	\$0	0	\$0	0
<b>TOTAL</b>	<b>\$68,301,375</b>	<b>153</b>	<b>\$24,992,252</b>	<b>94</b>	<b>\$692,642</b>	<b>7</b>	<b>\$42,616,481</b>	<b>52</b>

**Report on Waivers of Competitive Bidding Requirements: April - June 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
<b>Health Systems - Professional Health Care Services</b>			<b>\$3,125,000</b>	<b>10</b>	<b>\$2,225,000</b>	<b>9</b>	<b>\$0</b>	<b>0</b>	<b>\$900,000</b>	<b>1</b>
Children's Hospital	University Hospitals	Reference Laboratory Services (Clinical Lab)	\$120,000	1	\$120,000	1				
Family Medicine Foundation, Loc	Specialty Care Network	Physician compensation for clinical services (Sports Medicine Center)	\$1,000,000	1	\$1,000,000	1				
Hospital Medicine Physicians of Franklin Co.	University Hospital East	Physician Moonlighting Services (Finance)	\$900,000	1					\$900,000	1
OSU Eye Physicians & Surgeons LLC	University Hospitals	Physician Services (Veterans Administration Cataract Surgery)	\$250,000	1	\$250,000	1				
OSU Health System Anesthesia	University Hospitals	Professional Services (Global Transplant Program)	\$200,000	1	\$200,000	1				
OSU Internal Medicine LLC	Specialty Care Network	Physician Services (Cambridge Heart)	\$50,000	1	\$50,000	1				
OSU Internal Medicine LLC	University Hospitals	Physician Services (Medical Center)	\$65,000	1	\$65,000	1				
OSU Physicians, Inc.	Specialty Care Network	Physician Services (Cambridge Heart)	\$65,000	1	\$65,000	1				
OSU Physicians, Inc.	Specialty Care Network	Billing Services (Neurosurgery)	\$400,000	1	\$400,000	1				
OSU Radiology LLC	Cancer Hospital and Research	Professional Services (Global Transplant Program)	\$75,000	1	\$75,000	1				
<b>Health Systems - Administrative Equipment and Services</b>			<b>\$10,150,768</b>	<b>44</b>	<b>\$8,571,518</b>	<b>37</b>	<b>\$40,000</b>	<b>1</b>	<b>\$1,539,250</b>	<b>6</b>
Abiomed, Inc.	University Hospitals	Maintenance and support for cardiac life support equipment (Clinical Engineering)	\$31,500	1	\$31,500	1				
Accredo Health Group	University Hospitals	Pharmaceuticals, Remadulin and Tracleer (Pharmacy)	\$120,000	1	\$120,000	1				
Advisory Board Company	Corporate Services	Extension of Revenue Cycle Program for web-based reporting (Revenue Cycle Eff and Proj Mgmt.)	\$138,600	1					\$138,600	1
AmeriSource ASD	University Hospitals	Distribution of proprietary drugs (Pharmacy)	\$60,816	1	\$60,816	1				
Applied Biosystems	University Hospitals	Proprietary reagent/buffer (Tissue Typing Laboratory)	\$60,264	1	\$60,264	1				
Applied Biosystems	University Hospitals	Laboratory testing instrumentation (Toxicology Laboratory)	\$483,974	1	\$483,974	1				
Aramark	University Hospitals	Catering for diabetes event (UH Marketing and Communications)	\$65,000	1	\$65,000	1				
ASD Specialty Healthcare	University Hospitals	Various pharmaceutical products (Pharmacy)	\$200,000	1	\$200,000	1				
Atlas Development	University Hospitals	Software support and maintenance services for Prime Care system (Outreach Customer Service)	\$140,000	1	\$140,000	1				
Beckman Coulter	University Hospitals	Reagents and testing materials (University Reference Laboratory)	\$61,595	2	\$61,595	2				

**Report on Waivers of Competitive Bidding Requirements: April - June 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
Careerbuilders LLC	Corporate Services	Online job postings (Human Resources Administration)	\$50,650	1					\$50,650	1
Clinicomp, International Inc.	Corporate Services	Maintenance and support for Clinicomp's Clinical System (Information Systems)	\$250,000	1	\$250,000	1				
Development Dimensions International	Corporate Services	Training materials for performance management (Customer Service)	\$140,000	1	\$140,000	1				
Digene Inc	University Hospitals	HPV test assays (Cytology/Cytometry)	\$70,000	1	\$70,000	1				
Doctors Company	Specialty Care Network	Malpractice coverage for new neurosurgeon recruit (Neurosurgery)	\$239,177	1	\$239,177	1				
ERBE	University Hospitals	Argon Plasma Coagulator (Gastroenterology)	\$226,463	1	\$226,463	1				
FMC Technologies, Inc	University Hospitals	Programming/software interfaces with existing controllers (Ross Hospital)	\$800,000	1					\$800,000	1
Gilbert Construction	Corporate Services	Electro-static painting of lab fixtures (Academic/Research Maintenance Operations)	\$150,000	1					\$150,000	1
HP Thompson	University Hospital East	Boiler repair (Facilities Engineering )	\$119,360	1	\$119,360	1				
Immucor Inc	University Hospitals	Red cell reagents (Transfusion Services)	\$70,354	1	\$70,354	1				
IntegriTech	University Hospitals	Endo video monitors (Gastroenterology)	\$158,302	1	\$158,302	1				
Intuitive Surgical, Inc.	University Hospitals	DVS service agreement (Clinical Engineering)	\$125,000	1	\$125,000	1				
Intuitive Surgical, Inc.	University Hospitals	Support services for da Vinci Robotic Surgical System (Clinical Engineering)	\$215,000	1	\$215,000	1				
Leica Microsystems, Inc.	University Hospitals	Automated coverslipper (Cytology/Cytometry)	\$83,219	1	\$83,219	1				
Medred	University Hospital East	MRI Safe Pulse monitor system (Radiology)	\$31,625	1	\$31,625	1				
Medtronic Navigation Systems	University Hospitals	O Arm Imaging System (Operating Room)	\$499,999	1	\$499,999	1				
Medtronic Surgical Navigation Technologies	University Hospitals	Hardware /software for Stealth Surgical System (Clinical Engineering)	\$74,167	1	\$74,167	1				
Medtronic Surgical Navigation Technologies	University Hospitals	Hardware, software support agreement for MRI (Clinical Engineering)	\$75,000	1	\$75,000	1				
Oracle USA, Inc.	Corporate Services	Software licensing and support for enterprise business intelligence products (Decision Support)	\$204,960	1	\$204,960	1				
Philips Medical Systems Ultrasound	University Hospitals	Parts and materials to maintain patient care equipment (Clinical Engineering)	\$56,247	1	\$56,247	1				
Philips Medical Systems Ultrasound	University Hospitals	Service agreement on Prism (Clinical Engineering)	\$61,800	1	\$61,800	1				
Postini	Corporate Services	Anti spam filter (Operations)	\$97,500	1	\$97,500	1				

**Report on Waivers of Competitive Bidding Requirements: April - June 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
Procter & Gamble Pharmaceuticals	University Hospitals	Proprietary drug, Dantrolene (Pharmacy)	\$75,000	1	\$75,000	1				
Qiagen	University Hospitals	Rental/reagent agreement for CMV testing (Microbiology)	\$3,623,232	1	\$3,623,232	1				
Roche Diagnostics	University Hospitals	Nucleic acid testing for HIV and HCV (Special Function Laboratory)	\$276,941	1	\$276,941	1				
RPH on the Go	University Hospital East	Temporary agency - pharmacist (James Hospital Pharmacy)	\$40,000	1			\$40,000	1		
Softmed Systems, Inc.	Corporate Services	Software maintenance and support (Medical Information Management)	\$166,286	1	\$166,286	1				
Synergent	Corporate Services	Professional services, planning and development (Material Services)	\$350,000	1					\$350,000	1
Theracom	University Hospitals	Proprietary drugs, Flolan and Mirena (Pharmacy)	\$80,000	1	\$80,000	1				
Vysis	Cancer Hospital and Research	Oncology probes (Division of Cytogenetics Laboratory)	\$200,000	1	\$200,000	1				
Walgreen Pharmacy	University Hospital East	On site prescription fulfillment (Pharmacy)	\$50,000	1					\$50,000	1
XTEND	Corporate Services	Software and hardware upgrades for paging server software (Operations)	\$86,187	1	\$86,187	1				
Zeiss	Cancer Hospital and Research	Trestle Medmicro Robotic Scope (Surgical Outpatient and Multimodality Clinic)	\$42,550	1	\$42,550	1				
<b>Utilities - All OSU Campuses</b>			<b>\$34,000,000</b>	<b>1</b>			<b>\$0</b>	<b>0</b>	<b>\$34,000,000</b>	<b>1</b>
American Electric Power			\$23,190,000						\$23,190,000	
City Of Columbus			\$4,980,000						\$4,980,000	
Columbia Gas			\$1,840,000						\$1,840,000	
Columbus - City Treasurer			\$80,000						\$80,000	
Ohio Edison			\$30,000						\$30,000	
Various others, to be determined			\$3,880,000						\$3,880,000	
<b>Merchandise/Services for Resale</b>			<b>\$3,008,001</b>	<b>2</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$3,008,001</b>	<b>2</b>
Abbott	Veterinary Medicine, College of	Pharmaceuticals (Veterinary Hospital)	\$75,000						\$75,000	
API-Memphis	Engineering, College of	Aircraft parts (University Airport)	\$25,000						\$25,000	
Avial	Engineering, College of	Aircraft parts (University Airport)	\$25,000						\$25,000	
B.P. America	Engineering, College of	Auto and diesel fuel (University Airport)	\$40,000						\$40,000	
Bausch & Lomb	Optometry, College of	Ophthalmic supplies (Optometry Clinic)	\$40,000						\$40,000	
Bayer	Veterinary Medicine, College of	Pharmaceuticals (Veterinary Hospital)	\$50,000						\$50,000	
Brassler	Dentistry, College of	Dental supplies (Dentistry Admin)	\$30,000						\$30,000	
Cessna	Engineering, College of	Aircraft parts (University Airport)	\$50,000						\$50,000	
Ciba Vision	Optometry, College of	Ophthalmic supplies (Optometry Clinic)	\$70,000						\$70,000	



**Report on Waivers of Competitive Bidding Requirements: April - June 2007**

Vendor	Unit	Description of Goods and Services	Total	Sole Source	Emergency	Sufficient Econ. Reason
Cirrus Design	Engineering, College of	Aircraft parts (University Airport)	\$25,000			\$25,000
Columbia	Dentistry, College of	Dental supplies (Dentistry Admin)	\$30,000			\$30,000
Conforma Contacts	Optometry, College of	Ophthalmic supplies (Optometry Clinic)	\$35,000			\$35,000
Cooper Vision	Optometry, College of	Ophthalmic supplies (Optometry Clinic)	\$50,000			\$50,000
Crown Works	Dentistry, College of	Dental supplies (Dentistry Admin)	\$88,000			\$88,000
Duncan Dental	Dentistry, College of	Dental supplies (Dentistry Admin)	\$50,000			\$50,000
Eagle Fuel	Engineering, College of	Aircraft parts (University Airport)	\$25,000			\$25,000
Fort Dodge	Veterinary Medicine, College of	Pharmaceuticals (Veterinary Hospital)	\$30,000			\$30,000
G & N Aircraft	Engineering, College of	Aircraft parts (University Airport)	\$80,000			\$80,000
Garmin	Engineering, College of	Aircraft parts (University Airport)	\$80,000			\$80,000
Heraeus-Kulzer	Dentistry, College of	Gold (Dentistry Admin)	\$50,000			\$50,000
Hoya Optical	Optometry, College of	Ophthalmic supplies (Optometry Clinic)	\$30,000			\$30,000
Hu-Friedy	Dentistry, College of	Dental supplies (Dentistry Admin)	\$30,000			\$30,000
Interstate Optical	Optometry, College of	Ophthalmic supplies (Optometry Clinic)	\$80,000			\$80,000
Kilgore	Dentistry, College of	Dental supplies (Dentistry Admin)	\$30,000			\$30,000
Lane Aviation	Engineering, College of	Aircraft parts (University Airport)	\$50,000			\$50,000
Lupitold	Veterinary Medicine, College of	Pharmaceuticals (Veterinary Hospital)	\$30,000			\$30,000
Marchon	Optometry, College of	Ophthalmic supplies (Optometry Clinic)	\$105,000			\$105,000
Mattituck	Engineering, College of	Aircraft parts (University Airport)	\$50,000			\$50,000
Meggitt Aviation	Engineering, College of	Aircraft parts (University Airport)	\$60,000			\$60,000
Merial	Veterinary Medicine, College of	Pharmaceuticals (Veterinary Hospital)	\$50,000			\$50,000
Miltex	Dentistry, College of	Dental supplies (Dentistry Admin)	\$30,000			\$30,000
Nobelium	Dentistry, College of	Gold (Dentistry Admin)	\$50,000			\$50,000
Opticon	Social and Behavioral Sciences, College of	Hearing devices (Speech and Hearing)	\$150,000			\$150,000
Organon, Inc.	Student Affairs, Office of	Pharmaceuticals (Student Health Services)	\$135,000			\$135,000
Ortho Pharmaceutical	Student Affairs, Office of	Pharmaceuticals (Student Health Services)	\$185,000			\$185,000
Pfizer	Veterinary Medicine, College of	Pharmaceuticals (Veterinary Hospital)	\$100,000			\$100,000
Phonak	Social and Behavioral Sciences, College of	Hearing devices (Speech and Hearing)	\$50,000			\$50,000
Premier Dental	Dentistry, College of	Dental supplies (Dentistry Admin)	\$30,000			\$30,000
Safilo Group	Optometry, College of	Ophthalmic supplies (Optometry Clinic)	\$60,000			\$60,000
Select Optical	Optometry, College of	Ophthalmic supplies (Optometry Clinic)	\$30,000			\$30,000
Slagle and Kiser	Dentistry, College of	Dental supplies (Dental Clinic)	\$165,000			\$165,000
Smith Kline Beecham	Student Affairs, Office of	Pharmaceuticals (Student Health Services)	\$55,001			\$55,001
Tiffin Aire	Engineering, College of	Aircraft parts (University Airport)	\$30,000			\$30,000
Vistakon, Inc.	Optometry, College of	Ophthalmic supplies (Optometry Clinic)	\$120,000			\$120,000

**Report on Waivers of Competitive Bidding Requirements: April - June 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
Whip-Mix	Dentistry, College of	Dental supplies (Dentistry Admin)	\$30,000						\$30,000	
Wing Aero	Engineering, College of	Aviation products (University Airport)	\$25,000						\$25,000	
Zimmer Dental	Dentistry, College of	Dental supplies (Dentistry Admin)	\$300,000						\$300,000	
<b>Instructional and Academic Research Equipment and Services</b>			<b>\$6,524,957</b>	<b>50</b>	<b>\$4,584,858</b>	<b>29</b>	<b>\$332,000</b>	<b>2</b>	<b>\$1,608,099</b>	<b>19</b>
Advion Biosciences	Medicine, College of	Automated liquid handling system (Molecular Virology, Immunology and Medical Genetics)	\$85,100	1	\$85,100	1				
Allen Systems Group	Academic Affairs, Office of	Software maintenance renewal (OIT Operations)	\$60,300	1					\$60,300	1
American Assn of Service Coordinators	Health Sciences Administration	Educational services, development of continuing education programming (Geriatrics & Gerontology)	\$70,000	1	\$70,000	1				
Ancare Corp	Research, Office of	Animal caging (Univ Lab Animal Resources)	\$45,000	1	\$45,000	1				
Andean Study Programs	Academic Affairs, Office of	Host institution payments (Study Abroad Programs)	\$70,000	1	\$70,000	1				
Applied Biosystems	Medicine, College of	Genetic analyzer (Pathology)	\$135,500	1	\$135,500	1				
Applied Photophysics LTD	Medicine, College of	Chirascan spectrometer (Heart and Lung Institute)	\$80,000	1					\$80,000	1
Audencia	Academic Affairs, Office of	Host institution payments (Study Abroad Programs)	\$70,000	1	\$70,000	1				
Bioview, Inc.	Medicine, College of	Semi-automatic scanner (Pathology)	\$80,235	1	\$80,235	1				
Brigham Young University	Engineering, College of	Wind tunnels and accessories (Aerospace Engineering)	\$125,000	1	\$125,000	1				
Cemanahuac Educational Community	Academic Affairs, Office of	Host institution payments (Study Abroad Programs)	\$68,450	1	\$68,450	1				
Central Farm & Garden, Inc.	Food, Ag. & Envir. Sci, College of	Feed ingredients (OARDC Research Operations)	\$50,000	1	\$50,000	1				
Centro Linguistico Ateneo	Academic Affairs, Office of	Host institution payments (Study Abroad Programs)	\$100,000	1	\$100,000	1				
CIEF-AFEB	Academic Affairs, Office of	Host institution payments (Study Abroad Programs)	\$125,458	1	\$125,458	1				
CIMA Cos, Inc.	Food, Ag. & Envir. Sci, College of	Volunteer insurance (OSU Extension - Business Operations)	\$55,000	1					\$55,000	1
Columbus Dispatch	Academic Affairs, Office of	Print advertising (Human Resources)	\$150,000	1					\$150,000	1
Dako North America, Inc.	Medicine, College of	Laboratory supplies (Pathology)	\$60,000	1					\$60,000	1
Dental Pure	Dentistry, College of	Water purification cartridges (Dentistry Admin)	\$53,748	1	\$53,748	1				
EMC2 Corporation	Academic Affairs, Office of	Disk drives for system upgrade (OIT)	\$114,480	1	\$114,480	1				
Equifax	Research, Office of	Credit monitoring services (OIT)	\$300,000	1			\$300,000	1		
Fisher Healthcare	Medicine, College of	Laboratory supplies (Pathology)	\$34,596	1					\$34,596	1
Frontline Logic	Academic Affairs, Office of	Software services (Undergrad Deans Office - Special Projects)	\$31,013	1					\$31,013	1
Gar Trusley & Associates	Academic Affairs, Office of	MAPS Training (John Glenn Institute)	\$64,999	1	\$64,999	1				

**Report on Waivers of Competitive Bidding Requirements: April - June 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
Greenwich, University of	Academic Affairs, Office of	Host institution payments (Study Abroad Programs)	\$110,000	1	\$110,000	1				
Harlan Teklad	Research, Office of	Animal bedding (Univ Lab Animal Resources)	\$90,000	1					\$90,000	1
Harlan Teklad	Research, Office of	Animal feed (Univ Lab Animal Resources)	\$90,000	1					\$90,000	1
Imaging Sciences LLC	Dentistry, College of	Dental equipment (Dentistry Admin)	\$195,000	1	\$195,000	1				
Innovative Interfaces	University Libraries	Monthly maintenance for the Millennium software (OIT)	\$149,964	1	\$149,964	1				
Lexi-Comp Inc.	Medicine, College of	On-line clinical consult access (Pharmacy, Nursing, and Medical School)	\$65,094	1					\$65,094	1
Marriott Marco Island	Medicine, College of	Conference facilities 2007 Program (Center for Minimally Invasive Surgery)	\$50,677	1					\$50,677	1
Marriott Marco Island	Medicine, College of	Conference facilities 2008 Program (Center for Minimally Invasive Surgery)	\$60,000	1					\$60,000	1
Melbourne, University of	Academic Affairs, Office of	Host institution payments (Study Abroad Programs)	\$70,000	1	\$70,000	1				
Microcal LLC	Math and Phys. Sciences, College of	VP-ITC MicroCalorimeter (McPherson Chemical Lab)	\$148,500	1	\$148,500	1				
O'Connor Trucking, Inc.	Food, Ag. & Envir. Sci, College of	Hay shipment (Dairy Center)	\$32,000	1			\$32,000	1		
OSU Physicians, Inc.	Health Sciences Administration	OSU Physician salaries (Human Cancer Genetics)	\$92,093	1	\$92,093	1				
Oxford, University of	Academic Affairs, Office of	Host institution payments (Study Abroad Programs)	\$140,000	1	\$140,000	1				
Oxford, University of	Law, College of	Law summer program (Oxford Law Program)	\$252,280	1	\$252,280	1				
Polaris 2004 LLC	Health Sciences Administration	Polaris facility rental agreement (Comprehensive Cancer Center)	\$1,834,432	1	\$1,834,432	1				
Roush Industries	Engineering, College of	Suspension parts (Center of Automotive Research)	\$33,332	1					\$33,332	1
Shepherd Specialty Papers	Research, Office of	Animal enrichment/bedding and supplies (Lab Animal Research)	\$35,000	1	\$35,000	1				
Slagle-Kiser/Dental Ceramics	Dentistry, College of	Laboratory services (General Practice Residency)	\$51,566	1					\$51,566	1
Smarthinking	Research, Office of	Consulting services for online tutoring (Ohio Learning Network)	\$216,000	1					\$216,000	1
Steris Corporation	Research, Office of	Detergents, disinfectants and sterilants (Lab Animal Research)	\$100,000	1					\$100,000	1
Surgipath Medical Industries, Inc.	Medicine, College of	Laboratory supplies (Pathology)	\$40,000	1					\$40,000	1
TCS Scientific Corporation	Engineering, College of	Automatic blood oxygen analyzer (Chemical & Biomolecular Engineering)	\$26,405	1	\$26,405	1				

**Report on Waivers of Competitive Bidding Requirements: April - June 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
Thomson Gale	Law, College of	On-line subscription services (Law Library Acquisitions)	\$72,000	1	\$72,000	1				
Tower Tool & Manufacturing, Inc.	Food, Ag. & Envir. Sci, College of	Vertical ozone chamber for egg processing (OARDC)	\$38,000	1	\$38,000	1				
Vicon Motion Systems, Inc.	Medicine, College of	Research lab equipment (Orthopaedics)	\$102,696	1					\$102,696	1
VIPS	Academic Affairs, Office of	Software for data warehouse project (Managed Health Care Systems)	\$237,825	1					\$237,825	1
Wyatt Technologies	Engineering, College of	Molecular weight measuring system (Chemical & Biomolecular Engineering)	\$163,214	1	\$163,214	1				
<b>Administrative Support Equipment &amp; Services</b>			<b>\$3,099,049</b>	<b>45</b>	<b>\$1,217,276</b>	<b>18</b>	<b>\$320,642</b>	<b>4</b>	<b>\$1,561,131</b>	<b>23</b>
<b>Ace Building Maintenance</b>	<b>Facilities Operations and Development</b>	<b>Custodial services (Ramseyer &amp; Atwell Hall)</b>	<b>\$81,527</b>	<b>2</b>					<b>\$81,527</b>	<b>2</b>
Auddin's Italian Bakery, Inc.	Student Affairs, Office of	Food items (Mirror Lake Café)	\$30,000	1					\$30,000	1
Blackboard Campuswide, Inc.	Student Affairs, Office of	Annual software maintenance (Buck ID)	\$126,940	1	\$126,940	1				
Bowling Green State University	Facilities Operations and Development	Packer truck (Solid Waste Disposal)	\$53,000	1	\$53,000	1				
Clear Channel Columbus	Athletics, Department of	Radio advertising (Schottenstein Center)	\$99,950	1	\$99,950	1				
Columbus Dispatch	Athletics, Department of	Print advertising (Schottenstein Center)	\$99,950	1	\$99,950	1				
Culinary Institute of America	Student Affairs, Office of	Culinary training (Campus Dining Services)	\$55,000	1	\$55,000	1				
Cybertrust, Inc.	Business and Finance	Consulting services for data breach issues	\$96,000	1			\$96,000	1		
D & D Window Cleaning Service	Facilities Operations and Development	Temporary custodial services (Graves & Meiling Halls)	\$44,000	1					\$44,000	1
Distributed Learning Workshop	General University	Computer software upgrade	\$70,000	1	\$70,000	1				
EE Ward Moving	Facilities Operations and Development	Relocation of Pomerene, Cunz & Arps offices to RPAC (Fac Design Construction)	\$73,000	1					\$73,000	1
Euclid Fish Company	Student Affairs, Office of	Fish/seafood (Fawcett Center)	\$25,363	1					\$25,363	1
Eyethink	General Univ/Local Project	Signage corrections (Woody Hayes Athletic Center)	\$34,883	1	\$34,883	1				
Greater Columbus Construction	General Univ/Local Project	Renovation (Psychology Bldg.)	\$56,922	1	\$56,922	1				
Heartland Foods	Student Affairs, Office of	Food items (Blackwell Inn)	\$30,000	1					\$30,000	1
Honeywell Inc.	Facilities Operations and Development	Server upgrade (Utilities Admin at McCracken Power Plant)	\$33,411	1	\$33,411	1				
Integrated Supply Management of Ohio	Facilities Operations and Development	Plumbing, electrical, and general mechanical maintenance materials (Facilities Stockroom)	\$26,271	1					\$26,271	1

**Report on Waivers of Competitive Bidding Requirements: April - June 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
Landauer Inc	Facilities Operations and Development	Personnel monitoring services (Environmental Health & Safety)	\$51,075	1	\$51,075	1				
Lehman Brothers Asset Management LLC	Treasurer, Office of	Investment management advisor fees (Treasury Accounting)	\$75,000	1					\$75,000	1
Liebert Associates of Columbus	General University	Air conditioning equipment (Super Computer Center and OARNET)	\$230,295	1					\$230,295	1
Logicalis	Athletics, Department of	Storage of computer equipment at St. John Arena	\$47,296	1					\$47,296	1
Merry Milk Maid	Student Affairs, Office of	Food items (Blackwell Inn)	\$49,999	1					\$49,999	1
Micros Systems	Student Affairs, Office of	Software, OPERA Property Mgmt System (Blackwell Inn)	\$60,229	1	\$60,229	1				
Miller's Total Cleaning	Facilities Operations and Development	Temporary custodial services (Hamilton & Newton Halls)	\$32,873	1					\$32,873	1
Nike Incorporated	Athletics, Department of	Sporting goods (Golf Course Pro Shop)	\$40,000	1					\$40,000	1
Ohio State Highway Patrol	Student Affairs, Office of	Homeland security services (Athletics Football)	\$93,698	1	\$93,698	1				
OSU Managed Healthcare Systems, Inc.	Student Affairs, Office of	Access fees (Student Health Services)	\$120,000	1					\$120,000	1
Pipe Valves Incorporated	General Univ/Facilities Repair & Renovation	HVAC repairs (Physical Science Research Bldg.)	\$42,419	1			\$42,419	1		
Porter Wright Morris & Arthur LLP	General University	Legal services related to University's debt management (Treasurer's Office)	\$60,000	1	\$60,000	1				
PPI Sports	Athletics, Department of	Custom imprinted products (Marketing and Promotions)	\$49,900	1					\$49,900	1
Roth Produce Company	Student Affairs, Office of	Fresh produce (Fawcett Center)	\$25,972	1					\$25,972	1
RSIG Security	Student Affairs, Office of	Security services for events (Schottenstein Center)	\$124,950	1			\$124,950	1		
Scioto Corporation	Facilities Operations and Development	Custodial services (West Campus)	\$63,448	1					\$63,448	1
Sebesta-Blomberg & Assoc., Inc.	General University/Local Project	Consulting services for commissioning and forensic HVAC investigation (Physical Science)	\$39,900	1					\$39,900	1
Sebesta-Blomberg & Assoc., Inc.	General University/Local Project	Evaluation of pure water systems (Physical Sciences Research Bldg.)	\$58,890	1					\$58,890	1
Sprint Nextel Corporation	Student Affairs, Office of	Cell phone services (Facilities Administration)	\$50,000	1	\$50,000	1				
Stanley Security Solutions	Student Affairs, Office of	Installation of card readers (Smith Hall)	\$56,318	1	\$56,318	1				
State Street Bank & Trust Company	Treasurer, Office of	Asset management fees (Treasury Accounting)	\$128,596	1					\$128,596	1
State Street Bank & Trust Company	Treasurer, Office of	Asset management fees (Treasury Accounting)	\$217,801	1					\$217,801	1
Time Warner Communications	Athletics, Department of	Cable advertising (Schottenstein Center)	\$74,950	1	\$74,950	1				
Trane Company	General Univ/Facilities Repair & Renovation	Chiller repairs (Newman-Wolfram, Celeste, Evans, & McPherson Labs)	\$57,273	1			\$57,273	1		

**Report on Waivers of Competitive Bidding Requirements: April - June 2007**

Vendor	Unit	Description of Goods and Services	Total		Sole Source		Emergency		Sufficient Econ. Reason	
WBNS-TV, Inc.	Athletics, Department of	Television advertising (Schottenstein Center)	\$74,950	1	\$74,950	1				
Westlake Reed Leskosky	General University/Local Project	Mershon Auditorium feasibility study (Feasibility Studies)	\$71,000	1					\$71,000	1
Xerox Corporation	Business Operations	Lease/rental of copier machines (Cost per Copy)	\$66,000	1	\$66,000	1				
<b>Rent and Tax Payments, Managed Properties</b>										
			<b>\$8,393,600</b>	<b>1</b>	<b>\$8,393,600</b>	<b>1</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>
1705 DeSafes St. LLC	Facilities Operations and Development		\$113,000		\$113,000					
Campus Partners			\$2,050,000		\$2,050,000					
C-Z Company			\$138,000		\$138,000					
Edison Welding Institute			\$357,600		\$357,600					
Epic Properties			\$122,000		\$122,000					
High Street Investment Company			\$170,000		\$170,000					
Huff, Paul			\$312,000		\$312,000					
Jackson, Roy			\$400,000		\$400,000					
Lane Avenue Office Building LLC			\$1,262,000		\$1,262,000					
McCoy Management			\$430,000		\$430,000					
Moore, Jack			\$168,000		\$168,000					
Nittany Lion LLC			\$535,000		\$535,000					
OB Atwell and Company			\$231,000		\$231,000					
Ruch, Robert			\$120,000		\$120,000					
Science and Technology Campus			\$1,615,000		\$1,615,000					
Univest Company			\$370,000		\$370,000					
<b>TOTAL</b>			<b>\$68,301,375</b>	<b>153</b>	<b>\$24,992,252</b>	<b>94</b>	<b>\$692,642</b>	<b>7</b>	<b>\$42,616,481</b>	<b>52</b>

The Ohio State University  
Board of Trustees  
September 21, 2007

**TOPIC:**

Medical Center Master Facilities Plan

**CONTEXT:**

This is a follow up to the July 13, 2007 briefing on this topic.

**SUMMARY:**

A great deal of progress has been made over the summer and, although much still remains to be done, alignment has been reached in a number of key areas. Attached are four sets of documents:

- What has been accomplished over the summer? (Attachment A)
- What items need to be addressed next? (Attachment B)
- What may be asked of the Board at the next (November) meeting? (Attachment C)
- Conclusions (Attachment D)

**CONSIDERATIONS:**

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

**REQUESTED OF THE BOARD OF TRUSTEES:**

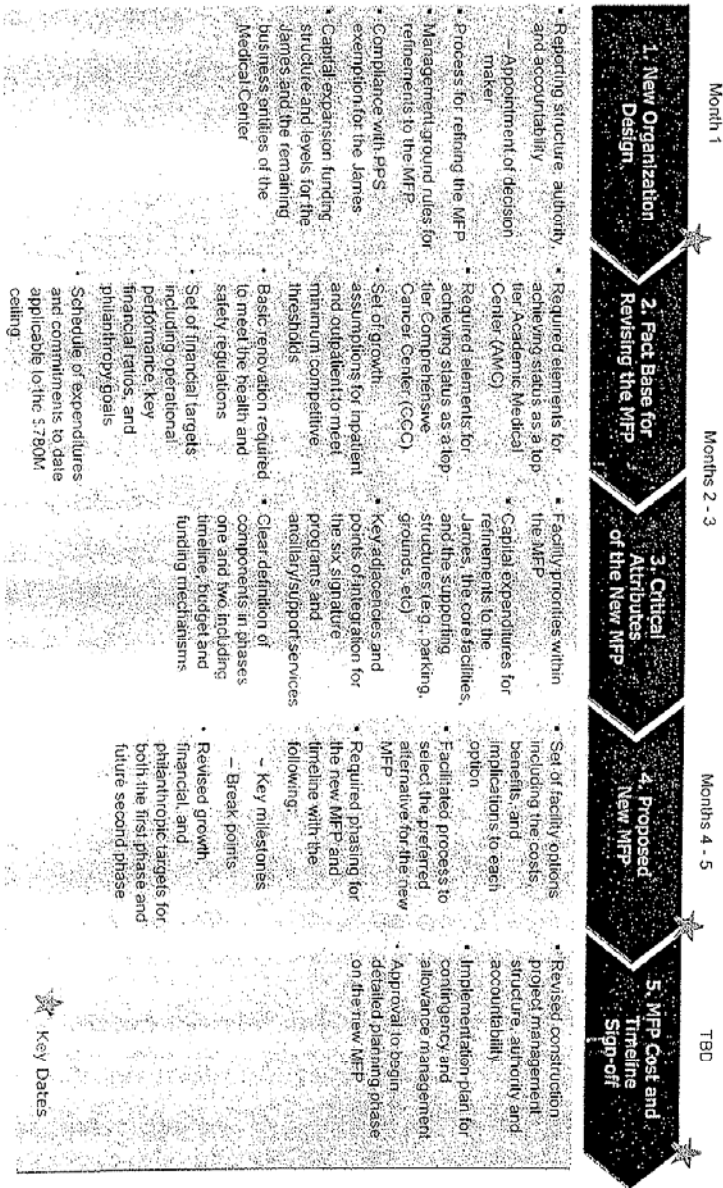
For information and discussion. No vote required.

**WHAT HAS BEEN ACCOMPLISHED OVER THE SUMMER?**

1. Medical Center Master Facilities Plan Work Group established (6/20/07)
2. Alignment on the following:
  - Timeline and decision tree (7/13/07) (Attachment A-1)
  - New organization design (7/13/07) (President will be ultimate decision-maker)
  - New governance structure for the James and the Medical Center (8/24/07)
  - Key issues to be resolved as identified in Deloitte/Hammes reports (8/30/07) (Attachment A-2)
  - Fact Base for Revising Master Facilities Plan
  - Critical Attributes of the New Master Facilities Plan (Attachment A-3)



**Exhibit 1: Timeline of Key Decisions**



August 28, 2007

Joseph Alutto, PhD  
Interim President and Provost  
The Ohio State University  
203 Bricker Hall  
190 North Oval Mall

Dear Joe:

The purpose of this letter is to transmit to you and the Board of Trustees the final reports on the Medical Center Master Facilities Plan from the two consulting firms, Deloitte and Hammes. Copies of the Final Reports and Executive Summaries are attached. These reports have been reviewed by the members of the Work Group Mr. Cloyd created in his June 20, 2007 memo to the Medical Center Leadership. This group consists of Chris Culley, Pete Geier, Dave Schuller, Chip Souba and me. We all provided input to the consultants, reviewed drafts and suggested changes. However, we all thought it was important the consultants retain editorial control over their products so the Board could benefit from a frank independent assessment.

This means not all five of us necessarily agree with every statement in the consultants' reports; but we all do agree on the following:

1. The successful initiation and completion of this project is critical to the academic and financial success of the University, the Medical Center and its component parts. It is also critical to the future health and well being of the people of Ohio who depend on the OSU Medical Center for their care.
2. The consultants' reviews were a good investment in time and money. They helped us make sure the right questions were raised in order for this project to succeed.
3. We will provide the leadership to make sure the following issues are addressed so the project can go forward successfully:
  - Achieve alignment among senior leadership regarding priorities. This includes the Cancer Program, the other five signature programs and the non-signature programs.
  - Knit together component plans into a comprehensive business plan that can be managed and easily governed.
  - Develop a plan with measurable benchmarks to reduce costs while improving patient outcomes.
  - Provide additional scenarios to address risk of not achieving goals in more than one area.
  - Develop a detailed implementation plan, including establishment of a program office.
  - Adjust the schedule and timeline to reflect the revised plan.
  - Provide additional detail regarding infrastructure and contingencies.
  - Clarify hand offs from schematic design to design development.

- Clarify the implications of the new James reporting structure on facilities, operations and cash flow as it applies to this project.
- Develop a fund raising component that is aggressive, but realistic, with clear benchmarks and timetables.
- Assess and manage impact of other large construction projects in the Columbus market on this project.

Over the remainder of the summer we will be working to address these and other related issues as laid out in the decision tree and timeline presented to the OSU Board at the July 13 meeting.

Although working through these issues will take some time, we remain cautiously optimistic that we can present evidence of significant progress by the September 21 Board of Trustees meeting.

If you or any members of the Board of Trustees would like any additional information or clarification, please don't hesitate to let us know.

Sincerely,

Christopher M. Culley  
Vice President and General Counsel  
Office of Legal Affairs

Peter E. Geier  
Vice President - Health Services

David E. Schuller  
Senior Executive Director  
James Cancer Hospital and Solove Research Institute

William J. Shkurti  
Senior Vice President for Business and Finance

Wiley W. (Chip) Souba  
Interim Senior Vice President and Executive Dean for Health Sciences  
Interim CEO of OSU Medical Center  
Dean, College of Medicine

## Attachments

c: Christopher A. Alvarez-Breckenridge  
Douglas G. Borrer  
Alan C. Brass  
G. Gilbert Cloyd  
Jo Ann Davidson  
John C. Fisher  
David O. Frantz  
E. Gordon Gee  
Karen L. Hendricks  
Brian K. Hicks  
Algenon L. Marbley  
Dimon R. McFerson  
Walden W. O'Dell  
John D. Ong  
Robert H. Schottenstein  
Curt W. Steiner  
Alex Shumate  
Debra Van Camp  
Leslie H. Wexner

**Annotated Work List  
Critical Attributes of the New MFP**

- Facility Priorities within the MFP – (**Attachment A-4**)
- Capital expenditures – parameters? (**Attachment A-5**)
- Key adjacencies and points of integration – (**Integrated into Attachment A-4**)
- Clear definition of components in phases – (**Attachment A-6**)

## **Criteria for Facility Priority Within the MFP**

### **Programmatic Priority**

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

### **Financial Feasibility**

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

### **Physical Feasibility**

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

**Parameters for Capital Expenditures**

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

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

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

**Revised Phasing Plan**

Phase I – Projects already under construction

• Master Plan (umbrella project)	\$ 9.8M
• North Doan Faculty Office Building and Digestive Health Center	\$35.9M
• Ross Heart Hospital Addition	\$32.3M
• MRI Relocation	<u>\$ 7.0M</u>
Sub Total	\$85.0M

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

Phase II – through 2014

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

Phase III – 2014 and beyond

- TBD

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



## **ATTACHMENT B**

### **WHAT ARE THE HIGHEST PRIORITY ISSUES TO BE RESOLVED NEXT?**

- Confirmation of Critical Attributes
- Agreement on Project Management Structure
- Process and Timeline for Addressing Issues Identified in 8/28/07 letter
- Evaluation of Development Opportunities
- Identify Key Elements of Revised Phases II and III

## ATTACHMENT C

### WHAT MAY BE DISCUSSED WITH THE BOARD OF TRUSTEES IN NOVEMBER?

- Recommended Key Attributes of the Revised Plan
- Recommended Project Management Structure
- Recommended Financial Parameters
- Recommended Next Steps
- Other Time Sensitive Capital Projects

NOTE: List is preliminary and may change.

**Conclusions**

1. It is important to the University for this project to proceed in both a timely and thoughtful manner.
2. The Deloitte-Hammes decision tree and timetable provides a useful template to accomplish this goal.
3. Steps 1 through 3 of the timetable have been completed or are near completion.
4. Key elements for moving forward include:
  - Continue to achieve alignment on key issues with the clear role of the President as the final decision maker.
  - Provide an integrated and clearly accountable project management structure.
  - Support a governance structure for the cancer program, while maximizing operational integration for the benefit of all programs.
  - Develop an integrated, comprehensive business plan in support of the project.
5. Next steps for moving forward will be presented at the November 2, 2007 Board of Trustees meeting.