

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND FOUR HUNDRED AND SIXTY-FIFTH
MEETING OF THE BOARD OF TRUSTEES
Columbus, Ohio, August 29, 30 & 31, 2012

The Board of Trustees met Wednesday, August 29, at Arden Shisler Center, Wooster, Ohio; and Thursday, August 30, and Friday, August 31, 2012, at Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Wednesday, August 29, 2012 at 2:36 p.m.

Present: Robert H. Schottenstein, Chairman, Brian K. Hicks, John C. Fisher, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, G. Gilbert Cloyd, Corbett A. Price, Evann K. Heidersbach and Benjamin T. Reinke.

Good afternoon, everyone. I would like to officially convene the meeting of The Ohio State University Board of Trustees and ask the Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

So that we are able to conduct the business of the meeting in an orderly fashion, we would ask that the ringers on cell phones and other communication devices be turned off at this time.

Before we get started with the official agenda items, I would just like to say a few things. One is what an extraordinary pleasure and privilege it has been for all of us to come up here to Wooster today. I found it interesting that Ohio State has had a continuous presence right here on this very spot for 120 years. For some of us, like me, it is the first time I have been here—better late than never, and better because of some of the really terrific stuff that has been happening here day in and day out.

We are going to hear from Dean Moser in a few minutes, but I want to first of all thank him, and also Steve Slack and Rich Linton – I don't know if Rich is still here – but Rich is probably off to North Carolina State. Rich presented to us earlier as a part of our official welcome before making certain we were very, very well fed.

I also want to thank Mayor Brenneman and the County Commissioners from Wayne County as well as the members of the Ohio General Assembly, several of whom have been with us all morning. We really appreciate, not just your being here, but your intense and continuous and sustained interest in Ohio State and what happens up here at Wooster.

Finally, I would be remiss if I didn't thank Jack Fisher publicly. I think all of us have thanked him privately, but I want to thank him publicly. In those seven o'clock meetings Jack has been having for the last couple of years, he has been talking about and thinking about how important it would be for us to get out of our own Columbus campus and look at what we do at some of our facilities, particularly this one up here at Wooster. Jack, we thank you, not just for the leadership that you provided to the Board, but also for helping to initiate this trip. It is something that will make a big difference and has already, so thank you very much.

I guess it does remind me of one other thing that I thought I would share publicly. On the way up here in the bus, Alex Shumate mentioned—and we have talked about this at our Board meetings—how important it is to get out of Columbus, not because we don't like Columbus – we love Columbus –but because when you leave your familiar surroundings, you tend to learn things. We have been talking about the importance of visiting, not just our own facilities

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that are outside central Ohio, but also other universities to see what is happening elsewhere. That is something that we will talk about as well, because I think that is a very important comment that we need to be reminded of and being up here underscores the value of that.

With that, I would like to call on Dr. Moser to give us an overview of our College of Food, Agricultural, and Environmental Sciences.

President Gee:

Before we do that, Mr. Chairman, can I just say that this is a day that we are going to have a number of opportunities to celebrate, but Bobby has served this University for 21 years as a dean—the longest serving and most effective dean that I can ever remember. I had the privilege – and I have told this story many times—of appointing Bobby. Then I left and had an unstable employment pattern, but Bobby stayed with us and has built a truly remarkable College and has had an important impact. I think that our legislative colleagues would agree that Bobby, as well as anyone in the state, is able to tell the story of Ohio and Ohio State. So it is wonderful to have Bobby give this presentation, but also it is appropriate for us to recognize him as the Ohio State treasure that he is.

Bobby, I just want to publicly acknowledge your leadership and thank you for all that you do.

Dean Moser:

Thank you very much, Mr. President. Mr. Chairman and President Gee, thank you, and to all of the Board members, thank you for coming up here. We are very proud of our facilities. We are proud of what we do and the people up here, so it is really great to have everyone here for us to show it off to you. I just wish we had more time. I wish we could have gotten you off the bus at every stop to get you into the laboratories and to talk to the scientists and the students that are working here to see what they are doing, why they are doing it, and the difference that they are making, because it is a wonderful place, and we are very pleased to be a part of it. Before I start my comments, I would like to ask Mayor Brenneman to make a comment or two and also to have Ron Amstutz come forward.

Mayor Brenneman:

I want to take 30 seconds of your time to thank you for coming to Wooster. It is such a pleasure to have met many of you on the bus at the different stops that we made. The value of this facility—this portion of our town—is, to Wooster, invaluable. I couldn't ask for a better relationship than the one we have with Steve and Bobby and the team here. We work together well, we are striving for many of the same goals, and it is a perfect symbiosis, so thank you very much for taking the time. I left you a letter and a couple gifts from our area. FJ Designs built us a cat's meow of houses which illustrates a barn in this area so that is part of our town. Wooster Brush—one of our oldest industries in town, which we drove past on the way to the research facility that we walked around in—has been in our town for over 160 years and is right on the south side of our downtown, so they helped us out with some gifts. Please enjoy those and, again, thank you for making the effort to come up and visit.

Dean Moser:

Thank you, Mr. Mayor. As I said at noon today, there is no better support than what this community gives this campus and we appreciate that very much. Also, I would like to introduce Jeff Griffin with the Chamber of Commerce.

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The next person up here is Representative Ron Amstutz. I want all of you to know that it takes a lot of people and leadership to make things happen and this is what Representative Amstutz has given us for many, many years—first in the House, over in the Senate, and back in the House again. The fact that he is chairman of the Finance Committee is not too bad of a place to be, but he has been a true, true supporter all the way through and went to bat for us many times. Ron, I want to thank you personally for that and all the leadership that you provide for us. He tells me that he has a very important announcement that he would like to make.

Representative Amstutz:

Yes, I look forward to that. Before I get to that, I would like to say that the building we are in is a good example of how collaborative projects work. I don't know if this was mentioned to the Board, but this facility—this conference center—is a combination of State and private investment. There is a reason the name Shisler is on this building. He was a Farm Bureau leader who gave a big contribution, and we had lunch in the Smucker Room. There were many private partners that made this building successful, and it is an example of why this place, I think, is more successful than the average by a long stretch. It is something we can all be proud of. I thank the Board, too, for taking time to come here to this facility and to understand what we have here.

When our campus, as you noticed from the tour, was struck by a tornado on September 16, almost two years ago now, there was devastation, but the University stepped forward very quickly to deal with the clean-up and the restoration of the research and development that goes on here in a quick time frame, which was very important. There was a solid, cooperative involvement from the Wooster and Wayne County communities as well in that venture, and we all thanked God that there was no loss of life, either human or animal, or even serious injury as a result of the devastating path the tornado took through here and other parts of the county.

The recovery moved forward expeditiously and wisely. We found, even to some University officials' surprise, that there was insurance for this kind of occurrence that was helpful, in part, for the costs associated with bringing this facility back online. But one of the most severely damaged facilities – and you saw it right at the beginning of your tour – was the Agricultural Engineering building, which was almost destroyed, although the insurance company thought it was salvageable. That building was a real loss because it is so important. The two emerging products that you saw at the end of the tour were things that come out of Ag Engineering along with collaboration in other departments. So the questions became, as we started addressing this: What do you do here? What path do you take to bring an Ag Engineering facility back online? Do you start over? Do you try to salvage what was not completely destroyed? Did this present an opportunity to upgrade a facility at this time?

About the same time we were looking at this challenge, the State was struggling with our budget problems and what to do with our capital program. It decided to skip over the usual approval of capital improvement projects in the budget, but we still had urgent maintenance and emergency situations in some State facilities. So it was decided, in collaboration with the administration, to put a very small – in terms of State budgeting – a \$50 million emergency fund in the operating budget that was passed a little over a year ago.

In that \$50 million, we put a little clause in that I am going to read to you: "...in any other capital facility from which emergency capital facilities funding is deemed necessary by the director as a result of any natural disaster occurring between July 1, 2010 and September 30, 2010" – that just happens to be when

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the tornado happened – “that resulted in damage to a facility of a State-assisted institution of higher education....” Using this authority, the University developed a building plan for a replacement Ag Engineering facility, and I am pleased to see that the Office of Budget Management is bringing a \$6 million request to the Controlling Board in its next meeting, which will be a week from this coming Monday.

I think the total building is a \$14 million project. With \$6 million coming from this source, over \$4 million from some redirection, and another amount from the insurance, that will make this project possible and will be an upgrade and an important tool to further the research and development activities for our State and beyond.

As Bobby said at the start, these things don't happen by one or two people. It takes a team, and I am pleased to have been and continue to be a part of the team that is trying to make things better for our State and for Ohio State. Thank you.

President Gee:

Ron, stay there for just a second, because I actually mentioned to several folks in front of Ron that he has been such a valiant warrior for the University for all these many years—not just for agriculture, not just for ATI, even though we are in your district, but for the University. This is yet another example, and we truly appreciate that. I think there could be nothing that would be more helpful to the University right now because, as you can tell, that is the reason we are here.

We believe very strongly that we have one of the most important research centers for agriculture in the country, if not in the world, and your support makes that possible.

Dean Moser:

Representative Amstutz, thank you very, very much. It takes a lot of people to make things happen, and it takes a leader to really make it happen, and that is what you have provided here. He mentioned the Shisler Center here, and we have already indicated support for our college from Smuckers, Cheryl's Cookies and others. Arden Shisler was the Chair of the Board of Nationwide Insurance under Jerry Jurgensen's watch when he was CEO, and this is why this building happened. Jerry, thank you again for that particular leadership and for making this happen at that particular time.

Now, Mr. Chairman, what I would like to do is go into my presentation and talk about the college. This may be a little bit of a different presentation than what you have had in the past about colleges. I want to share with you just a little bit about our college and what we are doing. You got a good flavor of it today at noon and also on the tour. I wish we had a little more time with you, but we appreciate very much the time that we had.

For you to really understand our college and what it does and why it does it, you need to understand this State just a little bit, so I am going to spend a few slides talking about the State of Ohio—what it is about and help you see it through our eyes to understand why we have directed our research program the way we have and why we think it is important for us to have developed our curriculum for our students the way we have at this particular time.

You got the presentation slides in your Board book. I know you probably had the chance to go through those, so I don't want to spend a lot of time on each individual slide, but I am going to walk you through those slides and give you a

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little broader perspective than what you have in front of you. We will also do a little bit of an overlap of what you saw at noon today and on the tour, but hopefully it is not too much of an overlap and will clarify a little more what we are all about and what we are doing.

As we start out with the presentation, I want to ask you this question: from your perspective or from the average citizen of Ohio's perspective, would you say that Ohio is an urban state or an agricultural state?

Yes! That is exactly right. The scene that you see there is not a-typical for Ohio, as you know. It is both an urban state and an agricultural state and that is the uniqueness this state has. It is our uniqueness and we need to capitalize on that, which is what we try to do within our college. As you know, we are an urban state because of the fact that we have 11.5 million people. We are not a very big state geographically. We rank 35th in size, but about 6th in population. With about 11.5 million people, we are an urban state, but all these people are not concentrated in one area. We don't have a Chicago or Los Angeles or New York City. We have a Columbus, a Cleveland, and a Cincinnati, which have 1.5 to 2 million people a piece in the metropolitan areas, so the rest of the folks are scattered all over the state into different kinds of communities.

We are also an agricultural state because, as you can see, it is the largest industry—a \$107 billion industry for the state, which creates almost one million jobs every year. We have agriculture all over the state and have a very strong natural resource base all over the state. About one third of the state is forested. We have Lake Erie, the Ohio River and all of its tributaries, and all the watersheds across the state, so water quality becomes a very important issue for this state and for us to deal with.

Also, I wasn't in Ohio at the time, but I remember when, about 30 years ago, the Cuyahoga River was so polluted that it caught on fire. Do you remember that? That was point source pollution. The state cleaned that up and Lake Erie now is one of the best, if not the best, walleye lakes in the country. When you have that kind of sport fishing industry, then you have the boats, the marinas, the restaurants, the Cedar Points, and all the other things that go along with the water sports industry. It creates an economic engine for this state, and we also have the Ohio River and all of its tributaries.

With point source pollution pretty well cleaned up, now the issue is non-point source pollution—surface runoff, which we will talk about later and how we are dealing with that particular issue as well.

But Ohio is a unique state from the fact that it is urban and rural. It is also unique from the standpoint that we have production and we have value added, which you saw today. It is food processing—the food industry is huge in this state, as we mentioned, as is agriculture, which has always involved production and been a producer of food—but now we are also moving into other areas such as energy and bio-based products, which you just saw at the fabrication lab. We are branching out and going into different directions and finding new uses for agricultural products in this state.

Agriculture in this state is very diverse and complex. We rank in the top ten in most of the major production commodities. We have the traditional corn, beans, cattle, hogs, and poultry – in fact, we are number two in this state in egg production and we are number one in Swiss cheese production – and we rank in the top ten in most of those commodities, but we also have a very large commercial fruit and vegetable industry and we have a very large green industry – that is, nursery crops and landscape. When you have 11 million people, that is a lot of households, a lot of lawns, a lot of landscaping, and we

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have about 800 golf courses, so the turf industry becomes very important to this state.

We rank fifth in the nation in food processing and also have a very large forest processing industry because about a third of the state is forested. Rich talked about this at noon today: the major companies that we have in the state is huge. There are the ones listed here, but you could also put up there -- Wendy's, Bob Evans, and Abbott Nutrition. Abbot Nutrition, located in Columbus, is a very major nutrition company. They make products such as Similac and Zone Nutrition Bars, and they are continuing to grow. They are a very good partner with us and we work with them on a regular basis.

The next slide is how these two come together. The rural and urban come together in urban agriculture. We are hearing more about this and had some conversations on the bus about that. For instance, in Cleveland, there is a lot of activity right now in urban agriculture. As you know, Cleveland is a shrinking city and the city council folks told me that there are 3,000 acres inside the city limits of Cleveland that could be converted into agriculture, and that is happening.

The OSU Extension and the OARDC folks are working up there to get people interested in putting in individual gardens, neighborhood gardens and commercial fruit and vegetable industries are going in up there. They took me by an orchard that was going in and by a vineyard that is being produced inside the city limits of Cleveland, so there you see it coming together. You will see that in Columbus and also in Cincinnati as we work toward that particular end.

The next slide deals with the land-grant university and the land-grant system. As you know, Gordon Gee has talked about this. This is the 150th year of the establishment of the Morrill Act. That occurred in 1862, right in the middle of the Civil War. We established the Morrill Act which established the land-grant universities and of which every state has at least one. Ohio State University is a land-grant university. I am very proud to be a part of that land-grant university because the idea behind that was to establish a university for the people. It allowed people like me to get a degree at a university in an area that I really love -- agriculture.

The land-grant was established in agriculture in that time because our country was an agrarian society. As it developed over time, we developed three main functions: teaching, research, and Extension. Extension is the outreach and, not only was it established to help the people and students on campus, but it was also established to take the university out to the rest of the state. You will see that is what our college does, and we do that in a really big way.

We have a motto and a college slogan that says, "We bring knowledge to life." We develop and create knowledge through our research program, and we don't think our job is done when that research paper is published in a scientific journal. We don't think it is done until it gets in the hands of the user, whether that be a farmer, a food processor, a community leader, or a 4H youth development program, whatever it might be, and that is when we think it really happens.

These were designed together. Steve mentioned this in his presentation. We have research, teaching, and Extension. The research activity develops the new knowledge, takes it into the classroom for our curriculum and also connects with Extension. Extension is the avenue that gets that information out into the hands of the user, and while they are out there, they learn about other problems and other questions that need to be answered. They bring that

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information back to the research operation and new research is conducted so the cycle just continues.

Folks, in my opinion, this has been one of the most important pieces of legislation this country has ever established, which is a land-grant system and what it has done. Somebody needs to do a study some time, in my opinion, on the impact of the land-grant universities in this particular country. We are the envy of the world, in a lot of respects, in higher education, especially as it relates to food and agricultural production and production systems.

Here is the slide with the urban scenes inside Cleveland with a neighborhood garden on your left and hoop houses on your right, which is research done here on the Columbus campus that has been transferred up to Cleveland and implemented in that way. You can see from the one statement that particular garden generated two tons of food donated to a local food bank.

Dr. Cloyd:

How were those 3,000 acres used before you did this?

Dean Moser:

It had houses and buildings and other things on it.

Mr. Ratner

Cleveland's population has dropped from the peak of about 920,000. A lot of people live in Florida -- maybe 375,000. The city was actually designed -- if you look at its urban plan -- to house about 1.1 or 1.2 million people, so with that kind of shrinking population you have vast tracks of land that need to be recovered.

Dean Moser:

These neighborhood gardens provide local foods and that is also helping to solve some of the food desert problems that we have in the cities and also is creating jobs and income for people because of the produce that they sell. I could tell you more about that, but I better move on. It is really an exciting effort, and OSU Extension has been heavily involved in helping get this established.

There is the land-grant system and how it all works together. I mentioned the research, teaching, and Extension. Also, you can see the international component at the bottom. We have been international in our focus for a long, long time. We have friends all over the world, and I think that is so important. You hear Gordon Gee talk about the fact that he believes that Ohio State should be the land-grant university to the world, and he also says that the sun never sets on Ohio State -- that is so true -- because we have alumni all over the world.

Our college is a big contributor to that and to the friends that we have built, especially in developing countries. As these countries develop one of the first things they want to do is become somewhat self-sufficient in food production, so they call upon colleges of agriculture all around the country who receive grants through USAID. In fact, we just received a \$24 million grant. We are into our second year in Tanzania to build human and agricultural capacity through education. We will be bringing about 130 Tanzanians over here for training. We have partners, but we are the lead on this one, and we have five other partners and universities working with us. We currently have 40 some Tanzanians here

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being trained until it is time that they go back and help establish their universities back in their country, and we will continue this project for five years.

In this slide you can see our locations around the state. In the caption, we say that the state is our campus and we kind of look at it that way. The circles there are, of course, the Columbus campus and the campus we are on right now, the Wooster campus. Those are our two main campuses, so to speak, and we have faculty located in both places.

The words that you see are the names of the research stations that we have across the state. Those are very important to us because they are located strategically across the state depending on the type of agriculture that is there and also on the soil types, because they have certain soil types in which we can do our research.

As you see at the top, I want to point out the Muck Crop Branch. Do you know what muck crop is? Muck soils are very unique soils. They are very high in organic; in fact, they are so high in organic that they will burn, but they grow excellent vegetables. If you go to Willard, Ohio, Steve, I think it is Highway 103 that goes south out of Willard down through Celeryville – yes that is a town in Ohio – you go right through the middle of this several thousands of acres of muck soil and you think you are driving through a chef salad. There are vegetables everywhere. These are commercial vegetable operations and they are supplying vegetables to many different chains of stores all over the country.

You get the unique muck soils down to the southern part in Jackson which is a cattle operation. In the eastern part there is also a cattle and sheep operation because that is where a lot of the grass and forages are. And you have got, of course, the traditional northwest branch: corn and soy beans because the western side of the state is a lot of agronomic crops.

Ohio is sitting right on the eastern side of the corn belt, so a good two-thirds of our state, north and west of there, looks very much like Indiana, Illinois, and Iowa. Then you have the trees, the forested area, on the Southeast one-third of the state, which is where a lot of the grass and the cows are, and so forth, with that type of agriculture.

The stars that you see there are the Extension offices. There are 88 counties in Ohio. Ohio State has, through our college, a presence in every county in the state through Extension, and their idea is to take the research that is being done on these research stations and get it out to the hands of the people through different types of educational programs that they have to offer there.

When President Gee takes his trips out across the state, he connects a lot with the Extension folks that are out there because they are connected with the community and working with the community in that way.

Our strategic plan, as you can see, is 2011 to 2016. We started working on this about three years ago as we were planning ahead in trying to determine where our college needed to go, build upon our strengths, determine what areas we need to focus on to be of help to this state, this nation, and the world in terms of some of the issues that we are dealing with right now.

We looked at the world issues, the global issues, and we started there. We started thinking about what we can do. These are issues that the world is wrestling with right now, probably not all of them, but they are issues that the world is dealing with that we thought our college could be a part of.

The first one up there is renewable energy. You saw some of that today on the tour with the bioenergy projects. Climate change, how do we deal with that or how do we adapt to climate change? Renewable green resources and products, environmental sustainability is so important to us. Biosecurity and emerging diseases, invasive species, like Steve talked about on the tour – the emerald ash borer – was not here until a few years ago. How do we deal with those kinds of things? Human health and nutrition, and then global food production and security – that one is really interesting for us because there are real issues there for us to think about in terms of the global food security effort.

Right now we have in this country 7 billion people. It is projected by 2050 to have 9.2 billion people and some believe that we will make that 9 billion people before 2050 because we reached 7 billion before anybody thought that we would. Now that is going to require an increase in food production more than double what we have.

Tim Lyles, one of our scientists in the School of Environment and Natural Resources, says that in the next 40 years we will have to produce as much food that we have had over the last 8,000 years. That just blows me away to think about that. He has done the calculations, and he knows we need to do this with no more land basically brought into production. Right now it takes a land mass and the world food production the size of South America to go from seven to nine billion and double our food production – what we need by 2050 – it is going to take an additional Brazil and we don't know where we are going to get that kind of land.

What we are talking about is increasing food production on the existing land that we have. That means technology, and technology development and implementation is so, so important to us to address this particular issue.

We took all of this and narrowed this down and we had a lot of good discussions on this. We brought in some outside people – Jack Fisher was one of those that we brought, a lot of agricultural folks, food farmers, and food processors -- to help us think through what we really need to have in terms of focus. We narrowed it down to these three areas. The first one: food security, production, and human health. We are calling these signature areas. The food security is an all-encompassing term that really deals with – it is an international term – it deals with food availability, it deals with food safety, food quality and, of course, cost. We are dealing with that particular area right now, the food safety. You saw some of what Rich talked about in terms of food safety. It is interesting to me. We have the safest food supply in the world in this country but still have food safety issues so we have to make sure we keep those to a minimum. The food quality and the functional foods area that we are into now in cooperation with the Medical School are unbelievable. The potential that it has, it just really is exciting to be around that and see what can happen. The fact that we can have this kind of research that we are doing out here at Ohio State University because we have a medical center as well as a food and agricultural program on the same campus. It is just unbelievable and it is unique. You can count the number of universities that have that on the same campus on one hand, and so we can capitalize on that particular opportunity. We are trying to do that in a big way and it is working, it is working well. What they are finding there, we are into the clinical trials now, looks very, very promising in finding those compounds in food that have medicinal properties and prevention of certain types of cancers and other types of diseases.

The next one is environmental quality and sustainability. Yes, we are interested in clean air, clean water, waste management, and productive soils. In developing those best management practices, we look at production agriculture or processing that allow for a level of profitability with the farmers but at the

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same time protect the quality of our environment and maintain our natural resource base for years to come, so we are looking at sustainability and sustaining that for a long time to come and those particular systems. A lot of our work that we do is helping to look at a systems approach – as we like to say it – all the way from the gate to the plate or the gate to the clinical trials, in this particular case, and looking at the whole system. What can we do to keep that a viable, sustainable system in the future?

The third one is advanced bioenergy and bio-based products. This is the Quasar unit that you saw. Quasar has been a very good partner for us and has helped us move into this area of bioenergy. We didn't jump into the biofuels area like some of the other states to the west of us. We got into waste energy and that particular unit working with Quasar has built BiOhio Research Park that has enough capacity, Steve, I think it is, to produce 50% of our electrical needs for this campus from waste.

Mr. Schottenstein:

Bobby, if I could just ask a question. So we have identified these signature areas. What are the performance metrics associated with these areas that, on a periodic basis, quarterly, semiannually, that we would look at to see? How are we defining progress in each of these areas? How do we know whether or not we are successful? We have identified these so in three years, if we said "this was a great strategy and we are going to continue to pursue it," what would be some of the reasons that would tell us that that is so?

Dean Moser:

Internally, we look at grant activity and acceptance of that by the industry, whether it is industry grants or it is federal grants. Can we compete in those areas? And we can and that is active. Also, the acceptance of the technology once it is developed—are the people accepting this technology, taking it out and putting it to practice—and we see that a lot in our production agriculture areas and also in our food processing areas. Rich showed today companies picking up this high pressure technology, the Ag tech technology that is going to be used and taken into the industry and helping to keep this industry viable, and that is how we are measuring the success of what we are doing and how that is accepted.

President Gee:

Mr. Chairman, that is a great question, though, because as we take a look at all of these various components of these programs, the issue of metrics and measurement are extremely important. The Provost will tell you – and I don't mean to take words out of his mouth – very vigorous in terms of reviewing the strategy each cycle, going through the metrics – and they do establish metrics at the Provost level in conjunction with the deans – and then that is also on the developmental and programmatic side as you know and, in fact, interestingly enough, some of you have received notes about this. We just closed down one program because they did not meet our metrics. We are constantly editing, but I think it is important—and maybe sometime Joe can really go through this—that we have a global view of how we actually do measure each of these in a very progressive and a very thoughtful way.

Dean Moser:

So true - they ask us to put down our goals, what we hope to meet in those metrics and then we are measured by that in many different kinds of ways.

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Mr. Fisher:

There is already a metric in front of everybody. It is life expectancy. It is how long we live, quality of life, and if we use our ability, i.e., our natural resources, to make them sustainable so we continue to provide food and energy for 9 billion people. It will be a very simple metric in terms because how we do in the next 40 years will be relevant probably in world peace because of the role food and energy will play going forward.

Dean Moser:

And the bio-products side is relatively new to us, but it so fits Ohio. Yes, it is a dandelion. It is not our dandelion. We call it the Russian dandelion often times because it comes from Uzbekistan and because it is in that part of the state, but we have dandelions growing here for this particular purpose and our long range vision is -- who knows? Someday we might be growing dandelions as a cash crop here in Ohio to provide natural rubber, where we produce no natural rubber at this point in time.

Mr. Schottenstein:

If I may just ask one more question about it. So, as these signature areas were developed, in connection with the discussion surrounding settling on these three, was there a fourth that was rejected and, if so, what was it? These are pretty broad encompassing areas and I understand Jack's point that globally we want to make sure that people aren't hungry, which is a pretty big deal, but I am just curious in terms of what we chose to do, were there also some things that we chose not to do?

Dean Moser:

We went through this whole discussion and, like I indicated back on that other chart, there are several things on that that we looked at, but we thought that these are the ones that we could narrow it down to. Also, we involved Battelle in helping us think through this in terms of our future. They came back and these areas were the areas that they had suggested as well and, in fact, they told us "you have strengths in the first two" -- in the food and the environmental side, but they said that the bio-energy and bio-based products was an emerging issue that you need to be addressing so we jumped into that one. We downsized some other programs in order to get into this one and it has become a good one for us. They were right on track and when I bounced it off of the stakeholders within the college, they all agreed that this is an area we need to be holding up so we have done it over the last less than ten years, the last few years, to get in there.

Judge Marbley:

Dean Moser, I have a question sort of along those same lines. Are these signature areas listed in terms of priority or do these three signature areas all have equal priority, and does this listing indicate how we will allocate resources in terms of the three areas?

Dean Moser:

Very good question - in terms of listing of those three in priority order that is not necessarily true. We felt like all three were very important to us, but if I had to nail one of them down, the food security area is probably the one that we really can build upon our strengths, and one we really will focus on as much as anything. But you can't just do that one without doing the others, especially in

the environmental side because you have to keep the natural resource base strong in order to get the production that you need and also to get the acceptance of the technology by the consuming public in the way that food is produced.

It is hard to really say that one is more important than the other because they build upon and overlap one another. The energy side and the bio-energy side, I guess, we believe that we need a more balanced approach to our energy in this country, so we think that bio-energy is a good way to go. On the bio-based product side, Ohio is not only strong in food and agriculture as an economy; it is also strong in the polymer industry. Rich says we have 1,700 food processors in this state. There are about 2,500 polymer companies here in Ohio and they are interested in bio-based polymers. So, you put those two industries together then you have a very strong economic impact with those two industries working together and these bio-based polymers are going to come from agricultural feed stocks. That is where it is going to come from – bio-based.

It is really hard to say that one is more important than the other one, but the food areas – everyone has to eat – you have to keep that one strong.

Let me jump now for just a little bit and talk about our students, about our academic programs. I am very, very proud of our students we have in our college. We have some very high quality students. You can see there within the college undergraduate enrollment on the Columbus campus, graduate enrollment on both campuses and ATI up here that we have about 3,400 students within the college, somewhere in that neighborhood and it is growing. It is increasing about 3 to 5 percent a year and it has been for the last several years. We are very pleased with that because the high quality students are coming in to us, and we are continuing to find ways to get them through our college and placed readily on the other end.

Also, we are pleased with the increase we are getting in our domestic minority students. The agriculture, AGR, is agriculture majors. There are 161 now within the college up from last year by 18.4%. Then the environment and natural resources minority is really increasing in that particular case. Plus, we also have a very large international student base especially in our graduate program. Year in and year out, our graduate program will be almost 50% international students. We think that adds to the cultural diversity within our college as well.

Mr. Schottenstein:

It you look at the 2,300 undergraduate enrollments, what is the trend line doing on that? Is it going up?

Dean Moser:

It is going up.

Mr. Schottenstein:

So is the 2,300 plus the 500 and the 660 the most it has ever been?

Dean Moser:

It is getting close to the most it has ever been. When I came here, we have had one year where it was up about 3,500 total – all this totaled – and it has dropped down some. It is starting to come back again.

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President Gee:

I think that is important, Bobby, the fact that we had pretty strong enrollments for a period of time and then we shifted priorities. Plus, I think, the need to really refresh and develop new programs, we lost a lot of enrollment. Now, thanks to Bobby and his team, we have regained that enrollment. If it is not at its highest, it is very close.

Dean Moser:

It is getting close but it is a different mix of students coming in now.

President Gee:

There are different programs.

Dean Moser:

And they are moving to different programs.

Mr. Schottenstein:

I know it is hard to compare and I don't mean to ask you so many questions but I am really just curious about it. If you look at the other Big Ten schools, particularly the ones that are strong in agriculture as well – Purdue, Iowa, Nebraska, maybe Penn State, well I guess maybe all of them – how would our undergraduate enrollment compare with the other Big Ten schools?

Dean Moser:

If you are just looking at agriculture – some of those have their life sciences added to them, such as biology, you get a big number because of the biology students – but if you just look at pure agriculture majors or natural resources majors, we are going to be pretty close to one of the bigger ones in the country but not the biggest one. Texas A&M would probably be a little larger. Iowa State might be a bit larger but we are going to be ranking up there pretty high in terms of total number of students if you just look at pure agriculture.

Like I said, it has been going up but it is a different mix of students coming from different places, not the traditional students that we had before coming in the growing areas. Environmental science is a growing area. Food science is really a growing area. Then we started a program called construction assistance management over in our Ag engineering program and that is just booming and growing.

So, it is different than the traditional agriculture majors that we have; however, I say that the largest undergraduate major we have in the college is animal science – a long standing department and program area. We get a lot of pre-vet majors coming in wanting to be a veterinarian who are very bright and very good students. They go through animal science and some of them make it, some of them don't, and some of them change their mind and find other areas that they like in the animal and agriculture area other than being a veterinarian, but we are very pleased to have a partnership with the College of Veterinarian Medicine on that particular one and even though it has been a long standing tradition for the department to steal our largest undergraduate base, it is a different mix than what was there before.

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Mr. Jurgensen:

Bobby, do you know how that 92% employed after six months compares to other colleges in the University?

Dean Moser:

I don't have that figure, Jerry, as to what it would be.

Mr. Jurgensen:

My guess is we don't have a single other college that can say that.

Dean Moser:

These are last year's numbers.

Mr. Schottenstein:

That is really a high number.

Dean Moser:

Within six months after graduation, but I would have to say this is not a unique peak last year. It has been running 90 to 95% employment rate, placement rate within six months after graduation for several years now.

Mr. Ratner:

Is that truly just employment rate or is that other placement as well?

Dean Moser:

That is total placement including those going to graduate school or professional school but that is only about less than 20% of our students that go that way. This 75% of these students taking a job in Ohio is actually those that took a job in Ohio.

Mr. Jurgensen:

I guess the big point I am leading to is this kind of statistic is going to get increasingly meaningful in the national debate around cost availability and value. So, what is the value of a college, a university, or higher education? That is increasingly going to need to turn to what the likelihood of being able to find a job is, which means that if this is our highest or one of our highest colleges, how we market this to young people who are not coming out of rural backgrounds and how we communicate – and not that there is a single thing wrong with what I am about to say – that this isn't about farming, this isn't just about farming, let me put it that way. It is a big challenge.

Dean Moser:

You are absolutely right.

Mr. Jurgensen:

Because earlier on, we were talking – Corbett, you were asking – about minority students and we were talking about Ohio as urban and rural, so how we convince urban Ohio that this is the college with the brightest and best

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future for you is an issue I think the college really needs to take on. This manifests itself by how it is thought of because when you say this to people, they think farming. They don't think any of the other things that we are talking about.

As a matter of fact, from an economic development point of view, when we hired Michael Porter to come to Ohio to analyze the Ohio economy and the dominate job clusters in the State of Ohio, he missed agriculture. Now, how someone could miss the biggest thing in the state is staggering. The reason he missed it is he was doing his analysis off of SIC codes and this is extremely fragmented. Once you get away from Ag production, it really involves a lot of different things and his company didn't have a way to connect the dots the right way.

Again, my argument all along has been this is about how we tell the story in large, how we communicate what this is really all about and how we market it.

President Gee:

You know, Jerry, there is also another thing and I know Jack was going to loop in because we have been talking a lot about this, too. We have been thinking about it at the high school level and Bobby had talked about that too, but we have been working with Springfield, with Senator Widener, and others to really think about creating a STEM related program for the high school for agriculture there. Then we can move this concept around so we have these clusters throughout the state in urban areas and different kinds of communities once we get this thing up and going.

We feel very strongly. Jack, I don't know if you want to say anything.

Mr. Fisher:

Actually, for the STEM models we are looking at, we are not going to call them agriculture. We are going to call them STEM academies because there is a bigger definition.

President Gee:

Global STEM academies.

Dean Moser:

Jerry, you are right on track. We are challenged by that every day as we try to recruit and try to talk to students about potential, because if you ask a lot of young people "why don't you consider the College of Food, Agricultural, and Environmental Sciences," they will say "I don't want to be a farmer." That is a typical response. They don't realize that food scientists are chemists, microbiologists, and engineers. They just apply those disciplines to food.

President Gee:

Bobby that was the reason we changed the name of the college.

Dean Moser:

Yes it was, exactly.

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Mr. Schottenstein:

The power of Jerry's point, too – just as a personal note – when Jack said to me some time ago “we ought to go to Wooster,” it was like “what for?” Everybody can get mad or think that I am an idiot for saying that publicly but I mean I just think there is a lack of understanding within a whole lot of people whose lens of the world has come from a very different spot.

Dean Moser:

And I say that we still have production agriculture. We have to have production agriculture; it is where it starts! You can't add value to something you don't have. You have to produce it first and so you still have to have that part of it, but there is a much broader opportunity out there for them in the food and agriculture industry that they have not even thought about, so we are trying our best to tell them.

Mr. Jurgensen:

I think there is a whole other set of issues we could talk about just on the production side in terms of sort of the sociology and anthropology of how America is farmed. In terms of a family farm, which is sort of the bedrock of our country, what is happening to it? How many of those young people are actually fifth and sixth generations down wanting to stay on the family farm? If they don't, and the whole urban side of the country has no inclination to go that way, then who is going to farm all of these acres?

President Gee:

It is interesting that I have travelled this state this summer and we found a number of young people who really want to go back into the agriculture community. I don't know if you read the report-It actually was done by one of our own faculty who got great national attention- about the Amish, which we're the center of the Amish country, which is the fact that they are one of the largest or the fastest growing populations, all centered on agriculture and, furthermore, that they have so used up their property. Was it southern Ohio, Bobby, where all of a sudden they established new communities in Ohio?

There is this kind of truncated view. There is production agriculture which is of the Cargill variety – which is big farms – and then there is this movement back to the soil by a lot of our younger people. It is an interesting sociology change that we have going on right now. I think it is reflective of the division in the country in some ways.

Dean Moser:

The interest coming from people that are not traditionally in agriculture is the local foods movement. That is getting to be bigger and stronger all the time. They want to go back to the basics, back to the earth, and develop a system like we saw in the urban areas and what is happening there. It is kind of exciting to see that happen.

President Gee:

That one young farm family—they are six, seven, eight years out of a university—they were focusing on organic farming, and they are really going to develop a significant organic farming effort. It was a well thought out strategy they had.

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Dean Moser:

There are very strong organic research programs up here, and people are focused on that particular area because of this growing need out there right now.

Mr. Reinke:

If the goals that we discussed earlier are your main eight goals that you want to address, put into those three small categories: what is the target number of students that you need to really address that? Does enrollment need to grow to address these issues?

Dean Moser:

That is a very good point. We could take in more students. We could get more students because the placement rate is still there and if we get to a point that we are overproducing, then I would say "let's level it off," but we could take more students right now because many of our students now, when they graduate, have two or three different offers to take, so we think we could still grow some. We have a major recruitment effort going on right now trying to make young people look at us as a career opportunity because we think there are real opportunities there. They don't have to grow up on a farm to find that opportunity. There are other areas there for them to do that.

We do an internship. For most of the agriculture students, it is required to do at least one internship. We think that is important from two standpoints. One is that it gives them experience to say "this is what I want to do or not want to do." Those that haven't grown up in agriculture can find a way to get that experience, and it gives companies an opportunity to say "I have about five interns here. I need two entry level jobs. I will pick my two out of those five that I have." It builds relationships with the companies as well.

Judge Marbley:

One of the things, Dean Moser that we have had an ongoing discussion about is to deliver the highest quality education for the lowest cost, and that is certainly consistent with our mission as a state land-grant university. Obviously, this is one of our crown jewels, the College of Food, Agricultural, and Environmental Sciences.

If we grow and expand in terms of the number of students, can we grow and expand and keep costs constant or will our costs escalate exponentially. Is it one of those areas where the cost of educating our students in the college, you foresee increasing significantly?

Dean Moser:

Is this cost to us and the University?

Judge Marbley:

Cost to the students.

Dean Moser:

No, I don't think so. I think we could take in more students and cost to them individually would not necessarily increase. It would not cause us to increase the cost. Tuition rate is going to be the same regardless of how many students

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we have and that is where most of their cost is going to come from: tuition and room and board.

It may increase our cost a bit because agriculture requires lots of laboratories.

Judge Marbley:

That was what I was getting at.

Dean Moser:

You have farms and food processing plants and environmental science laboratories that you need to measure water quality and those kinds of things, so it is a situation where it requires labs to do that, different from some of the others that don't require labs.

To keep up with the technology is a real challenge for us -- to keep up with our industry and to make sure we are on the cutting edge. When you have GPS systems in all the combines and tractors now with guidance systems, we are the knowledge base on that, but we do not necessarily have all the bells and whistles that some of our farmers have right now and to get into food processing is the same way. Keeping up with that is a real challenge for us.

Mr. Schottenstein:

Ron, did you have something that you wanted to say?

Mr. Ratner:

Yes, just a quick question. Do you have any idea how many of the students graduate from your programs that actually started at some place other than Ohio State? One of the things that I have always been amazed by is how many students do get exposure to the breadth and depth of what we offer and really define themselves not when they are 17 - which kids really can't - but when they are 18 or 19 or 20 and they have been to school and have an exposure. You are probably thinking that is one of the areas for recruitment because as soon as they get this sense of who they are and what they might be interested in, they have an opportunity to experience some of the programs that you included in your college but they might not have any sense of it.

Dean Moser:

Very good question - in terms of transfer students, students that start somewhere else and transfer into our college from out of Ohio State University.

Mr. Ratner:

No, from within Ohio State who come to Ohio State thinking that they are going to be majoring in some other field.

Dean Moser:

That is an area where we see the potential to recruit from. Students come to Ohio State that don't necessarily know what they want to major in and we can get them exposed to agriculture and food and environmental sciences. We think we have an opportunity to get them geared in that direction. It depends on the program, too, because our construction systems management program, which is housed in Food, Agriculture, and Biological Engineering, most of those students - and it has about 350 or 375 majors - most of those come after they

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have been to Ohio State. They find their way over there and don't necessarily come there to major in that but they come with other interests, and they end up coming in our direction.

We get in our college about 150 transfer students a year. About 100 of those come from ATI and the others come from other regional campuses and other two-year programs in and around the state.

Mr. Reinke:

I have one other question. There was one thing that didn't come up on that slide that you highlighted and that is study abroad. It clearly looks like that is a priority for the college. It has been for the University as we discussed. How has that been successful and is that a major priority?

Dean Moser:

I didn't want to skip over that one at all because that is a point of pride for us. We require internships. We don't require study abroad but we highly, highly encourage it. Our goal is to get at least 50% of our students study abroad before they graduate. We are up to 30% now and that is increasing every year. We have 19 different study abroad programs they can become a part of.

Every year when I meet with the freshmen, I talk to them and I say "here is some advice from your Dean." One of the things that I give them is to look at study abroad, because they tell me that it is true -- you do a study abroad and you come back a different person and it sets you a cut above the rest of the student body in the job market and across the country. So if you do an internship and a study abroad, that really sets you a cut above. We think it broadens our horizons, it broadens our experiences, and companies like that because they want students that are interested and willing to deal and work with a culture different than their own. That is the reason we encourage that: it broadens their whole perspective on things.

Quarter to semesters, just to touch on this real quickly, was a major, major effort and we spent a lot of time on that but we challenged our faculty: don't just take your quarter course and convert it to a semester – ten weeks to fourteen or fifteen weeks – take a look at your whole curriculum and ask – do we have the right curriculum? Do we have the right courses? What do we need to add? What do we need to subtract? This is what we came up with. In agriculture, there are 22 majors and you can see that there are six new ones. We added some new ones, we dropped some, we combined some and eight major renovations and envision – major renovations for those particular majors – and we did the same thing with our minors. ATI did the same thing and these new majors at ATI; we are very excited about them. We think that is going to help attract some more students into the ATI program as a result of that and the associate science and also applied science degrees as well. We are off to that new semester program right now in this semester and we are going to see how it works, but we are quite proud of the product we came up with.

Here, real quickly, is how we do our research. I said we go from the gate to the plate and we even go beyond that. We think research is a continuum of basic applied clinical trials, commercialization and this is an example of how it happened. Esther van der Knaap, you see there under basic science – a couple of years ago her work on tomatoes was on the cover of *Science*. Now, if you are in science research, if you get an article in *Science* your whole career that is a real plus. She not only got hers in *Science*, she got hers on the cover of *Science*. As to our tomato research that we are doing, all the way to the product that you got a chance to sample today – so we are looking all the way along

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there and the picture there and the production applied is Dave Francis, also on this campus, and also Esther van der Knaap is located on this campus as well. Dave Francis is a tomato breeder in genetics and he has produced a variety of tomatoes that have high lycopene in it, and Steve Swartz is in the clinical trials working with Steve Clinton over in the cancer center and the commercialization product, we hope, comes out on the other end.

Dr. Wadsworth:

Bobby, two questions around this - I was looking at the profile of the graduates and it seems like you have a relatively small PhD program compared to other schools, so I was wondering if that is true and whether that program needs to grow to meet the aspirations of the three thrust areas. Maybe you would like to address that.

The second one is about commercialization. We heard a view on the bus of how having partnerships is very strong and leads to great buildings and so on, but another very real part of it is how does this University and this department make money when they are supplying solutions to industry that allow an engine of growth and reinvestment to take place? It seems to me that that is a very fundamental strategic question about how you position the deal making as you get into industrial partnerships, and I was wondering if you could touch on that.

Dean Moser:

On the commercialization side, yes, and we are stepping up our action in that regard. I have a slide later on that will show the activity that we are doing and the patents and licensing and so forth. We are stepping that up and we are working with the technology office and Brian Cummings and his group. We are meeting with them on a regular basis and working with our scientists to find those technologies that can be commercialized and have marketability. We continue to step that up. We know we need to step that up so we are working toward that because we think that is going to be a very important part of our revenue source in the future.

On the PhD side, we have close to 500 graduate students. Most of those would be PhDs and we are, I think, comparable to our peers. We are pretty comparable in terms of numbers of PhDs.

Collaboration of three scientists: Steve Swartz on the left, Yael Vodovotz on the right, Steve Clinton in the center – the left and the right: food science, and the center: cancer research. Steve Clinton has been a great partner, a tremendously great partnership for us.

Food Innovation Center – initiative that came out of the President's and Provost's office -- you can see that this is a good example of the One University concept. There are 14 colleges engaged here. You can see the members involved: 50 departments and a total investment of \$3.75 million over five years and since 2010, \$7.5 million in external support with leveraging efforts of \$1 invested to \$13.59 returned. We think that is a pretty good, productive program. What I like about it is all colleges are engaged all across the whole campus and we are working together to make something really happen in the food area.

Mr. Schottenstein:

Bobby, as we move towards the last 10 to 15 minutes of this, I don't know if there is anything specifically that you wanted to highlight and also I just want to make sure that we allow time for any further questions.

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Dean Moser:

I can move through this very, very quickly. That is just the wetlands located on the Columbus campus and there is the Nationwide Ohio Farm Bureau 4-H Center that is located there. We are very proud of that center because that is the first building on campus that has green technologies and is LEAD certified. We are quite proud of that. Since that time, Ohio State has gotten a green building policy and I am pleased that we have moved in that direction.

Bio-energy: we will skip that one. Here is the Bio-products Innovation Center. That was a third frontier grant in 2005 of \$11.5 million. Our primary partner there was Battelle and the Soy Bean Council. Those were our primary partners and we built upon that and that has really worked well.

There is the indication of the polymer industry and the agricultural industry working together. We think Ohio can be a leader in this area. It can be a leader in this area because of the expertise we have in food and agriculture and also in the polymer side.

Here is the commercialization slide. Over the past five years, we have had over 400 plus industry sponsored research projects and agreements. You can see the confidentiality agreements, the patents, and the active licensing and four start-up companies. We think that is going to grow over time, and we are encouraging that to grow over time, so we think it is pretty important that we emphasize that. We know that we need to do that, and the opportunities are there.

4-H, I want to mention that. I don't know if you know much about the 4-H program. 4-H Youth Development Program is 320,000 kids in the 4-H program operating in the OSU Extension. This is there for youth development purposes. A lot of these kids get their first exposure to The Ohio State University through the 4-H program, and we hope that helps recruit students to Ohio State, whether they come into agriculture or not, it's a way to touch a lot of people.

Mr. Jurgensen:

Bobby, there's an example. If we can get 4-H to be a more significant activity option in the eight significant urban districts across the state that could be an important front door.

Dean Moser:

Yes, it could.

Mr. Price:

There's your recruitment ground right there

Dean Moser:

Yes, it is. It is tremendous and they get exposure to Ohio State early on in their life and then they choose to come our way. We are excited about that opportunity and you're right on the urban areas. We are getting more and more urban 4-H clubs coming in and building on that. These kids find it to be a lot of fun and they learn a lot in the process. It is a good program because they have to do certain things in order to be a part of the 4-H program.

This is where OSU Extension was engaged in helping to attract companies to Ohio, working with their county leadership on a solar farm in Wyandot County

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and in the wind farm up in Van Wert and Paulding County. These are current issues the state is dealing with right now that we are heavily engaged with. One is a drought. We have seven or maybe close to eight million acres of corn soybeans in this state and you can see the corn soybean reduction of yield that is going to happen. It is happening to us personally. Last year at the Farm Science Review, our corn yielded close to 200 bushels per acre. I asked Chuck Gamble just yesterday what he thinks our yields are going to be – he said we will be lucky if we get 120. This is our own. This is farmers across the state and how that is going to affect us. We have a website and information about that and farmers can look at different options that they can do, questions that they have, we are addressing those.

The shale energy: interesting one there. A couple of years ago landowners in the eastern part of the state started asking Extension offices questions about this whole shale energy. Oil companies were coming in wanting to lease their land so Extension started holding meetings. To date there have been over 140 meetings held and 13,000 people in attendance. These are educational programs about the shale energy issue and landowners are doing that.

Mr. Jurgensen:

I think the big issue here is going to be the sort of worldwide arbitrage as energy and food compete for acres and how you figure the math of that. Does it make more sense to feed somebody or to put it in your gas tank?

Mr. Fisher:

And the first one may be food and water quality.

Dean Moser:

Yes, it is.

Mr. Ratner:

Are we doing any research on the whole issue of what the real environmental issues are or are not? You read literature about this and you can come down on both sides of the argument very, very easily, and yet there seems to be very little actual fact. There is a lot of supposition. These wells do not last over time. Are we engaged in that at all?

Dean Moser:

Yes, we are.

Mr. Ratner:

So you are advising farmers that we have good advice to give them.

Dean Moser:

The Subsurface Energy Resource Center there under the shale, that is an initiative – again, a One University concept – a center that was established on campus out of the Office of Energy and Environment to address some of those issues because we cannot address a lot of the geology issues that they have. Jeff Daniels is leading that. He is a geologist and we have our folks engaged in a partnership with that particular center.

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Mr. Ratner:

Again, that would be such an obvious place where the broad bottom that Ohio State has allows us to understand and investigate that issue in a way that other places just could not.

President Gee:

And we are very heavily involved in that and, obviously, we get increasing people returning to us to really answer those questions. We are working very heavily in that area.

Dean Moser:

Our three signature areas: food security, environmental quality and sustainability, and advanced bioenergy bio-based products. These coincide and are very much in alignment with the three discovery themes of the University in: food production and safety, health and wellness, and energy and environment. We see ourselves as willing to contribute toward the University's discovery themes in a big way. Mr. Chairman that is my presentation.

Mr. Schottenstein:

Terrific presentation; thank you so much. Before I turn things over to Jack for a few closing comments, do any other Board members have anything they want to ask?

Dr. Cloyd:

Bobby, just one quick question. When you look at your 2016 strategic plan, what are your biggest challenges over the next three or five years that you think we will face as a University? Within your department, what would be the number one or number two?

Dean Moser:

I guess you can look at this as a plus or minus, but we have an aging faculty that could, depending on what happens with the retirement system, could have a lot of them retire here in the next couple of years and how we are able to replace them is going to be key to us. I think our facilities are something that really need to be looked at and reviewed in terms of research and teaching facilities in the long range, both on this campus and the Columbus campus. How we address those issues is going to be key to us. If the framework says that we move across the river from where we are now, how that is addressed and how quickly we can do that is going to be a key to us. I think those two areas are ones that will keep me up at night. If I was going to be in this dean's role for the next few years that would probably keep me up at night.

President Gee:

I think Bobby and I have talked a little bit about this and I do not want to add to his, but I think that we have delivered a magnificent service to the people of this country through our Extension services. But that world has changed dramatically, so how do we maintain our modernity and still have that very strong land grant delivery system? That is something that we are really going to have to address. I think we really have the leadership on that because a lot of people are struggling with that. We have had county commissioners here and others, but we have always been consistently, even in a downturn, well supported. But that tripartite model is just no longer going to be quite what we can do, so we are going to have to think carefully about that. That is a

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substantial change but yet it is needed more than ever, so there you have a changing model in a changing world when it is dynamically needed.

Mr. Jurgensen:

Gordon, we have talked about this in committee a lot and I just want to repeat it. Somewhere between you and Les, you came up with this expression that the University is the engine of economic development in the state, and what I said was, to the degree that that is the case, the railroad that that engine runs on is Extension. There is not a single other thing in the State of Ohio that is geographically present in all 88 counties other than Ohio State's Extension. The challenge now is thinking about it in economic development terms. Extension is another one of these things where, I think, it is thought of by most people as about Ag production research, not the full broad range of issues that are confronting all 88 counties and not as an economic development resource, but as a way to transfer knowledge and Ag production. I really think we need to rethink the whole strategy of Extension and how it needs to operate in a new One University setting and be a railroad that carries a lot more cargo on it than merely the research dedicated to Ag production.

President Gee:

Bobby and I both agree with that. In fact, I think that is a wonderful way you have just stated it. We have just hired a new dean and vice president who really has devoted a tremendous amount of time and energy to that. One of the reasons that we hired Bruce is the fact that he has really rethought this model dramatically and is taking a leadership role in thinking about that in his own efforts. That is a discussion that will now be joined very clearly over the next year.

Mr. Ratner:

Bobby, as you think about your strategic goals and the direction you want to head, what is it that you would say to the Board about what you need from us in terms of getting the kind of momentum and velocity that you need with these issues that are moving quickly?

Dean Moser:

You know, that is a very good question. I think this Board has been very supportive of us over the past. The Ag Affairs Committee has been very good for us to have and we can bounce ideas off of that Ag Affairs Committee and some way to keep that kind of contact would be very, very important, because we need to know where you are. You have been very helpful to us. For instance, the OSU Research Park is an OSU affiliate. We have one on the Tanzania project. You were very accommodating to us to establish that, to get that project going and underway. Those kinds of things give us a lot of understanding. With the Quasar unit, you worked with us on that one to get it established. Those kinds of things are very important to help us facilitate moving these things forward and to help us think through some of these critical issues, questions we have just been discussing. These are crucial issues. How do we as a college move toward a different type of funding model, generating revenue sources but still trying to keep the philosophy of the land grant university in helping people to help themselves? That is what, I think, we need to do. Help us think through that.

Mr. Schottenstein:

Thank you. Jack, do you want to offer up some closing comments?

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Ms. Krueger:

I just want to concur with what Jerry was saying about Extension. My college roommate from a long time ago—she heads up Extension for Erie County—I talk to her every week, and she just said that the number of people coming in are more than ever, and with the economy being the way it is right now, the needs are greater than ever. I am not sure we have done a good job of marketing that, and I think it could be so much more than what it is right now, so I just think there is tremendous opportunity there. Something we should think about is how to seize that opportunity.

Dr. Cloyd:

Let me add one additional postscript on what Cheryl and Jerry just said and, as we talk tomorrow and Friday about what we are doing in Advancement, this needs to be – Linda and I both believe – a major part of what we do in Advancement around the concept of mutuality with Ohioans and be able to leverage the kind of established capability in Extension. Jerry described it very eloquently in what we need to transfer that to, so I think things are going to come together very nicely in those areas.

Mr. Schottenstein:

Thank you. Mr. Fisher.

Mr. Fisher:

Thank you, Mr. Chairman. I would like to recap three major points. First, we are celebrating 150 years of the Morrill Act and Land Grant universities and you saw Bobby's reflection of research, teaching and outreach. That concept over 150 years has been how we have all learned to engage with Ohio State and with it has come some expectations that we now need to go through a cultural change. All of us thought about the intellectual property from this research, teaching and outreach triangle belonging to everybody. Now we are transitioning to more of an emphasis on commercialization and how we take research and combine that outreach effort with bringing some resources back to the University and to researchers. That is a big cultural change.

The second big change is our funding model. It has always been about a partnership between the Federal government, State government and County government, and we are now in a major transition there as well. 80% of Bobby's operating dollars come from two line items in the State budget. We do not have the same teaching load as part of our funding formula in the college and so this concept of how we transition from a very heavy emphasis on public funding to more private initiatives is another big change. You heard today typically the partnerships in research – let's say in food science – those partnerships happened after the research. The drumstick, there was payback from the Parker family after that research yielded a product and was commercialized. Today we are looking for that partnership upfront. Again, a big change.

The last item I would share with all of us is this big thing from the whole Ag perspective in terms of today to provide food and energy, use of our natural resources, and a buzz word: sustainability. All of us have to work together to figure out how we are going to get permission from society to farm. What am I talking about? Folks are concerned about antibiotics. They are concerned about hormones. They are concerned about genetic modification. All of these things are in our space that we have the ability, the natural resources, and the technology to feed 9 billion people. The challenge will be whether we can work together and get from society to use everything we have to be successful. That

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overlays all of that that's up there in terms of what our college is about and what we do in terms of how we work with our customers to understand their perception, their thinking, and their awareness of our industry and how we move to getting their permission to do what we know how.

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Mr. Schottenstein:

Thank you. Before we recess into Executive Session I will take a minute, maybe, to conclude where we began, and that is to echo what you said, Gordon, about the distinguished service, Bobby, that you have provided to this University. I never knew you were an Oklahoman but the Oklahoma guy did good, came to the Buckeye State where there is also corn growing here – thank God. We just want to – I think I speak for the entire Board – we just want to thank you. We know you are not going very far and we know that you will always be there. This has been a great day and you have helped make it so. Thank you for all your years of service.

Dean Moser:

Thank you.

Mr. Schottenstein:

Before we take the official roll call vote to go into Executive Session, I also want to thank you, ladies and gentleman, who have joined us today. Thank you for your hospitality here in Wooster. Again, thank you to the Mayor and to the other officials that are here and the folks from Wayne County. We really appreciate you showing the interest you show. We work for you, so if there is something that is on your mind or if we are not doing our job, just let us know, and I mean that very sincerely.

I would now announce also that our full Board will return also into Executive Session tomorrow morning, after a brief Executive Session here this afternoon, back in Columbus at Longaberger Alumni House at 8:30 a.m. With that we will be recessing into the Smucker Conference Room here momentarily. I would formally move that we recess into Executive Session to consider matters required to be kept confidential by Federal and State law. May I have a second please?

Upon motion of Mr. Schottenstein, seconded by Mr. Shumate, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Hicks, Fisher, Brass, Ratner, Marbley, Kass, Jurgensen, Wadsworth, Kellogg, Smucker, Shumate, and Krueger.

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The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Thursday, August 30, 2012, at 8:37 a.m.

Present: Robert H. Schottenstein, Chairman, Brian K. Hicks, John C. Fisher, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, G. Gilbert Cloyd, Corbett A. Price, Evann K. Heidersbach and Benjamin T. Reinke.

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Mr. Schottenstein:

Good morning. We will be continuing our Executive Session from yesterday to consider personnel matters regarding appointment, employment and compensation of a public official and matters required to be kept confidential by Federal and State statutes. We will reconvene tomorrow at 9:00 a.m. in the Sanders Grand Lounge. At this time I would ask the Secretary to note attendance.

Dr. Horn:

A quorum is present, Mr. Chairman

Mr. Schottenstein:

We are recessed.

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The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Friday, August 31, 2012, at 9:03 a.m.

Present: Robert H. Schottenstein, Chairman, Brian K. Hicks, John C. Fisher, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, G. Gilbert Cloyd, Evann K. Heidersbach and Benjamin T. Reinke.

Mr. Schottenstein:

Good morning, everyone. Welcome. We will reconvene the meeting of our Board of Trustees and ask the Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

Thank you, and as a matter of decorum, we would ask that, so we are able to conduct the business of this meeting in an orderly fashion, cell phone ringers and other communication devices be turned off at this time and everyone observe proper rules of decorum so we can conduct the business of the meeting.

The first thing that I would like to do is to call on our student trustee, Ben Reinke, for the Student Recognition Awards. Ben?

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STUDENT RECOGNITION AWARDS

Mr. Reinke:

Thank you, Mr. Chairman. If I could have Lindsey and Chase join us at this table up front? Thank you for coming today and, for the members of the Board as well as our audience, I would like to introduce to you Chase Ledin and Lindsey Luther.

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Chase is a third-year student from the College of the Arts and Sciences, majoring in English and Sexuality Studies with minors in Creative Writing and Theatre. He started his OSU career as a Humanities Scholar and has since served his college through performing academic research, serving on the Communications Board and Academics Board for the Humanities Scholar program and continues to act as a Humanities Scholar Mentor. Chase has balanced these commitments while working as a recreational sports lifeguard and then as a student assistant in the Department of English. Most recently, he accepted a position as a Presidential Host, serving the Office of Commencement and Special Events, so you will be seeing him a lot at your house, Gordon.

Chase has also been active in the community as the vice president of communications and marketing for the English Undergraduate Organization at OSU and serving Access88, a University outreach and access program in Hocking, Adams, Vinton, and Brown counties. Chase most recently completed a study abroad trip on the Literature of London at the University of Greenwich in London, England, for which he received a Monda International Experience Scholarship.

After graduation he plans to attend graduate school in performance studies and queer theory at the City University of New York or at Brown University and later pursue his Ph.D. and become a professor in either performance studies or English.

Second, I would like to introduce Lindsey Luther. Lindsey is a third-year graduate student pursuing her Master of Science in nursing. She is a graduate of the class of 2006 from Wyoming High School in Wyoming, OH. She graduated Suma Cum Laude with Honors from Ohio State in 2010, where she received a Bachelor of Arts in Speech and Hearing Science with a minor in Linguistics.

Lindsey began her graduate degree as a University Fellow and has since been a graduate teaching assistant. As an undergraduate student, Lindsey served the University community as the service chair for Romophos Sophomore Class Honorary, where we originally met, and as a member of Chimes Junior Class Honorary. Lindsey was recognized for her undergraduate endeavors as a Distinguished Scholar, Medalist Scholarship award winner, and as a Morrill Distinction Scholarship winner. She continued her involvement outside of class in graduate school as a member of the American Academy of Nurse Practitioners, the Ohio Academy of Advanced Practice Nurses, and Phi Beta Kappa. Lindsey recently finished the pre-licensure portion of her graduate degree and has been working with one of the nursing clinical faculty, Carolyn Schubert.

Lindsey participated in the Wellness Wednesdays Outreach Program both in her clinical program and as an independent study after her rotation was completed. According to the Dean of the College of Nursing, Lindsey was excellent in outreach where she facilitated groups. She helped to prepare the undergraduate students for their outreach groups and focused on learning teaching/evaluation techniques. She designed an evaluation tool that the college is currently using for the psychology course this upcoming semester. The motivation behind her work, however, was her love for wellness education and outreach work rather than on receiving a good grade.

Lindsey plans to work full-time as a family nurse practitioner after graduation. She is a great exemplar for excellence in civic/university leadership and service.

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I would like to congratulate both of you and, if you could, have each say a couple words about your Ohio State experience.

Chase Ledin:

I want to say, first of all, thank you for having me here this morning and thank you for this recognition. As far as my Ohio State experience, I have had the most wonderful time and the most gracious time. Coming to the University my first year, it was just a fantastic time and sitting here in my third year, I don't imagine myself anywhere else. So, thanks for providing this great experience.

Lindsey Luther:

First, I would like to say thank you to the members of the Board of Trustees as well as Dean Melnyk from the College of Nursing. I recognize that in a school as large as Ohio State with thousands of students that it is a great honor to receive an award like this. I am most appreciative. I would like to thank my parents for being here to support me and my husband, who couldn't be here but does support me every day.

I have spent a lot of time reflecting on my experiences at OSU over the past few days and, while there are hundreds of memories that I could share with you, I wanted to talk to you instead about what I have learned here at Ohio State. I came here six years ago to start my undergrad education with the same attitude that I think a lot of 18 year olds come with, which is to say that I, of course, thought I already knew everything and that I was smarter than everyone. I quickly learned a lesson in humility in my first few weeks here at OSU.

As it would turn out, there was a lot that I didn't know and since I have been here, I have learned a lot of facts – some of which I have retained and others that have come and gone. I have learned many skills like how to parallel park and how to get the tow truck man to release my car when I inevitably parallel parked in the wrong place. I learned what to do when you are called for Jury Duty while you are studying abroad in France. I learned how to pay my bills and apply for jobs and licenses and loans. I learned how to be an adult and to function in a world that is full of deadlines and responsibilities and – what we call in nursing – “competing life demands.” But Ohio State has taught me more than this and my experiences in nursing have showed me that we all have a great responsibility to identify the needs of others and to do what we can to help out where we can.

My interactions with patients and other individuals in this city have demonstrated that I am extremely fortunate to have had the opportunities that have been granted to me and that I have been lucky to be able to better myself through the education and scholarship here at Ohio State, and I do not take this for granted.

This University – via classmates, my own students, as well as my coworkers and the faculty here – have taught me that the world is full of passionate, intelligent, and wonderful people and these people inspire me to be the best student, the best nurse, the best daughter, sister, aunt, and wife, and the best person that I can be. And on the days that I don't get all of those just quite right, these people bolster me and encourage me to get up tomorrow and try again. I would like to thank the Board of Trustees today for joining the ranks of those people who help to inspire and motivate me to continue.

As you drive around Columbus, you see these signs that say “But for Ohio State” and go on to talk about the opportunities that this University has provided

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to the community and, without hesitation in my own case, I can say that "But for Ohio State," I would be less. I am so thankful for this University and I look forward to being a buckeye for the rest of my life. Thank you all for providing me with another memory that I can add to the extraordinary experience of being a student here.

Mr. Schottenstein:

I would like to call on President Gee for his report.

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PRESIDENT'S REPORT

President Gee:

Well, thank you very much. First of all, let me just do something from the heart. Alan, welcome back. We just love having you here. Alan took a sabbatical to make certain that everything was working fine, and it is, and all of you know Mr. Brass has been a valiant warrior on behalf of this University, particularly taking responsibility for our academic medical center. We are building a lot of buildings over there. I hope we can pay for it, but we are grateful to have you back anyway.

Mr. Brass:

I assure you we can pay for it, and I am back and appreciate being back. Thank you very much.

President Gee:

So as I begin my remarks, I want to acknowledge that this is a special moment in the time and history of the University and the future, of course, for Ohio State students – some of whom are here today. We have been discussing and developing ways to reinvigorate, reinvent, and redefine the entire student experience from semester conversion to campus renovations. Today, we are looking quite deliberately at our commitment to the student experience beyond the first year.

I want to reiterate that it is not just about where our students live, although that is of course a critical component, it is more specifically about enticing and enriching and developing the student experience in myriad ways beyond the classroom. Overwhelming evidence, of course, and there is sufficient amount of this, confirms that students succeed at higher rates when they reside on campus. They are more engaged, attend more events, learn more leadership and career skills, interact more often with faculty and classmates, and they graduate in greater numbers. Another critical and exciting piece in this initiative will be a significant stipend that each student can use for a student study abroad experience, for internships or other student learning experiences.

Later today, you will get a wonderful video peak at the vision for our North Residential District and Student Experience Initiative. Let me just say that I believe that this is one of the most important investments we are making in our students and our campus. This will be a transformative moment for this University and our University District and our city, and we are doing so because it is quite plainly the right thing to do for our students, for the University, for the future, for enriching the quality of this great experience called Ohio State.

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But this is just one example of how the University is moving forward at a great and steady clip toward eminence. Let me just quickly count some other ways...

We continue to build upon the success of our incoming classes. Last week, we welcomed our brightest incoming class in history. The Class of 2016 includes more than 7,000 students from 88 counties, 32 countries, and 47 states. We have students from nearly every country in the world when you take all of our masses, but only 47 states. We are going to figure out how we missed those three and work on that.

For the first time in 90 years, the University kicked off Welcome Week on the semester system. Then, in a logistical feat of the tallest order, we loaded 7,000 first-year students on busses – yellow school busses I might add – and headed downtown to a spectacular Columbus-style welcome. We wanted our students to know that they live in a world-class city. We want our students to know that Ohio is their home, and we wanted them to understand that we will build this place together and that they are very much a part of that.

Last week, we learned that our University library system has been recognized among the elite five public academic libraries in the country. We knew that and others recognize it now.

And, in another telling barometer of our momentum, the University's mobile app – developed by staff and students from across campus – has been named one of the best in the country.

By the way, I am happy to report that Ohio State did not make the Princeton Review's annual list of Top Party Schools. Some others in the state did.

Before I get much further, I want to acknowledge the wonderful visit our Board had this week at our research powerhouse and economic engine in Wooster, OARDC. I also would like to extend my heartfelt gratitude to a son of Wooster in the neighborhood at least, Tim Smucker, and the great Ohio Smucker Company, for entertaining us there and then for the generous gift to fund food innovation research and to support a scholarship in Bobby Moser's name.

First of all - what a wonderful tribute to Bobby Moser. Then we had just another great tribute last week given by the Farm Bureau and others, and it was a remarkable recognition of the work that Bobby has done and of the gratitude that we have for his service. More importantly, this commitment of the Smucker Company and others to research and scholarship will change lives for so many for decades to come. So, I want to thank you, Tim, and I want to thank you on behalf of all of us.

I would like to take this opportunity to welcome our new Vice President for Agricultural Administration and Dean of the College of Food, Agricultural, and Environmental Sciences back to Ohio. Bruce McPheron was raised in Ohio; he is a Hardin County boy. His first job was as a 4-H Extension faculty member in Clermont County. He earned an Ohio State degree, and is a world-renown scholar in insect genetics. What you may not know is that his Twitter handle is "medflygenes." I am not clever enough to make that up, so I want you to know that. In any case, we welcome Dean McPheron.

Bruce, would you just come up and have an opportunity to introduce yourself to everyone else? I would appreciate that.

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Dean McPheron:

Thank you, President Gee, and good morning to all of you. It was really pleasant to meet several of you last night. I look forward to having a chance to interact with the rest of you. One of our students said it best: "But for Ohio State," I would not be here talking to you this morning.

In the 1960s as a pre-teen, 4-H helped me discover entomology; it gave me my career. Ohio State gave me my degree. Ohio State gave me my first job. I never really dreamed that I would be back here talking to you with this role on the horizon for me but it is a dream come true, even though it was a dream I didn't realize that I necessarily had. To be able to take this on in the sesquicentennial of the Morrill Act – the 150th anniversary of the legislation that enabled universities like The Ohio State University – is particularly poignant for me.

First and foremost, we are a university and the student experience has to be front and center because that is our future. The two folks on the ends of these tables are the faces that will take care of all of us. They will solve the problems the rest of us don't know how to solve and they will do it because we gave them the very best of technical education, but more than that, we challenge them to learn outside the classroom while they are in our company and that is what they will take with them into the real world when they depart with a degree from The Ohio State University.

What they learn will be based upon world-class research and there is not a one of you who does not shake hands with agriculture at least three times a day. One of our biggest challenges here in the United States is the fact that too many of us shake hands with agriculture more than three times a day. So, the discovery themes of food and food security, of health and wellness, of environment and energy are the signatures of the College of Food, Agricultural, and Environmental Sciences and something that we will provide the new knowledge that will help this next generation succeed.

I would be remiss if I didn't double back to what was my founding introduction to this wonderful University and that is Cooperative Extension. Our college provides Ohio State on the front doorstep of every citizen in Ohio and I think that is a pretty powerful tool. We are not just on the other campuses, we are not just in Columbus, we are in every community of the state bringing them a portal to everything that this University offers whether it is through the college that I will help to lead or whether it is through the University at large. That is a pretty heavy responsibility. I feel I am up to the task. I appreciate the confidence of the President and senior leadership in helping me see that this opportunity was the right one for me. I look forward to working with all of you, but more than anything else, I look forward to having a real impact on the future, both of this University and of society. Thank you.

President Gee:

Thank you very much, Bruce. We are honored to have you as part of our team. By the way, you look great in that tie. You know, because I have such an unstable employment pattern, I actually was able to pull out my former Ohio State ties and keep them, so that is a little old if you had that for 25 years.

I also want to take this opportunity – and I do so with great relish – to thank Gil Cloyd for his fearless leadership and endless energy in guiding our Advancement Framework Plan of which you will hear more today. I would also like to thank his valiant partner and co-leader, Linda Kass.

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By all accounts, Gil and Linda have given 110% in working to transform an elephant into a ballerina – the integration of our communications, alumni relations, and fundraising functions. And they have positioned us to move forward to the next phase. Truly without a doubt, we will realize our greatest strength and efficiency by working in unison as One University and this is one of the great moments in our march toward that effort, so I thank both of you and I really do appreciate all you have done.

This weekend also marks the official debut of the 2012 Buckeye football team under Urban Meyer. Maybe his name is Urban Meyer, I am sorry; I have been using this all the time. I think it is Coach Meyer. I heard him today, by the way, I was driving in and he was on a national radio. He was on ESPN and they asked him how the football team was going to be and he mumbled something, and I nearly swerved off the road, so I want you to know that a new era, new traditions, and even a new scoreboard! You will see that tomorrow. As some of our students would say, I could not be more stoked! I want to wish Coach Meyer and his players the very best of luck.

Finally, I want to end on one last bit of good news that brings us full circle. As we begin this new academic year, new semester, new autumn in August, I am deeply honored to report that the great Jesse Owens has been selected for induction into the Ohio Civil Rights Hall of Fame. Now, this makes me smile. It so clearly feels like a wholly new and extraordinary era.

For this, and for the opportunity that I have each and every day to be part of this magnificent University, I am most grateful. That is my report, Mr. Chairman.

Mr. Schottenstein:

Thank you, President Gee. That was a great report. Any questions for President Gee? Comments?

Before we have the committee reports, I would just like to say a couple of things. First of all, welcome again to you Dean McPheron. Really appreciate your comments because they sort of relate to some introductory remarks that I am going to make and maybe ask our Vice Chair Jack Fisher to chime in as well.

The first thing I said this morning after I said “welcome” was that we are reconvening the meeting of the Board. Some may wonder “reconvening from what because you just got here?” We actually started on Wednesday, and we all met here at ten o’clock Wednesday morning, but we did not need as many school buses as our freshman did. We got in a bus and we went to Wooster – not “Wooster,” “Wooster” – I stand corrected and apologize to the great folks of Wayne County. So, why did we go to Wooster?

You referenced the Morrill Act, 1862, but for the Morrill Act, we would not be here today and this great University would not exist nor would the other really tremendous land-grant universities of this country, which really probably make up the underbelly of our system of higher education.

When Ohio State was first established, one of the principle pillars was then agriculture. It remains that today, and I will mention that in a little more detail in a moment, but the reason we went to Wooster was because, true to our land-grant mission and our commitment to serve the people of Ohio and to do what we can to support the agricultural industry as it was then and as it is today, we have had a continuous presence there – and I didn’t know this; I had never been to Wooster and my guess is that many of the other Board members hadn’t

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either – and to my knowledge, we met there as a Board and it might have been the first Board meeting that we ever had on the Wooster campus.

We have had a continuous presence there since 1892. We have had a continuous presence here since 1871 but we have been in Wooster for 120 years. We have nearly 2,000 acres up there, beautiful campus, beautiful farm land. Wayne County is just a lovely place and we went there not just to learn a little bit about our history, but to understand why agriculture, our College of Food, Agricultural, and Environmental Sciences, is so critical to our work.

Just a couple of things I thought I would share with you all. Agriculture is Ohio's largest industry. You may have known that; I didn't. It brings in over \$100 billion a year to the state's economy, employing nearly one million Ohioans. Ohio – and I learned this from Dean Moser, thank you, Bobby – is ranked in the top ten in virtually every major commodity. In fact, we are number one in Swiss cheese, even though we don't wear those cheese heads, but certainly in soy, corn, eggs, and dairy, Ohio is a leader in almost all of them and of course today, as you mentioned Bruce, focusing intently on the signature areas of food security, environmental quality, environmental safety and sustainability, and advanced bioenergy.

Coincidentally, by the way, and I know some of our friends from the Dispatch are here and I want to pay tribute to them, the day that we went to Wooster back on Wednesday, our paper, the Dispatch, ran an editorial about Ohio State's work in agriculture. I am not going to read the whole thing but I do just want to highlight two sentences. One is "even as Ohio State University extends its global reach and reputation in many fields of research, it's gratifying that one of the nation's first land-grant universities, Ohio State, also is seeing growth and excitement in its foundational field of agriculture." It goes on to talk about some of the extraordinary things we are doing. Also noting, which was mentioned a couple of times while we were at the Wooster campus, 92% of Ohio State University graduates from our College of Food, Agricultural, and Environmental Science find a job within six months of receiving their diplomas. I am not sure that any other college within this great University can make that claim. We appreciate the really wonderful things that the paper had to say and we also think they are very deserved. I guess the final comment that I would make before I turn things over to you, Jack, to say a few words is that just as agriculture is a critical part of our history, I think it is an even more important part of our future. I think that is the really exciting thing to this Board and to this University.

Jack, I don't know if you want to just touch on some of those things.

Mr. Fisher:

Thank you, Mr. Chairman, and thank you for your great report there. We are in a transition. Part of this visit to OARDC allowed us an opportunity to recognize the 20 plus years of leadership from Dean Bobby Moser who I think is still back there. Bobby, thank you so much for all your service and all the great things over the last many, many years.

In fact, as a land-grant university, our laboratory is actually the State of Ohio. We have a great opportunity because we have 11.5 million people and we have a great agricultural state and, in fact, half of our land is prime farm land.

You take that opportunity to work together and that is what land grants are all about – the opportunity for each of us to be served and to learn. It is about teaching, research, and outreach, and at Wooster we had the chance to experience all three. We visited with the community, Wayne County, and the

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city of Wooster. The Mayor was there, the County Commissioners, State Representative, our State Senator, and we also had the opportunity to recognize, once again, a Congressman, Ralph Regula. We just named a new facility, our Ag Biosecurity facility there on campus, in Ralph Regula's name. He served in Congress 36 years including the site there at OARDC.

So, we experienced this working relationship between the federal government, state government, and local government. We are very much a part of the community in Wayne County. In fact, that is the case all across the state because of our Extension offices in all 88 counties as you heard Dean McPheron talk about that opportunity and how great of a thing that is.

In addition to that, we looked at our new BiOhio Research Park at Wooster. We experienced some of the hands on opportunities to visit some of the research projects from biofuels to natural rubber coming from dandelions -- those types of opportunities. Lastly, we experienced a lunch of all the foods that are part of the Food Innovation Center and the Food Science Department dealing with health and wellness and obesity. We experienced some of those products that you can now partake of, raspberries and tomatoes and the like, that have demonstrated cancer prevention opportunities and cancer cure opportunities along with ways that we consume the things that we like so well and not gain weight, so we had a working lunch in addition.

Lastly, I would like to comment that we had ice cream for dessert and that very product was also part of this campus. The Parker Food Science building over on the west side of campus here comes from the ice cream drumstick, and that was collaboration between Ohio State and Mr. Parker. I was very proud to be a part of it. It is a special place to me personally. I was a student there and met my wife there under one of the big trees -- and we went by there on campus -- back when I was a graduate student there, so I appreciate you all going. I hope you had a great day and Bobby, to you, thank you so much and, Dean McPheron, welcome.

Mr. Schottenstein:

Thank you, Jack. We are now going to hear the committee reports. I just want to state for the benefit of everyone here that this Board has six standing committees. You may wonder why there are six and not seven and not five and why the committees are what they are and how each committee relates to the strategy of the University. The committees exist to fulfill some of the very important work that advances our strategy and our objectives as we move forward. Very significant work is done within the committees and the committee chairs, together with the members of their committee, put in a lot of time and a lot of great work on behalf of the University.

To begin, we will start with the Advancement Committee which is co-chaired by Gil Cloyd and Linda Kass. I don't know who is going to make the report but I think you guys do.

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COMMITTEE REPORTS

Ms. Kass:

I am honored to co-chair this year the Advancement Committee with my mentor, Dr. Gil Cloyd. Thank you, Mr. Chairman. The Advancement Committee has extremely good news to share. I will begin with the University Foundation

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report which is included as item number seven on our consent agenda and which the Advancement Committee recommends for your approval.

We finished fiscal year 2012 having achieved some extraordinary milestones. Our fundraising team raised nearly \$365 million in total fundraising activities and that was just over \$9 million above the goal for fiscal year 2012. This makes the last two years of fundraising at Ohio State the most successful in the University's history. That was thanks to a record 211,000 Ohio State alumni and friends who gave to fiscal year 2012 up from 177,322 donors in 2011, a 19% increase.

Philanthropic receipts totaled \$336 million, up approximately 30% over 2011. Of that amount, roughly \$60 million came from alumni, a 40% increase from 2011.

I would like to call out our Alumni Association President and CEO, Archie Griffin, who is a passionate and committed Buckeye making personal appeals on behalf of the entire University. Thanks also go to the Ohio State Foundation Board under its chair, Jay Gerlach, for their leadership and their outreach.

I want to right now just especially recognize, as Dr. Gee did earlier, Trustee Tim Smucker, who along with the J.M. Smucker Company, made a \$1 million commitment to support undergraduates' scholarships and food innovation research. Ohio State is very fortunate to benefit from the family's and the company's generous legacy and from Tim's leadership on this Board. Thank you, Tim.

As a result of this good year, I am pleased to report that the campaign for Ohio State is tracking on time and on budget, on target. We are gearing up for a very exciting day and night of celebration on October 4 to officially mark the start of the public phase of our campaign. As we indicated at earlier meetings, we would publicly kick off our \$2.5 billion campaign when we could achieve 50% of that goal and we, in fact, will achieve our goal by that date. October 4, which is a Thursday, kicks off a very energetic weekend which includes homecoming and reunion events and a big game against Nebraska. The following week will also be the final week of fundraising for Pelotonia 2012. As you know, this incredible grass roots cycling initiative has one goal: to cure cancer.

With all the funds raised going directly to research efforts at the James, I was proud to be one of Pelotonia's riders again this year which took place on August 11 and 12. I joined 6,200 riders, both real and virtual, as I made my own 100 mile journey to Gambier that Saturday. Pelotonia is a wonderful example of an initiative that builds extraordinary engagement and support for an important cause. Pelotonia's donors increased from 72,000 in 2011 to nearly 96,000 this year to date and, in terms of the number of participants, Pelotonia is now, after only four years, the largest non-profit single cycling event in the country. Among those riders in Pelotonia were the 1,635 members of Team Buckeye which is made up of Ohio State faculty, staff, students, and alumni. So far, they have raised more than \$1.8 million. This is really outstanding and every member of Team Buckeye is to be commended. We are very grateful to Archie, who was captain for the second year and he was joined by co-captain, Shelly Meyer. Thank you both for giving so graciously of yourselves to make this a success.

Fundraising for Pelotonia 2012 – I just want to remind everyone – doesn't conclude until October 12 and we look forward to sharing final results at our next Board meeting. So, if anyone has not yet made a contribution to any rider on Pelotonia, please do so before October 12.

Our committee's goal was to have the advancement framework plan – as I move on beyond the development report – complete before we kick -off the

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public phase of the campaign in October, and I am proud to say we have done just that. I have to recognize, as Dr. Gee did, the leadership of my co-chair, Gil Cloyd, not just on the overall Advancement Committee's work over the past two years but particularly for his exceptional leadership of the Advancement Framework Planning Team, a ten member committee who worked diligently for nine months with the expert council of global leader: Edelman Consulting. Thank you, Gil.

The Advancement Framework Planning Team and our associates at Edelman presented the final report for the advancement framework planning project yesterday and two things were clearly evident: we are on the right track with advancement and we have a lot of work ahead of us. Advancement, as we have been using the term, is applying President Gee's One University principle to the institution's outward facing functions of communications, alumni relations, and fundraising. This refers to integrating the strategic planning programs, budgets, and teams among these units and to crafting a messaging platform that allows us, as One University, to speak with one voice.

The Advancement Framework Planning Team was formed last fall to develop a blueprint for the University to accomplish that integration and the resulting report that we shared with the committee yesterday gives us a road map towards formalizing the University's advancement approach.

The document we now have provides new and valuable information that defines the University's singular position within American higher education, delineates specific qualities and interests of alumni and friends and offers an organizational model that will allow us to integrate functions and collaborate for success. The content of this report represents the strategic thinking of members of the Advancement.

Committee, internal and external experts in marketing and branding, external experts in advancement approaches, and the University faculty, staff, students, and alumni. In total, more than 5,000 people were consulted to help answer three questions originally put before the Advancement Framework Planning Team. First: what qualities make Ohio State unique and how can we better communicate them? Second: how do we more deeply engage our alumni and friends within the University? And finally, how do we best organize ourselves so that we are planning and executing our advancement strategies as One University. The final report will be made available to the public on October 1. President Gee, Provost Alutto, and the advancement leadership will be working with deans, faculty, and staff on an implementation plan and leveraging the full benefits of their expertise. This will bring definition to advancement going forward and will help us mold the robust recommendations of this report into particular and integrated actions that will allow us to deeply engage with our many stakeholders and to garner more support and even greater accomplishments for this great University. Full implementation is expected to take 18 to 24 months.

I want to note at this point a central concept that our research revealed, and that is the advancement framework planning report reinforces, this concept of mutuality: the idea that the University gives to its stakeholders as much as its stakeholders give to the University. Mutuality is about listening to our constituents and providing them with value as they define it.

We talk about the Buckeye family, and for the many alumni and friends, it is a familial relationship they have with this institution. Advancement really is about feeding that familial relationship to the mutual benefit of us all. Measuring the success of our advancement model will require concerted efforts to connect with these constituents, to hear directly from them how we are doing. I must

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recognize the extraordinary efforts right now by the University professionals who truly got us to where we are today and I want to thank them – I think they are all here today: Jeff Kaplan, Kate Wolford, Kathleen McCutcheon, Tom Katzenmeyer, Melinda Church, Archie Griffin, Andy Gurd, and our logistics coordinator, Helena Gilchrist, and all who worked with them embracing with passion and dedication our advancement vision. We cannot thank you enough.

Finally, the Advancement Committee yesterday approved newly developed advancement metrics for awareness and engagement with our previously established giving metrics. These complete the advancement continuum and we feel they are highly relevant to the goals we are determined to achieve.

In closing, I must emphasize that for an institution as big as Ohio State, fostering true mutuality for our many constituents will be no small feat, but I have no doubt we will achieve success and become a leader in advancement among our peers in higher education. Dr. Gee has said it before and I will quote him: "Ohio State is at an unprecedented moment of opportunity. Our students have never been better prepared at this moment. Our faculty have never been more accomplished and devoted. Our staff have never been more creative and determined, and our alumni have never been more supportive." Through University advancement, we will combine those forces so that the sum is far greater than its parts. In doing so, we will garner more support, enabling us to achieve even greater accomplishments for the benefit of all whom we serve.

Thank you, Mr. Chairman. That concludes my report.

Mr. Schottenstein:

That was a great report. Any comments or questions for Linda? Gil, do you have anything you want to add?

I would just like to say one thing. That five minute report that Linda gave encompasses thousands of hours of work. It describes thousands of hours of work is maybe the way to put it.

Less than two years ago, advancement was a word, it was an idea, it was a concept that some of us didn't know quite what was meant by it, and here we sit today. It is amazing to me how quickly and how meaningfully we have moved on this and there are many goals to advancement. One of the big ones is that Ohio State be the leader, number one in the country, in support from its alums and friends. I know we are a leader now and we are going to be the leader and this is a big reason why.

I know everybody thanks you all for what you are doing and all the people who you singled out. It is a team effort and we have made enormous progress in a short period of time. We didn't have an Advancement Committee two years ago because it didn't exist, so this is a big thing for this University.

Next, Alan Brass: Medical Affairs.

Mr. Brass:

Thank you, Mr. Chairman. Things are very busy at the Medical Center. I would like to ask Steve Gabbe to come up. Between him and me – we are going to try to cover a half dozen critical items. Good morning, Dr. Gabbe.

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Dr. Gabbe:

Thank you, Alan. I do have to comment on the theme of “But for Ohio State” that our son Adam, who graduated from Ohio State in 1993, “But for Ohio State,” would not have been the Hay King for the state of Oregon. Adam raises alfalfa and Dean Moser and his colleagues reached out to help Adam with his alfalfa. A year ago he was selected as having the best alfalfa in the state of Oregon, so “But for Ohio State” that would not have happened.

Also, “But for Ohio State” over 7,500 patients would not have received organ transplants. We began our transplant program in 1967. It is one of the best in the country, one of the largest kidney transplant programs in the country, and we wanted to share with you a unique six-way transplant for kidney donors and recipients that occurred just recently at the Medical Center so we have a brief video for you to see. Thank you.

VIDEO

Thank you very much. Last Sunday, Bob Higgins and his team welcomed hundreds of donors and recipients to the Archie Griffin.

Ballroom at the Union for a wonderful reunion so our congratulations to Bob and his group for this success.

At the Medical Affairs Committee, we went over the Medical Center initiative scorecard for the past fiscal year. We shared the information that our expansion project remains on time, on budget, and on scope and that we had integrated 95% of eligible physicians into our faculty group practice. If you wonder why it is not 100%, there are a number of physicians who will be retiring, so it didn't make sense for them to go through the process of joining the group at this time.

We had an extremely successful year in development by raising \$64.5 million and, as Ms. Kass pointed out, a large part of that came from last year's Pelotonia when, I believe, we raised \$13 million.

Our research awards this past year were nearly \$220 million. They fell about \$25 million short of our target and that is because we lost the hour of funding, which was a two year increase in grant funding from the NIH, so this was common across all academic medical centers; however, we did reach our target for NIH grants of nearly \$130 million.

Our incoming class exceeded our expectations for their MCAT scores: 11.3, which is the highest we have had in five years, in a class of 188 students that is one of the most diverse in the country. 16% of the incoming class are students of color and that is the great work of Quinn Capers and Charlie Lockwood and their team.

We shared the recent results from *US News and World Report*. As you may have seen, we were selected as the best hospital in Columbus, one of the most connected – a term they used – hospitals in the country. They named 150 hospitals that had excelled in their integrated health information systems. We had ten specialties ranked. We had hoped to have 12 this year. Of the ten, the highest ranked were ENT Otolaryngology, which was ranked 14th, and rehabilitation at our Dodd Hospital, which was ranked 13th. We are looking at this process and looking at how we can be sure that our outstanding services are recognized nationally.

We were very pleased with our results in patient satisfaction. For in-patients, hospitalized patients, 75% of patients gave us the highest possible scores of 9

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or 10. That puts us just at the 90th percentile. This is important because this is part of the government's Medicare value-based purchasing, so we get penalized or paid additional dollars for that success.

We also had 90% of our out-patients rating their care as a 9 or a 10, so we are pleased with those results. We are not satisfied yet. We have work to do to improve our care both in our hospital and in the ambulatory setting.

We also shared with the Medical Affairs Committee our goals for the coming year. This, of course, includes keeping our Medical Center expansion project on time, on budget, and on scope, and optimizing our integrated health information system. It is hard to believe that it has been almost a year since the big bang on October 15. In the coming year we are going to review our five-year outcomes for our strategic plan and as many of you know, we will be developing a new strategic plan including a critical review of our signature programs.

We will be growing our patient base and on your consent agenda is approval for a new ambulatory site. We will be focusing on our organizational and operational effectiveness and efficiency and developing a new approach to patient care, value-based clinical transformation, and you will hear more about that.

We have a number of very important academic objectives. We are preparing for the liaison committee for the medical education accreditation site visit for our Medical School in 18 months and it is about an 18 month process to get ready for, which I know, having chaired that committee, and just two weeks ago we launched our new lead serve inspired curriculum. We will be increasing our basic and transitional research funding and we have a number of exciting initiatives with members of our health sciences colleges emphasizing the strengths that we have with seven health sciences colleges on a single campus.

We are going to be recruiting as well as retaining a number of important Medical Center leaders. We have four clinical chairs of departments and several critically important director positions that we will be filling. We are also going to be working with Dean Melnyk, with Larry Lewellen, with our colleagues across the University to emphasize the health and wellness programs for the University employees and faculty going forward so those are the objectives in the coming year.

Alan, thank you.

Mr. Brass:

Thank you, Dr. Gabbe. I want to amplify a couple of things on the long range plan that are very critical in my opinion. We have had a strategic plan for the past five years which has really allowed this Medical Center in our University to have a very, very good five years.

It is now time to launch the next five year plan and that is what is starting right now. It is just kicking off. It will involve probably in excess of 200 people by the time we are finished. We are going to bring a lot of outside consultants in, especially as it relates to health care reform, and take a look at our macro financing, take a look at curriculum restructuring, take a look at faculty needs, take a look at medical students and residents, and really take a hard look on a zero-base line again.

I really believe that in the next five years we are going to see some radical changes as it relates to health care macro financing. I think we are going to see

some radical changes as it relates to volumes coming in. I will tell you that our hospitals right now – I just got a report from Steve just a few minutes ago, which we get daily – our hospitals are filled. We have people waiting to get in right now. That is good news and bad news. I look at it as bad news because when we have referring physicians trying to get patients in to our specialists, as we recruit more specialists for tertiary and quaternary care, we need to be able to meet that demand in a very timely basis, so you have to be very efficient, you have to take a look at what your core operating systems are, you have to see what, in fact, you have to do to maximize the resources you have on line.

Steve mentioned that 95% of our faculty are now in our program. I will tell you that that is one of the smartest things that the University medical system has done over the last couple of years. It is an easy thing to say, a very difficult thing to pull off, but we are now complete with that and that will position us well as it relates to health care reform going forward.

So, the strategic plan is critical. I can't emphasize that enough. I welcome thoughts from the Board if you have any at all as it relates to the Medical Center issues and so on. Please get in touch with Steve or myself or ask to be interviewed. This is a very open, transparent process. We are interviewing every leader in the Medical Center and we are looking outside for advice and counsel as well so you will be hearing an awful lot about that as we, in fact, try to put together the next five year plan for our Medical Center inside The Ohio State University.

Out of that also, if you really do your strategic plan well, will come re-organization. You should not rest on your current organization because your needs are going to change so I am anticipating – I have no idea what that means yet – but I am anticipating, based on the goal structures we set, the strategic pathway we put in play, there will be internal reorganization of our University's hospital systems to meet those new needs. There may be new resource needs of individuals coming in to the organization that we don't have today and it will also challenge the Medical Affairs Committee to make sure that we have the right people sitting on the Medical Affairs Committee to help us work our way through this new five year plan.

I don't think the Board is immune to this, Mr. Chairman. I don't think the executive team and the medical leadership team is immune to a strategic plan if you do it thoroughly. You start with the planning process and then you challenge yourself on: do we have the right people? Do we have them in the right chairs – using a metaphor? Do we have them on the right seats on the right bus? And we are going to be looking at all of that.

Steve mentioned our newest ambulatory facility which is on the consent agenda today. I will tell you this will make the 53rd site we have off-campus that will go into operation. You probably didn't realize that we had that many. This is a strategic goal to continue to expand that.

One of the things under health care reform that is critical is that you have a primary care feeder base into our tertiary and quaternary center so anything we can do to continue that feed into our super specialists is going to be critical to our strategic plan.

We have today on the consent agenda two Bylaw changes, both of which are critical. One is that we are putting a new consulting category into our Bylaws so we can bring people from the outside in, give them temporary consulting privileges to look at our quality. This is going to be a very important change in the Bylaws from the stand point of bringing folks in that can specialize in a certain area, can take a look at our programs, be part of our staff, work with our

staff, and take a look at our quality systems. Are we doing it right? Is there a more efficient way of doing it?

The second one is also bringing some people in that we don't think about too much. I will use Nationwide Children's as an example. Someone that has a heart problem and was 13 years of age, now is 21 years of age. The continuity of being able to bring the physician from Nationwide Children's into our Ross Heart system and giving them temporary privileges to work alongside our adult surgeons is going to be a great continuity care program, so we are building that relationship with Children's even tighter than it has been in the past. That is a Bylaw change and there are some title changes at our James Center including the development of a new physician and chief slot so that is being addressed also in the Bylaw changes. You will see both of those on the consent agenda today.

Steve mentioned the project – the big project. It is going very well. It is on time. It is on budget. The thing I want to mention to you is that all the transition teams are now going into effect. We are two years away from opening. In light of where we started multi years ago, this project is, in fact, moving very quickly so the transition teams, the I.S. transition teams, the programmatic care teams, the furniture teams, all of those are now put in place and all of them are starting their work. So we are, in fact, if you drive around that building, you will see the skin going up, you will see the brick going up, soon the windows going in, and then the interiors will be moving very fast.

We have about \$200 million more of expenditures yet. On a project of this size, that is a mammoth amount of money, but the project is going very well. It is going to be a great project when we open up. We will have about 1,400 plus beds when we are done, Steve?

Dr. Gabbe:

Yes, in total.

Mr. Brass:

And I will tell you – I don't want to scare anybody – that won't be enough. We have to be creative as to how we are going to meet the future needs.

The last item I wanted to mention to you – and I always end on this – the President asked me “are we going to be able to pay for this?” I assured him, yes. We closed the last fiscal academic year with an operating margin of 10.4% versus a budget of 10.2%. That interprets, bottom line, to \$166 million of gain versus a budget of \$151 million. Our debt service is 6.1% versus 5.7% budget. EBIDA is at a 12.6% versus 12.3%. We are in good, solid financial shape as we close the year.

I will tell you, coming out of the gate for July, we had one of the best July's we have ever had. It is looking really good. The operating gain is up from budget, EBIDA is up, expenditures are down, debt services are up to an all-time high of 6.7% and, again, our physicians and our nurses are busy right now.

Executives love it and the nursing staff hates it when it is so crowded and so busy because a lot of stress goes on and they are doing a great job. I just want to thank Steve and the entire Medical Center staff and faculty for a job well done. Mr. Chairman that completes my report.

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Mr. Schottenstein:

Just a quick question, Mr. Brass, in terms of one of the next big physical changes to occur with the construction project will be the demolition of Cramblett Hall. When will that actually occur? When will that building come down?

Dr. Gabbe:

That will occur at the end of this calendar year and it will be done in the same way we demolished Means Hall which is in the big mulch, so that all of the materials – brick, glass, steel – can be recycled. Jay, I believe that is correct so end of this calendar year, and when that happens, you will really begin to see the hospital emerge so clearly.

Mr. Brass:

That is a good comment, Mr. Chairman, because there is an awful lot of green space by design around that new Medical Center.

Mr. Schottenstein:

Any questions for Mr. Brass? Thank you, Alan. I too want to say what a great thrill it is to have you back in the saddle. Thank you. Judge Marbley, Audit and Compliance.

Judge Marbley:

The Audit and Compliance Committee met yesterday. We began with a presentation from our General Counsel, Mr. Culley, who provided an update on the quarterly affiliated entities. He distributed a hard copy summary of affiliated entities explaining that the plan is to expand into other areas within the University that currently do not have affiliate status.

Mr. Culley said that, generally, affiliates are performing well and have passed their annual review. We then heard from our CFO, Mr. Chatas, who provided the University compliance update explaining that we are very close to hiring a chief compliance officer. Some of us have had the fortune of interviewing this individual and, once the individual is on board, a more complete update will be provided.

Mr. Chairman, as you know, one of our primary tasks this year will be building our compliance office and I think that we are all very excited about the prospect of our chief compliance officer onboarding.

Mr. Steve Stover, partner with Price Waterhouse Coopers, the University's external audit firm, delivered the external audit update presentation on audit scope and risk assessment for fiscal year 2012. The purpose of the presentation was to explain the status of the audit, to review audit activity on the health care side, and to examine ways in which the auditors look at the University's financial statement risk. I will tell you from a macro vantage point, Mr. Chairman that we are in very good shape.

Mr. Stover presented the general audit update, the PWC Audit approach, scope, and risk assessment, considered the audit estimates, and gave consideration to our internal controls. He noted that all aspects of the audit are on target and that nothing on the horizon seems to prevent audit completion by our October 15, 2012 deadline.

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Within the health system, preliminary audit work has been conducted and work began in earnest on August 20. The auditors are working with Mike Rutherford's team and most of you know Mike. They discussed with the management team the additional financial reporting implications in the current year around presenting statement of revenues, expenses and changes in net assets, statement of cash flow, and related disclosure.

The audit team met with health system management on July 3 for a post-closed status business update and audit planning discussion. The target report issuance date for the health system financials is October 8, 2012 and as you know, Mr. Chairman, when you were chairman of this committee, we basically decided to have two – one for the Medical Center and one for the University – and we found that to be most efficient, and it has proceeded that way.

Mr. Stover then discussed risk and what, from a financial perspective, is viewed as significant risk. While compliance risk can be broadly defined in many areas throughout the University, there are three areas in connection with the financial statement audit where the scope of the work performed by PWC addresses compliance. One is the A133 compliance test related to student financial aid and sponsored research as defined by the US Office of Management and Budget. Two is Ohio compliance supplement -- procedures dictated under the Ohio Revised Code as supplied by the Auditor of the State of Ohio, and three is the NCAA agreed upon procedures specific to financial data as supplied by the NCAA.

When significant transactions and account balances involve a high degree of estimation and judgment and are not susceptible to exact measurement, PWC performs audit procedures to ensure these estimates fall within a reasonable range. Since no single estimate can be considered accurate with certainty, management's estimates are normally considered acceptable if they are within range. In planning and performing the audit, PWC auditors consider the University's internal control as a basis for designing the audit procedures. A summary of the University estimates were provided by PWC.

That concludes my summation of the Audit and Compliance Committee meeting and I will add one thing, Mr. Chair. Once we onboard our compliance officer, that will introduce a new element and an additional element such that we will have a true belt and suspenders approach in addressing audit and compliance matters taking a page from our President who does both.

Mr. Schottenstein:

Belts and suspenders, that is right.

President Gee:

I was going to say that I was thinking about that for a second. I saw Dr. Wadsworth looking askance.

Mr. Schottenstein:

A few of us looked at our waists when you said that. Great report. Any questions for Judge Marbley? Thank you, Monty. Governance Committee, Mr. Shumate?

Mr. Shumate:

Thank you, Mr. Chairman. On behalf of the Governance Committee, it is my honor to express the unanimous support and the enthusiastic support for a

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resolution on the consent agenda regarding the reappointment of Dr. Gil Cloyd to a three-year term as a charter trustee. As we all know, Dr. Cloyd was the first charter trustee appointed by this Board. He has truly been a model trustee. We have already heard about his leadership role with the advancement initiative. He has also been an outstanding leader in our commercialization initiative and been extremely helpful with our Governance Committee and the reorganization of our Governance, Trusteeship, and Talent and Compensation Committees.

As we all know, Dr. Cloyd is a resident of Austin, Texas, but very pleased to report that he attends and has attended every Board meeting. He has attended every committee meeting, every work group meeting, every special committee meeting and, again, his dedication, his commitment, and his performance is unparalleled, so on behalf of the Governance Committee, it is a pleasure to request the support of the Board for the consent agenda item regarding Dr. Cloyd's reappointment.

That completes my report.

Mr. Schottenstein:

Thank you. Academic Affairs and Student Life, Mr. Wadsworth.

Dr. Wadsworth:

We met yesterday, Mr. Chairman, and the first thing we did was endorse the naming of the new residence hall. It is at 230 West 10th Avenue and the name is "The Residence on 10th." Now, this leaves open the opportunity for a naming.

President Gee:

That is a waiting opportunity.

Dr. Wadsworth:

It is a waiting opportunity for a new name. We also endorsed a number of personnel actions including the appointment of Bruce McPheron, who we heard from earlier, as our new Vice President for Agricultural Administration and Dean of the College of Food, Agricultural, and Environmental Sciences.

The bulk of the meeting was used to hear a report – an excellent report, I would like to say – from Vice President for Strategic Enrollment Planning, Dolan Evanovich, and this had to do with the goals and the very important policy implications regarding the strategies of Ohio State's One University Enrollment Plan. This is really at the heart of the University to think about how to bring people in and all of the various metrics and other topics associated with that.

Dolan began by providing background information to give us a context for those discussions. There is a lot of data, and I am not going to present it, but there are a couple of interesting points. For example, I was unaware that in the next eight to ten years much of the Midwest will experience a significant decline in the number of high school graduates. In Ohio it will be about 10% over that period and that, of course, drives a strategy for recruitment. Being aware of these trends is very important as we think about how we recruit, and similarly internationally. The US is the third most populous country with 4.5 % of the world's population but to give you the numbers of one and two: China and India at 19% and 17% of the world's population. These global looks at where people are, which countries are growing, which are shrinking and so on, are fundamental to thinking about how the University moves forward.

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The One University Enrollment Plan was approved by this Board in 2010 and has very specific quantity, quality, and diversity goals, and we discussed each of those in some detail. Again, I will just give you one to two examples. For example, the enrollment plan calls for an increase of at least 2,700 students across all ranks on all campuses by 2015. That is a significant number and it is obviously a driver of revenue, but we are also extremely concerned that that growth doesn't come at the expense of quality. In fact, we want the quality to increase so that is a quantity example, the quality. Let me give you a little bit of data here. We want to strengthen the undergraduate student profile by increasing admission standards as represented by test scores, grade point average, and other academic preparation requirements. It turns out that one of the best guides for student retention and graduation is their incoming quality and maybe the better metric is a combination of a high GPA and a high ACT score. Obviously this is an area of huge interest in terms of how we recruit and retain and graduate our students. Presently, our ACT scores are about average in the Big Ten, and I want to make a comment on that in just a second.

Our diversity goals go into the third area. Obviously to enhance the University's racial, ethnic, geographic, and economic diversity -- our percentage of new first-year minority students ranks about 7th in the Big Ten, so there are some areas that we need to improve on -- but I want to emphasize the following. Dolan very appropriately gave us historical data so what we were looking at wasn't just where we rank but the trending in that data and that is really important because we want to know how we are improving. We have aspirations for even greater improvement. We don't want to stop with the most improved award, you know, we would like to get the best award, so looking at this data in context is really important.

I will finish on the one that gets a lot of people's attention which is the revenue. If the goals that are currently in place for 2015 are met, there will be both enhanced profile in reputation of the University as well as revenue. Right now, we have the fifth lowest in-state tuition in the Big Ten and the second lowest out-of-state tuition in the Big Ten. As a result, we are viewed as an outstanding value and we clearly are.

With all of that data, it gave us a great platform to think about what policy issues to take on over the next period of time when we will be working as a committee with Dolan, with the University leadership to do some deep dives into some of these areas. Hopefully, that will guide some further improvements, and I have to stress those being tremendous improvements in those areas over the last several years. That is my report.

Mr. Schottenstein:

Dr. Cloyd?

Dr. Cloyd:

Yes, Mr. Chairman. I recall when we approved the One University Enrollment Plan. At that time we had a lot of discussion about the positive nature of the goals that we set for quantity, quality, and diversity, achieving all three and basically taking a no trade off type of strategy. For me, as I have looked at what has happened over the last two to three years with the University -- and I think it is terrific and that is why I wanted to highlight it -- is this really critical strategic approach now that I think is being taken around this very important subject of enrollment and how you set a strategy to get the type of student audience that you want and bring them into this institution to where they can have that kind of quality, diverse environment to enhance their education and being very

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sensitive, as Dr. Wadsworth pointed out, to the dynamic nature of the external world, in other words, bringing that into their thought process.

It is just very, very encouraging to me and gives me a lot of confidence that we will achieve the kind of longer term goals that we have and, just in closing, without trying to be critical of what we did in the past, I sensed a lot in the past we would be looking in the rear view mirror and looking for positive things that have happened and highlight it. This is a windshield, very forward looking approach and doing it in a very objective critical nature, and I think it is just wonderful that it is being done that way.

Mr. Schottenstein:

Any other comments?

Judge Marbley:

Mr. Chairman, I have two things. I would like to echo the comments of Dr. Cloyd. I would like to particularly commend the efforts of Dolan Evanovich and his team with the strategic recruiting approach that they have taken. Our diversity profile is up, our retention rates are up, and so it has been a very student-centered thing, and he has done this in a very difficult environment, as you know from the Michigan case. Many universities are confronted with the difficult task of ensuring that we have a student body that is reflective of the society at large and what they have done is taken a step further in making sure that our student body is consistent with our mandate as a land-grant university so he is to be commended.

The other thing that I wanted to mention, though, is the first-year experience that Dr. Javaune Adams-Gaston and Dolan have put together. Our President referenced it in his remarks down at Nationwide Arena. It was the most fascinating event that I believe that I have ever seen this University put on. It gave new meaning to what life in Columbus and what life at the University is like. It really highlighted the partnership between the business community, the University, and our students. It goes to President Gee's mantra of "students first." Many of us were there. I know that you spoke and that our President spoke but, if possible, we should all try to attend next year's presentation because it can only get better. It was a great event and they should be particularly commended for the creativity they demonstrated.

Mr. Kellogg:

Excuse me. Was there any video of that event?

President Gee:

We do have a video; in fact, we should distribute it.

Mr. Kellogg:

We should make that available to people that weren't able to be there.

President Gee:

It was a magnificent moment and that arena downtown was just filled with joyful noise and a lot of stuff going on. Can you imagine 100 and however many yellow buses going back and forth? They had everything so planned on the bus. I rode on one of the buses and there was a student on each one of the buses and as we were going downtown, they would explain what they were

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seeing, they would explain a little bit of the history, they talked about the restaurants and about all of the things that had happened in terms of opportunities for students.

One of the things we don't realize because many of us live in this city is that fact that this University is so big that it creates a bubble just by its size. The real essence – and I will say this about Dolan and his team – of what they are doing is building a fence around Ohio, keeping the very best and brightest here. They have a couple of one-way gates. They are letting people in from far-flown places and then we are closing the gates behind them because our goal very simply is this: to keep the best and brightest here, to attract the best and brightest from around the world, have them stay here, have them enhance their lives and our economy and our opportunity and our social and cultural values.

The University plays the critical role in Ohio in terms of developing an economic strategy for its future and we are doing it right through this process that Jeff just described.

Mr. Schottenstein:

Jack, did you have a comment?

Mr. Fisher:

Dr. Wadsworth, thanks for that report. I would like to challenge all of us. I think there is some opportunity in dealing with that report and how we work with K through 12 education system in our state. We are going to a much more competitive model and I think there is a lot of opportunity for us to reach out to all of our school districts across the State of Ohio and raise the bar at the same time that we have a new vision here. One of the things that is taking place is a look at some STEM academy type models across the state as one example of emphasizing K through 12. Dr. Wadsworth and several others here have participated in that but I think to each of us, all of our audience, and all of us sitting around this table, there are lots of ways that we can participate in raising the bar for K through 12.

Dr. Wadsworth:

If I may add, that is a very good point. As we study the whole issue, of course, all roads lead back to Rome and there are many of us involved in education programs and a lot of work is needed so thank you for that reminder.

Mr. Schottenstein:

Any other comments? Mr. Jurgensen. Finance Committee.

Mr. Jurgensen:

Thank you. We met yesterday as well. We reviewed three discussion items and nine action items. I want to say at the outset, as is the case in almost all of the committees, we covered a tremendous amount of ground in a relatively short amount of time and for people who come and listen to all of that, from time to time I am sensitive to the fact that they might wonder how in the world we can go through all of that at the speed at which we do. I would want to say on behalf of all the committee chairs, that what enables that to happen is directly related to the quality of the staff work that is done and the materials that are presented to us in advance which, if you were just in the audience, you might not get a full appreciation of. We get an awful lot of information in advance of the meetings which all of the Board members are very good about reading in advance and so

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it enables our presenters not to have to go through every single page, every single slide, and we can really call out the exceptional items.

In that regard, Mr. Chatas, our CFO, presented the financial report for fiscal year 2012. Overall, the results for the year that ended June 30, 2012 were strong compared both to the budget and the previous year. One area where we did fall short to a degree was in endowment returns. This really has nothing to do with the quality of our investment staff. It has everything to do with the difficulty of the market environments that we live in.

This is really a continuation of major macro trends that began in 2008 and 2009 and continue unabated through 2011 and 2012 and, at least on a personal level, I really don't see any change in this for quite some time, certainly not as quick as politicians would have you believe.

Next, Mr. Hook, our Vice President and Chief Investment Officer, presented the annual investment portfolio review. Going into greater detail on the sentiments I just expressed, for 2012, our investment return net of fees and expenses was in the negative 10 basis points, so essentially we broke even.

Returns for a rolling three year period, which is really in my judgment a better way to think about it and a better way to look at it, averaged 10.5%. Obviously, if the marginal returns continue at the levels they are, it catches up in the rolling averages as well pretty quickly, so hopefully there are better days ahead.

Jonathan explained that taking a long term view at the rises is important. That is entirely consistent with my own thinking. We pay a lot of attention to asset allocation methodologies and anyone who has to manage large sums of money, as he does, that is really what you need to do. Those asset allocation methodologies do take a long term horizon. They call for flexibility and patience, real strict adherence to the principles of diversification and value orientation.

Now, value orientation is sort of a fancy way of saying that over the long run, Jonathan's job is to buy low and sell high. In order to know what is low at any moment in time requires relative value analysis. The imbedded difficulty in understanding what is cheap or what is expensive at any moment in time is looking back in history. What I often reminded our investment professionals at Nationwide is that history repeats itself until it doesn't, and all of the models that we all use are predicated on the statistical belief that, in fact, history will repeat itself.

The truth of it really is that we are writing history every day, every month, every quarter, and every year in this country and around the world and things are changing dramatically, so I think of all the operations in this great University, the investment operation is undoubtedly going to be one of our most challenging as we go forward.

Mr. Papadakis, our Treasurer, then explained how all of the funds that this University manages are separated into a long term pool, a medium term pool, and a short term pool. For purposes of the Board, I would tell you that everything that relates to all three pools is in compliance with all of our investment policies.

Jonathan then talked about our fiscal 2013 targets which include maximizing value by protecting liquidity. Liquidity is something that we pay a tremendous amount of attention to. In a university setting, liquidity management is different, I would say, than it is in a corporate setting like a bank or an insurance company. In a corporate world, a fair amount of our liquidity is on the liability side of our balance sheet. In other words, our liquidity is a function of our ability

to borrow, so we have bank agreements and the ability to access commercial paper markets and long term debt markets and equity markets if need be. In a university setting, you don't have the same degree of flexibility to manage liquidity through liability management. It becomes almost expressly an asset management function, so how you structure your investment portfolios to maintain and preserve liquidity is extremely important.

Having said that, when you only have assets to do it with and you are required to keep vast sums of money close to shore, again in the notion of history repeating itself wherein history most often we have a positively sloping yield curve, the more money you have to keep up front costs you money in terms of opportunity costs of going out in the duration curve. But, here again, it is the right thing to do and I think our people – from my vantage point – are doing an extremely good job.

Lynn Readey then provided a brief status report and I want to emphasize the word brief with Lynn because we really made her go through this quickly. She did note that the south high rise renovation and the additions are moving forward smoothly. We had some great comments from President Gee earlier in the meeting about the freshman move in experience and the positive role all of the work in the south side has meant to that, and you are going to hear a lot more about that as we talk about our plans for the north.

Geoff Chatas presented the resource generation dashboard. This is really our way of looking over a longer term horizon at various methodologies for improving revenue and resources for the University. To date, everything is either on or exceeding our targets and there is nothing that we can see right now that would suggest that the targets that have been set over the eight year horizon will not be met. Having said that, there are a couple of line items where we had an eight year target we have already met, which almost – by definition – says we need to redefine the target. Geoff agrees with that and he and his staff will be coming back to us with amended targets in a few cases.

Natural order of business for us is our quarterly waiver report. He reviewed that. A total of 21 waivers of competitive bidding were approved for sole source, emergency, or economic reasons totaling \$13 million roughly. In the second quarter of 2011, a total of 23 waivers of competitive bidding were approved for sole source, emergency, or economic reasons for about \$17 million. I think the total numbers of these are appropriate. They are okay given the size and complexity of running a place like this, so I don't think there is anything there that I would call out to you as something that you need to worry about.

Among the action items, Mr. Chatas began with the approval of fiscal year 2013 total University funds budget. I think the important call out here is that the financial staff continues to work very hard to improve the budget process that is used here at the University. This has a lot to do with technology but also, to some degree, it has to do with culture and timing and the state and other things. For anyone from a corporate background, it is a little bewildering at times, because you get things in pieces and you don't get things in a logical, sequential order. I know for all of us it would be sort of a head-scratcher to think that you would start a year and then do your budget after your end of the year. However, I think I am pretty confident based on everything that Geoff has told us that they have figured out a way to improve this significantly and that next year our process will be something that is more akin to what a number of us would be more familiar with, and we all look forward to that.

The current funds revenue is projected to increase 3.6% to a little over \$5.22 billion. Current funds expenditures are about the same percentage increase as the revenue and are projected at \$5.15 billion. We then went into a series of

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authorizations, all of which will be on your consent agenda. I think there are nine items there, the first of which was professional services contracts for a variety of projects including the central power plant water treatment center, the Medical Center air quality and control issues, Midwest campus' chilled water systems upgrade, the Vet hospital renovation and expansion, construction contracts for central power plant, the indoor golf facility, and just a whole series of things which I think Dr. Gee will run us through when we get through the consent agenda. No significant issues to call out to you on any of those.

We have an annual requirement to get authorization for designated officials in our finance operation to buy, sell, sign, and transfer securities, to deposit and withdraw funds from bank accounts, and to designate depositories. The only thing that is any different from the previous year is really an expansion of the nature of some of the transactions that we are authorizing our people to do including hedging vehicles and the use of future forwards and swaps. Again, these are all pretty traditional and straightforward tools that modern finance staffs need and use and the University is no different.

Mr. Lewellen and Mr. Like requested approval for a resolution to enter into a 20 year lease by the Wexner Medical Center for 35,000 square feet of medical space, rehabilitation space, and space for related services in New Albany. That was covered by Mr. Brass in the Medical Affairs report. This is an Extension of the ambulatory capabilities of the University and brings our outpost to 53.

We went over an approval of instructional fees for a new Master of Science in Agricultural and Extension Education, a distance learning initiative. This is a new program that is being presented to the Board at this time, and it is required because of the timing of the approval by the Board of Regents for this new program.

Ms. McCutcheon presented two requests for changes to amend The Ohio State University Alternative Retirement Plan and approval of the adoption of The Ohio State University Retirement Continuation Plan 2 and The Ohio State University Supplemental 415 Retirement Plan. The University's Alternative Retirement Plan is an alternative to participating in OPERS for the staff and STRS for the faculty.

Mr. Chairman, this covers all the items with one exception and that exception is the discussion of the north residential district which, I believe, is going to come a little later.

Mr. Schottenstein:

Yes, it is. Jerry, thank you for your report. Before I see if there are any questions, I just wanted to make one comment similar to the point made earlier about Advancement where not long ago that was just sort of a word without real meaning or meat behind it.

The notion of revenue generation or strategies about generating resources is also something that it wasn't that long ago that I think it really sort of began under Dr. Cloyd's chairmanship, certainly continued under chairman Wexner.

Is Geoff Chatas in the room? I think he is. Geoff has been a critically important leader working hand-in-hand with this Board and you, as chair of Finance, to provide us with just invaluable information so that we can think more strategically about enhancing and maximizing our revenues and you may want to comment on that. From my perspective, just connecting dots, the comment that Dr. Wadsworth made about the value of our tuition and how it ranks and the focus this Board has about being very sensitive to things like tuition and

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room and Board—these things are just absolutely the right and left side of that, and you may just want to comment on that.

Mr. Jurgensen

It is a very good point, Bobby. We obviously will need to continue to invest millions if not billions of dollars to remain competitive. I think that one of the real obligations that all of us, particularly coming from business, have on the Board is to continually find ways not to have the burden of that investment fall on the shoulders of students and their families. That is where our brain power can really help, I think. Whether it is new debt financing vehicles or whether it is monetizing physical assets that are historical in nature and significant because of that but not strategic to the mission of the institution—If we can turn those assets into cash, the quick part of that will be it keeps that burden from finding its way back to kids who come here. We all have a real obligation to do that so part of what we are going to talk about continually is the cost side of this equation.

When we get to talking about the value side of this equation – and it is really how those two things relate to each other, costs vs. value – comes the point that Dr. Wadsworth is making. There is a value element there, but it is also going to come in the amount of investment that we are going to make, that we are going to talk about here soon, because that is really, to me, the more significant part of it is what it means about value.

We have got to continue to turn over stones and we have to have the courage to do things that other places have not done or have not considered. Everything is changing. I think we want to be in a position over time where we are really in control of our own destiny and we are not relying as much as history would have us be on funding that is particularly politically controlled and influenced.

Mr. Schottenstein:

Thank you. Any comments or questions for Jerry? We will be hearing quite a bit more from him, and also Mr. Ratner and others, as we talk about the student experience and the northern part of our campus.

If there are no questions, at this point the consent agenda – or at least almost all of it – is now before the trustees and I would like to call on you, President Gee, to present it.

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CONSENT AGENDA

President Gee:

Thank you, Mr. Chairman. Today we have a total of 16 resolutions on the consent agenda. As was mentioned in the Advancement Committee report, there is a change in the University Foundation Report. We will take separate votes on items number seven and ten; therefore, we are seeking approval of the following:

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

Resolution No. 2013-01

Synopsis: The amendments to the *Bylaws and Rules and Regulations of the Medical Staff* of The Ohio State University Hospitals are recommended for approval.

WHEREAS the proposed amendments to the *Bylaws and the Rules and Regulations of the Medical Staff* of The Ohio State University Hospitals were approved by the Professional Affairs Committee of The Ohio State University Medical Center Board on April 26, 2012 and July 19, 2012 and were approved by The Ohio State University Medical Center Board on August 29, 2012:

NOW THEREFORE

BE IT RESOLVED, That the attached *Bylaws and Rules and Regulations of the Medical Staff* of The Ohio State University Hospitals are hereby adopted, effective immediately.

(See Appendix II for background information, page 117.)

AMENDMENTS TO THE *BYLAWS AND RULES AND REGULATIONS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE*

Resolution No. 2013-02

Synopsis: The amendments to the *Bylaws of the Medical Staff and Rules and Regulations of the Medical Staff* of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute are recommended for approval.

WHEREAS the proposed amendments to the *Bylaws and Rules and Regulations of the Medical Staff* of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute were approved by the Professional Affairs Committee of The Ohio State University Medical Center Board on July 19, 2012 and were approved by The Ohio State University Medical Center Board on August 29, 2012:

NOW THEREFORE

BE IT RESOLVED, That the attached *Bylaws of the Medical Staff and Rules and Regulations of the Medical Staff* of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute are hereby adopted effective immediately.

(See Appendix III for background information, page 132.)

REAPPOINTMENT OF CHARTER TRUSTEE

Resolution No. 2013-03

Synopsis: Reappointment of G. Gilbert Cloyd as a Charter Trustee to the Board of Trustees is proposed.

WHEREAS the Board of Trustees established the position of Charter Trustee at its meeting on February 6, 2009 (Resolution No. 2009-52), acknowledging that the

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establishment of such a position had the potential of further strengthening the governance capacity of the Board, noting that The Ohio State University is one of the premier public land-grant institutions in the country and, in execution of its mission, embraces education on a state, national, and global scale; and

WHEREAS the complex and multi-faceted nature of the University – in its mission, its character, its constituencies, and its financing calls for extraordinary leadership at the highest levels; and

WHEREAS the governance of the University would be well served by Charter Trustees whose attributes include but are not limited to diverse cultural, geographic, business, professional, public service and civic backgrounds; and

WHEREAS the Board added a number of guidelines, including the following: Charter Trustees shall be appointed for a three-year term, and shall be eligible to serve a second consecutive three-year term; and

WHEREAS G. Gilbert Cloyd of Austin, Texas, the first Charter Trustee who was appointed to this Board (Resolution Number: 2010-20), and whose term expires October 29, 2012; through his extraordinary service in his three years on this Board as a Charter Trustee, and three years as a member of the Board of Trustees, including two years of service as Chairman of this Board, has given invaluable service to this University and has a long and very strong record of support for this University; and

WHEREAS the Governance Committee shall bring forward a recommendation to the full Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees of The Ohio State University, hereby proposes the reappointment of G. Gilbert Cloyd, as a Charter Trustee for a three-year term, commencing October 30, 2012.

NAMING OF THE NEW RESIDENCE HALL

**Located at 230 West 10th Avenue
on the Columbus Campus of The Ohio State University:
The Residence on Tenth**

Resolution No. 2013-04

Synopsis: The naming of the new residence hall, located at 230 West 10th Avenue, at the corner of Neil and Tenth Avenue, on the Columbus campus.

WHEREAS a new residence hall is being constructed at 230 West 10th Avenue; and

WHEREAS this new residence hall shall be the home of the Sophomore Living & Involvement Community; and

WHEREAS construction shall be completed prior to autumn semester 2012:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned

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residence hall located at 230 West 10th Avenue be named The Residence on Tenth.

PERSONNEL ACTIONS

Resolution No. 2013-05

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the June 22, 2012, meeting of the Board, including the following Appointments,

Reappointments, Appointments/Reappointments of Chairpersons/ Directors, Leave of Absence Without Salary, Professional Improvement Leaves, Professional Improvement Leaves – Change in Dates and Cancellation, Emeritus Titles, Promotion, Tenure and Reappointment (off-cycle) be approved.

Appointments

Name: GAIL E. BESNER
Title: Professor (H. William Clatworthy, Jr., Professorship in Pediatric Surgery)
College: Medicine
Term: July 1, 2012 through June 30, 2016

Name: DENNIS R. HELDMAN*
Title: Professor (The Dale A. Seiberling Professorship in Food Engineering)
College: Food, Agricultural, and Environmental Sciences
Term: August 22, 2012 through August 21, 2017

Name: GUSTAVO W. LEONE
Title: Professor (The Klotz Chair in Cancer Research #1)
College: Medicine
Term: July 13, 2012 through June 30, 2016

Name: BRUCE A. MCPHERON*
Title: Vice President for Agricultural Administration
Dean, College of Food, Agricultural, and Environmental Sciences
College: Food, Agricultural, and Environmental Sciences
Term: November 1, 2012 through October 31, 2017

Name: BLAKE THOMPSON*
Title: Vice President for Economic and Workforce Development
Special Assistant to the President
Office: Academic Affairs
Effective: August 1, 2012

Name: DANIEL B. VUKMER*
Title: Executive Director and Chief Executive Officer
Office: OSU Health Plan
Effective/Term: October 15, 2012 through October 15, 2017

Name: SETH B. YOUNG
Title: Associate Professor (The John H. McConnel Chair in Aviation)
College: Engineering
Term: September 1, 2012 through June 30, 2016

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Reappointments

Name: JASON H. CALHOUN
Title: Professor (The Frank J. Kloenne Chair in Orthopedic Surgery)

College: Medicine
Term: July 1, 2012 through December 31, 2012

Name: MICHAEL A. CALIGIURI
Title: Chief Executive Officer
Unit: The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: July 1, 2012 through June 30, 2017

Name: JONATHAN D. HOOK
Title: Vice President and Chief Investment Officer
Office: Business and Finance
Term: August 1, 2011 through July 31, 2016

*New personnel to the University

(See Appendix IV for additional Personnel Actions, page 153.)

RESOLUTIONS IN MEMORIAM

Resolution No. 2013-06

Synopsis: Approval of Resolutions in Memoriam is proposed.

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

Maureen Ahern

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 20, 2012 of Maureen Ahern, Professor Emeritus in the Department of Spanish and Portuguese.

Professor Ahern graduated with a Bachelor of Spanish degree, magna cum laude, from the University of New Hampshire, and held a doctoral degree from San Marcos University, in Lima, Peru. She taught in Peru and at Arizona State University before coming to The Ohio State University in 1990. Professor Ahern was a professor of Spanish who specialized in the literatures and cultures of Colonial Latin America, including its Northern frontier, or what is nowadays the Southwest of the United States. She also translated and edited the writings of the Mexican feminist author Rosario Castellanos and many Peruvian poets. She received a Fulbright-Hayes Fellowship and several awards from the National Endowment for the Humanities.

At Ohio State, both as director of the Department's graduate studies committee, and in her role as a faculty member teaching about colonial and indigenous cultures, Professor Ahern was instrumental in reshaping the graduate programs of the recently established department (as a separate unit) of Spanish and Portuguese. Over the last years, she played a similarly crucial role strengthening the Spanish honors program. Throughout her career, she was active in the

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profession, holding leadership and editorial positions in several organizations and journals.

She published extensively in the areas of colonial, indigenous, and women's literatures of Latin America, directed several dissertations, and taught at all levels of the curriculum.

Maureen Ahern was a demanding teacher, passionate about her work, and committed to her students. She was considered an exemplary colleague in the Department in terms of the quality of her scholarship and for her dedication to her teaching, scholarship and to the institution. She helped improve the quality of the Department of Spanish and Portuguese and contributed much to The Ohio State University and to the profession.

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

Alfred G. Bishara

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 10, 2011, of Alfred G. Bishara, Professor Emeritus in the Department of Civil, Environmental and Geodetic Engineering.

Professor Bishara received his B.S. degree in Civil Engineering from Cairo University. After graduation he worked for the Egyptian Highway Department, and then he joined Alexandria University as an Assistant

Professor. He earned a M.S. degree in Civil Engineering in 1946 from Alexandria University. He was awarded the King's Scholarship from Alexandria University and studied at the Sorbonne in Paris, France. Professor Bishara received the D.Sc. in Civil Engineering from the Sorbonne in 1950. His dissertation dealt with the stress and strain in pre-stressed concrete. His dissertation research was a seminal work that opened the field of pre-stressed concrete in research and its practical application to buildings, bridges and silos.

Next, Professor Bishara became an Associate Professor at the University of Ain Shams in Cairo, and then moved to Cairo University where he taught prescriptive geometry and authored a book on that subject. He was a visiting professor at the University of Kentucky from 1963 to 1964. He joined the Department of Civil Engineering at The Ohio State University in 1965 as an Associate Professor, became a Full Professor several years later and taught at OSU until his retirement on March 1, 1992 as Professor Emeritus. Professor Bishara had numerous M.S. graduate students and shepherded several students through their doctoral programs at OSU. He also visited Egypt as a visiting professor and lectured at the University of Mansoura. Professor Bishara participated in the design and construction and as a consultant in several important bridges across the Nile River.

Throughout his career at The Ohio State University Professor Bishara conducted research funded by the State of Ohio Highway Department, the U.S. Federal Highway Administration, and private enterprises. He was a member of the American Concrete Institute (ACI) and participated in several of its committees where he contributed as an author and/or a reviewing committee member to numerous ACI committee reports, guides and specifications on the use of pre-

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stressed concrete in highways, bridges and silos. Professor Bishara has also published five books, and authored/co-authored 45 books.

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

Robert E. Blake

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 23, 2012 of Robert E. Blake, Associate Professor Emeritus of Electrical and Computer Engineering in the College of Engineering.

Professor Blake, a native of Mount Vernon, Ohio, earned a Bachelor of Science in Electrical Engineering from The Ohio State University in 1953 and a Master of Science in Electrical Engineering from Newark College of Engineering in 1956.

Following an outstanding career as an engineer at Radio Corporation of America (RCA) and North American Aviation, Professor Blake returned to his alma mater and joined the faculty of the Department of Electrical Engineering in 1971. As a faculty member, he taught introductory and advanced electronics courses, which were enriched by his extensive industrial experience.

Beginning with his appointment in 1971, Professor Blake also served as assistant to the dean of the College of Engineering where he was involved in counseling and recruiting minority students. He was extremely dedicated to this task and was particularly successful at it, in part because of his insistence to reach students at an early age and educate them about available opportunities and how to prepare for an engineering education. Professor Blake also served as faculty advisor to the Black Undergraduate Engineering Council.

Professor Blake insisted on high performance by his students and strongly emphasized physical understanding of the relevant phenomena. Highly revered by his students, he was awarded the Charles Ellison MacQuigg Award for Outstanding Teaching from the College of Engineering in 1975.

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

Jack H. Cline

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 8, 2012 of Jack H. Cline, Professor Emeritus of Animal Science in the College of Food, Agricultural, and Environmental Sciences.

Jack Cline joined the United State Marine Corps following graduation from high school and served two years in China at the end of World War II. Dr. Cline earned B.S. and M.S. degrees in Animal Science as well as the Ph. D. degree in Animal Nutrition all from his beloved Ohio State University. He joined the faculty in 1952 and was an active teacher and researcher until his retirement in 1985. He was a gifted and devoted teacher who worked long hours to benefit his students. Dr. Cline was remembered by many alumni as a man who could motivate and inspire students. He taught introductory and graduate level nutrition courses, advised undergraduate students, and served as research advisor for a large number of

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graduate students. Professor Cline served for many years as the Departmental Graduate Studies Committee Chairman. His research was in animal nutrition and he published numerous papers on gastrointestinal microbiology, mechanisms of degradation of plant fiber and the determination of dietary calcium and phosphorus needs of livestock. In honor of his many contributions to animal nutrition, Dr. Cline was elected as a Fellow in the American Society of Animal Science. Upon retirement from The Ohio State University Jack spent two years at the University of Sao Paulo working with scientists and outreach professionals to improve the efficiency of food production in Brazil.

Professor Cline served his profession as well as his community in substantial ways. He was a deacon of the Faith Baptist Church, in Lancaster, OH. He served on the Hocking County Extension Advisory Committee. Jack was also active on the Board of Trustees for Cedarville College in Cedarville, Ohio and Hocking Technical College in Nelsonville, Ohio.

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

**APPROVAL OF FISCAL YEAR 2013
TOTAL UNIVERSITY CURRENT FUNDS BUDGET**

Resolution No. 2013-07

Synopsis: Approval of the total University Current Funds Budget for the fiscal year ending June 30, 2013 is proposed.

WHEREAS The State of Ohio Biennial Budget for State Fiscal Years 2012 and 2013, including funding levels for State institutions of higher education, has been enacted; and

WHEREAS Tuition and Fee increases for the Columbus and Regional Campuses for the fiscal year ending June 30, 2013 have been approved at previous meetings of the Board of Trustees; and

WHEREAS The President now recommends approval of the Current Funds Budget for the total University for the fiscal year ending June 30, 2013:

NOW THEREFORE

BE IT RESOLVED, That the University's Current Funds Budget for the fiscal year ending June 30, 2013, as described in the accompanying Current Funds Budget book for the fiscal year ending June 30, 2013, be approved, with authorization for the President to make expenditures within the projected income.

(See Appendix V for background information, page 156.)

**FISCAL YEAR 2013 – FISCAL YEAR 2017
CAPITAL INVESTMENT PROGRAM**

Resolution No. 2013-08

Synopsis: Authorization and acceptance of the Fiscal Year (FY) 2013-17 Capital Investment Program, is requested.

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WHEREAS the University has presented the recommended FY2013-17 Capital Investment Program; and

WHEREAS this recommended capital investment program is the result of the University's new, comprehensive annual capital planning process; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts the proposed FY2013-17 Capital Investment Program, subject to further modifications in the coming years; and

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

(See Appendix VI for background information, page 164.)

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

Central Power Plant Water Treatment
Med Center – Air Quality and Control Issues
Midwest Campus Chilled Water System Upgrade
Vet Hospital Renovation and Expansion

**APPROVAL TO ENTER INTO/INCREASE
CONSTRUCTION CONTRACTS**

Central Power Plant Water Treatment
Indoor Golf Facility
Med Center – Air Quality and Control Issues
Midwest Campus Chilled Water System Upgrade
OARDC – Ag Engineering Building Replacement
Steam and Condensate Distribution System Upgrades

**APPROVAL TO INCREASE ENERGY SAVING CONTRACT
Energy Conservation Measures**

Resolution No. 2013-09

Synopsis: Authorization to enter into/increase professional services contracts, enter into/increase construction contracts, and increase an energy saving contract as detailed in the attached materials, is requested.

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

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	Prof. Services	Total Project	
Central Power Plant Water Treatment	\$3.3M	\$20.4M	University debt
Med Center – Air Quality and Control Issues	\$1.5M	\$7.0M	Auxiliary funds
Midwest Campus Chilled Water System Upgrade	\$0.6M	\$5.0M	Repair & Renovation funds State appropriations
Vet Hospital Renovation and Expansion	\$3.0M	\$25.0M	Development funds General funds

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

	Const.	Total Project	
Central Power Plant Water Treatment	\$17.0M	\$20.4M	University debt
Indoor Golf Facility	\$5.1M	\$6.1M	Development funds
Med Center – Air Quality and Control Issues	\$5.5M	\$7.0M	Auxiliary funds
Midwest Campus Chilled Water System Upgrade	\$4.4M	\$5.0M	Repair & Renovation funds State appropriations
OARDC – Ag Engineering Building Replacement	\$11.7M	\$14.0M	General funds State appropriations Insurance settlement
Steam and Condensate Distribution System Upgrades	\$19.0M	\$20.3M	University debt General funds Plant funds

WHEREAS in accordance with the attached materials, the University desires to increase an energy saving contract for the following project:

	Total Project	
Energy Conservation Measures	\$8.2M	University (OAQDA) debt

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NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Administration and Planning be authorized to enter into/increase professional services contracts, enter into/increase construction contracts, and enter into an energy saving contract 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 VII for background information, page 166.)

**AUTHORIZATION FOR DESIGNATED OFFICIALS
TO BUY, SELL, ASSIGN AND TRANSFER SECURITIES;
TO DEPOSIT OR WITHDRAW FUNDS FROM BANK ACCOUNTS; AND TO
DESIGNATE DEPOSITORIES**

Resolution No. 2013-10

Synopsis: Authorization for designated officials to buy, sell, assign, and transfer securities, to deposit or withdraw funds from bank and investment accounts held in the name of The Ohio State University, to designate depositories, and to execute related agreements is proposed.

WHEREAS designated officials of the University buy, sell, assign, and transfer stocks, bonds, and other financial instruments owned by The Ohio State University; and

WHEREAS various financial institutions are designated as depositories of The Ohio State University; and

WHEREAS accounts at various financial institutions are opened and maintained in the name of The Ohio State University; and

WHEREAS the University Treasurer serves as trustee for deferred gift vehicles:

NOW THEREFORE

BE IT RESOLVED, That the University Treasurer and/or the University Senior Vice President for Business and Finance or their designees be authorized to buy, sell, assign, and transfer any and all stocks, bonds, evidence of interest and/or indebtedness, rights and options to acquire or to sell the same, and all other securities corporate or otherwise, standing in the name of or belonging to The Ohio State University in any capacity; and

BE IT FURTHER RESOLVED, That the University Treasurer and/or the University Senior Vice President for Business and Finance or their designees be authorized to designate various financial institutions as depositories for The Ohio State University and to open and maintain accounts at various financial institutions in the name of The Ohio State University; to engage in and sign agreements for bank, underwriting, brokerage, leasing, equipment financing, hedging vehicles including forwards, futures, swaps, and financial services; and

BE IT FURTHER RESOLVED, That the University Treasurer and/or the University Senior Vice President for Business and Finance or their designees be authorized, on behalf of The Ohio State University and in its name, to sign checks, drafts, notes, bills of exchange, letters of credit, acceptances, electronic fund transfers or other orders for the payment of money from said accounts; to endorse in writing or by stamp checks, notes, bills, certificates of deposit or other instruments owned or held by the University for deposit in said accounts or for collection or discount by

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said banks; to accept drafts, acceptances, and other instruments payable to said banks; to waive, demand, protest, file notice of protest, or dishonor any check, note, bill, draft or other instrument made, drawn or endorsed by the University; and

BE IT FURTHER RESOLVED, That the University Treasurer be authorized to serve as trustee for deferred gifts to The Ohio State University to include, but not limited to, Charitable Remainder Trusts, Charitable Lead Trusts, Gift Annuities and Pooled Income Funds.

**TWENTY-YEAR LEASE
WEXNER MEDICAL CENTER AT THE OHIO STATE UNIVERSITY
AMBULATORY EXPANSION**

Resolution No. 2013-11

Synopsis: Authorization is requested to enter into a 20-year lease agreement with the city of New Albany for approximately 35,000 SF of medical office, rehabilitation space and space for related services located in the city of New Albany.

WHEREAS the Board of Trustees of The Ohio State University is presented with the opportunity to enter into a 20-year lease with three, five-year renewals for approximately 35,000 SF in a 48,000 SF building in the city of New Albany; and

WHEREAS the lease of this space is important in meeting the objectives and requirements of the Ambulatory Care Strategy, a key component of The Ohio State University Wexner Medical Center (OSUWMC) Strategic Plan and its mission to improve people's lives through innovation in research, education and patient care; and

WHEREAS all lease payments and operating costs will be the responsibility of the Wexner Medical Center including contracted business partners and paid for by the operating revenue generated at the location; and

WHEREAS it has been determined that the lease of this property is in the best interest of the University:

NOW THEREFORE

BE IT RESOLVED, That the President and/or the Senior Vice President for Administration and Planning be authorized to take any action required to effect the execution of a 20-year lease agreement with three, five-year renewals with the city of New Albany for approximately 35,000 SF for use by the Wexner Medical Center on such terms and conditions as are deemed to be in the best interests of the University and the State of Ohio.

(See Appendix VIII for background information, page 174.)

**APPROVAL FOR THE ESTABLISHMENT OF A FEE
FOR THE NEW MASTER OF SCIENCE IN AGRICULTURAL AND EXTENSION
EDUCATION – DISTANCE LEARNING**

Resolution No. 2013-12

Synopsis: Approval for FY 2013 instructional fees for the new Master of Science in Agricultural and Extension Education – Distance Learning, effective Spring Semester 2013, is proposed.

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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 a distance learning version of the existing Master of Science in Agricultural and Extension Education was endorsed by the Board of Regents' Advisory Committee on Graduate Study on May 18, 2012 and officially approved on June 29, 2012; and

WHEREAS consultations have taken place within the University to determine the appropriate instructional fee for this new program as described in the accompanying text and table, which have been reviewed and recommended:

NOW THEREFORE

BE IT RESOLVED, That the instructional fees for this new program shall be implemented as outlined in the attached document as presented to the Finance Committee of the Board of Trustees; and

BE IT FURTHER RESOLVED, That this increase described in the attached document shall be effective Spring Semester 2013.

(See Appendix IX for background information, page 175.)

**APPROVAL TO AMEND THE OHIO STATE UNIVERSITY ALTERNATIVE
RETIREMENT PLAN**

Resolution No. 2013-13

Synopsis: Authorization to amend the University's Alternative Retirement Plan (the "Plan") to make certain changes in accordance with applicable law is proposed.

WHEREAS the Board of Trustees originally adopted the Plan, effective February 5, 1999; and

WHEREAS the University amended and restated the Plan, effective as of January 1, 2002, and subsequently amended the Plan on November 4, 2011; and

WHEREAS the University has the ability to amend the Plan from time to time; and

WHEREAS the University desires to amend the Plan to make certain changes in accordance with applicable law:

NOW THEREFORE

BE IT RESOLVED, That the amendment to the Plan, in substantially the form attached hereto as Exhibit A, be, and hereby is, adopted effective as stated therein; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute the amendment to the Plan and any other agreements, certificates, instruments, documents, or conveyances necessary to effectuate the amendment to the Plan.

(See Appendix X for background information, page 176.)

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**APPROVAL OF THE ADOPTION OF THE OHIO STATE UNIVERSITY
RETIREMENT CONTINUATION PLAN II AND THE OHIO STATE UNIVERSITY
SUPPLEMENTAL 415(m) RETIREMENT PLAN II**

Resolution No. 2013-14

Synopsis: Approval of the adoption of The Ohio State University Retirement Continuation Plan II (the "RCP II") and The Ohio State University Supplemental 415(m) Retirement Plan II (the "415(m) Plan II") is proposed.

WHEREAS the Internal Revenue Code of 1986, as amended (the "Code"), imposes certain limits on contributions that may be made to qualified retirement plans; and

WHEREAS the Code permits the University, as a governmental employer, to adopt the RCP II for the purpose of making discretionary retirement contributions on behalf of designated University employees; and WHEREAS the Code also permits the University, as a governmental employer, to adopt the 415(m) Plan II; and

WHEREAS the University desires to adopt the RCP II and the 415(m) Plan II; and WHEREAS the University desires to obtain a favorable determination letter from the Internal Revenue Service ("IRS") that the RCP II meets the qualification requirements of Section 401(a) et seq. of the Code:

NOW THEREFORE

BE IT RESOLVED, That the RCP II, in substantially the form attached hereto as Exhibit A, be, and hereby is, adopted effective as of September 1, 2012; and

BE IT FURTHER RESOLVED, That the 415(m) Plan II, in substantially the form attached hereto as Exhibit B, be, and hereby is, adopted effective as of September 1, 2012; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute the RCP II and the 415(m) Plan II and any other agreements, certificates, instruments, documents or conveyances necessary to effectuate or carry out the purpose and intent of this resolution and the submission of the RCP II to the IRS; and

BE IT FURTHER RESOLVED, That if, in the future, amendments to the RCP II or the 415(m) Plan II (or to any other ancillary documents for the plans) of a technical or non-discretionary nature become necessary to secure or maintain compliance with federal tax laws, then the Senior Vice President for Business and Finance and Chief Financial Officer, in consultation with the Office of Human Resources and the Office of Legal Affairs, is hereby authorized to take such actions and execute such documents as are necessary to effectuate such amendments and ancillary documents, without further review or resolution by the Board of Trustees.

(See Appendix XI for background information, page 179.)

Upon motion of Judge Marbley, seconded by Mr. Hicks, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Schottenstein, Hicks, Fisher, Brass, Ratner, Marbley, Kass, Jurgensen, Wadsworth, Kellogg, Smucker, Shumate, and Krueger.

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President Gee:

In addition, we are seeking approval of the University Foundation Report as of June 30.

UNIVERSITY FOUNDATION REPORT

Resolution No. 2013-15

Synopsis: The University Foundation Report as of June 30, 2012, 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 Joe R. Engle Chair in the History of Christianity, the establishment of twenty-one (21) named endowed funds; and the revision of thirteen (13) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Foundation as of June 30, 2012, be approved.

(See Appendix XII for background information, page 210.)

Upon motion of Mr. Brass, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing resolution by unanimous roll call vote, cast by Trustees Schottenstein, Hicks, Fisher, Brass, Ratner, Marbley, Kass, Jurgensen, Wadsworth, Kellogg, and Krueger and two abstentions cast by Trustees Smucker and Shumate.

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NORTH RESIDENTIAL DISTRICT

Mr. Schottenstein:

Thank you. At this point, I would like to call on, once again, Jerry Jurgensen, who chairs our Finance Committee, to discuss the redefinition or the redefining of our student experience and the great work that we are about to embark on in the north residential district.

Mr. Jurgensen:

Thank you, Mr. Chairman. It is my opportunity at this time to introduce a resolution that really is the result of multiple years of planning and a lot of hard work, particularly a lot of hard work from four or so of our colleagues who have spent countless hours here at the University working on this.

The action that comes before you today is for the design and construction contracts necessary to execute our north plan on improving our student experience. As Gordon suggested in his report, this isn't really just about bricks and mortar or thousands of beds. In fact, it deals with thousands of beds – over

3,000, an increase of 3,000 beds – but this is fundamentally about student success and our collective belief that the body of evidence that we have seen links on campus residency and what surrounds that residency to ultimate student success.

I think we all believe – and we wouldn't be going forward with this if we didn't – but we all believe that this is going to lead to higher graduation rates, higher retention rates, increased student engagement, the opportunity for students to learn from each other in a more meaningful way, and their satisfaction in that process – all of which leads to post graduation success. While undoubtedly there is going to be a cost component to this that students will bear, I just want to reiterate that we are mindful of that increase in cost and we are also mindful of how much of the cost of higher education in America today is leveraged cost, which makes the edge of the sword even sharper, if you will. We have just surpassed \$1 trillion in total student debt. The scary part of that, really from our point of view, is if students take on that debt, they finance their education, and if the quality of that education is subpar, then that debt is going to come home to roost in very negative ways.

This project to me is really about the value side of the cost-value equation and not nearly the cost side. One of the things that I wish we could change in the nomenclature around this is this notion and, again, no disrespect to the nominee last night, but to me it is not just about jobs, “jobs” is the wrong term. I mean, actually, if a job was all you are about, you maybe don't need a college education. What this is about is building a foundation for a meaningful career and career goes way beyond a job. What we are fundamentally doing here is increasing the odds that a young person matriculating through Ohio State will be given the proper foundation to build a life lasting career and to be able to contribute to this world and lead this world in a better place than they found it – that's what this is about.

This is just going to be one, I believe, in a series of investments that we will be called on to make to increase those odds. As I said in the beginning, this is a culmination of a lot of work that goes back over a number of years. It really has its genesis in President Gee's first call for the University to put students first and that began with rethinking the undergraduate student experience, which is really the core foundational element of why the University exists.

Through our framework master plan, which again is another example of good long range planning and a lot of work, we made the commitment to ensure that high quality residential environments would get created that surrounded the academic core both on campus and in the neighborhoods that surround the campus.

We have appended to that a lot of work on the creation of a second year experience. We discussed this in April in some length, and Dr. Wadsworth is going to be talking to us a little bit more about that here in a moment, and then most recently the study of how the north residential district can be transformed and become part of the student experience strategy.

I would like to call out that we have had a number of trustees who have worked very, very hard on this. Ron Ratner, through the physical facilities work, the master planning work, has been really at the heart and soul of this. Judge Marbley, Dr. Wadsworth, and our Chairman have all attended numerous meetings, provided wonderful counsel and, I think, it is a great example of a collaboratively good answer.

The north district has been very thoughtfully planned and it is reminiscent to me, Bobby, of something that you and others explained to me when I came to

Columbus, about the impact that a decision Nationwide made a number of years ago to rebuild its corporate headquarters on the north side of downtown Columbus in a blighted area rather than cut and run to the outer belt, to the 270 corridor – which nothing is wrong with the communities that are out there – but in the early 60s, Nationwide made a decision to stay downtown and to revitalize the north end.

If we look at Columbus today, and when those kids got on the buses and rode down to Nationwide Arena and they had an opportunity to hear about everything that has taken place from the Short North all the way to the southern end of the campus, this is a result of what happened in downtown. It is just ironic to me that that was a revitalization of the north end and now we are going to revitalize our northern boundary as well. I suspect the same things are going to take place all around that area, which will be forever changed in an extremely positive way.

This does involve a \$396 million project. Our financial staff has prepared a financing plan that will use housing debt as well as existing University financial resources. It does contemplate room rate increases over time, which today the plan would say would be capped at a maximum of 6% annually. That 6%, again, relates in a consistent way to what history suggests; however, having said that, I also would like to underscore something that Dr. Gee said yesterday and was mentioned again today by Dr. Wadsworth, which is that all of these investments, because they do involve physical facilities, do provide an opportunity for philanthropic support. We really need to make that real and not just a statement. Also, as we continue to identify ways that Mr. Schottenstein just mentioned to increase revenue and resources in the University, we need to turn over every rock that we can around the place to try and do everything we can to ensure that the entire cost burden of this does not fall on the backs of our students and their families.

As part of this program, second-year students will also have access to additional financial resources including stipends to support their participation in experiential educational opportunities away from the University, so part of the financial aspect of this incorporates that. And in summary, this is really, I think, the first leg of a very exciting and meaningful change in what happens to students here on this campus. With that I would move that the full Board approve the authorization to enter into professional services and construction contracts for redefining the student experience in the north residential district.

Mr. Schottenstein:

Thank you, Mr. Jurgensen. Thank you for the second, Judge Marbley. I would like to call on Dr. Wadsworth for his perspective on this and, frankly, the perspective of the Academic Affairs and Student Life Committee.

Dr. Wadsworth:

Thank you and we do indeed second the motion. Thank you, Jerry, that was a very articulate description that covers many of the points that I think we all feel very strongly about.

I would just comment that this is another in a series of investments that the University has been making and that the Board has been discussing with the University. We have increased the need and merit based scholarships, the curriculum update through the semester conversion, providing career services for all students and enhancing global programs. There are a lot of things going on to try and increase the likelihood of success for students joining the University.

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On a personal note, I think it is a real shame when we see students not complete their degrees. It is one of the great loses in this country. I mentioned China earlier; if you ask people in China about graduation rates, they don't understand the question. If you are lucky enough to get into a university, you get through it, and I feel very strongly that the fall off in students is one of our great loses. Therefore, the various programs that have been planned and we are all so excited about to keep students engaged and to get them to graduation is very, very important.

The Academic Affairs and Student Life Committee did review, and the Board approved the notion of, a two-year residential program in April of this year and we listened to the evidence and the research about supporting student success. There are other schools that have had a two-year residency and there is other indirect evidence that supports that having this program will, in fact, be a major component of increasing the likelihood of graduation.

A very important part of what we have heard from are the faculty. There is a large number of faculty here at OSU that are passionately involved in living-learning programs and they are very supportive of the second-year experience. We have had a lot of commitment about increased faculty engagement, mentorship, and that is important because it is a cornerstone of the program. Again, it is not just about a building, it is about how we use that time in residence to really improve the experience. I would like to thank the faculty for their continued involvement in defining specifics of the program and their commitment to advising students during this period of time.

I also want to recognize and thank Provost Joe Alutto and Dr. Javaune Adams-Gaston and their academic colleagues for continued leadership in designing the details of the second-year to support our students' growth and development as global citizens.

With that, it is my pleasure to introduce a video that captures many of the elements we have been talking about. Let's roll!

Mr. Schottenstein:

Thank you, Jeff. I would like to call on Trustee Ron Ratner who I want to echo has put in an enormous amount of time – quality time – to help get us to this day. Though Ron doesn't live in Austin, Texas, he does live in Cleveland and has not missed many meetings, many committee meetings, and many work group meetings. I don't know how many miles he has put on his car driving back and forth, but his dedication to this University and all things relating to this project has been just absolutely exemplary. Ron, I just can't thank you enough on behalf of the Board for the great work you have done.

Mr. Ratner:

Thank you, Bobby. I might add I have gotten up close and personal with virtually every orange barrel between here and Cleveland. It is always a fascinating experience.

It was fascinating watching the video. I actually have not had a chance to see it before and it does a wonderful job, among other things, of showing how much the physical plan and the physical concept is really integrated with the conceptual concept and with the experience. The whole issue here is whether we can, in fact, create a physical response—a response which is in the end about bricks and mortar but is much more so about really creating the vessel, if you will, for the student experience that we know is so vital.

The previous reports have talked about how much we now know and understand that being on campus—being in a place where you can interact with faculty and with other students, where you can have an intensity of experience—is a significant part of the undergraduate experience, of the learning experience. It is really significant that we have made a huge investment to date in so many of these areas.

Jerry referred to the need to increase the opportunity to have that kind of lifelong learning experience and that we are going to be making a lot of investments, but we have made a huge number of investments both in the program aspects of what we have been doing as well as in the physical aspects – things like the student union, the library, improvements to significant residential buildings, as well as significant academic buildings, Scott Lab, the Math Tower, Sullivant Hall, a wonderful project that I think when it opens in its full new glory, I think it is going to be inspiring to everybody – and then of course the recent investments in the south residential district.

I mentioned yesterday in the committee meeting that I had a chance yesterday to tour the two buildings that have opened in the south residential district. I will say two buildings, but it is really one building now because of the ability we had to insert a connecting link, if you will, between two high rise towers. It was really a wonderful experience to walk through and see the physical result of what had been years of planning.

The north residential district program is, in terms of its actual investment in bricks and mortar, the second largest undertaking that we have had on campus at \$396 million, but in total what we have done in the south residential area over three or four projects comes close to \$300 million, so that in itself is a huge undertaking. The overall comment I made after I went through, we also talked to a number of students who were already living in those buildings, the overall sense I had is that we hit it just right. The building is an extraordinary new addition. It is a wonderful new space. It respects our students and the life that we want them to live. It has significant common spaces. Every corridor now has light coming in at the end. Most of them have common study rooms on each floor as well as larger rooms connecting each of the floors, but it is also not overdone.

Every dollar, I think, was wisely spent and it contributes to both the current quality of student experience and to a future quality. The buildings will, I think, last us very, very well. We have, in effect, future-proofed our physical plan. They are also very well connected to the framework – this whole master framework plan that we did.

I might add, parenthetically by the way, that our architecture team, Sasaki Associates, just won the American Landscape Institute's Award of Excellence for the one framework plan. That just happened this week and it is an extraordinary plan. These buildings are very much linked to it, but it again is a result of the careful work of so many people both within the staff and our consulting group and the group of trustees that we have in fact, I think, spent every dollar very wisely in south residence and we intend obviously to do the same thing in the north residence area.

You will get a chance, I think later, to see the model. I am not going to go into elaborate detail about all the energy and effort that has gone into the design of this project. I might add that the video does indicate a sense of the quality of that design, but those are not the finished buildings. We are just really at the very first stage. We are entering into an agreement today to go forward with the design contracts, with the construction of the project, and now the concept of these buildings will, in fact, be fulfilled. We will end up with individual buildings

that will be, each and every one of them, a wonderful asset to the University. Each and every one of them, by the way, deserves a name – probably something more exciting than “10 North Residential,” so I welcome anyone who is sitting in the room to place their name on one of these buildings. It only requires a small check, but I do think that the results will be extraordinary.

The whole goal here is to create a great neighborhood. It is not about individual buildings, it is about what happens in those buildings and creating a great neighborhood. All of the energy and planning has been to do just that – to create a great neighborhood that is linked and connected, connected both to the campus because it is right at, if you will, the core of the academic center of our campus. It links back to some of the great open spaces of our campus with open spaces that both contain and create the experience of the north residential district. At the same time, it is very respectful of the neighborhoods around it. It reaches out across both Lane and High to the residential districts that are there. It both welcomes people to cross the streets and I hope, as Jerry also stated, that it will, in fact, instigate a tremendous amount of revitalization in those districts. We are very committed to working with the community, with landlords and with, in fact, other developers to make sure that we enhance the neighborhoods that are surrounding our campus in general and, specifically, the north residential district.

The hard facts are important. We will end up with almost 6,400 beds in the north residential district. 3,875 of those will be new beds in facilities that range from 7 story buildings to 12 story buildings. There will be a sense of scale and proportion, which is very, very important. We are going to be doubling the total amount of space per student for a combination of recreation, dining, and program space – with a particular emphasis on program space. I am familiar with a lot of university residence projects across the country. Not only are we doubling the amount that we have here, but I think we are probably doubling the amount that is typical for this kind of facility anywhere in America.

It is not just the space, as you heard earlier, it is the student experience, and it is what we will be doing in those spaces – the contact with faculty, the program activities, and the un-programmed activities which, knowing our students, will be probably a little more exciting and vital than anything we could program. I am thrilled to have been a part of this process, working with the staff, and this has been an extraordinary experience. Their commitment and dedication to this has just been a privilege to be a part of and the support of the outside team, the professionals that we have been able to bring to focus on this, has also been really rewarding to me. I have spent a lot of my professional career working with professional teams and trying to get them to do the job right. Somehow, they seem to be more engaged when there is a kind of purpose that you have, when you are engaged in creating a great place for student life. I sense a drive and a commitment and understanding of what we are trying to do from both our internal and external teams that I am very confident that it is going to result in just an extraordinary project, so I am thrilled to support this.

I am aware of all the concerns both of the burden of cost that this puts on all of us and the obligations we have to make sure that we are doing the right side of the value part of the equation. I think we are and I am thrilled, Mr. Chairman, to tell you and commit to you that this is an extraordinary project in a great line of extraordinary projects that will continue into the future.

Mr. Schottenstein:

Before we seek other comments from other trustees, you might just want to take a second to describe something that was shown in the video. For those that don't know, when Ron is not working on Ohio State the other hour he has

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each week he does spend in business with Forest City and lives master planned communities and large scale projects, and this is one of his great personal passions. I thought it might be good if you described that Oak Wood Collector and what that represents. It was referenced on the plan and some people have not heard that term before and where it sits and the role that it plays in terms of creating a great spine through this project.

Mr. Ratner:

Obviously everybody is familiar with the physical location of the site but one of the things that I don't think everyone is familiar with – and certainly I wasn't, I thought I knew the campus pretty well as I had walked a lot of it and spent a lot of time walking the campus, which is a great part of experiencing Ohio State; you have to get out there and be a part of the physical campus – but as the site goes from High Street actually all the way down to the location of the Fisher College, I was amazed—there is almost 30 feet of fall across the site, so when you start out at High Street you are actually 30 feet – almost three stories higher – than when you end as you approach the Fisher College. That route both presents significant opportunities and significant challenge.

It also happens that the site historically had a street, by the way, and if you went back 75 years you would find that there was a street or an ally that went down the very center of the site. When we did a lot of the work on campus originally, we placed a lot of utilities under that street, so it also made a lot of sense for a lot of reasons to try to deal with the grade change, to try to create a center spine. The architectural and landscape planning team did just that, so we have a strong central spine that goes all the way from High Street straight through the middle of what will be the north residential neighborhood – I won't call it a district; it is a neighborhood – and that spine, in effect, links both existing buildings and new buildings. It goes, as I said, from High Street and it really terminates, if you will, at a cross axis with what will be the town square that was also shown in the drawings. From there, if you went across the town square, you would cross Woodruff and go to Smith green – another great open space that was identified in the framework plan – and the new CBEC building will be immediately adjacent to that.

The collector itself is conceived as a landscape route with significant both larger and smaller plazas. And, as I said, it informs each of the buildings that are alongside it. While we are not doing full renovations of each of the buildings that are existing buildings within north residence, we are basically rebuilding all of their common space. So, the first floor of a number of buildings that opens out onto the collector will be rebuilt so that we could also achieve the great changes that we want.

The last comment I would make is that wonderful open space – and when I say open space, it is really constrained and fairly highly defined landscape space – is all a result of being able to come into this area and basically eliminate all of the current roads and parking; Curl Drive disappears. Everybody says “how did you end up with increasing the density? You are over doubling the density of student beds and yet you have also, at the same time, more than doubled the amount of open space.” Well, that is a result of getting rid of parking lots and roads and basically, Bobby, what that has done is taken all that and concentrated it into some very defined open spaces. Within each building there are more sort of local spaces that relate to each building, but this is the great promenade, if you will, through the middle.

We have got to come up with a better name than the Oak Wood Collector; that sort of sounds like a sewage facility.

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Mr. Schottenstein:

And it is not for vehicular traffic. It is a walking, graceful, beautiful promenade.

Mr. Ratner:

It is a promenade. It gives you a chance to interact. You can move along it and, by the way, it begins and ends—as I said it ends in some sense or begins with the town square and at the very other end it veers off both up to High Street but also makes a major swing—into that open space that was described as the plaza at the corner of Lane and High that informs the three buildings that will create that corner.

It is both a collector itself and it is route through. It is, in fact, although it is pedestrian only, it is the “great street,” if you will, down the middle of this project. As you said, I spent so much of my professional career trying to figure out how to create great space. What do you do to create great places? I think this is the kind of gesture that is large enough in scale to begin to speak to this entire neighborhood, and we will really create a great place.

Mr. Schottenstein:

Thank you, Ron. Comments? Dr. Cloyd.

Dr. Cloyd:

Thank you, Mr. Chairman. I think the project and its benefits have been described extraordinarily well by my colleagues here on the Board.

A couple of background statements, though, that I think are important for all of us to focus on are that this is one more major project which really is student focused. President Gee, when you said “put students first” when you came back, you have been a bulldog to make sure that remains the singular focus of this University, and I think this is a great example of it.

I would also like to highlight something Mr. Jurgensen talked about in his report and the visionary nature of this and the willingness, again it is a compliment to you President Gee and your leadership team of being visionary, to think about things differently, being courageous about programs, and also the nature of the process that is followed when a big project like this is considered.

It is impressive that people stay open minded. I think there is an appropriate and deliberate nature of how these projects are approached, and I am always impressed that people are open to consider alternatives. They are constantly looking to see where things can be enhanced, so it is an interaction that is not one of blatant advocacy but where people are really focused on the right kind of vision and want to get to the best end result, again, the best end result for the students.

I think it was also implicit in Mr. Jurgensen’s report, but I would like to make it explicit. There is a very rigorous assessment process that is taken on every one of these kinds of major projects, not only to ensure that it is going to deliver the kinds of end benefits that Dr. Wadsworth described for the students, but also it is very important in our governance function that these are fiscally sound programs. Again, I think that speaks highly to the approach that the University has taken on this, and in the end, as a trustee, it gives you a sense of real confidence that this is really the right thing to do going forward because it is stretching. It is done in a way where you have a sense of confidence that in the approach there has been that deliberate review that gets you to the best end

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point. While it can be stretching on one hand, there is also this rigorous assessment to make sure that in a financial context, it is sound in its approach.

I think it is just great that we are going to create this new learning and growth community for our students.

Mr. Schottenstein:

Thank you. Any other comments from any other trustees? Judge Marbley.

Judge Marbley:

Yes, briefly, I can't mimic how eloquently Jerry put it in sort of capturing all that went into this, but to complement what Jerry and Gil said, great universities are never known for their off-campus experiences; great universities are always known for their on-campus experiences. I think that that is the leadership that President Gee has provided and has been so determined to put in place.

This is the most transformative educational undertaking, purely pedagogical, that I have seen, at least in the seven years or so that I have been on the Board. We are by all measures a great University, and I think that this will transform the undergraduate experience at Ohio State.

I cannot tell you how excited I am that we are finally getting to this point. This is the most important thing that I have done as a Board member, so I am really pleased with where we are on this.

Mr. Schottenstein:

Evann.

Ms. Heidersbach:

I have to say, when I was watching that video, I just got goose bumps not only thinking about where students are going to be living and interacting with others, but just about the opportunities that they are going to be exposed to. Ohio State has afforded me a plethora of opportunities and to ensure that all students are exposed to that same amount of opportunity, I think, is really important.

I think this whole program makes it impossible for students not to have an enhanced post-secondary experience, and I think that is really important moving forward.

Mr. Schottenstein:

Ben.

Mr. Reinke:

To me, as a student that has been here for six years, this is about increasing the quality and the quantity of access points for knowledge transfer and learning, so this is not the second-year experience that I had four years ago when I was a second-year student on campus. This is something that is completely different and very forward thinking and is hopefully revolutionary as far as the student experience goes. The way I look at it is as a set of programs that we are calling a sophomore experience but really it is a set of opportunities and programs as Evann just put it.

I think the upside is really huge, so if you were to talk about the costs and benefits, I think that on a cost-benefit analysis, the opportunity here is

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incredible. If we get this right—and it is going to take a very coordinated effort to continue to implement this as far as the experience phase goes, and there has been a ton of effort put in so far already—this is not just about the facilities, but also about creating ways to incentivize interactions between faculty, staff, and students so we should be able to continue with the efforts that we have already undertaken to do this right, and I have every confidence that we will.

Mr. Schottenstein:

I think there is a strong sense that there is enormous enthusiasm about this and I would like you to say something, Gordon, but before you do, I also want to just echo and maybe be a little more direct about what has been said. If our new dean of agriculture, who just got here from one of our sister universities, could use the “but for” phrase, then I think we could also: but for you, Gordon, we would not be at this point right now because it was when you came back and you said “put students first” and then you said what you mean by that, that is what got us to this day.

President Gee:

Well, thank you. I appreciate that. It takes a village, as you well know. I take a look at Ron and his great work and Jerry, thanks for the way that you have led us through the thicket of financial issues and, Jeff, thank you so very much for your leadership. I mean, just think about all the people around the room today that made a difference in terms of our Board.

We were not all at the same space and at the same place at the same time, and I think that one of the great things that just happened are that your comments, your rigor, your expectations, your holding our feet to the fire, has led us to a much better place than we were. I would say that my vision of this, if I had a vision, is different now because of what I have learned from all of you, so I think this has been one of those moments of all of us working together.

I just want to say this is about the students. You know, we have 45,000 undergraduates. We have 65,000 students in total. There is no reason in the world that a great American university, a great land-grant institution, cannot provide an intimate and socially viable and culturally enlightened experience to every one of those students. I was explaining yesterday in the Finance Committee that most American universities, in particular large public universities, think of the world in quadrants: they think of it as teaching and research and undergraduate and graduate education. Most of them make the decision that they are going to make their mark on the world by doing great research and the others are sidebars. I described it as the Dean Smith theory of basketball, which was that it is a four corner defense. What we are doing today is looking through the other end of the telescope. We are saying that we can be great in all four of those and that one does not have to denigrate or distract from the other, but rather that they inform each other; that a great undergraduate experience leads to great graduate students, that great teaching leads to great research; that together they are a mosaic and not an adversarial relationship.

Most institutions do not think that way. We are putting our stake in the ground. This is not about a building. This is about building an ability for our students to do what we just said earlier and that is to make a difference in the world, to create an opportunity for each of them to contribute to their societies, to think about what they will go back into small communities and they will go back into farms and into large cities and into other lines of work, but that they will have that experience that only Ohio State can provide, so I am really grateful.

I am grateful to our team and, obviously, Dr. Alutto has been a driving force in this – without his energy, this would not happen. To Geoff Chatas, to Dr. Javaune Adams-Gaston, who has brought along our students in conversations and has had great conversations and learning experiences from them, to Jay Kasey. But, I think we have to, in the end, thank the students.

You know, this is not easy for students. This is change at Ohio State. Many people come to this institution because of its values, because of its history, and because of its tradition. When we make the tradition of change an important component in their lives, it is not easy, but yet they have embraced it in so many different ways. I would just say that I just got a text from Micha Kamrass, one of our very able student leaders now in law school who was our student body president two years ago, just reiterating how important this was to the students, so I think that we have made a bold decision today, but I think it is about the generations of Buckeyes to come.

Those affected today and the decisions that we have made, we will see the benefits for a generation and two generations so I am very happy about this, Mr. Chairman.

If there are no other comments, will the Secretary please call the roll for approval of the Authorization to Enter Into Professional Services Contracts and Construction Contracts for Redefining the Student Experience: North Residential District?

AUTHORIZATION TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS AND CONSTRUCTION CONTRACTS

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

North Residential District

APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS

North Residential District

Resolution No. 2013-16

Synopsis: Authorization to enter into professional services contracts and enter into construction contracts, as detailed in the attached materials, is requested.

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into professional services contracts for the following project:

	Prof. Services	Total Project	
North Residential District	\$40M	\$396.0M	Reserves, University Debt

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

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	Const.	Total Project	
North Residential District	\$336M	\$396.0M	Reserves, University Debt

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Administration and Planning be authorized to enter into professional services contracts and to enter into construction contracts for the project 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 XIII for background information, page 246.)

Upon motion of Mr. Jurgensen, seconded by Dr. Wadsworth, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Schottenstein, Hicks, Fisher, Brass, Ratner, Marbley, Jurgensen, Wadsworth, Kellogg, Smucker, Shumate, and Krueger, and one abstention cast by Trustee Kass.

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Mr. Schottenstein:

If there is no other business to come before the Board, this meeting is adjourned. The next meeting of the Board will take place on Friday, November 9, 2012.

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Thereupon the Board adjourned to meet Friday, November 9, 2012, at The Ohio State University, Longaberger Alumni House, Columbus, OH.

Attest:

Robert H. Schottenstein
Chairman

David G. Horn
Secretary

APPENDIX I

Degrees Conferred at

THE OHIO STATE UNIVERSITY
COMMENCEMENT CONVOCATION

August 12, 2012

(approved by the Board of Trustees at the June 2012 meeting)

COMMENCEMENT ADDRESS

Terry Stewart
DOCTOR OF BUSINESS

Terry Stewart is president and CEO of the Rock and Roll Hall of Fame and Museum in Cleveland, Ohio. Widely respected for his leadership in business, Mr. Stewart joined the Rock Hall in 1999 and has been recognized for bringing national prominence to the organization. With its mission to educate visitors, avid music fans, and scholars from around the world, the Rock Hall has welcomed more than eight million people from all 50 states and 100 countries since opening in 1995. Born in Mobile, Alabama, Mr. Stewart graduated from Rutgers, The State University of New Jersey, in 1969, where he received a BS in engineering and a BA in education. By 1974, he had gone on to earn his MBA in finance and JD from Cornell University. For the next 15 years, Mr. Stewart built an impressive resume of leadership roles in industries ranging from finance to business development to engineering and, finally, to media. In 1989, he joined Marvel Entertainment Group, best known for its publication of comic books, where he served as president and chief operating officer and later as vice chair. A prominent leader in music and culture, Mr. Stewart serves as a board member of the Rhythm and Blues Foundation in Philadelphia, an advisor for the annual Summer Stage Concert Series in Central Park, and a member of the advisory committee for the prospective new national Museum of Hip-Hop. He also serves on the nominating committee for the Alabama Music Hall of Fame and is a member of the Abu Dhabi investment House Entertainment Advisory Board in Abu Dhabi. Locally, he serves on the boards for the Cleveland Film Commission, Positively Cleveland: the Cleveland Convention and Visitor's Bureau, and the Diversity Center of northeast Ohio. In 2008, Mr. Stewart was named the 48th Annual Business Executive of the Year by the Sales and Marketing Executives Association of Cleveland. He also was named a "Person Who Matters" by Crain's Cleveland Business and one of "The Power 100" by Inside Business magazine in 2010. His leadership has helped the Rock and Roll Hall of Fame and Museum become one of the country's leading organizations for explaining significant shifts in attitudes toward culture race, and gender across all aspects of American life.

RECIPIENTS OF HONORS

Trella H. Romine

Distinguished Service Award

Trella Romine of Caledonia, Ohio, is a dedicated advocate of The Ohio State University and her community. She is well known in her native Marion County for bringing passion to her work as a conservationist, a historian, and a volunteer. Mrs. Romine's role in the enhancement and preservation of Marion has been both exceptional and enduring. A graduate of Harding High School in 1933, she owned and operated Hemmerly's Flowers for 30 years. Since her retirement in 1982, she has dedicated her endeavors to preserving the county's printed history as chair of the Publications Committee at the Marion County Historical Society. She also established the Rinker/Howser Resource Center at Heritage Hall, the home of the society. Additionally, she helped initiate the creation of the Marion County Parks District and donated 12 acres of her home site along the Whestone River, the Terradise nature Preserve, to the parks. Mrs. Romine has made an indelible mark on The Ohio State University at Marion. She was instrumental in creating the Larry Yoder Prairie nature Preserve, an 11-acre outdoor learning laboratory used to teach students about horticulture and the environment. In addition to volunteering there, she helped establish the Marion Campus Prairie nature Education Center Endowment to maintain the preserve. Her support has led to vital research and helped the university preserve land surrounding the Marion campus. In 2010, she established the Trella Hemmerly Romine/Howard W. Howser Endowed Scholarship Fund to further the education of students studying science at Ohio State. In recognition of her leadership and volunteer activities, Mrs. Romine has received numerous awards, including the Tiffin Award of the Ohio Historical Society and the 2011 Presidential Award for Volunteerism for more than 4,000 hours volunteering at the Marion County Historical Society. Additionally, she served as a member of the board of trustees of the Ohio Association of Historical Societies and Museums for 10 years, including four years as president. Mrs. Romine has written five books on local and family history and recently published her autobiography, *My Not So Ordinary Life*

Stephen A. Sterrett

Distinguished Service Award

Stephen A. Sterrett's distinguished career at The Ohio State University spans more than three decades. He has served the university in a wide variety of administrative roles and led many essential communications and community outreach projects before retiring in 2010. A graduate of Heidelberg University in Tiffin, Ohio, Mr. Sterrett joined Ohio State in 1978 as editor of the faculty and staff newspaper, onCampus. Under his leadership, the newspaper received national recognition in 1981 and 1982 from the Council for the Advancement and Support of Education. In 1982, Mr. Sterrett moved from onCampus to serve as a news editor in University Communications, where he was named director of news services two years later. In 1995, Mr. Sterrett spearheaded the community relations component of the Campus Partners for Community Urban Redevelopment. In partnership with the City of Columbus, the University District, and Ohio State, the project aimed to initiate quality-of-life improvements in the neighborhoods surrounding Ohio State's Columbus campus. Mr. Sterrett's contributions not only helped strengthen the partnership between the university and the City of Columbus, but also earned national recognition for the Campus Partners organization. Shortly before retiring, Mr. Sterrett helped create the Weinland Park Collaborative, a partnership of more than a dozen agencies and institutions working to improve the Weinland Park community adjacent to campus. This project has shown successful results, thanks in large part to his continued leadership. Mr. Sterrett has received numerous awards for his service, including the 2001 Citizen Crime Stopper of the Year award, the University Community Business Association's Miracle Award, the Gold Medal Award for Public Information Programs, and an award from the University Community Association for outstanding service to the University District neighborhoods. In addition, he was recognized by Heidelberg University in 2010 as an outstanding alumnus.

RECIPIENTS OF HONORS

Alec Wightman

Distinguished Service Award

Alec Wightman is a partner in the Columbus office of the national law firm Baker and Hostetler. His practice covers a wide range of business and business-related areas, with substantial experience in the health care industry. He served as executive partner at Baker and Hostetler from 2004 to 2008, and previously served as legal services partner for more than 10 years. Mr. Wightman has earned a place in The Best Lawyers in America annually since 1997. He received his BA from Duke University in 1972, and his JD from The Ohio State University in 1975. He continually gives back to his alma mater through his time, support, and leadership. Through his service on the national Council of the Michael E. Moritz College of Law Alumni Society and the college's campaign committees, he has helped the college enhance its educational programs, create student scholarships, and establish endowed faculty positions. Most notably, he has supported the development of two programs instrumental to teaching and outreach: Mentoring and More @ Moritz, which fosters interaction between students and alumni, and the Business Transaction clinic, which enriches the business law program. Mr. Wightman also co-chaired the committee that financed development of the college's "Barrister Club." Mr. Wightman has been deeply involved in the success of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute. As a member of the James foundation board since 1990, he has helped guide the hospital through substantial periods of growth. During his 22-year tenure on the board, he has been a driving force behind successful fundraising, including the board chair during a capital campaign that raised more than \$56 million for cancer genetics research. Mr. Wightman also has been a member of the operating board of the James since 2010. In addition to his record of service at Ohio State, Mr. Wightman serves on the board of trustees of Otterbein University in Westerville, Ohio, and the board of trustees of Cleveland Rock and Roll, Inc., which operates the Rock and Roll Hall of Fame and Museum.

Jon R. Woods

Distinguished Service Award

Dr. Jon Woods of Columbus is the longest-serving fulltime director of The Ohio State University Marching Band and an outstanding teacher and mentor in the School of Music. Before his retirement this year, Dr. Woods served the Ohio State community for more than 38 years, beginning as associate director of the band in 1974, and serving as band director for more than 25 years. Dr. Woods helped set the standard for college bands across the country, and his leadership will leave a strong legacy of innovation and perfection, both on and off the field. As an expert on technique and show design, Dr. Woods earned a reputation for memorable halftime productions. Under his direction, the band was awarded the prestigious Sudler Trophy as the outstanding college band in the country, and has been invited four times to Washington, D.C., to march in presidential inaugural parades; a true testament to Dr. Woods' vision. In addition to directing concerts within the School of Music and beyond, he is well known for adopting new technology, such as digitally charting band formations to enhance the visual elements of his shows. During his tenure, Dr. Woods earned broad recognition. He was honored with a Lifetime Achievement Award in 2011 by the College Band Directors Association. In 2004, the Ohio State College of Arts and Sciences awarded him the Endowed Chair for the Director of Marching and Athletic Bands, the School of Music's first endowed chair. He received a national Service Award in 2008 from the Kappa Kappa Psi National Office and the Phi Beta Mu national Bandmasters Fraternity Hall of Fame Award in 2010. Most recently, he received the College of Arts and Sciences Outstanding Teaching Award, and he continues to be routinely called upon to judge band competitions around the country. Dr. Woods earned his bachelor's degree from Indiana University of Pennsylvania, his master's degree from The Pennsylvania State University, and his doctorate from the University of Michigan.

The Graduate School

Dean: Patrick S. Osmer

Doctor of Musical Arts

Juan Carlos Ortega Paredes,
Columbus
B.Mus., M.Mus. (University of
Louisville)
Music
Dr. Kia-Hui Tan

Ji Young Park, Seoul, Korea
B.Mus. (Kyungwon University)
Master's (Indiana University
Bloomington)
Music
Dr. Caroline Hong

Yung-Wei Sun, Taipei,
Taiwan, ROC
M.A. (National Sun Yat-sen
University)
M.Mus.
Music
Dr. Robin Rice

Jiung Yoon, Korea
B.Mus. (Kyungwon University)
M.A. (Bowling Green State
University)
Music
Dr. Steven Glaser

Doctor of Philosophy

Amal R. Khalil Agila, Libya
B.S. (Omar Almkhitar
University)
M.S. (University of Malaya)
Food Science and Technology
Dr. Sheryl Barringer

Damoun Ahmadi Khatir, Los
Angeles, CA
B.S. (Khajeh Nasir Toosi
University of Technology)
M.S. (Sharif University of
Technology)
M.S.
*Electrical and Computer
Engineering*
Dr. Jin Wang

Maiya Devi Anderson,
Columbus
B.S.Civ.Eng. (United States
Air Force Academy)
M.S. (Oregon State University)
M.Ed. (University of
Washington)
Education
Dr. Packianathan Chelladurai

Tiffany Miranda Anderson,
Dallas, TX
B.A.Honors, M.A. (Southern
Methodist University)
English
Dr. Valerie Lee

Mark Anthony Andio,
Cortland B.S.Mat.Sci.Eng.,
M.S.
*Materials Science and
Engineering*
Dr. Patricia Morris

Annahita R. Ball, Troy, MI
B.A., M.S.W.
Social Work
Dr. Dawn Anderson-Butcher

Alexandre Bernard,
Columbus
M.S.
Chemistry
Dr. Malcolm Chisholm

Lisa Shugert Bevevino,
Beaver, PA
B.A. (University of North
Carolina at Chapel Hill)
M.A.
French and Italian
Dr. Sarah-Grace Heller

Ashutosh Shrikant Bhabhe,
Thane, India
B.Tech. (National Institute of
Technology,
Warangal)
M.S.
Chemical Engineering
Dr. Barbara Wyslouzil

Matthew Joseph Boggus,
Toledo
B.A. (Hiram College)
*Computer Science and
Engineering*
Dr. Roger Crawfis

Alexandra Lee Borstad,
Columbus
B.A. (University of Saint
Thomas)
B.S. (University of Minnesota,
Twin Cities)
M.S.
*Health and Rehabilitation
Sciences*
Dr. Deborah Larsen

Daniel Joseph Bower,
Cuyahoga Falls
B.S.H.E., M.S.
Human Ecology
Dr. Sarah Schoppe-Sullivan

Cory T. Brown, Galloway
B.S. (Eastern Michigan
University)
M.Ed. (University of
Cincinnati)
Education
Dr. Elaine Richardson

Steven G. Brown, Columbus
B.A. (University of Pittsburgh)
Philosophy
Dr. Edward D'Arms

Zoltan Istvan Buzas,
Odorheiv-Secuiesc, Romania
B.A. (Babes-Bolyai University)
M.A. (University of Delaware)
Political Science
Dr. Alexander Wendt

Ryan M. Caesar, Copperas
Cove, TX
B.A. (University of Texas at
Austin)
M.S. (Texas A&M University)
*Evolution, Ecology, and
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(APPENDIX II)

IMPACT STATEMENT

UNIVERSITY HOSPITALS
MEDICAL STAFF *BYLAWS AND RULES AND REGULATIONS*

Amendments Recommended By:

University Hospitals Medical Staff Bylaws Committee on February 7, 2012 and May 21, 2012

Amendments Approved By:

University Hospitals Medical Staff Administrative Committee – March 14, 2012 and June 13, 2012

University Hospitals Medical Staff – March 14, 2012 and June 13, 2012

Professional Affairs Committee of The Ohio State University Wexner Medical Center Board – April 26, 2012 and July 19, 2012

The Ohio State University Medical Center Board – August 29, 2012

The proposed amendments to the *Bylaws of the Medical Staff* of The Ohio State University Hospitals provide for the following revisions:

I. MEDICAL STAFF BYLAWS

- A. Revised medical staff membership qualifications for updated equal opportunity language and Joint Commission standards.
Clarified and inserted details about annual education requirements at appointment and reappointment.
- B. Clarified call requirements for attending and "courtesy A" medical staff.
- C. Addition of new medical staff categories for consulting and temporary appointments (without privileges for purposes of peer review or precepting).
- D. Revised annual education requirements for providers without clinical privileges.
- E. Addition of new divisions to the departments of orthopaedics and surgery and correction of division in the department of surgery.
- F. Clarified and inserted duty of the clinical department chief to include call schedule assignments.
- G. Inserted language for the removal of a member of the medical staff administrative committee for compliance with Joint Commission standards.
- H. Inserted review of Medical Staff Administrative Committee actions by Professional Affairs Committee.
- I. Revised Committee for Licensed Independent Practitioner Health to conform to current practice.
- J. Revised title of Infection Control Committee to Infection Prevention Committee.
- K. Inserted the composition and duties of the Professional Consultation Committee.
- L. Revised contents of history and physical exam to include history of present illness language.

The proposed amendments to the *Rules and Regulations of the Medical Staff* of The Ohio State University Hospitals provide for the following

August 31, 2012 meeting, Board of Trustees

revisions:

II. MEDICAL STAFF RULES AND REGULATIONS

- A. Revised ethical pledge to include health care providers with clinical privileges and to clarify that appropriate patient consent is required for a physician covering a procedure or surgery.
- B. Inserted accountability language to the medical records section requiring medical staff members who are suspended for a period of more than one hundred and twenty (120) consecutive days for delinquent and incomplete records to appear before the Practitioner Evaluation Committee.

BYLAWS OF THE MEDICAL STAFF
THE OHIO STATE UNIVERSITY HOSPITALS

Chapter 3335-43

3335-43-04 Membership.

(A) Qualifications.

- (1) Membership on the medical staff of the Ohio state university hospitals is a privilege extended to doctors of medicine, osteopathic medicine, dentistry, and to practitioners of psychology and podiatry who consistently meet the qualifications, standards, and requirements set forth in the bylaws, rules and regulations of the medical staff, the medical center board and the board of trustees of the Ohio state university. Membership on the medical staff is available on an equal opportunity basis without regard to race, color, creed, religion, sexual orientation, national origin, ~~sex~~gender, age, handicap, or Vietnam—era veteran/military status. Doctors of medicine, osteopathic medicine, dentistry, and practitioners of psychology and podiatry in faculty and administrative positions who desire medical staff membership shall be subject to the same procedures as all other applicants for the medical staff.
- (2) All members of the medical staff of the Ohio state university hospitals shall, except as specifically provided in these bylaws, be members of the faculty of the Ohio state university college of medicine, or in the case of dentists, of the Ohio state university college of dentistry, and shall, except for members of the limited staff, be duly licensed to practice in the state of Ohio. Members of the limited staff shall possess a valid training certificate, or an unrestricted license from the applicable state board based on the eligibility criteria defined by that board. All members of the medical staff and limited staff shall comply with provisions of state law and the regulations of the state medical board. Only those physicians, dentists, and practitioners of psychology and podiatry who can document their education, training, experience, competence, adherence to the ethics of their profession, dedication to educational and research-goals, and ability to work with others with sufficient adequacy to assure the medical center board and the board of trustees of the Ohio state university that any patient treated by them at university hospitals will be given the high quality of medical care provided at university hospitals, shall be qualified for membership on the medical staff of the Ohio state university hospitals.

All applicants for membership and members of the medical staff must provide basic health information to fully demonstrate that the applicant or member has, and maintains, the ability to perform requested clinical privileges. The chief medical officer of the medical center, medical directors, the department chairperson, the credentialing committee, the medical staff administrative committee, the professional affairs committee of the Ohio state university medical center board, or the Ohio state

university medical center board may initiate and request a physical or mental health evaluation of an applicant or member. Such request shall be in writing to the applicant. All members of the medical staff will comply with medical staff and the Ohio state university policies regarding employee and medical staff health and safety; uncompensated care; and will comply with appropriate administrative directives and policies to avoid disrupting those operations of the Ohio state university hospitals which adversely impact overall patient care or which adversely impact the ability of the Ohio state university hospitals employees or staff to effectively and efficiently fulfill their responsibilities. All members of the medical staff shall agree to comply with bylaws, rules and regulations, and policies and procedures adopted by the medical staff administrative committee and the medical center board, including but not limited to policies on professionalism, disruptive behavior behaviors that undermine a culture of safety, annual education and training (list approved by the medical staff administrative committee and maintained in the chief medical officer's office), conflict of interest, HIPPA HIPAA compliance, and access and communication guidelines. Medical staff members must also comply with the university integrity program requirements including but not limited to billing, self referral, ethical conduct and annual education.

(3) – (7) No change

(B) – (D) No change

(E) Procedure for appointment.

(1) – (2) No change

(3) An application for membership on the medical staff shall be considered complete when all the information requested on the application form is provided, the application is signed by the applicant and the information is verified. A completed application must contain:

(a) – (j) No change

(k) Verification of completion of HIPAA education program annual educational requirements approved by the medical staff administrative committee and maintained in the chief medical officer's office.

(l) Demonstration of recent active clinical practice during the last two years required for exercise of clinical privileges.

(4) – (8) No change

(F) Procedure for reappointment.

(1) At least ninety days prior to the end of the medical staff member's appointment period, the chief of the clinical

department shall provide each medical staff member with an application for reappointment to the medical staff on forms prescribed by the medical staff administrative committee. The reappointment application shall include all information necessary to update and evaluate the qualifications of the medical staff member. The chief of the clinical department shall review the information available on each medical staff member, and the chief of the clinical department shall make recommendations regarding reappointment to the medical staff and for granting clinical privileges for the ensuing appointment period. The chief of the clinical department's recommendation shall be transmitted in writing along with the signed and completed reappointment forms to the chief medical officer at least forty-five days prior to the end of the medical staff member's appointment period. The terms of paragraphs (A), (B), (C), (D), (E)(1), and (E)(2) of this rule shall apply to all applicants for reappointment. Reappointment to the medical staff shall be done on a regular basis for a period not to exceed twenty-four months. Only completed applications for reappointment shall be considered by the credentials committee. An application for reappointment is complete when all the information requested on the reappointment application form is provided, the reappointment form is signed by the applicant, and the information is verified, and no need for additional or clarifying information is identified. A completed reappointment application form must contain:

(a) – (i) No change

(j) Verification of completion of annual educational requirement as set forth in the university integrity and HIPAA programs requirements approved by the medical staff administrative committee and maintained in the chief medical officer's office.

(k) – (l) No change

(2) – (7) No change

(G) No change

3335-43-07 Categories of the medical staff.

The medical staff of the Ohio state university hospitals shall be divided into ~~six~~seven categories: physician scholar medical staff; attending medical staff; courtesy A medical staff; courtesy B medical staff; community affiliate medical staff; consulting medical staff; and limited staff. Medical staff members who do not wish to obtain any clinical privileges shall be exempt from the requirements of medical malpractice liability insurance, DEA registration, ~~and~~ demonstration of recent active clinical practice during the last two years and specific annual education requirements as outlined in the list maintained in the chief medical officer's office, but are otherwise subject to the provisions of these bylaws.

(A) No change.

(B) Attending medical staff.

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(1) - (2) No change

(3) Responsibilities:

Each member of the attending medical staff with clinical privileges shall:

(a) – (f) No change

(g) Take call as assigned by the chief of the clinical department.

(C) Courtesy A medical staff.

(1) Qualifications: The courtesy A medical staff shall consist of those faculty members of the colleges of medicine and dentistry who do not qualify for attending medical staff appointment. This category includes:

~~(a) community physicians who routinely admit patients to the Ohio state university hospitals and who actively participate in teaching programs; and~~

~~(b) consultants who are of recognized professional ability and expertise who provide a service not readily available from the attending medical staff. These individuals provide services at the Ohio state university hospitals only at the request of other members of the medical staff.~~

(2) – (3) No change

(D) – (F) No change

(G) Temporary medical staff appointment.

(1) Outside peer review. When peer review activities are being conducted by someone other than a current member of the medical staff, the chief medical officer may admit a practitioner to the medical staff for a limited period of time. Such membership is solely for the purpose of conducting peer review in a particular evaluation and this temporary membership automatically expires upon the member's completion of duties in connection with such peer review. Such appointment does not include clinical privileges, and is for a limited purpose.

(2) Proctoring. Temporary privileges may be extended to visiting medical faculty for special clinical or educational activities as provided by the Ohio state medical or dental board. When medical staff members require proctoring for the purposes of gaining experience to become credentialed to perform a procedure, a visiting physician may apply for temporary privileges per the prescribed medical staff proctoring policy.

(H) Consulting medical staff.

(1) Qualifications. The consulting medical staff shall consist of those faculty members of the colleges of medicine and dentistry who:

- (a) Satisfy the requirements and qualifications for membership set forth in rule 3335-43-04 of the Administrative Code.
- (b) Are consultants of recognized professional ability and expertise who provide a service not readily available from the attending medical staff. These practitioners provide services at the Ohio state university hospitals only at the request of attending or courtesy A members of the medical staff.
- (c) Demonstrate participation on the active medical staff at another accredited hospital requiring performance improvement/quality assessment activities similar to those of the Ohio state university hospitals. The practitioner shall also hold at such other hospital the same privileges, without restriction, that he/she is requesting at the Ohio state university hospitals. An exception to this qualification may be made by the medical center board provided the practitioner is otherwise qualified by education, training and experience to provide the requested service.

(2) Prerogatives:

Consulting medical staff members may:

- (a) Exercise the clinical privileges granted for consultation purposes on an occasional basis when requested by an attending or courtesy A medical staff member.
- (b) Have access to all medical records and be entitled to utilize the facilities of the Ohio state university hospitals incidental to the clinical privileges granted pursuant to these bylaws.
- (c) Not admit patients to the Ohio state university hospitals.
- (d) Not vote on medical staff policies, rules and regulations, or bylaws, and may not hold office.
- (e) Must actively participate in such quality evaluation and monitoring activities as required by the medical staff and as outlined in the medical staff policy entitled "Consulting medical staff member policy."
- (f) Attend medical staff meetings, but shall not be entitled to vote at such meetings or hold office.
- (g) Attend department meetings, but shall not be entitled to vote at such meetings or serve as chief

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of a clinical department.

(h) Serve as a non-voting member of a medical staff committee; provided, however, that he/she may not serve as a committee chair or as a member of the medical staff administrative committee.

(3) Responsibilities.

Each member of the consulting medical staff shall:

(a) Meet the basic responsibilities set forth in rules 3335-43-02 and 3335-43-03 of the Administrative Code.

(b) Be exempt from all medical staff dues.

(G)(I) Clinical privileges.

(1) – (7) No change

(8) Other licensed health care professionals.

(a) – (j) No change

(k) Appeal process.

(i) A licensed health care professional may submit a notice of appeal to the chairperson of the professional affairs committee within ~~fourteen~~thirty days of receipt of written notice of any adverse corrective action pursuant to these bylaws.

(ii) If an appeal is not so requested within the ~~fourteen~~thirty-day period, the licensed health care professional shall be deemed to have waived the right to appeal and to have conclusively accepted the decision of the chief medical officer.

(iii) - (vii) No change

(9) – (11) No change

3335-43-08 Organization of the medical staff.

(A) Each member of the attending medical, courtesy A and B medical, community affiliate medical, limited, and physician scholar medical staff shall be assigned to a clinical department and division, if applicable, upon the recommendation of the applicable chief of the clinical department.

(B) Names of clinical departments and divisions.

(1) – (8) No change

(9) Orthopaedics. The following divisions are designated:

Hand
Orthopaedic oncology
Podiatry
Sports Medicine
Trauma

(10) – (17) No change

(18) Surgery. The following divisions are designated:

Cardiac surgery
Colon and rectal surgery
General and gastrointestinal surgery
Pediatric surgery
Surgical oncology
Thoracic and cardiovascular surgery
Transplant
Trauma, critical care and burn
Vascular diseases and surgery

(19) – (20) No change

(C) No change

(D) Qualifications and responsibilities of the chief of the clinical department.

The academic department chairperson shall ordinarily serve also as the chief of the clinical department. Each chief of the clinical department shall be qualified by education and experience appropriate to the discharge of the responsibilities of the position. Each chief of the clinical department must be board certified by an appropriate specialty board or must establish comparable competence. The chief of the clinical department must be a medical staff member at the Ohio state university hospitals. Such qualifications shall be judged by the respective dean of the college of medicine or dentistry. Qualifications for chief of the clinical department generally shall include: recognized clinical competence, sound judgment and well-developed administrative skills.

(1) – (2) No change

(3) Duties of the chief of the clinical department.

Each chief of the clinical department is responsible for the following:

(a) – (i) No change

(j) The recommendations for a sufficient number of qualified and competent persons to provide care, treatment, and services, including ensuring that call coverage provides for continuous high quality and safe care;

(k) – (p) No change

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3335-43-09 Elected officers of the medical staff of the Ohio state university hospitals.

(A) – (F) No change

(G) Vacancies in office.

(1) – (2) No change

(3) Vacancies in the at-large representatives ~~and courtesy-A and the community affiliate~~ medical staff positions shall be filled by appointment by the chief of staff. (B/T 6/7/2002, B/T 3/5/2003, B/T 5/30/2003, B/T 11/4/2005, B/T 2/2/2007, 9/19/2008, 9/18/2009, 4/8/2011)

3335-43-10 Administration of the medical staff of the Ohio state university hospitals.

(A) – (B) No change

(C) Medical directors.

The medical directors of the hospitals of the Ohio state university report to the chief executive officer or the executive director of the respective hospital and chief medical officer. Each medical director will collaborate with the chief quality officer, the chief medical officer and the clinical department chiefs to develop, execute and monitor the quality and safety programs of the hospital. The appointment, scope of authority, and responsibilities of the medical directors for the Ohio state university hospitals shall be further outlined in the Ohio state medical center board bylaws.

~~(C)~~(D) Medical staff committees.

(1) – (3) No change

~~(D)~~(E) Medical staff administrative committee.

(1) Composition.

(a) This committee shall consist of the following voting members: chief of staff, chief of staff-elect, chiefs of the clinical departments, three medical staff representatives elected at large, the chief medical officer, and the chief executive officer of the Ohio state university hospitals. Additional members may be appointed to the medical staff administrative committee at the recommendation of the dean or the chief medical officer of the OSU health system medical center subject to the approval of the medical staff administrative committee and subject to review/renewal on a yearly basis. Any members may be removed from the medical staff administrative committee at the recommendation of the dean, the senior vice president for health sciences or the chief medical officer of the medical center and subject to the review and approval of the medical staff administrative committee. A replacement will be

appointed as outlined above to maintain the medical staff administrative committee's constituency. The chief medical officer shall be the chairperson and the chief of staff shall be vice-chairperson.

(b) – (c) No change

(2) Duties.

(a) To represent and to act on behalf of the medical staff, subject to such limitations as may be imposed by these bylaws, by the bylaws of the Ohio state medical center board, the bylaws or rules of the board of trustees of the Ohio state university.

(b) To have primary authority for activities related to self-governance of the medical staff. Action approved by the medical staff administrative committee can be reviewed by the professional affairs committee pursuant to section 3335-43-13 of these bylaws.

(c) – (o) No change

(3) – (4) No change

~~(E)~~(F) Credentialing committee of the hospitals of the Ohio state university:

(1) – (3) No change

~~(F)~~(G) Committee for licensed independent practitioner health.

(1) Composition:

The committee shall consist of medical staff members appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code.

(1) Duties:

(a) To consider issues of licensed independent practitioner health or impairment whenever a self referral or referral is requested by an affected member or another member or committee of the medical staff, the Ohio state university hospitals staff, or any other individual.

(b) To educate the medical staff and the Ohio state university hospitals staff about illness and impairment recognition issues, including at-risk criteria, specific to licensed independent practitioners. ~~At a minimum there will be an educational presentation made at each medical staff meeting as required by paragraph (A) of rule 3335-43-11 of the Administrative Code.~~

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(c) – (g) No change

~~(G)~~(H) Medical staff bylaws committee.

Remainder no change

~~(H)~~(I) Infection ~~control~~prevention committee.

Remainder no change

~~(I)~~(J) Ethics committee.

Remainder no change

~~(J)~~(K) Practitioner evaluation committee.

Remainder no change

~~(K)~~(L) Leadership council for clinical quality, safety and service.

Remainder no change

(M) Professionalism consultation committee.

(1) Composition.

This multi-disciplinary peer review committee is composed of clinically-active practitioners and other individuals with expertise in professionalism.

(2) Duties.

(a) Receive and review validity of complaints regarding concerns about professionalism of credentialed practitioners;

~~(+)~~(b) Treat, counsel and coach practitioners in a firm, fair and equitable manner;

(c) Maintain confidentiality of the individual who files a report unless the person who submitted the report authorizes disclosure or disclosure is necessary to fulfill the institution's legal responsibility;

(d) Ensure that all activities be treated as confidential and protected under applicable peer review and quality improvement standards in the Ohio Revised Code;

(e) Forward all recommendations to the clinical department chief, the chief medical officer or his/her designee and, if applicable, to the chief nursing officer.

3335-43-11 History and physical.

(A) History and physical examination.

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- (1) No change
- (2) For patients admitted to the hospital, the history and physical examination shall include at a minimum:
 - (a) Date of admission
 - (b) ~~Chief complaint, history~~ History of present illness, including chief complaint
 - (c) – (j) No change
- (3) – (5) No change

THE OHIO STATE UNIVERSITY HOSPITALS
MEDICAL STAFF RULES AND REGULATIONS

84-01 Ethical pledge.

- (A) Each member of the medical staff and health care providers with clinical privileges shall pledge adherence to standard medical ethics, including:
- (1) Refraining from fee splitting or other inducements relating to patient referral;
 - (2) Providing for continuity of patient care;
 - (3) Refraining from delegating the responsibility for diagnosis or care of hospitalized patients to a medical or dental practitioner or other licensed healthcare professional who is not qualified to undertake this responsibility or who is not adequately supervised;
 - (4) Seeking consultation whenever necessary; and
 - (5) ~~Refraining from providing "ghost" surgical or medical services. Never substituting physicians without the patient's knowledge or appropriate consent.~~ Never substituting physicians without the patient's knowledge or appropriate consent. (B/T 11/4/2005)

84-12 Medical records.

- (A) Each member of the medical staff shall conform to the medical information management department policies, including the following:
- (1) - (2) No changes
 - (3) Discharges
 - (a) – (d) No changes
 - (e) All medical records must be completed by the attending medical staff member or, when applicable, by the attending medical staff member's designee, who is appropriately credentialed by the hospital, within twenty-one (21) days of discharge of the patient. Attending medical staff members shall be notified prior to suspension for all incomplete records. After notification, attending medical staff members shall have their admitting and operative scheduling privileges suspended until all records are completed. A list of delinquent incomplete records, by attending medical staff members, shall be prepared and distributed by the medical information management department once each week. If an attempt is made by the attending medical staff member, or the attending medical staff member's designee, who is appropriately credentialed by the hospital, when applicable, to complete the record, and the record is not available, the record shall not be counted against the attending medical staff member. Medical staff

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members who are suspended for a period of longer than one hundred twenty (120) consecutive days are required to appear before the practitioner evaluation committee.

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(APPENDIX III)

IMPACT STATEMENT

THE ARTHUR G. JAMES CANCER HOSPITAL
AND RICHARD J. SOLOVE RESEARCH INSTITUTE
MEDICAL STAFF BYLAWS AND RULES AND REGULATIONS

Amendments Recommended By:

James Cancer Hospital Medical Staff Bylaws Committee on June 6, 2012

Amendments Approved By:

James Cancer Hospital Medical Staff Administrative Committee – June 8, 2012

James Cancer Hospital Medical Staff - June 20, 2012

Professional Affairs Committee of The Ohio State University Medical Center Board – July 19, 2012

The Ohio State University Medical Center Board – August 29, 2012

The proposed amendments to the *Bylaws of the Medical Staff of The James Cancer Hospital* provide for the following revisions:

II. MEDICAL STAFF BYLAWS

- A. Insertion of new medical director of credentialing position throughout.
- B. Revised qualifications of medical staff membership to update eligible providers, equal opportunity language and for Joint Commission standards.
- C. Clarified and inserted details about annual education requirements at appointment and reappointment.
- D. Clarified call requirements for attending.
- E. Addition of new medical staff categories for consulting and temporary appointments (without privileges for purposes of peer review or proctoring).
- F. Revised language regarding supervision of licensed allied health professionals to conform with State law and appeal process of any adverse action to conform with National Committee on Quality Assurance standards.
- G. Revised and updated organization of the medical staff roles and responsibilities.
- H. Clarified and inserted duty of the chief of the clinical department to include call schedule assignments.
- I. Revised and updated composition and responsibilities of medical staff administrative committee.
- J. Inserted language for the removal of a member of the medical staff administrative committee for compliance with Joint Commission standards,
- K. Inserted review of medical staff administrative committee actions by Professional Affairs Committee.
- L. Inserted the composition and duties of the professional consultation committee.

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The proposed amendments to the *Rules and Regulations of the Medical Staff* of The James Cancer Hospital provide for the following revisions:

II. MEDICAL STAFF RULES AND REGULATIONS

- C. Update ethical pledge to include health care providers with clinical privileges and to clarify that appropriate patient consent is required for a physician covering a procedure or surgery.
- D. Inserted accountability language to the medical records section requiring medical staff members who are suspended for a period of more than one hundred and twenty (120) consecutive days for delinquent and incomplete records to appear before the practitioner evaluation committee.

BYLAWS OF THE MEDICAL STAFF
THE ARTHUR G. JAMES CANCER HOSPITAL AND
RICHARD J. SOLOVE RESEARCH INSTITUTE
(as of April 8, 2011/August 31, 2012)

3335-111-04 Membership.

(A) Qualifications.

- (1) Membership on the medical staff of the CHRI is a privilege extended to ~~allopathic and osteopathic physicians, dentists, oral surgeons, clinical psychologists, and podiatrists~~ doctors of medicine, osteopathic medicine, dentistry, and to practitioners of psychology and podiatry who consistently meet the qualifications, standards, and requirements set forth in the bylaws, rules and regulations of the medical staff, and the board of trustees of the Ohio state university. Membership on the medical staff is available on an equal opportunity basis without regard to race, color, creed, religion, sexual orientation, national origin, gender, age, handicap, genetic information or ~~military or veteran/military~~ status. Doctors of medicine, osteopathic medicine, dentistry, and practitioners of psychology and podiatry in faculty and administrative positions who desire medical staff membership shall be subject to the same policies and procedures as all other applicants for the medical staff.
- (2) All members of the medical staff of the CHRI, except community associate attending staff, shall be members of the faculty of the Ohio state university college of medicine, or in the case of dentists, of the Ohio state university college of dentistry, and shall be duly licensed to practice in the state of Ohio. Members of the limited staff shall possess a valid training certificate, or an unrestricted license from the applicable state board based on the eligibility criteria defined by that board. All members of the medical staff and limited staff shall comply with provisions of state law and the regulations of the respective state licensing board. Only those ~~allopathic and osteopathic physicians, dentists, oral surgeons, clinical psychologists, and podiatrists~~ and practitioners of psychology and podiatry who can document their education, training, experience, competence, adherence to the ethics of their profession, dedication to educational and research goals and ability to work with others with sufficient adequacy to assure the medical center board and the board of trustees of the Ohio state university that any patient treated by them at the CHRI will be given high quality medical care provided at CHRI, shall be qualified for eligibility for membership on the medical staff of the CHRI. Except for community associate staff, CHRI medical staff members shall also hold appointments to the medical staff of the Ohio state university hospitals for consulting purposes. Loss of such appointment shall result in immediate termination of membership on the CHRI medical staff and immediate termination of clinical privileges as of the effective date of the Ohio state university hospitals appointment termination. This consequence does not apply to an individual's suspension for completion of medical records. If the medical staff

member regains an appointment to the Ohio state university hospitals medical staff, the affected medical staff member shall be eligible to apply for CHRI medical staff membership at that time.

All applicants for membership and members of the medical staff must provide basic health information to fully demonstrate that the applicant or member has, and maintains, the ability to perform requested clinical privileges. The director of medical affairs of the CHRI, the medical director of credentialing, the department chairperson, the credentialing committee, the medical staff administrative committee, the professional affairs committee of the Ohio state university medical center board, or the Ohio state university medical center board may initiate and request a physical or mental health evaluation of an applicant or member. Such request shall be in writing to the applicant.

- (3) All members of the medical staff will comply with medical staff and the CHRI policies regarding employee and medical staff health and safety, provision of uncompensated care, and will comply with appropriate administrative directives and policies which, if not followed, could adversely impact overall patient care or may adversely impact the ability of the CHRI employees or staff to effectively and efficiently fulfill their responsibilities. All members of the medical staff shall agree to comply with bylaws, rules and regulations, and policies and procedures adopted by the medical staff administrative committee and the medical center board, including but not limited to policies on professionalism, ~~disruptive behavior~~ behaviors that undermine a culture of safety, annual education and training (list approved by the medical staff administrative committee and maintained in the chief medical officer's office), conflict of interest, HIPAA compliance and access and communication guidelines. Medical staff members must also comply with the university integrity program requirements including but not limited to billing, self referral, ethical conduct and annual education.
- (4) Exclusion of any medical staff member or allied health professional from participation in any federal or state government program or suspension from participation, in whole or in part, in any federal or state government reimbursement program, shall result in immediate lapse of membership on the medical staff of the CHRI and the immediate lapse of clinical privileges at the CHRI as of the effective date of the exclusion or suspension. If the medical staff member's or allied health professional's participation in these programs is fully reinstated, the affected medical staff member or allied health professional shall be eligible to apply for membership and clinical privileges at that time. It shall be the duty of all medical staff members and allied health professionals to promptly inform the director of medical affairs or medical director of credentialing of any action taken, or the initiation of any process, which could lead to such action taken by any of these programs.

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(5) – (10) No change

(B) – (D) No change

(E) Procedure for appointment.

(1) The completed and signed application for membership of all categories of the medical staff as defined in rule 3335-111-07 of the Administrative Code, shall be presented to the clinical department chief or designee. The applicant shall include in the application a signed statement indicating the following:

(a) – (f) No change

(g) The applicant further agrees to disclose to the director of medical affairs ~~of the CHR~~ or medical director of credentialing the initiation of any process which could lead to such loss or restriction of the applicant's professional licensure, board certification, DEA registration, membership in any professional organization or medical staff membership or privileges at any other hospital or health care facility.

(h) No change

(2) No change

(3) An application for membership on the medical staff shall be considered complete when all the information requested on the application form is provided, the applicant signs the application and the information is verified. A completed application must contain:

(a) - (n) No change

(o) Verification of completion of ~~HIPAA education program~~ annual educational requirements approved by the medical staff administrative committee and maintained in the chief medical officer's office.

(p) No change

(4) No change

(5) The section chiefs shall receive all initial signed and verified applications from the appropriate clinical department chief and shall make a recommendation to the ~~director of medical affairs~~ medical director of credentialing on each application. The ~~director of medical affairs~~ medical director of credentialing shall make an initial determination as to whether the application is complete. The credentials committee, the medical staff administrative committee, the professional affairs committee, and the medical center board have the right to render an application incomplete, and therefore not able to be processed, if the need arises for additional or clarifying information. The ~~director of~~

~~medical affairs~~medical director of credentialing shall forward all completed applications to the credentials committee.

- (6) No change
- (7) If the clinical department chief does not submit a report and recommendation on a timely basis, the completed application shall be forwarded to the ~~director of medical affairs~~medical director of credentialing for presentation to the credentials committee on the same basis as other applicants.
- (8) Completed applications shall be acted upon as follows:
 - (a) By the credentials committee within thirty days after receipt of a completed application from the ~~director of medical affairs~~medical director of credentialing;
 - (b) – (e) No change
- (9) – (10) No change
- (11) The credentials committee shall, within thirty days from receipt of a completed application, make a recommendation to the ~~director of medical affairs~~medical director of credentialing that the application be accepted, rejected or modified. The ~~director of medical affairs~~ medical director of credentialing shall forward the recommendation of the credentials committee to the medical staff administrative committee. The credentials committee or the ~~director of medical affairs~~ medical director of credentialing may recommend to the medical staff administrative committee that certain applications for appointment be reviewed in executive session.
- (12) The recommendation of the medical staff administrative committee regarding an appointment decision shall be made within thirty days of receipt of the credentials committee recommendation and shall be communicated by the ~~director of medical affairs~~ medical director of credentialing, along with the recommendation of the director of medical affairs, to the professional affairs committee of the medical center board, and thereafter to the medical center board. When the medical center board has acted, the chair of the medical center board shall instruct the director of medical affairs to transmit the final decision to the clinical department chief, the applicant, and the respective section chief.
- (13) At any time, the medical staff administrative committee first recommends non-appointment of an initial applicant for any category of the medical staff or recommends denial of any clinical privileges requested by the applicant, the medical staff administrative committee shall require the ~~director of medical affairs~~ medical director of credentialing to notify the applicant by certified return receipt mail that applicant may request an evidentiary hearing as provided in paragraph (D)

of rule 3335-111-06 of the Administrative Code. The applicant shall be notified of the requirement to request a hearing as provided by paragraph (B) of rule 3335-111-06 of the Administrative Code. If a hearing is properly requested, the applicant shall be subject to the rights and responsibilities of rule 3335-111-06 of the Administrative Code. If an applicant fails to properly request a hearing, the medical staff administrative committee shall accept, reject, or modify the application for appointment to membership and clinical privileges.

(14) No change

(F) Procedure for reappointment.

(1) – (2) No change

(3) An application for reappointment is complete when all the information requested on the reappointment application is provided, the reappointment form is signed by the applicant, and the information is verified, and no need for additional or clarifying information is identified. A completed reappointment application must contain:

(a) – (j) No change

(k) Verification of completion of any annual education requirements as set forth in the university integrity and HIPAA programs approved by the medical staff administrative committee and maintained in the chief medical officer's office;

(l) – (n) No change

(4) No change

(5) The clinical department chief shall submit a report of those findings along with a recommendation on reappointment to the applicant's respective CHRI section chief. Licensed allied health professional applicants will have their clinical department chief's report submitted to the subcommittee of the credentials committee charged with review of application for associates to the medical staff. The section chief shall review the reappointment application and forward to the director of medical affairs medical director of credentialing with a recommendation for reappointment. The director of medical affairs medical director of credentialing shall forward the reappointment forms and the recommendations of the clinical department chief and section chief to the credentials committee. The credentials committee shall review the request for reappointment in the same manner, and with the same authority, as an original application for medical staff membership. The credentials committee shall review all aspects of the reappointment application including source verification of the member's quality assurance record for continuing membership qualifications and for continuing clinical privileges. The credentials committee shall review each member's

performance-based profile to ensure that all medical staff members deliver the same level of quality of care with similar delineated clinical privileges across all clinical departments and across all categories of medical staff membership.

(6) The credentials committee shall forward its recommendations to the ~~director of medical affairs~~ medical director of credentialing at least thirty days prior to the end of the period of appointment for the individual. The ~~director of medical affairs~~ medical director of credentialing shall transmit the completed reappointment application and recommendation of the credentials committee to the medical staff administrative committee.

(7) – (8) No change

(9) The medical staff administrative committee shall review each request for reappointment in the same manner and with the same authority as an original application for appointment to the medical staff and shall accept, reject, or modify the request for reappointment in the same manner and with the same authority as an original application. The recommendation of the medical staff administrative committee regarding reappointment shall be communicated by the ~~director of medical affairs~~ medical director of credentialing, along with the recommendation of the director of medical affairs, to the professional affairs committee of the medical center board, and thereafter to the medical center board. When the medical center board has acted, the chair of the medical center board shall instruct the director of medical affairs to transmit the final decision to the clinical department chief, the applicant, and the section chief.

(10) When the decision of the medical staff administrative committee results in a decision of non-reappointment or reduction, suspension, or revocation of clinical privileges, the medical staff administrative committee shall instruct the ~~director of medical affairs~~ medical director of credentialing to give written notice to the affected member of the decision, the stated reason for the decision, and the member's right to a hearing pursuant to rule 3335-111-06 of the Administrative Code. This notification and an opportunity to exhaust the appeal process shall occur prior to an adverse decision unless the provisions outlined in paragraph (C) of rule 3335-111-06 of the Administrative Code apply. The notice by the ~~director of medical affairs~~ medical director of credentialing shall be sent certified return receipt mail to the affected member's last known address as determined by the Ohio state university records.

(11) No change

(G) Resumption of clinical activities following a leave of absence:

(1) No change

(2) The member must submit a written request for the reinstatement of clinical privileges to the chief of the clinical

service. The chief of the clinical service shall forward his recommendation to the credentialing committee which, after review and consideration of all relevant information, shall forward its recommendation to the medical staff administrative committee and the professional affairs committee of the medical center board. The credentials committee, the director of medical affairs, the medical director of credentialing, the chief of the clinical service or the medical staff administrative committee shall have the authority to require any documentation, including advice and consultation from the member's treating physician or the committee for licensed independent practitioner health that might have a bearing on the medical staff member's ability to carry out the clinical and educational responsibilities for which the medical staff is seeking privileges. Upon return from a leave of absence for medical reasons the medical staff member must demonstrate his or her ability to exercise his or her clinical privileges upon return to clinical activity.

- (3) No change

3335-111-05 Peer review and corrective action.

- (A) No change

- (B) Formal peer review.

- (1) No change

- (2) Formal peer review may be initiated by the clinical department chief, the section chief, the director of medical affairs, the medical director of credentialing, any member of the medical staff, the chief executive officer of the CHRI, the dean of the college of medicine, any member of the medical center board, or the vice president for health services. All requests for formal peer review shall be in writing, shall be submitted to the director of medical affairs, and shall be supported by reference to the specific activities or conduct which constitute grounds for the requested action.

Remainder no change

3335-111-07 Categories of the medical staff.

The medical staff of the CHRI shall be divided into honorary, attending, associate attending, clinical attending, community associate attending, consulting medical staff and limited designations. All medical staff members with admitting privileges may admit patients in accordance with state law and criteria for standards of care established by the medical staff. Medical staff members who do not wish to obtain any clinical privileges shall be exempt from the requirements of medical malpractice liability insurance, DEA registration, and demonstration of recent active clinical practice during the last two years and specific annual education requirements as outlined in the list maintained in the chief medical officer's office, but are otherwise subject to the provisions of these bylaws.

- (A) No change

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(B) Attending medical staff.

(1) – (2) No change

(3) Responsibilities:

An attending staff member shall:

(a) – (f) No change

(g) Take call as assigned by the clinical department chief.

(C) – (E) No change

(F) Consulting medical staff.

(1) Qualifications.

The consulting medical staff shall consist of those faculty members of the colleges of medicine and denistry who :

(a) Satisfy the requirements and qualifications for membership set forth in rule 3335-111-04 of the Administrative Code.

(b) Are consultants of recognized professional ability and expertise who provide a service not readily available from the attending medical staff. These practitioners provide services to James patients only at the request of attending or associate attending members of the medical staff.

(c) Demonstrate participation on the active medical staff at another accredited hospital requiring performance improvement/quality assessment activities similar to those of the hospitals of the Ohio state university. The practitioner shall also hold at such other hospital the same privileges, without restriction, that he/she is requesting at the James cancer hospital. An exception to this qualification may be made by the medical center board provided the practitioner is otherwise qualified by education, training and experience to provide the requested service.

(2) Prerogatives:

Consulting medical staff members may:

(a) Exercise the clinical privileges granted for consultation purposes on an occasional basis when requested by an attending or associate attending medical staff member.

(b) Have access to all medical records and be entitled to utilize the facilities of the Ohio state university hospitals and James cancer hospital incidental to the clinical privileges granted

pursuant to these bylaws.

- (c) Not admit patients to the Ohio state university hospitals or James cancer hospital.
- (d) Not vote on medical staff policies, rules and regulations, or bylaws, and may not hold office.
- (e) Must actively participate in such quality evaluation and monitoring activities as required by the medical staff and as outlined in the medical staff policy entitled "consulting medical staff member policy."
- (f) Attend medical staff meetings, but shall not be entitled to vote at such meetings or hold office.
- (g) Attend department meetings, but shall not be entitled to vote at such meetings or serve as clinical department chief.
- (h) Serve as a non-voting member of a medical staff committee; provided, however, that he/she may not serve as a committee chair or as a member of the medical staff administrative committee.

(3) Responsibilities.

Each member of the consulting medical staff shall:

- (a) Meet the basic responsibilities set forth in rules 3335-111-02 and 3335-111-03 of the Administrative Code.
- (b) Be exempt from all medical staff dues.

(F)(G) Limited staff.

Limited staff are not considered members of the medical staff, do not have delineated clinical privileges, and do not have the right to vote in general medical staff elections. Except where expressly stated, limited staff are bound by the terms of these bylaws, rules and regulations of the medical staff and the limited staff agreement.

(1) Qualifications:

The limited staff shall consist of ~~allopathic and~~ doctors of medicine, osteopathic physicians, dentists and practitioners of podiatry or psychology who are accepted in good standing by a program director into a postdoctoral graduate medical education program and appointed to the limited staff in accordance with these bylaws. The limited staff shall maintain compliance with the requirements of state law, including regulations adopted by the Ohio state medical board, or the limited staff member's respective licensing board.

Members of the limited staff shall possess a valid training certificate or an unrestricted Ohio license from the

applicable state board based on eligibility criteria defined by that state board. All members of the limited staff shall be required to successfully obtain an Ohio training certificate prior to beginning training within a program.

(2) – (5) No change

~~(G)~~(H) Associates to the medical staff.

(1) No change

(2) Due process:

Licensed health care professionals are subject to corrective action for violation of these rules, their certificate of authority, standard care agreement, utilization plan or the provisions of their licensure, including professional ethics. Corrective action may be requested by any member of the medical staff, the clinical department chief, the chairperson of an academic department, the section chief, the medical director of credentialing or the director of medical affairs. All requests shall be in writing and be submitted to the director of medical affairs.

The director of medical affairs shall appoint a three-person committee to review the situation and recommend appropriate corrective action, including termination or suspension of clinical privileges. The committee shall consist of at least one licensed health care professional licensed in the same field as the individual being reviewed, if available, and one medical staff member. The committee shall make a written recommendation to the director of medical affairs, who may accept, reject or modify the recommendation. The decision of the director of medical affairs shall be final.

(I) Temporary medical staff appointment.

(1) Outside peer review. When peer review activities are being conducted by someone other than a current member of the medical staff, the chief medical officer or director of medical affairs may admit a practitioner to the medical staff for a limited period of time. Such membership is solely for the purpose of conducting peer review in a particular evaluation and this temporary membership automatically expires upon the member's completion of duties in connection with such peer review. Such appointment does not include clinical privileges, and is for a limited purpose.

(2) Proctoring. Temporary privileges may be extended to visiting physician or visiting medical faculty for special clinical or educational activities as permitted by the Ohio state medical or dental board. When medical staff members require proctoring for the purposes of gaining experience to become credentialed to perform a procedure, a visiting medical faculty or visiting physician may apply for temporary privileges pursuant to the medical staff proctoring policy.

~~(H)~~(J) Clinical privileges.

(1) Delineation of clinical privileges:

(a) – (c) No change

(d) The chief of the clinical department shall review each applicant's request for clinical privileges and shall make a recommendation regarding clinical privileges to the ~~director of medical affairs~~medical director of credentialing. Requests for clinical privileges shall be evaluated based upon the applicant's education, training, experience, demonstrated competence, references, and other relevant information including the direct observation and review of records of the applicant's performance by the clinical department in which the clinical privileges are exercised. Whenever possible, the review should be of primary source information. The applicant shall have the burden of establishing qualifications and competence in the clinical privileges requested and shall have the burden of production of adequate information for the proper evaluation of qualifications.

(e) – (i) No change

(2) – (7) No change

(8) Licensed allied health professionals:

(a) – (d) No change

(e) Each licensed allied health professional shall be individually assigned to a clinical department and shall be ~~sponsored~~supervised by ~~or collaborate with~~ one or more members of the medical staff ~~as required by Ohio law~~. The licensed health care professional's clinical privileges are contingent upon the ~~sponsoring~~ collaborating/supervising medical staff member's privileges. In the event that the ~~sponsoring~~ collaborating/supervising medical staff member loses privileges or resigns, the licensed allied health care professionals whom he or she has ~~sponsored~~supervised shall be placed on administrative hold until another ~~sponsoring~~ collaborating/supervising medical staff member is assigned. The new ~~sponsoring~~ collaborating/supervising medical staff member ~~must~~shall be assigned ~~in~~in less than thirty days.

(f) No change

(g) Only applicants who can document the following shall be qualified for clinical privileges as a licensed allied health professional:

- (i) Current license, certification, or other legal credential required by Ohio law;
- (ii) Certificate of authority, standard care arrangement/agreement, or utilization

plan;
(iii) – (ix)

(h) – (i) No change

(j) Licensed allied health care professionals shall be subject to quality review and corrective action as outlined in this paragraph for violation of these bylaws, their certificate of authority, standard of care agreement, utilization plan, or the provisions of their licensure, including professional ethics. Review may be requested by any member of the medical staff, a chief of the clinical department, or by the medical director of quality or the chief quality officer. All requests shall be in writing and shall be submitted to the chief quality officer. The chief quality officer, unless delegated to the medical director of quality, shall appoint a three-person committee to review and make recommendations concerning appropriate action. The committee shall consist of at least one licensed allied health care professional and one medical staff member. The committee shall make a written recommendation to the chief quality officer, unless delegated to the medical director of quality, who may accept, reject, or modify the recommendation. The chief quality officer, unless delegated to the medical director of quality, shall forwardsforward his or her recommendation to the director of medical affairs for final determination.

(k) Appeal process.

(i) A licensed allied health care professional may submit a notice of appeal to the chairperson of the professional affairs committee within fourteenththirty days of receipt of written notice of any adverse corrective action pursuant to these bylaws.

(ii) If an appeal is not so requested within the fourteenththirty-day period, the licensed allied health care professional shall be deemed to have waived the right to appeal and to have conclusively accepted the decision of the director of medical affairs.

(iii) – (vii) No change

(9) No change

(10) Disaster privileges:

Disaster privileges may be granted in order to provide voluntary services during a local, state or national disaster in accordance with hospital/medical staff policy and only when the following two conditions are present: the emergency management plan has been activated and the hospital is unable to meet immediate patient needs. Such

privileges may be granted by the director of medical affairs or ~~his or her designee~~ the medical director of credentialing to fully licensed, qualified individuals who at the time of the disaster are not members of the medical staff. These privileges will be limited in scope and will terminate once the disaster situation subsides or at the discretion of the director of medical affairs temporary privileges are granted thereafter.

(11) Telemedicine:

Telemedicine involves the use of electronic communication or other communication technologies to provide or support clinical care at a distance. Diagnosis and treatment of a patient may now be performed via telemedicine link.

(a) No change

(b) A member of the medical staff may request to exercise via telemedicine the same clinical privileges he or she has already been granted. The credentials committee, the chief of the clinical service, medical director of credentialing, the director of medical affairs or the medical staff administrative committee, and the medical center board shall have the prerogative of requiring documentation or making a determination of the appropriateness of the exercise of a particular specialty/subspecialty via telemedicine.

3335-111-08 Organization of the CHRI medical staff.

(A) No change

(B) The director of medical affairs (physician-in-chief/chief medical officer of the James cancer hospital).

(1) Method of appointment:

The director of medical affairs shall be appointed by the senior vice president for health sciences upon recommendation by the chief executive officer. The director of medical affairs is the physician-in-chief and shall be the chief medical officer of the CHRI and shall must be a member of the attending medical staff of the CHRI.

(2) Responsibilities:

The director of medical affairs shall be responsible to the chief executive officer, the senior vice president ~~of the medical center for health sciences~~, the CHRI hospital board, and the medical center board for the quality of patient care provided in the CHRI. The director of medical affairs shall assist the chief executive officer in the administration of medical affairs including quality assurance and credentialing.

(C) The chief medical officer of the Ohio state university medical center.

The chief medical officer of the Ohio state university medical center is the senior medical officer for the medical center with the responsibility and authority for all health and medical care delivered at the medical center. The chief medical officer is responsible for overall quality improvement and clinical leadership throughout the medical center, physician alignment, patient safety and medical staff development. The appointment, scope of authority, and responsibilities of the chief medical officer shall be as outlined in the Ohio state medical center board bylaws.

(D) The chief quality officer of the Ohio state university medical center.

The chief quality and patient safety officer of the Ohio state university medical center is referred to herein these bylaws as the chief quality officer. The chief quality officer reports to the chief medical officer and works collaboratively with clinical leadership of the medical center, including director of medical affairs for the CHRI, nursing leadership and hospital administration. The chief quality officer provides leadership in the development and measurement of the medical center's approach to quality, patient safety and reduction of adverse events. The chief quality officer communicates and implements strategic, operational and programmatic plans and policies to promote a culture where patient safety is an important priority for medical and hospital staff.

(E) Medical director of credentialing.

The medical director of credentialing for the James cancer hospital oversees the process for the credentialing of practitioners applying for membership and/or clinical privileges at the James cancer hospital. The medical director of credentialing shall provide guidance on specific practitioner application or privileging concerns as raised pursuant to these bylaws and shall recommend practitioners for membership and/or privileges at the James cancer hospital and facilitate the process for approving such membership and granting of clinical privileges.

~~(E)~~(F) The sections.

Remainder no change

~~(F)~~(G) Clinical department chief.

(1) – (3) No change

(4) Duties of the chief of the clinical department:

Each clinical department chief is responsible for the following:

(a) – (i) No change

(j) The recommendations for a sufficient number of qualified and competent persons to provide care, treatment, and services, including call coverage for continuous high quality and safe care;

(k) – (p) No change

3335-111-09 Elected officers of the medical staff of the CHRI.

(A) Chief of staff.

The chief of staff shall:

- (1) Serve on those committees of the Ohio state medical center board as appointed by the chairperson of the medical center board.
- (2) Be a vice chairperson of the medical staff administrative committee and serve as liaison between university administration, CHRI administration, and the medical staff in all matters of mutual concern within the CHRI.

Remainder no change

3335-111-10 Administration of the medical staff of the CHRI.

Medical staff committees.

(A) Appointments: Appointments to all medical staff committees except the medical staff administrative committee (MSAC) and the nominating committee will be made jointly by the chief of staff, chief of staff-elect, and the director of medical affairs with medical staff administrative committee ratification. Unless otherwise provided by the bylaws, all appointments to medical staff committees are for one year and may be renewed. ~~Up to two additional member(s) may be appointed to the MSAC at the recommendation of the chief executive officer of the CHRI, subject to the approval of the medical staff administrative committee and subject to review and renewal on a yearly basis.~~ The chairperson shall control the committee agenda, attendance of staff and guests and conduct the proceedings. A simple majority of appointed voting members shall constitute a quorum. All committee members appointed or elected to serve on a medical staff committee are expected to participate fully in the activities of those committees. The chief of staff, director of medical affairs and the chief executive officer of the CHRI may serve on any medical staff committee as an ex-officio member without vote.

(B) No change

(C) Medical staff administrative committee:

(1) Composition:

- (a) Voting membership includes: chief of staff (~~chairperson~~), chief of staff-elect, immediate past chief of staff, section chiefs of medical oncology, radiation oncology, surgical oncology and pathology; division chiefs of hematology, gynecologic oncology, otolaryngology, surgical oncology, thoracic surgery and urology; clinical department chiefs of anesthesia, plastic surgery and radiology; CHRI medical director of quality, CHRI medical director of credentialing, CHRI chief executive officer, CHRI director of medical affairs, medical director of palliative medicine, ~~two delegates at-large, chief executive officer~~

~~medical staff appointments (up to two), CCC director for clinical research, and CCC director for cancer control. Up to two additional at-large member(s) may be appointed to the MSAC at the recommendation of the chief executive officer of the CHRI, subject to the approval of the medical staff administrative committee and subject to review and renewal on a yearly basis. If a division or section head is a member by leadership position, he or she will also fulfill the role of division or section chief appointment. The director of medical affairs shall be the chairperson and the chief of staff shall be the vice-chairperson.~~

(b) – (d) No change

(e) Any members may be removed from the medical staff administrative committee at the recommendation of the dean of the college of medicine, the director of medical affairs or the senior vice president for health sciences and subject to the review and approval of the medical staff administrative committee. A replacement will be appointed as outlined above to maintain the medical staff administrative committee's composition as stated above in this paragraph (1).

(2) Duties:

(a) No change

(b) To have primary authority for activities related to self-governance of the medical staff. Action approved by the medical staff administrative committee can be reviewed by the professional affairs committee pursuant to section 3335-43-13 of these bylaws.

(c) – (n) No change

(3) – (4) No change

(D) Credentialing committee of the hospitals of the Ohio state university:

(1) Composition:

The credentialing responsibilities of the medical staff are delegated to the credentialing committee of the hospitals of the Ohio state university, the composition of which shall include representation from the medical staff of each hospital.

The chief medical officer of the medical center shall appoint the credentialing committee of the hospitals of the Ohio state university. ~~The chief of staff and director of medical affairs or medical director of each hospital and medical director of credentialing shall make recommendation to the~~

chief medical officer for representation on the credentialing committee of the hospitals of the Ohio state university.

The credentialing committee of the hospitals of the Ohio state university shall meet at the call of its chair, whom shall be appointed by the chief medical officer of the medical center.

(2) Duties:

(a) – (d) No change

(e) To make recommendations to the medical staff administrative committee through the ~~director of medical affairs~~ medical director of credentialing regarding appointment applications and initial requests for clinical privileges. Such recommendations shall include the name, status, department (division/section), medical school and year of graduation, residency and fellowships, medical-related employment since graduation, board certification and recertification, licensure status as well as all other relevant information concerning the applicant's current competence, experience, qualifications, and ability to perform the clinical privileges requested;

(f) – (l) No change

(3) No change

(E) No change

(F) Committee for licensed independent practitioner health.

(1) No change

(2) Duties:

(a) – (b) No change

(c) To consult regularly with the chief of staff, medical director of credentialing and director of medical affairs of the CHRI.

(d) – (f) No change

(G) – (I) No change

(J) Professionalism consultation committee.

(1) Composition.

This multi-disciplinary peer review committee is composed of clinically-active practitioners and other individuals with expertise in professionalism.

(2) Duties.

- (a) Receive and review validity of complaints regarding concerns about professionalism of credentialed practitioners;
- (b) Treat, counsel and coach practitioners in a firm, fair and equitable manner;
- (c) Maintain confidentiality of the individual who files a report unless the person who submitted the report authorizes disclosure or disclosure is necessary to fulfill the institution's legal responsibility;
- (d) Ensure that all activities be treated as confidential and protected under applicable peer review and quality improvement standards in the Ohio Revised Code;
- (e) Forward all recommendations to the clinical department chief, director of medical affairs or his/her designee and, if applicable, to the chief nursing officer.

August 31, 2012 meeting, Board of Trustees

MEDICAL STAFF RULES AND REGULATIONS

Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
(As of ~~April 8, 2014~~ August 31, 2012)

01 ETHICAL PLEDGE.

(A) Each member of the medical staff and health care providers with clinical privileges shall pledge adherence to standard medical ethics, including:

(1) – (4) No change

(5) ~~Refraining from providing "ghost" surgical or medical services~~Never substituting physicians without the patient's knowledge or appropriate consent. (B/T 7/7/2006)

02 – 09 No change

10 MEDICAL RECORDS.

(A) Each member of the medical staff shall conform to the following medical information management department policies:

(1) – (2) No change

(3) Discharges

(a) – (b) No change

(c) All medical records must be completed by the attending medical staff member or, when applicable, by his/her appropriately credentialed designee within twenty-one (21) days of discharge of the patient. Attending medical staff members who have incomplete records (of patients discharged for more than twenty-one days) assigned to them will have their admitting and operative privileges suspended until all records are completed. A list of delinquent records, by attending medical staff member, will be prepared and distributed by the medical records administrator once each week. The medical staff member will be given one week's notice of an intent to suspend. If an attempt is made by the attending medical staff member, or his/her appropriately credentialed designee when applicable, to complete the record, and the record is not available, the record is not counted against the attending medical staff member until the next list is prepared. Medical staff members who are suspended for a period of longer than one hundred- twenty (120) consecutive days are required to appear before the practitioner evaluation committee.

Remainder no change

August 31, 2012 meeting, Board of Trustees

(APPENDIX IV)

PERSONNEL ACTIONS (cont'd)

Appointments/Reappointments of Chairpersons/Directors

JASON H. CALHOUN**, Chair, Department of Orthopaedics, effective July 1, 2012 through December 31, 2012.

MARK L. FAILLA, Interim Chair, Department of Human Nutrition and Department of Consumer Sciences, and Interim Director, School of Physical Activities and Educational Services, effective August 1, 2012 through July 31, 2013.

BRUCE FUDGE, Interim Chair, Department of Near Eastern Languages and Cultures, effective July 1, 2012 through August 31, 2013.

JAMES E. KINDER, Interim Director, Agricultural Technical Institute (ATI), effective August 1, 2012 through July 31, 2014.

JAMES D. METZGER, Interim Chair, Department of Horticulture and Crop Science, effective August 1, 2012 through July 31, 2014.

BRADLEY M. PETERSON**, Chair, Department of Astronomy, effective October 1, 2010 through September 30, 2014.

BARRY SHANK, Chair, Department of Comparative Studies, effective August 1, 2012 through August 31, 2016.

ANASTASIA R. SNYDER, Interim Chair, Department of Human Development and Family Science, effective July 1, 2012 through December 31, 2012.

FERNANDO UNZUETA**, Chair, Department of Spanish and Portuguese, effective July 1, 2012 through June 30, 2013.

Leave of Absence without Salary

FRANCO BARCHIESI, Associate Professor, Department of African American and African Studies, effective Autumn Semester 2012, Spring Semester 2013, and Summer Term 2013, for personal reasons and to take a visiting position in the Department of Sociology at Brooklyn College.

Professional Improvement Leaves

KRZYSZTOF Z. STANEK, Professor, Department of Astronomy, effective Spring Semester 2013.

KEVIN A. SHARP, Associate Professor, Department of Philosophy (Marion), effective Autumn Semester 2012.

Professional Improvement Leaves – Change in Dates

JULIA A. WATSON, Professor, Department of Comparative Studies, change effective date from Autumn Semester 2012 to Autumn Semester 2012, and Spring Semester 2013.

** Reappointments

August 31, 2012 meeting, Board of Trustees

ANN M. ALLEN, Associate Professor, School of Educational Policy and Leadership, change effective dates from Autumn Semester 2012 and Spring Semester 2013, to Spring Semester 2013.

Professional Improvement Leave – Cancellation

RICHARD E. TORRANCE, Associate Professor, Department of East Asian Languages and Literatures, effective Autumn Semester 2012 and Spring Semester 2013.

Emeritus Titles

KENNETH J. ANDRIEN, Department of History with the title Professor Emeritus, effective July 1, 2012.

ROBERT W. CURLEY, College of Pharmacy with the title Professor Emeritus, effective July 1, 2012.

MARCIA E. FARR, School of Teaching and Learning with the title Professor Emeritus, effective August 1, 2012.

HARVEY M. FRIEDMAN, Department of Mathematics with the title Professor Emeritus, effective July 1, 2012.

ALAN GALLAY, Department of History with the title Professor Emeritus, effective September 1, 2012.

PRABHAT K. GUPTA, Department of Materials Science and Engineering with the title Professor Emeritus, effective July 1, 2012.

ROBERT M. GUTHRIE, Department of Emergency Medicine with the title Professor Emeritus, effective July 1, 2012.

JASON C. HSU, Department of Statistics with the title Professor Emeritus, effective September 1, 2012.

JUNE K. LEE, Department of Mechanical and Aerospace Engineering with the title Professor Emeritus, effective September 1, 2012.

MERRY M. MERRYFIELD, School of Teaching and Learning with the title Professor Emeritus, effective July 1, 2012.

JOHN E. MORRAL, Department of Materials Science and Engineering with the title Professor Emeritus, effective July 1, 2012.

HAYRANI A. OZ, Department of Mechanical and Aerospace Engineering with the title Professor Emeritus, effective September 1, 2012.

STEPHEN F. PARISER, Department of Psychiatry with the title Professor Emeritus-Clinical, effective July 1, 2012.

WILLIAM S. PEASE, Department of Physical Medicine and Rehabilitation with the title Professor Emeritus, effective July 1, 2012.

THOMAS J. SANTNER, Department of Statistics with the title Professor Emeritus, effective September 1, 2012.

SANDRA A. STROOT, School of Physical Activity and Educational Services with the title Professor Emeritus, effective September 1, 2012.

August 31, 2012 meeting, Board of Trustees

RHODA M. BECHER, School of Teaching and Learning (Marion) with the title Associate Professor Emeritus, effective October 1, 2012.

ALAN D. BEYERCHEN, Department of History with the title Associate Professor Emeritus, effective September 1, 2012.

GARTH F. ESSIG Sr., Department of Obstetrics and Gynecology with the title Associate Professor Emeritus, effective July 1, 2012.

MARK I. MENTSER, Department of Pediatrics with the title Associate Professor Emeritus-Clinical, effective September 7, 2012.

KENNETH H. JONES, School of Health and Rehabilitation Sciences with the title Assistant Professor Emeritus, effective September 1, 2012.

WARREN J. KERRIGAN, Ohio State University Extension with the title Assistant Professor Emeritus, effective September 1, 2012.

Promotion, Tenure and Reappointment (off cycle)

COLLEGE OF EDUCATION AND HUMAN ECOLOGY

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Farland-Smith, Donna, School Teaching and Learning, Mansfield, effective September 1, 2012

COLLEGE OF VETERINARY MEDICINE REGULAR CLINICAL

REAPPOINTMENT

Freed, Carrie, Veterinary Preventive Medicine, September 1, 2013-
[CORRECTION]

August 31, 2012 meeting, Board of Trustees

(APPENDIX V)

**The Ohio State University Board of Trustees
Finance Committee
August 30, 2012**

TOPIC:

FY 2013 Current Funds Budget Approval

CONTEXT:

The approval of the Current Funds Budget (CFB) for the fiscal year ending June 30, 2013 is the final step in establishing the operating budget for the University. The budget as presented is based on the tuition and fee levels approved by the full Board of Trustees in June, 2012.

SUMMARY:

Included are the following:

- FY 2013 Current Funds Budget Summary (Attachment 1)
- Summary of Information in CFB Document (now available on line at <http://rpi.ohio-state.edu/cfb>) (Attachment 2)
- FY 2013 Current Fund Budget document (not attached)

REQUESTED OF THE FINANCE COMMITTEE:

Approval of the FY 2013 Current Funds Budget.

FY 2013 Current Funds Budget Summary

Total Current Funds Budget

- Total University current funds revenue is projected to increase by 3.6% for a total of \$5.22 billion.
- Total University current funds expenditures are projected to increase 3.7% to a total of \$5.15 billion.
- Total Columbus Campus current funds revenue is projected to increase by 3.7% for a total of \$5.06 billion.
- Total Columbus Campus current funds expenditures are projected to increase 3.8% to a total of \$4.99 billion.

General Funds Summary Information

- Enrollment and Semester Conversion Impact
 - Total Columbus enrollment is estimated to be down 0.8% or 451 headcounts. The projection includes 6,900 new fall freshman and 2,400 transfer students.
 - Undergraduate enrollment is estimated to be down 4.7% or 1,500 students per term.
 - The conversion to Semesters is having a wide impact on the University, faculty and students. Both the June 2012 graduation and enrollment in the Summer 2012 term were significantly impacted. 10,165 students graduated in June 2012, the largest class to date, driven by the desire of seniors to graduate before the conversion occurred. Summer enrollment was down 4,620 students or -23.5% due to the fact that there were fewer students taking fewer classes resulting in a reduction in Full Time Equivalents (FTEs) of 5,898 or -42.2%.
 - We anticipated a reduction in headcount (451 or -0.8%) and FTEs (-356 or -0.7%) for the Autumn Semester and are closely monitoring enrollment to determine how close to the budgeted numbers of students and credit hours will materialize. Actual enrollment estimates for Autumn Semester for FY 2013 are projected to be 56,416 headcounts and 52,634 FTEs.
- Sources of Revenue
 - Tuition and Fees
 - Undergraduate resident instructional and general fees increased 3.4%, less than the 3.5% tuition cap in Amended Substitute House Bill 153. Overall increase was 3.2%, due to no increases in the Ohio Union, RPAC and COTA fees.
 - Non-resident surcharge and graduate instruction fees increased 3.5%.
 - Differential fee increases ranged from 0% to 3.5%.
 - Housing and board will increase by an average of 4.8%.
 - There were several increases in program and technology fees as outlined to the Board of Trustees in June, 2012.
 - Regional campuses reprogrammed the \$2.6 million of funding that previously supported

the Access Challenge program that funded a buy down of tuition at regional campuses and community colleges. Students who received the tuition buy down in FY 2012 will receive it in FY 2013.

- State Funding
 - Columbus Campus State Subsidy increased by 0.7%, or \$2.46 million from FY 2012 to FY 2013.
 - Regional campuses changes in State Subsidy ranged from -4.0 % decrease or \$159,000 at Mansfield to a 2.5% increase or \$152,000 at Newark. ATI state subsidy declined 6.0% or \$231,000. Overall, State SSI appropriations for the Regional Campuses increased \$0.5 million, or 2.2% for FY 2013.
 - The total loss of funding to the University due to the elimination of the federal stimulus funding is approximately \$120 million for the FY 2012/FY 2013 Biennium, a 15.7% reduction in FY2012 from FY2011.
 - State subsidy as a percentage of the total of state funding and tuition and fees continues to decline. The percent has now dropped to 28% in FY 2013.
 - Other state appropriations decreased 3.6%, due to Board of Regents shifting the Research Incentive funding (\$3.5 million) to private research initiatives and reallocating funding (\$2.0 million) for the Ohio Learning Network to eTech.
- Indirect Cost Recoveries increased by \$ 1 million or 1.1% from FY 2012.
- Uses
 - Salary Merit Pool is 3.0%.
 - Benefits will increase by a range of 2.4% to 5.2%.
 - Facility Costs decreased 1.5% due to the elimination of the priority deferred maintenance funding (\$2.8 million) and the elimination of \$1 million allocation to the utility reserve.
 - Undergraduate Student Financial Aid increased 11.1% due to the further implementation of Strategic Enrollment Plan and to provide funding to cover the tuition and room and board increases.

College Highlights

- College Operating Budgets increased by \$8.8 million or 1.3%.
- 76.8% of college budgets are comprised of salary and benefits.
- The Provost has \$3.6 million to invest strategically in colleges for continuing funding and \$19 million in cash resources from the 1% annual Reallocation to invest in colleges and other units in the Office of Academic Affairs.

Enterprise-wide and Support Office Highlights

- Support Office budgets increased by \$11.0 million of 3.1%.
- 66.7% of support office budget are comprised of salary and benefits.
- Major areas of university-wide programmatic emphasis include:

Financial Aid Increase	\$ 12.0 million
------------------------	-----------------

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Information Systems	\$ 5.0 million
Development Support	\$ 6.7 million
Sustainability	\$ 1.5 million
Safety and Security	\$ 9.8 million

- An additional \$8.1 million is available from the Support Office 1% reallocation for one-time cash investments in support office and enterprise-wide initiatives.

Earnings Budget Highlights

- Health System
 - The Health System is projected to increase revenue by \$133 million, or 6.8% and expenditures by \$126 million or 6.6% as compared to the original FY 2012 budget.
 - Revenue and expenditures driven by projected admissions, occupancy, average length of stay, outpatient visits and surgeries, etc.
- Auxiliary Operations
 - Student Life: Resources are increasing by 16.4% and expenditure are increasing by 16.0%, primarily driven by Housing, Food Service and debt service.
 - Business Advancement: Resources are increasing by 3.7% and expenditures by 2.5%, primarily driven by the Blackwell and the Schottenstein Center.
 - Athletics: Resources and expenditures increasing by 4.8%. Revenue impacted by the fact OSU has 8 home football games this year, rather than 7 home football games.

A Note about the State of Ohio Budget Process

- The State of Ohio has begun the budget process for the SFY 2014 and SFY 2015 Biennial Budget. As part of this process, the Board of Regents will be holding consultation meetings with the institutions in order to review the current funding distribution taxonomy and to determine if additional changes are needed.
- We will closely monitor the state budget process to assure that the University's interests are clearly communicated to the Governor's Office and the General Assembly.

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES
TOTAL UNIVERSITY BY FUND
(IN THOUSANDS)**

(1)	FY 2012 Revised Budget	FY 2013				Dollar Change	Percent Change
		General	Earnings	Restricted	Total Budget		
RESOURCES							
Government Support							
State Share of Instruction	351,576	353,548	0	0	353,548	1,973	0.6%
Board of Regents Appropriations	78,483	0	0	75,648	75,648	(2,835)	-3.6%
Ohio Grants & Contracts	63,346	3,075	0	51,402	54,477	(8,869)	-14.0%
Subtotal State Support	493,405	356,623	0	127,050	483,674	(9,731)	-2.0%
Federal Grants & Contracts	392,988	59,755	0	348,014	407,769	14,781	3.8%
Build America Bonds	11,252	0	0	11,252	11,252	0	0.0%
Subtotal Federal	404,240	59,755	0	359,266	419,021	14,781	3.7%
Local Grants & Contracts	22,000	8,005	0	14,298	22,303	303	1.4%
Subtotal Government	919,645	424,383	0	500,614	924,998	5,353	0.6%
Student Fees							
Instructional, General	846,609	877,950	315	0	878,265	31,655	3.7%
Other	65,305	61,610	5,200	0	66,810	1,505	2.3%
Subtotal Student Fees	911,914	939,559	5,515	0	945,074	33,160	3.6%
Other Resources							
Auxiliary Sales & Services	338,134	14,318	338,704	0	353,022	14,888	4.4%
Departmental Sales & Services	102,847	0	109,889	0	109,889	7,042	6.8%
Private Grants & Contracts	376,828	16,790	0	363,904	380,694	3,866	1.0%
Endowment Income	33,636	3,425	6	28,232	31,663	(1,973)	-5.9%
Investment Income	12,903	11,423	2,001	0	13,424	521	4.0%
Other	16,661	16,367	81	0	16,448	(213)	-1.3%
Subtotal Other	861,009	62,323	450,681	392,136	905,140	24,131	2.7%
Total Resources without Health System	2,712,568	1,426,266	456,196	892,750	2,775,212	62,644	2.3%
Health System (3)							
Health System (3)	1,974,031	0	2,104,435	4,012	2,108,447	134,416	6.8%
OSU - Physicians	349,386	0	335,027	0	335,027	(14,359)	-4.1%
Subtotal Health System	2,323,417	0	2,439,462	4,012	2,443,474	120,057	5.2%
Total Resources Including Health System	5,035,985	1,426,266	2,895,658	896,762	5,218,687	182,702	3.6%
EXPENDITURES							
Instruction & General							
Instruction & Departmental Research	888,775	701,572	45,712	242,810	990,094	101,318	11.4%
Academic Support	154,657	154,197	7,058	13,498	174,752	20,095	13.0%
Student Services	100,681	80,381	16,923	1,306	98,610	(2,071)	-2.1%
Institutional Support	199,609	140,123	14,203	48,939	203,265	3,656	1.8%
Plant, Operations & Maintenance	132,966	115,528	1,439	9,766	126,733	(6,233)	-4.7%
Subtotal Instruction & General	1,476,680	1,191,801	85,335	316,319	1,593,455	116,766	7.9%
Separately Budgeted Research							
Separately Budgeted Research	506,025	48,860	20,639	366,062	435,561	(70,464)	-13.9%
Public Service	128,939	12,329	11,040	83,686	107,056	(21,883)	-17.0%
Scholarships & Fellowships	242,389	172,164	680	108,621	281,465	39,076	16.1%
Auxiliaries	355,157	0	344,413	18,062	362,475	7,318	2.1%
Total Expenditures Without Health System	2,709,200	1,425,155	462,107	892,750	2,780,012	70,812	2.6%
Health System (3)							
Health System (3)	1,916,890	0	2,039,514	4,012	2,043,526	126,636	6.6%
OSU - Physicians	341,554	0	326,087	0	326,087	(15,467)	-4.5%
Subtotal Health System	2,258,444	0	2,365,601	4,012	2,369,613	111,169	4.9%
Total Expenditures Including Health System	4,967,644	1,425,155	2,827,708	896,762	5,149,624	181,981	3.7%

(1) FY 2012 resource budget revised to reflect updates to Share Share of Instruction and Other Student Fees, adjusted Ohio and Local Grants & Contracts to reflect funding reductions.

(2) Includes Research Incentive, Choose Ohio First Scholarship, and Ohio Resource Center.

(3) Health System budget includes Waxner Medical Center, James Cancer Hospital & Solove Research Institute, University Hospital East, Ross Heart Hospital, Harding Hospital, and Hospital Physician Network.

**Explanation of Changes Greater than +/- 5% from
FY 2012 Revised Budget to FY 2013 Budget**

Resources:

Ohio Grants and Contracts: Down 14.0%

The funding level for this category is reflective of the impact of the economy on the availability of funding from the State of Ohio. The funding from the state has continued to decline over the last several years. This estimate reflects this continued decline. In particular, the Research Incentive funding of \$3.5 million was redirected by the State to private industry research initiatives.

Departmental Sales and Services: Up 6.8%

Departmental Sales and Services is continuing to grow as it has over the last 5 years. Actual expenditures grew at a rate of 4% from FY 2008 to FY 2012 by 15.26% alone between FY 2009 to FY 2010. The budget as estimated continues this trend. Areas with significant growth include Stores, OARnet and Engineering, including the Airport.

Endowment Income – Down 5.9%

Endowment income represents estimated income net of spending rate distributions and has been adjusted to reflect reduced endowment earnings.

Health System: Up 6.8%

Increases in revenue are anticipated as a result of projected increases in admissions, occupancy %, outpatient visits, and surgeries and case mix considerations.

Expenditures:

Instructional and Departmental Research: Up 11.4%

The FY 2013 budget resets the expenditures to a level comparable with the actual FY 11 and FY 12 actual expenditures and includes growth for increases in salary and benefits.

Academic Support: Up 13.0%

General fund expenses have been trending upward and grew by 6% from FY 2011 to FY 2012 (preliminary). Most of this increase was due to strategic investments by the leadership of the University in the Library, College of Nursing, Office of Academic Affairs, the College of Engineering and Undergraduate Studies. These types of central investments in strategic initiatives will continue to grow in FY 2013.

Separately Budgeted Research: Down 13.9%

The FY 2012 budget over-estimated Separately Budgeted Research activities. The FY 2012 budget estimate for general funds was over \$120 million for this category when actual expenditures were approximately \$37 million.

Public Service: Down 17.0%

Actual FY2012 expenditures in this category were less than FY2012 budget due to reduced general fund spending in extension and continuing education activities.

Scholarships and Fellowships: Up 16.1%

The FY 2012 actual general revenue expenditures came in approximately \$40 million higher than the estimated budget, which is reflected in the FY 2013 total (\$281 million) which includes a \$12 million increase in undergraduate financial aid to support the increase in tuition and room and board as well as the Strategic Enrollment Plan at the Columbus Campus was included for FY 2013.

August 31, 2012 meeting, Board of Trustees

Health System: Up 6.6%

Increases in expenditures are expected due to increased costs, including increases in supplies and drugs, services, and other expenses.

Summary of Information in CFB Document

(NOTE: This report can be accessed on line at <http://www.rpia.ohio-state.edu/cfb/>)

Budget Related Resolutions

I. Setting Budget Priorities

- Budget Context
- Academic Progress
- Financial Progress
- Budget Allocation Process
- FY 2013 Priorities
- Higher Education in the State of Ohio and the Ohio State University

II. FY 2013 Revenue Summary

- Overview
- State Support
- Student Fees
- Sponsored Research
- University Overhead
- Other Income
- Columbus Campus General Funds Revenue Summary
- Gifted Endowment Distributions

III. FY 2013 Expenditure Summary

- Resource Allocation
- Changes by Category
- Changes by College and Academic Support Units

IV. The Regional Campus Cluster

- Budget Context
- Revenues and Expenditures
- Access Challenge Re-purposing

V. Multi-Year Commitments and Financial Goals

- Multi-Year Commitments
 - Continuing General Funds
 - One-Time General Funds
- Financial Goals
- Conclusions

Selected Definitions

Tables and Appendices

Approval of FY2013-17 Capital Investment Program

Summary

Background of the Five-Year Capital Investment Program

A five-year capital investment program, informed by the One University Framework Plan and the strategic academic and financial plans of the University, provides a blueprint for investment in our physical environment to advance the programs, address the needs and implement the strategic priorities of the institution.

The last five-year capital investment program was approved by the Board of Trustees in February 2010, and significant portions of this recommended plan incorporate the remaining years of the approved 2010 CIP (\$1.25B). In addition, the plan before you for consideration includes a number of additional projects (including the implementation of the North Residential District – \$396M) which will help us significantly advance our strategic vision for the university while recognizing current fiscal constraints.

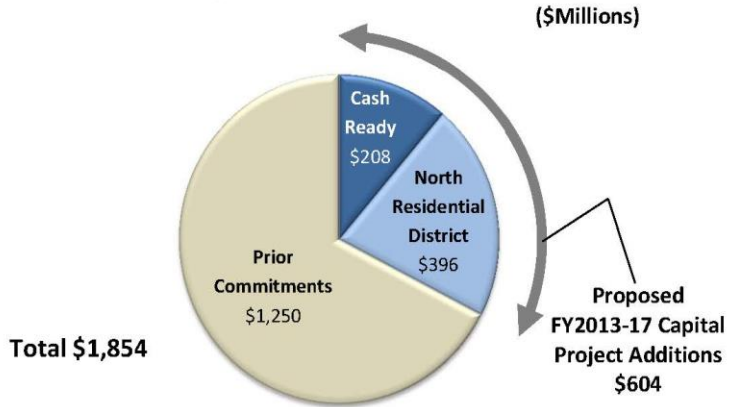
The university's capital needs have been comprehensively assessed, priorities have been articulated based upon our strategic goals, and stakeholders have been broadly engaged to inform the recommended CIP. In addition, the financial implications of the projects have been fully vetted, and except for the North Residential District, recommended projects are being funded primarily by local cash reserves (\$208M).

Purpose of the Resolution

The resolution would:

- Approve the FY2013-17 Capital Investment Program

FY2013-17 Capital Investment Program



	Line	Project Title	Total Cost (M)
Cash Ready	1	Athletics Projects from \$40M Line of Credit	\$40.0
	2	Central Power Plant Water Treatment – Phase 2	\$5.5
	3	Columbus Campus - Summary of 73 Projects <\$4 million	\$71.2
	4	East Regional Chiller Water Plant Buildout Phase 2	\$25.3
	5	Midwest Campus Chilled Water Systems	\$5.0
	6	OARDC - Food Ag and Bio Engineering Building Replacement	\$14.0
	7	OARDC - Williams Hall Greenhouse Repl. (Insurance funds)	\$4.1
	8	Regional Campus Cluster - Summary of 9 Projects <\$4 million	\$5.0
	9	Steam & Condensate Phase 3	\$8.4
	10	Vet Med Center Renovation/Expansion (design only)	\$3.0
	11	WMC Doan, Rhodes, James, Backfill (preliminary design only)	\$2.0
	12	WMC Faculty Office Building (preliminary design only)	\$1.0
	13	Wooster Campus - Summary of 24 Projects <\$4 million	\$15.7
	14	Wooster Campus Electric Upgrades	\$7.6
		Subtotal	\$207.8
NRDT	16	North Residential District – Design and Construction	\$396.0
		Subtotal	\$396.0
	17	Total Proposed FY2013-17 Capital Project Additions	\$603.8
Prior Commitments		Remaining spend for projects in FY2013	\$612.4
		Remaining spend for projects in FY2014	\$432.7
		Remaining spend for projects in FY2015	\$205.0
	18	Subtotal	\$1,250.1
	19	Total Proposed FY2013-FY2017 CIP	\$1,853.9

(APPENDIX VII)

Project Data Sheet for Board of Trustees Approval

Central Power Plant Water Treatment

OSU-080268

Project Location: McCracken Power Plant

29,764 ASF / 107,910 GSF

- **approval requested**
 professional services increase
 construction increase

	Prev	Rev
project budget		
construction w/ contingency	\$11.9M	\$17.0M
professional services	\$2.4M	\$3.3M
other costs (comm.)	\$0.4M	\$0.1M
total project budget	\$14.7M	\$20.4M



- **funding sources**
 university debt

- **project schedule**
 design/bidding 12/08 – 10/12
 construction 12/12 – 04/14

- **Framework context**
 - project is consistent with general Framework principles of investing in campus infrastructure, addressing deferred maintenance and meeting business continuity requirements

- **project scope**
 - replace and upgrade the existing water treatment system, providing increased hydraulic capacity and improved boiler feed water quality
 - provide boiler make-up water and return condensate collection for gas-fired boilers
 - provide treatment of municipal water; returned condensate contaminated with iron from corroded piping will be filtered to remove particulate iron. The permeate from the treatment units and the filtered condensate will be combined and polished to remove residual divalent ions. The resulting water is used to feed the boilers

- **project update**
 - approval is requested to increase professional services from \$2.4M to \$3.3M and to increase construction contracts from \$11.9M to \$17.0M
 - during design field reviews, additional deferred maintenance items that need to be addressed were identified in order to optimize value and improve plant efficiency
 - work that was originally planned in the Mechanical Electrical Upgrades project was moved to this project to avoid design risk and constructability issues
 - consideration was given to complete the treatment plant in two different phases but it was determined that a phase approach would cost an additional \$0.5M

-
- **project team**
 University project manager: Kevin Koesters
 A/E: Fishbeck, Thompson, Carr & Huber, Inc
 major contractors: tbd

Project Data Sheet for Board of Trustees Approval

Med Center – Air Quality and Control Issues

OSU-110452

Project Location: University Hospital (Rhodes Hall)
Doan Hall

234,605 ASF/480,976 GSF
358,300 ASF/655,265 GSF

- **approval requested**
 - professional services
 - construction

- **project budget**

construction w/contingency	\$5.5M
<u>professional services</u>	<u>\$1.5M</u>
total project budget	\$7.0M

- **funding sources**
 - auxiliary funds

- **project schedule**

design/bidding	10/11 – 12/12
construction	01/13 – 06/13



- **Framework context**
 - project is consistent with general Framework principles of investing in campus infrastructure, addressing deferred maintenance and meeting business continuity requirements

- **project scope**
 - the initial phase of the project was to assess air quality and control in Rhodes and Doan Halls, including condition of the systems, air pressures/flow, infiltration/energy loss and systems performance during both heating and cooling seasons, and implement necessary corrective measures
 - at the conclusion of the analysis, the corrective measures identified exceed the initial budget amount of \$1.0M

- **approval requested**
 - approval is requested to enter into professional services and construction contracts

-
- **project team**

University project manager:	Jay Rapp
AE/design architect:	Karpinski Engineering
major contractors:	tbd

Project Data Sheet for Board of Trustees Approval

Midwest Campus Chilled Water System Upgrades

OSU-120605

Project Location: N/A

N/A GSF

- **approval requested**
professional services
construction
- **project budget**

construction w/contingency	\$4.4M
<u>professional services</u>	<u>\$0.6M</u>
total project budget	\$5.0M



- **funding sources**
repair and renovation funds; state appropriations
- **project schedule**

design/bidding	02/13 – 12/13
construction	01/14 – 05/14
- **Framework context**
 - project is consistent with general Framework principles of investing in campus infrastructure and ensuring reliable service
- **project scope**
 - this project will provide additional chilled water capacity for the midwest campus
 - upgrades include additional cooling capacity, year round cooling, upgraded controls systems and enhanced energy management
 - this upgrade will affect Howlett Hall, Kottman Hall, and the Parker Food Sciences building
- **approval requested**
 - approval is requested to enter into professional services and construction contracts

-
- **project team**

University project manager:	Barry Mazik
AE/design architect:	tbd
CM at Risk:	tbd

Project Data Sheet for Board of Trustees Approval
Vet Hospital Renovation and Expansion

OSU-120502

Project Location: *Veterinary Hospital*

139,893 ASF/222,496 GSF

- **approval requested**
professional services
- **project budget**

construction w/contingency	\$19.6M
professional services	\$3.0M
other costs (moving, equip, etc.)	\$2.4M
<hr/> total project budget	<hr/> \$25.0M



- **funding sources**
development funds; general funds
- **project schedule**

design	02/13 – 08/14
construction	06/14 – 06/16
- **Framework context**
 - project is consistent with general Framework principles of investing in campus infrastructure, addressing deferred maintenance and meeting business continuity requirements
- **project scope**
 - construct an additional of approximately 9,000 GSF and renovate 60,000 GSF of space
 - improvements include new, state-of-the-art clinical, surgery and teaching spaces; a new emergency entrance; improvements to patient room, animal holding and admission and discharge areas; renovations to faculty and staff offices and multi-purpose rooms
 - this project will seek LEED silver certification
 - this project will use CM at Risk
- **approval requested**
 - approval is requested to enter into professional services contracts

-
- **project team**

University project manager:	Faye Bodyke
AE/design architect:	tbd
CM at Risk:	tbd

Project Data Sheet for Board of Trustees Approval

Indoor Golf Facility

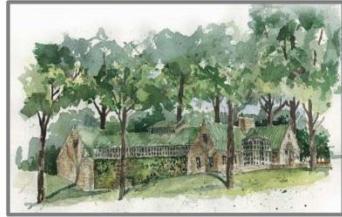
OSU-110106

Project Location: Indoor Golf Facility

20,800 GSF

- **approval requested**
construction
- **project budget**

construction w/contingency	\$5.1M
professional services	\$0.5M
<u>other costs (comm, equip, etc.)</u>	<u>\$0.5M</u>
total project budget	\$6.1M



- **funding sources**
development funds
- **project schedule**

design/bidding	03/12 – 11/12
construction	12/12 – 11/13

- **project scope**
 - construct an indoor golf practice facility of approximately 19,250 sf at the OSU Golf Course
 - the indoor golf practice facility will include coaches and support offices, men's and women's locker rooms and golf cart storage
 - construct hitting bays of approximately 1,550 sf on the western portion of the existing driving range
 - the project site has been approved by IPPLG
 - this project will use a Design-Builder

- **approval requested**
 - approval is requested to enter into construction contracts

-
- **project team**

University project manager:	Gary Collier
criteria A/E:	Acock Associates
major contractors:	tbd

Project Data Sheet for Board of Trustees Approval

OARDC – Ag Engineering Building Replacement

OSU-120210

Project Location: Agricultural Engineering Building

44,181 GSF

- **approval requested**
construction

• project budget	
construction w/contingency	\$11.7M
professional services	\$1.4M
other costs (comm, equip, etc.)	\$0.9M
<hr/> total project budget	<hr/> \$14.0M



- **funding sources**
general funds/insurance; state appropriations

- **project schedule**
design/bidding 05/12 – 04/13
construction 05/13 – 08/14

- **project scope**
 - construct a replacement for the facility that was heavily damaged by the September 2010 tornado
 - replacement facility will include offices, administrative support area and labs
 - existing facility will be demolished as part of this project
 - project schedule assumes a multi-prime project delivery; if an alternative method is available the schedule can be shortened
 - replacement of this facility supports the campus priority of providing modern research laboratory space
 - project will use CM at Risk

- **approval requested**
 - approval is requested to enter into construction contracts to contract with the CM at Risk

-
- **project team**
University project manager: Marjory Trishman
AE/design architect: NBBJ
major contractors: tbd

Project Data Sheet for Board of Trustees Approval

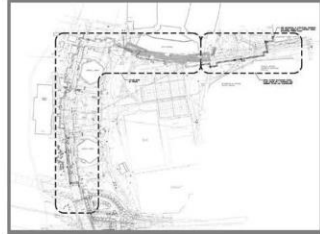
Steam and Condensate Distribution System Upgrades Phase 2

OSU-081060

Project Location: N/A

N/A ASF / N/A GSF

• approval requested			
construction increase			
• project budget		Prev	Rev
construction w/ contingency	\$16.8M	\$19.0M	
professional services	\$1.9M	\$1.3M	
total project budget	\$18.7M	\$20.3M	



• funding sources			
university debt; general funds; plant funds			
• project schedule			
design		01/11 – 02/12	
bidding – bid package 1			10/11
bidding – bid package 2			01/12
bidding – bid package 3			11/12
construction – bid package 1		11/11 – 08/12	
construction – bid package 2		03/12 – 06/13	
construction – bid package 3		01/13 – 08/13	

- **Framework context**
 - project is consistent with general Framework principles of investing in campus infrastructure and ensuring reliable service
- **project scope**
 - provide upgrades to deteriorated steam distribution lines; increase capacity; and allow for campus expansion
 - replaced steam lines in this phase will support the Midwest campus area
 - new piping will replace failing direct buried piping and will be installed in tunnel sections; the project may include replacing steam vaults
 - these upgrades will improve energy consumption and reduce water use in support of campus sustainability goals
- **approval requested**
 - approval is requested to increase construction contracts from \$16.8 to \$19.0M
 - during project development it became a priority to extend the replacement of the distribution system to connect with the new tunnel system that feeds the new hospital tower to ensure reliability of the steam feed
 - the increase will allow the project to provide an entirely new steam piping and condensation return system from Cannon Drive to the hospital tower, addressing deferred maintenance issues and efficiency losses of draining condensate to sewers
 - scope and funding were added during development to minimize costs and disruption to campus; OCIO requested additional duct bank to be placed while the contractor had removed the walking surface near the stadium; Student Life provided funding to upgrade the basketball courts that this project was required to replace; Business Advancement provided funds to correct drainage issues at Drake Union by combining the drainage scope with this project so the occupants of the resident towers and Drake would be impacted only once

• project team			
University project manager:	Kevin Koesters		
A/E:	RMF Engineering		
major contractors:	Kenmore Construction (general)	\$4.5M	
	Marvin W. Melke Inc. (HVAC)	\$3.1M	
	George J. Igel & Co. (general)	\$2.6M	

Project Data Sheet for Board of Trustees Approval

Energy Conservation Measures

OSU-110670

Project Location: Scott Laboratory
Biomedical Research Building
Recreation and Physical Activities Center
Physics Research Building
Veterinary Hospital

262,805 GSF
412,805 GSF
263,806 GSF
238,108 GSF
222,496 GSF

- **approval requested**
energy saving contract approval
- **project budget**

construction w/contingency	\$7.8M
professional services	\$0.4M
total project budget	\$8.2M



- **funding sources**
Ohio Air Quality Development Authority
(OAQDA) debt or University debt, if needed
- **project schedule**

design/bidding	01/12 – 09/12
construction	09/12 – 09/14
- **project scope**
 - implement recommendations from an energy audit to reduce energy consumption in five campus buildings
 - the energy audits for each building were completed as part of the Energy and Infrastructure Study of the Framework Plan
 - the conservation measures will focus on ways to reduce building and/or laboratory air change rates, seasonal temperature setback, HVAC scheduling for unoccupied periods, various VAV strategies, lighting controls and general building control system modifications to improve the thermal environment while simultaneously reducing energy consumption
 - the estimated annual energy savings ranges from a low of \$161,000 to a high of \$1.5M; with a projected payback from 5.2 to 7.5 years
 - the project will be funded with Qualified Energy Conservation Bonds through the Ohio Air Quality Development Authority (OAQDA) sought by the university or University debt, if needed
 - project will be delivered through the performance contracting method and will contract with an energy services company to implement the energy conservation measures with a guaranteed energy cost savings
- **approval requested**
 - approval is requested to increase the energy saving contract
 - the project scope was increased to implement additional energy conservation measures, increasing in the total project cost from \$3.65M to \$8.2M

-
- **project team**

University project manager:	Charlie Conner
energy consultant:	State Architect's Office – Energy Services
major contractors:	tbd

**TWENTY-YEAR LEASE
WEXNER MEDICAL CENTER AT THE OHIO STATE UNIVERSITY
AMBULATORY EXPANSION**

Background

The Ambulatory Care Strategy is a key component of The Ohio State University Wexner Medical Center (OSUWMC) Strategic Plan and its mission to improve people's lives through innovation in research, education and patient care. The plan emphasized strategic growth of the Signature Programs and related programs in community settings.

The ambulatory plan's primary objectives include:

- Improve access and quality for our patients
- Lower cost of providing care
- Optimize use of space on campus
- Ensure financially self-sufficient entities
- Become geographically preferable to payers
- Target growth - focus on Signature Programs
- Provide appropriate teaching and research sites
- Aligned management and consistent ambulatory performance standards

Project Summary

Located downtown in the city of New Albany, the project will include a multi-dimensional outpatient facility that brings together a wide range of clinical outpatient services, physicians, and rehabilitation services in an effort to improve the health and lives of the community the project will serve.

Location and Description

The property will be located in the city of New Albany. The proposed facility will be approximately 48,000 SF in total. OSU will lease approximately 10,000 SF of medical office and rehabilitation space, and approximately 25,000 SF of space for related services.

The site offers adequate parking, access and visibility. This facility will be leased to OSU and other tenants for a 20-year term with three, five-year renewal options. All costs including lease payments and operating costs will be paid for by the operating revenue generated at the location. The final terms and conditions of the lease will be negotiated in the best interest of the Ohio State's Wexner Medical Center, The Ohio State University, and the State of Ohio.

August 31, 2012 meeting, Board of Trustees

(APPENDIX IX)

**The Ohio State University Board of Trustees
Finance Committee
August 30, 2012**

Topic:

Instructional Fees for Master of Science in Agricultural and Extension Education – Distance Learning

Context:

The College of Food, Agricultural, and Environmental Sciences is establishing a new distance learning program that will award a Master of Science in Agricultural and Extension Education. This program and corresponding fee was not previously submitted to the Board of Trustees due to the timing of submission and approval by the Board of Regents. The academic program was endorsed by the Board of Regents' Advisory Committee on Graduate Study at its May 2012 meeting, and officially approved at its June 2012 meeting. Due to the timing of approval by both the Board of Regents and the Board of Trustees, the program will be effective Spring Semester 2013.

Summary:

University policy allows selectively differential instructional fees for professional degrees and Board of Regents approved tagged masters programs. The differential portion of the instructional fee is determined by market demand and pricing. It is recommended that the instructional fee for this program be set at \$5,169 per semester for a typical student in the program taking 6 credit hours per semester, which represents a 22% increase over the Masters/PhD fee table rate. As detailed in the table below, all on-site fees are waived, the non-resident tuition is reduced to \$5, and the \$100 distance education fee is assessed for students taking all distance courses.

Master in Agricultural and Extension Education - Distance Learning

Credit Hours	Instructional Fees	Basic General Fee	Distance Education Fee	Resident Total, Semester	Resident Total, Year ⁽¹⁾	Non-Resident Tuition ⁽²⁾	Non-Resident Total, Semester	Non-Resident Total, Year ⁽¹⁾
6.0	5,169.00	138.00	100.00	5,407.00	16,221.00	5.00	5,412.00	16,236.00

(1) Year totals assume a year-round, 3 semester program.

(2) For students taking all distance courses, all on-site fees are waived and the non-resident tuition is reduced to \$5.

Requested of Finance Committee:

Approval of the attached resolution regarding Instructional Fees for Master of Science in Agricultural and Extension Education – Distance Learning

August 31, 2012 meeting, Board of Trustees

(APPENDIX X)

**APPROVAL TO AMEND
THE OHIO STATE UNIVERSITY ALTERNATIVE RETIREMENT PLAN**

Summary

Background on the Plan:

The University's Alternative Retirement Plan (the "Plan") is an alternative to participating in OPERS (for staff) or STRS (for faculty). The Plan is a "tax-qualified" retirement plan – i.e., participants do not pay taxes on their contributions or accounts until those amounts are distributed. The Plan also is subject to Chapter 3305 of the Ohio Revised Code.

Summary of Changes:

Previously, under Chapter 3305 of the Ohio Revised Code, Plan participants were only permitted to change investment providers once per year. Recently, the Ohio General Assembly amended Chapter 3305 of the Ohio Revised Code to permit provider changes at any time during the year, subject to terms and conditions established by the employer.

Previously, under Chapter 3305 of the Ohio Revised Code, the Ohio Department of Insurance designated entities to provide investment options under the Plan. Recently, the Ohio General Assembly amended Chapter 3305 of the Ohio Revised Code to transfer this responsibility to the Ohio Board of Regents.

The Plan is being amended to incorporate these statutory changes.

The amendment has been approved by the Office of Legal Affairs and the Office of Human Resources.

Purpose of the Resolution:

The resolution would approve the amendment of the Plan, effective as of September 12, 2012. The resolution also would authorize the Senior Vice President for Business and Finance and Chief Financial Officer to sign the amendment and any other documents needed to carry out the amendment.

**Second Amendment to
The Ohio State University Alternative Retirement Plan**

WHEREAS, The Ohio State University (the “Employer”) maintains The Ohio State University Alternative Retirement Plan, effective as of January 1, 2002, amended and restated on February 4, 2010 and subsequently amended on November 4, 2011 (the “Plan”); and

WHEREAS, pursuant to the authority of Section 8.3 of the Plan, the Employer desires to amend the Plan to make certain changes in accordance with applicable law;

NOW, THEREFORE, effective September 12, 2012, the Employer hereby amends the Plan as follows:

1. The second sentence of Option 2 in Section 1.8 of the Plan shall be deleted in its entirety and replaced with the following:

“Participants may choose among those companies that have entered into a provider agreement with the Employer in accordance with ORC Chapter 3305.”

2. Section 5.2 of the Plan shall be deleted in its entirety and replaced with the following:

“Subject to the Provider’s rules for transfers and the ORC, a Participant may specify that a part or all of such Participant’s Account may be transferred among different investment options offered under the Provider’s Annuity Contract.

Subject to any terms and conditions established by the Employer and the ORC, a Participant may make an election to change to another authorized Provider at any time during the Plan Year. If a Participant makes an election to change to a new Provider, the Participant may specify at any time that a part or all of such Participant’s Account be transferred to the new Provider. Provided however, a Provider is not required to immediately transfer any part of the Participant’s Account invested at the Participant’s election in a fixed annuity account if the contract with the Participant under which the investment was made permits the Provider to make such a transfer over a period of time not exceeding ten years and the contract was filed with and approved by the Ohio Department of Insurance (see Item 8 of Appendix A).”

3. The reference to “Option 2” in the first paragraph of Item 2 in Appendix A shall be deleted and replaced by a reference to “Option 1”. The second paragraph of Item 2 in Appendix A shall be deleted in its entirety.
4. The remainder of the Plan remains unchanged.

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IN WITNESS WHEREOF, the Employer hereby adopts this Second Amendment to the Plan, this ____ day of _____, 2012.

THE OHIO STATE UNIVERSITY

By:

Geoffrey S. Chatas
Senior Vice President for Business and Finance and CFO

(APPENDIX XI)

**APPROVAL OF THE ADOPTION OF THE OHIO STATE
UNIVERSITY RETIREMENT CONTINUATION PLAN II AND
THE OHIO STATE UNIVERSITY SUPPLEMENTAL
415(M) RETIREMENT PLAN II**

Summary

Background on the Plans:

The Internal Revenue Code imposes limitations on the amounts of contributions that may be made to the State Teachers Retirement System of Ohio (STRS), the Ohio Public Employee Retirement System (OPERS) and the Alternative Retirement Plan (ARP) on behalf of certain employees. The Internal Revenue Code permits the University to adopt The Ohio State University Retirement Continuation Plan II (RCP II) and The Ohio State University Supplemental 415(m) Retirement Plan II (415(m) Plan II) to receive contributions on behalf of designated University employees.

The RCP II is a "tax-qualified" retirement plan – i.e., participants do not pay taxes on their contributions or accounts until those amounts are distributed. The 415(m) Plan II is a "qualified governmental excess benefit arrangement" under Section 415(m) of the Internal Revenue Code. The plans have been reviewed by the Office of Legal Affairs, the Office of Human Resources and outside counsel.

Purpose of the Resolution:

The resolution would:

- Approve the adoption of the RCP II and the 415(m) Plan II;
- Authorize the Senior Vice President for Business and Finance and Chief Financial Officer to sign the plan documents and any other documents needed to carry out the resolution and submit the RCP II to the Internal Revenue Service for a favorable determination letter; and
- Delegate authority to adopt and effectuate certain technical amendments that arise due to IRS required non-discretionary revisions to plans to the Senior Vice President for Business and Finance and Chief Financial Officer, in consultation with the Office of Human Resources and the Office of Legal Affairs, without further review or resolutions by the Board.

Appendix B

**The Ohio State University
Retirement Continuation Plan II**
(DRAFT for Board of Trustees Approval)

The Employer hereby adopts the Plan effective September 1, 2012.

The purpose of the Plan is to provide additional retirement benefits to a select group of employees not available under the State Teachers Retirement System of Ohio ("STRS"), the Ohio Public Employees Retirement System ("OPERS"), or The Ohio State University Alternative Retirement Plan ("ARP"). An employee for whom contributions are made under The Ohio State University Retirement Continuation Plan in any given Plan Year shall not be eligible to participate in this Plan during such Plan Year.

Article I – Definitions

The following words or phrases whenever used in this Plan shall have the following meanings unless the context clearly demands otherwise:

Section 1.01 - Account

Shall mean the sum of all the Participant's individual sub-accounts, including earnings and losses thereon.

Section 1.02 - Annuity Contract(s)

Shall mean any type of annuity contract(s) issued by a Funding Company(ies) to effect the purposes of the Plan.

Section 1.03 - Appropriate Request

Shall mean a request by a Participant in the form and manner provided by the Plan Administrator that is appropriate for the intended purpose. If the Plan Administrator and the Plan's recordkeeper so agree, an Appropriate Request may be executed over the telephone or internet. To constitute an Appropriate Request, such request must be completed correctly and if required to be in writing, duly executed and delivered to the Plan Administrator or its designated representative.

Section 1.04 - Beneficiary

Shall mean the Beneficiary or Beneficiaries entitled to any benefits under a Participant's Account upon the death of a Participant.

Section 1.05 - Board

Shall mean the Board of Trustees of the Employer.

Section 1.06 - Code

Shall mean the Internal Revenue Code of 1986, as amended from time to time.

Section 1.07A - Compensation for Purposes Other than Section 1.18 or Article V

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Shall have the same meaning as the applicable one of the following:

- (a) If the Employee is a member of OPERS or is a participant in the ARP and would be subject to Chapter 145 of the Ohio Revised Code, as amended ("ORC"), had the Employee not made an election pursuant to Section 3305.05 or 3305.051 of the ORC, "Compensation" shall mean "earnable salary" as defined in division (R) of Section 145.01 of the ORC; or
- (b) If the Employee is a member of STRS or is a participant in the ARP and would be subject to Chapter 3307 of the ORC had the Employee not made an election pursuant to Section 3305.05 or 3305.051 of the ORC, "Compensation" shall mean "compensation" as defined in division (L) of Section 3307.01 of the ORC. For purposes of this Section 1.07A(b), "Compensation" shall be determined without regard to STRS Rule 3307-10-01.

Notwithstanding the foregoing, Compensation shall not be reduced by the amount of exclusions that are not currently includable in the Participant's gross income by reason of the application of IRC Sections 125, 132(f), 402(e)(3), 403(b), 414(h)(2) and 457.

In determining the amount or allocation of any contribution that is based on Compensation, only Compensation paid to a Participant for services rendered to the Employer while employed as an Employee of the Employer shall be taken into account.

This Plan shall not consider a Participant's Compensation for any Plan Year in excess of the limitation under Section 401(a)(17) of the Code.

An individual receiving a differential wage payment, as defined by Section 3401(h)(2) of the Code, shall be treated as an Employee of the Employer making the payment (rather than an Employee who has incurred a severance from employment); and the differential wage payment shall be treated as compensation for Plan purposes, including Section 415 of the Code and any other Code section that references the definition of compensation under Section 415 of the Code.

If all Employees of the Employer performing service in the uniformed services described in Section 3401(h)(2)(A) of the Code are entitled to receive differential wage payments (as defined in Section 3401(h)(2) of the Code) on reasonably equivalent terms and, if eligible to participate in a retirement plan maintained by the Employer, to make contributions based on the payments on reasonably equivalent terms (taking into account Sections 410(b)(3), (4), and (5) of the Code), then the Plan shall not be treated as failing to meet the requirements of any provision described in Section 414(u)(1)(C) of the Code by reason of any contribution or benefit which is based on the differential wage payment.

Section 1.07B - Compensation for Purposes of Section 1.18 and Article V

Shall mean wages as defined in Section 3401(a) of the Code and all other payments of compensation to an Employee by the Employer (in the course of the Employer's trade or business) for which the Employer is required to furnish the Employee a written statement under Sections 6041(d), 6051(a)(3), and 6052 of the Code. Compensation must be determined without regard to any rules under Section 3401(a) that limit the remuneration included in wages based on the nature or location of the employment or the services performed (such as the exception for

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agricultural labor in Section 3401(a)(2)).

For purposes of applying the limitations described in Section 1.18 and Article V of this Plan:

- (a) Compensation paid or made available during a Limitation Year shall include any elective deferral (as defined in Section 402(g)(3) of the Code), and any amount which is contributed or deferred by the Employer at the election of the Employee and which is not includible in the gross income of the Employee by reason of Section 125 or 457 of the Code.
- (b) Compensation paid or made available during such Limitation Years shall include elective amounts that are not includible in gross income of the Employee by reason of Section 132(f)(4) of the Code.

Compensation for purposes of this Section 1.07B:

- (1) shall be based on the amount actually paid or made available to the Participant (or, if earlier, includible in the gross income of the Participant) during the Limitation Year; and
- (2) shall include amounts paid by the later of two and one-half (2½) months after the Participant's severance from employment (as defined below) with the Employer or the end of the Limitation Year that includes the date of the Participant's severance from employment (as defined below) with the Employer, if:
 - (A) the payment is for unused accrued bona fide sick, vacation, or other leave (but only if the Participant would have been able to use the leave if employment had continued); or
 - (B) the payment is received by the Participant pursuant to a nonqualified unfunded deferred compensation plan, but only if the payment would have been paid to the Participant at the same time if the Participant had continued in employment with the Employer and only to the extent that the payment is includible in the Participant's gross income; or
 - (C) the payment is regular compensation for services during the Participant's regular working hours, or compensation for services outside the Participant's regular working hours (such as overtime or shift differential), commissions, bonuses, or other similar payments, and, absent a severance from employment, the payments would have been paid to the Participant while the Participant continued in employment with the Employer.
- (3) may include amounts earned during the Limitation Year but not paid during that Limitation Year solely because of the timing of pay periods and pay dates, provided
 - (A) such amounts are paid during the first few weeks of the next Limitation Year;

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- (B) such amounts are included on a uniform and consistent basis with respect to all similarly situated Participants; and
 - (C) no such amounts are included in more than one Limitation Year.
- (4) shall not include amounts paid as compensation to a non-resident alien, as defined in Section 7701(b) of the Code, who is not a Participant in the Plan to the extent the compensation is excludable from gross income and is not effectively connected with the conduct of a trade or business within the United States.

In addition, Compensation for purposes of this Section 1.07B shall not reflect compensation for a year greater than the limit under Section 401(a)(17) of the Code that applies to that year.

For purposes of this Section 1.07B, an Employee has a "severance from employment" when the Employee ceases to be an employee of the Employer maintaining the Plan, and an Eligible Employee does not have a "severance from employment" if, in connection with a change of employment, the individual's new employer maintains such Plan with respect to the individual. The determination of whether an Employee ceases to be an employee of the Employer maintaining the Plan is based on all of the relevant facts and circumstances.

Section 1.08 - Custodial Account

Shall mean the group or individual account or accounts established for each Participant by the Employer pursuant to a written contract between the Employer and a Funding Company, in a manner consistent with Section 401(f) of the Code.

Section 1.09 - Date of Employment

Shall mean the first date on which an Employee performs services as an Employee for the Employer.

Section 1.10 - Disability

Shall mean a physical or mental condition of a Participant which would qualify him for benefits under his Employer's long-term disability plan.

Section 1.11 - Employee

Shall mean any person who is receiving compensation for personal services rendered in the employment of the Employer.

Section 1.12 - Employer

Shall mean The Ohio State University.

Section 1.13 - Employer Contributions

Shall mean contributions made in accordance with Section 3.03.

Section 1.14 - Funding Company(ies)

Shall mean any entity designated by the Employer to provide funding

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options under the Plan.

Section 1.15 - Hour of Service

Shall mean each hour for which an Employee is paid or entitled to payment for the performance of duties for the Employer.

Section 1.16 - Limitation Year

Shall mean the Plan Year.

Section 1.17 - Married Participant

Shall mean a Participant who is lawfully married on the date Plan benefits are payable.

Section 1.18 - Maximum Permissible Amount

Shall mean the Annual Addition that may be contributed or allocated to a Participant's Account under the Plan for any Limitation Year which shall not exceed the lesser of:

- (a) \$40,000, as adjusted for increases in the cost-of-living under Section 415(d) of the Code, or
- (b) 100 percent of the Participant's Compensation, within the meaning of Section 415(c)(3) of the Code, for the Limitation Year.

Section 1.19 - Normal Retirement Date

Shall mean the first day of the calendar month coincident with or next following the Participant's 65th birthday.

Section 1.20 - One-Year Period of Severance

Shall mean a twelve (12) consecutive month period beginning on a Severance From Service Date and ending on the first anniversary of such date, provided the Employee does not perform services as an Employee for the Employer during such period.

Section 1.21 - Participant

Shall mean any Employee who becomes a Participant pursuant to Article II and continues to be entitled to any benefits under the Plan.

Section 1.22 - Period of Service

A Period of Service shall commence on an Employee's Date of Employment or Reemployment Commencement Date, whichever is applicable, and end on his Severance From Service Date. All Periods of Service shall be aggregated on a uniform and consistent basis.

Notwithstanding the preceding paragraph of this section, if an Employee severs from service by reason of a quit, discharge, or retirement during an absence from service of twelve (12) months or less, and if such Employee then performs services as an Employee within twelve (12) months of the date on which the Employee was first absent from service, then such Period of Severance shall be taken into account for purposes of vesting.

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Section 1.23 - Period of Severance

The period of time commencing on an Employee's Severance From Service Date and ending on the date on which the Employee again performs an Hour of Service for the Employer.

Section 1.24 - Pick-Up Contributions

Shall mean contributions made in accordance with Section 3.02. These contributions are intended to be contributions described in Section 414(h)(2) of the Code. Therefore, although designated as Employee contributions, such Employee contributions are being paid by the Employer in lieu of contributions by the Employee.

Section 1.25 - Plan

Shall mean The Ohio State University Retirement Continuation Plan II, as amended from time to time. For purposes of the Code, this Plan shall be considered and administered as a "profit sharing plan" that is administered as a "discretionary plan".

Section 1.26 - Plan Administrator

Shall mean the Employer. The Employer may, in its sole discretion, delegate any of the duties of the Plan Administrator to a third party or parties selected by the Employer.

Section 1.27 - Plan Year

Shall mean the twelve (12) month period commencing January 1, except that the first Plan Year shall be a short Plan Year commencing on September 1, 2012, and ending on December 31, 2012.

Section 1.28 - Reemployment Commencement Date

Shall mean the first day following a One-Year Period of Severance in which an Employee performs services for the Employer.

Section 1.29 - Severance From Service Date

Shall mean the earlier of:

- (a) The date on which an Employee quits, retires, is discharged, or dies; or
 - (1) The first anniversary of the first day of a period in which an Employee remains absent from service (with or without pay) with the Employer for any reason other than quitting, retirement, discharge or death, such as vacation, holiday, sickness, disability, leave of absence or lay-off; or
 - (2) The second anniversary of the first day of a period in which an Employee remains absent from service (with or without pay) with the Employer by reason of pregnancy, the birth of the Employee's child, the placement of a child with the Employee in connection with the adoption of such child by such Employee, or the need to care for such Employee's child during the period immediately following such child's birth or placement.

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For a Participant who is absent from service on account of pregnancy, the birth of the Employee's child, child placement or child care, the period between the first anniversary of the first day of the absence and the second anniversary of the first day of the absence is neither a Period of Service nor a Period of Severance.

Section 1.30 - Valuation Date

Shall mean the last day of each Plan Year and any other day determined by the Plan Administrator.

Article II – Eligibility and Enrollment

Section 2.01 - Eligibility for Pick-Up Contributions

Eligibility to have a Pick-Up Contribution, if any, is limited to those Employees selected by the Plan Administrator and listed in Appendix A.

Notwithstanding the above paragraph, in order to have Pick-Up Contributions made on a Participant's behalf, the Participant must file an Appropriate Request with the Plan Administrator within sixty (60) days after the time he is initially eligible for Pick-Up Contributions. The Appropriate Request must be in the form of a one-time irrevocable election. If the Participant fails to file an Appropriate Request in a timely manner, the Participant will be treated as having forever waived the right to have Pick-Up Contributions made on his behalf. The Plan Administrator may, at its discretion, add Employees to, or delete Employees from, Appendix A.

Section 2.02 - Eligibility for Employer Contributions

Eligibility for an allocation of the Employer Contribution, if any, is limited to those Employees selected by the Plan Administrator and listed in Appendix A. The Plan Administrator may, at its discretion, add Employees to, or delete Employees from, Appendix A. Eligibility for an Employer Contribution and the amount of the Employer Contribution may vary from year to year and from Participant to Participant and the fact that an Employee receives such contribution one year does not mean that he is entitled to such contribution in any future year.

Article III – Contributions and Allocations

Section 3.01 - Types of Contributions

Contributions to the Plan shall consist solely of the following:

- (a) Pick-Up Contributions; and
- (b) Employer Contributions.

Section 3.02 - Pick-Up Contributions

Each Employee, within sixty (60) days after becoming eligible to receive an allocation of Pick-Up Contributions, must file a one-time irrevocable election in the form of an Appropriate Request with the Plan Administrator which shall direct that the Employer withhold a specific percentage of Compensation from the Employee's paycheck. The Participant's election of such percentage of Compensation shall be subject to the approval of the Employer.

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Pick-Up Contributions shall be allocated to the Pick-Up Contribution sub-account of each Participant's Account in an amount equal to the amount withheld by the Employer from the Participant's Compensation for the purpose of contributing such amount to this Plan.

Section 3.03 - Employer Contributions

The Employer may make an Employer Contribution to the Plan at the Employer's discretion. The Employer has discretion as to the amount of the contribution. The Employer shall designate the Plan Year for which each Employer Contribution is made and shall make such Employer Contribution not later than the time prescribed by Section 404 of the Code or any successor statute or guidance.

The Employer Contribution, if any, shall be allocated to the Employer Contribution sub-account of each Participant's Account. With respect to each Plan Year, the Employer shall list the Employer Contributions, if any, made to each Participant for such Plan Year in the attached Appendix A.

Section 3.04 - Prohibition Against Assets Returning to Employer

The assets of the Plan shall never inure to the benefit of the Employer. Notwithstanding the prior sentence, Plan assets may revert to the Employer in the following situations:

- (a) In the case of an Employer Contribution or Pick-Up Contribution which in the sole opinion of the Plan Administrator is made by virtue of a mistake of fact, the contribution may be returned to the Employer within one (1) year after the payment of the contribution;
- (b) If an Employer Contribution is conditioned upon initial qualification of the Plan under Section 401(a) of the Code, or any successor provision thereto, and if the Plan does not so qualify, then any contributions made to the Plan may be returned to the Employer within one (1) year after the date of denial of qualification of the Plan but only if such application is filed by the end of the applicable remedial amendment period under Section 401(b) of the Code.

Article IV – Participant Accounts

Section 4.01 - Annuity Contract(s) and Custodial Account(s)

Plan assets shall be held in Annuity Contract(s) or Custodial Account(s). The administration of the Annuity Contract(s) and Custodial Account(s) shall be subject to an agreement between the Employer and the Funding Company(ies) that satisfies the requirement of Section 401(f) of the Code. Annuity Contracts and Custodial Accounts shall conform to all provisions of the Plan.

Section 4.02 - Separate Accounts

The Funding Company shall maintain a separate Account for each Participant, which Account shall reflect the Participant's interest in the Annuity Contract(s) or Custodial Account(s), as applicable. Within each Participant's Account, sub-accounts shall be established to reflect the contributions made by the Employer under Article III.

Section 4.03 - Valuation of Separate Accounts

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As of each Valuation Date, the Funding Company(ies) shall adjust the Accounts to reflect contributions, earnings, gains, losses, withdrawals and distributions.

Section 4.04 - Assumption of Risk by Participant

Each Participant (or his Beneficiary) assumes the risk in connection with any decrease in value of his Account, and such Account shall be the sole source of payments to be made to each Participant (or his Beneficiary) under the Plan.

Section 4.05 - Election of Investment Fund

Each Participant shall have the exclusive authority to direct the investment of his Account among the investment funds designated by the Employer. Such directions shall be made in accordance with procedures adopted by the Plan Administrator. If a Participant fails to designate an investment fund, all contributions allocable to his Account shall be placed in the investment fund selected by the Plan Administrator until Participant direction is received. A Participant shall be permitted to change his investment directions in accordance with procedures adopted by the Plan Administrator.

Section 4.06 - Exchanges within the Plan

A Participant shall be permitted to change the investment of his Account among the Funding Companies that are eligible to receive contributions under the Plan in accordance with the rules established by the Employer.

Article V – Limitations on Contributions

Section 5.01 - Annual Addition Limitation

- (a) Notwithstanding any provisions of the Plan to the contrary, the Annual Additions which a Participant is entitled to under the Plan shall not, in any Limitation Year, exceed the Maximum Permissible Amount.
- (b) If the Annual Addition allocable under this Plan (but for this Section) would exceed the limitations of Section 415(c) of the Code, the excess Annual Addition under this Plan shall be allocated pursuant to Treasury Regulation Section 1.415-6(b)(6)(iii). Notwithstanding the foregoing, (i) for purposes of this Plan, "Annual Additions" shall be determined in accordance with the aggregation rules under Section 415(f) of the Code and (ii) in correcting an amount that exceeds the limitations of Section 415(c) of the Code, the Employer may use a correction method as set forth under the Employee Plans Compliance Resolution System, or any successor thereto, but may not use any other correction method.
- (c) For purposes of this Section, "Annual Addition" shall mean:
 - (1) Employer contributions;
 - (2) Employee contributions;
 - (3) Forfeitures;
 - (4) Amounts allocated to an individual medical account, as described in Section 415(l)(1) of the Code, which is part of a defined benefit plan maintained by the Employer;

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- (5) Amounts derived from contributions paid or accrued, which are attributable to post-retirement medical benefits allocated to the separate account of a key employee under Section 419A(d)(2) of the Code in a welfare benefit plan maintained by the Employer; and
- (6) allocations under a simplified employee pension.

Restorative payments allocated to a Participant's Account, which include payments made to restore losses to the Plan resulting from actions (or a failure to act) by a fiduciary for which there is a reasonable risk of liability under applicable federal or state law, where similarly situated Participants are similarly treated do not give rise to an "Annual Addition" for any Limitation Year.

Article VI – Vesting

Section 6.01 - Pick-Up Contributions

A Participant shall at all times have a one hundred percent (100%) non-forfeitable interest in the value of his Account attributable to Pick-Up Contributions.

Section 6.02 - Employer Contributions

A Participant shall be vested in the portion of his or her Account attributed to the Employer Contributions in accordance with the vesting schedule(s) set forth by the Employer for the Participant in Appendix B. If the Employer does not establish a vesting schedule for a Participant, the Participant shall at all times have a one hundred percent (100%) non-forfeitable interest in the value of his Account attributable to Employer Contributions.

Section 6.03 - Forfeitures

If a Participant's employment terminates and he receives a distribution of his vested Account, any nonvested portion of his Account shall be forfeited, and the amount forfeited shall be applied towards the Employer Contribution or to pay Plan expenses in the current Plan Year.

Article VII – Distributions

Section 7.01 - Time of Distribution

Distribution of a Participant's vested Account may begin as soon as administratively possible after the date the Participant terminates employment, retires on or after his Normal Retirement Date, dies, or becomes Disabled.

Section 7.02 - Methods of Distribution

A Participant or Beneficiary may elect that his benefit be paid in the form of a lump sum, an installment distribution or an annuity, subject to the terms of the applicable Annuity Contract(s) and Custodial Account(s) issued by the Funding Company.

Section 7.03 - Distributions After Death

If the distribution of a Participant's interest has begun in the form of an installment distribution or an annuity and the Participant dies before his entire interest has been distributed to him, the remaining portion of such interest shall be distributed as provided in the Annuity Contract or Custodial Account.

If a Participant dies before he has begun to receive any distributions from his Account, his death benefit shall be distributed to his Beneficiary in the form of a lump sum no later than December 31 of the calendar year following the calendar year in which the Participant died, or, if the Beneficiary so elects, in the form of an installment distribution or an annuity, with the first payment being made no later than December 31 of the calendar year following the calendar year in which the Participant died. Any such installment distribution or annuity shall be subject to the terms and conditions of this Plan. If the Beneficiary fails to make any election, he will be treated as if he elected a lump sum distribution.

In the case of a death or Disability, if a Participant dies while performing qualified military service (as defined in Section 414(u) of the Code), the survivors of the Participant are entitled to any additional benefits (other than benefit accruals relating to the period of qualified military service) provided under the Plan as if the Participant had resumed and then terminated employment on account of death.

Section 7.04 - Direct Rollovers of Eligible Distributions

- (a) Notwithstanding any provision of the Plan to the contrary that would otherwise limit a Distributee's election under this Section, a Distributee may elect, at the time and in the manner prescribed by the Plan Administrator, to have any portion of an Eligible Rollover Distribution paid directly to an Eligible Retirement Plan specified by the Distributee in a Direct Rollover.
- (b) For purposes of this Section, the following definitions apply:
 - (1) Eligible Rollover Distribution - An Eligible Rollover Distribution is any distribution of all or any portion of the balance to the credit of the Distributee, except that an Eligible Rollover Distribution does not include: any distribution that is one of a series of substantially equal periodic payment (not less frequently than annually) made for the life (or life expectancy) of the Distributee or the joint lives (or joint life expectancies) of the Distributee and the Distributee's Designated Beneficiary, or for a specified period of ten (10) years or more; any distribution to the extent such distribution is required under Section 401(a)(9) of the Code; the portion of any distribution that is not includable in gross income (determined without regard to the exclusion for net unrealized appreciation with respect to Employer securities); and any hardship distribution described in Section 457(d)(1)(A)(iii) of the Code.
 - (2) Eligible Retirement Plan – An Eligible Retirement Plan is an individual retirement account described in Section 408(a) of the Code, an individual retirement annuity described in Section 408(b) of the Code, an annuity plan described in Section 403(a) of the Code, a qualified trust described in Section 401(a) of the Code, an annuity contract described in Section 403(b) of the Code, and an eligible plan under Section 457(b) of the Code which is maintained by a state, political subdivision of a state or any agency or instrumentality of a state or political subdivision of a state and which agrees to separately account for amounts transferred into such plan from this Plan, that accepts the

Distributee's Eligible Rollover Distribution. An Eligible Retirement Plan shall also apply in the case of a distribution to a surviving spouse, or to a spouse or former spouse who is an alternate payee under a Qualified Domestic Relations Order, as defined in Section 414(p) of the Code.

In addition, a Participant or Beneficiary may elect to roll over directly an Eligible Rollover Distribution to a Roth IRA described in Section 408A(b) of the Code.

- (3) Distributee - A Distributee includes an Employee or former Employee. In addition, the Employee's or former Employee's surviving spouse and the Employee's or former Employee's spouse or former spouse who is the alternate payee under a Qualified Domestic Relations Order, as defined in Section 414(p) of the Code, are Distributees with regard to the interest of the spouse or former spouse.
- (4) Direct Rollover — A Direct Rollover is a payment by the Plan to the Eligible Retirement Plan specified by the Distributee.
- (5) Non-spouse Beneficiary Rollover — A non-spouse Beneficiary who is a "designated beneficiary" under Section 401(a)(9)(E) of the Code and the Treasury Regulations thereunder, may, by a Direct Rollover, roll over all or any portion of his or her distribution to an individual retirement account or annuity described in Section 408(a) or 408(b) of the Code ("IRA") that is established on behalf of the Beneficiary and that will be treated as an inherited IRA pursuant to Section 402(c)(11) of the Code.

In order to be able to roll over the distribution, the distribution must otherwise satisfy the definition of an Eligible Rollover Distribution. A non-spouse Beneficiary may not roll over an amount which is a required minimum distribution ineligible for rollover, as determined under applicable Treasury Regulations and other Internal Revenue Service guidance, including Q&A 17 and 18 of Notice 2007-7, 2007-5 Internal Revenue Bulletin 395. If a Participant dies before his or her required beginning date, then the non-spouse Designated Beneficiary may deposit into such IRA all or any portion of the distribution that is deemed to be an Eligible Rollover Distribution. In determining the portion of such distribution that is considered to be a required minimum distribution that must be made from the IRA, the Beneficiary may elect to use either the 5-year rule or the life expectancy rule, pursuant to Treasury Regulation Section 1.401(a)(9)-3, Q&A-4(c).

Although a non-spouse Beneficiary may roll over directly a distribution as provided above, the distribution is not subject to the direct rollover requirements of Section 401(a)(31) of the Code, the notice requirements of Section 402(f) of the Code, or the mandatory withholding requirements of Section 3405(c) of the Code. If a non-spouse Beneficiary receives a distribution from the Plan, the distribution is not eligible for a "60-day" rollover.

If the Participant's named Beneficiary is a trust, the Plan may make a Direct Rollover to an IRA on behalf of the trust, provided the trust satisfies the requirements to be a Designated Beneficiary within the meaning of Section 401(a)(9)(E) of the Code.

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Section 7.05 - Acceptance of Transfers or Rollovers

No transfers or rollovers (direct or otherwise) shall be permitted to this Plan from another plan or annuity.

Section 7.06 - Alternate Payees Under Qualified Domestic Relations Orders

Notwithstanding anything in the Plan to the contrary, if a Domestic Relations Order directs the Plan to make a distribution prior to the Participant's earliest retirement age as defined in Section 414(p)(4) of the Code to an alternate payee and if the Domestic Relations Order satisfies Section 414(p)(11) of the Code, the Plan shall comply with such Order. Effective April 6, 2007, a domestic relations order that otherwise satisfies the requirements of a Qualified Domestic Relations Order will not fail to be a Qualified Domestic Relations Order: (a) solely because the Order is issued after, or revises, another domestic relations order or Qualified Domestic Relations Order; or (b) solely because of the time at which the order is issued, including issuance after the annuity starting date or after the Participant's death. Such a domestic relations order is subject to the same requirements and protections that apply to Qualified Domestic Relations Orders.

Article VIII – Minimum Distribution Requirements

Section 8.01 - General Rules

- (a) **Effective Date.** The provisions of this Article will apply for purposes of determining required minimum distributions for calendar years beginning on or after January 1, 2012.
- (b) **Precedence.** The requirement of this Article will take precedence over any inconsistent provisions of the Plan.
- (c) **Requirements of Treasury Regulations Incorporated.** All distributions required under this Article will be determined and made in accordance with the Treasury Regulations under Section 401(a)(9) of the Code.

Section 8.02 - Time and Manner of Distribution

- (a) Required Beginning Date. The Participant's entire interest will be distributed, or begin to be distributed, to the Participant no later than the Participant's required beginning date.
- (b) Death of Participant Before Distributions Begin. If the Participant dies before distributions begin, the Participant's entire interest will be distributed, or begin to be distributed, no later than as follows:
 - (1) If the Participant's surviving spouse is the Participant's sole Designated Beneficiary, then, distributions to the surviving spouse will begin by December 31 of the calendar year immediately following the calendar year in which the Participant died, or by December 31 of the calendar year in which the Participant would have attained age 70½, if later.
 - (2) If the Participant's surviving spouse is not the Participant's sole Designated Beneficiary, then distribution to the Designated Beneficiary will begin by December 31 of the calendar year immediately following the calendar year in which the Participant died.
 - (3) If there is no Designated Beneficiary as of September 30 of the year following the year of the Participant's death, the Participant's entire interest will be distributed by December 31 of the calendar year containing the fifth anniversary of the Participant's death.
 - (4) If the Participant's surviving spouse is the Participant's sole Designated Beneficiary and the surviving spouse dies after the Participant but before distributions to the surviving spouse begin, this Section 8.02(b), other than Section 8.02(b)(1), will apply as if the surviving spouse were the Participant.

For purposes of this Section 8.02(b) and Section 8.04, unless Section 8.02(b)(4) applies, distributions are considered to begin on the Participant's required beginning date. If Section 8.02(b)(4) applies, distributions are considered to begin on the date distributions are required to begin to the surviving spouse under Section 8.02(b)(1). If distributions under an annuity purchased from an insurance company irrevocably commence to the Participant before the Participant's required beginning date (or to the Participant's surviving spouse before the date distributions are required to begin to the surviving spouse under Section 8.02(b)(1)), the date distributions are considered to begin is the date distributions actually commence.

- (c) Forms of Distribution. Unless the Participant's interest is distributed in the form of an annuity purchased from an insurance company or in a single sum on or before the required beginning date, as of the first distribution calendar year distributions will be made in accordance with Sections 8.03 and 8.04 of this Article. If the Participant's interest is distributed in the form of an annuity purchased from an insurance company, distributions thereunder will be made in accordance with the requirements of Section 401(a)(9) of the Code and the Treasury Regulations.

Section 8.03 - Required Minimum Distributions During Participant's Lifetime

- (a) Amount of Required Minimum Distribution For Each Distribution Calendar Year. During the Participant's lifetime, the minimum amount that will be distributed for each distribution calendar year is the lesser of:
 - (1) The quotient obtained by dividing the Participant's Account Balance by the distribution period in the Uniform Lifetime Table set forth in Treasury Regulation Section 1.401(a)(9)-9, using the Participant's age as of the Participant's birthday in the distribution calendar year; or
 - (2) If the Participant's sole Designated Beneficiary for the distribution calendar year is the Participant's spouse, the quotient obtained by dividing the Participant's Account Balance by the number in the Joint and Last Survivor Table set forth in Treasury Regulation Section 1.401(a)(9)-9, using the Participant's and spouse's attained ages as of the Participant's and spouse's birthdays in the distribution calendar year.
- (b) Lifetime Required Minimum Distributions Continue Through Year of Participant's Death. Required minimum distributions will be determined under this Section 8.03 beginning with the first distribution calendar year and up to and including the distribution calendar year that includes the Participant's date of death.

Section 8.04 - Required Minimum Distributions After Participant's Death

- (a) Death On or After Date Distributions Begin.
 - (1) Participant Survived by Designated Beneficiary. If the Participant dies on or after the date distributions begin and there is a Designated Beneficiary, the minimum amount that will be distributed for each distribution calendar year after the year of the Participant's death is the quotient obtained by dividing the Participant's Account Balance by the longer of the remaining life expectancy of the Participant or the remaining life expectancy of the Participant's Designated Beneficiary, determined as follows:
 - (A) The Participant's remaining life expectancy is calculated using the age of the Participant in the year of death, reduced by one for each subsequent year.
 - (B) If the Participant's surviving spouse is the Participant's sole Designated Beneficiary, the remaining life expectancy of the surviving spouse is calculated for each distribution calendar year after the year of the Participant's death using the surviving spouse's age as of the spouse's birthday in that year. For distribution calendar years after the year of the surviving spouse's death, the remaining life expectancy of the surviving spouse is calculated using the age of the surviving spouse as of the spouse's

birthday in the calendar year of the spouse's death, reduced by one for each subsequent calendar year.

- (C) If the Participant's surviving spouse is not the Participant's sole Designated Beneficiary, the Designated Beneficiary's remaining life expectancy is calculated using the age of the Beneficiary in the year following the year of the Participant's death, reduced by one for each subsequent year.
 - (2) No Designated Beneficiary. If the Participant dies on or after the date distributions begin and there is no Designated Beneficiary as of September 30 of the year after the year of the Participant's death, the minimum amount that will be distributed for each distribution calendar year after the year of the Participant's death is the quotient obtained by dividing the Participant's Account Balance by the Participant's remaining life expectancy calculated using the age of the Participant in the year of death, reduced by one for each subsequent year.
- (b) Death Before Date Distributions Begin.
- (1) Participant Survived by Designated Beneficiary. If the Participant dies before the date distributions begin and there is a Designated Beneficiary, the minimum amount that will be distributed for each distribution calendar year after the year of the Participant's death is the quotient obtained by dividing the Participant's Account Balance by the remaining life expectancy of the Participant's Designated Beneficiary, determined as provided in Section 8.04(a).
 - (2) No Designated Beneficiary. If the Participant dies before the date distributions begin and there is no Designated Beneficiary as of September 30 of the year following the year of the Participant's death, distribution of the Participant's entire interest will be completed by December 31 of the calendar year containing the fifth anniversary of the Participant's death.
 - (3) Death of Surviving Spouse Before Distributions to Surviving Spouse Are Required to Begin. If the Participant dies before the date distributions begin, the Participant's surviving spouse is the Participant's sole Designated Beneficiary, and the surviving spouse dies before distributions are required to begin to the surviving spouse under Section 8.02(b)(1), this Section 8.04(b) will apply as if the surviving spouse were the Participant.

Section 8.05 - Definitions

- (a) Designated Beneficiary. The individual who is designated as the Beneficiary under Section 1.04 of the Plan and is the Designated Beneficiary under Section 401(a)(9) of the Internal Revenue Code and Treasury Regulation Section 1.401(a)(9)-1, Q&A-4.
- (b) Distribution calendar year. A calendar year for which a minimum distribution is required. For distributions beginning before the

Participant's death, the first distribution calendar year is the calendar year immediately preceding the calendar year which contains the Participant's required beginning date. For distributions beginning after the Participant's death, the first distribution calendar year is the calendar year in which distributions are required to begin under Section 8.02(b). The required minimum distribution for the Participant's first distribution calendar year will be made on or before the Participant's required beginning date. The required minimum distribution for other distribution calendar years, including the required minimum distribution for the distribution calendar year in which the Participant's required beginning date occurs, will be made on or before December 31 of that distribution calendar year.

- (c) Life expectancy. Life expectancy as computed by use of the Single Life Table in Treasury Regulation Section 1.401(a)(9)-9.
- (d) Participant's Account Balance. The Account Balance as of the last Valuation Date in the calendar year immediately preceding the distribution calendar year (valuation calendar year) increased by the amount of any contributions made and allocated or forfeitures allocated to the Account Balance as of dates in the valuation calendar year after the Valuation Date and decreased by distributions made in the valuation calendar year after the Valuation Date.
- (e) Required beginning date. The required beginning date is April 1 of the calendar year following the calendar year in which the Participant attains age 70½ or retires, whichever is later.

Article IX – In-Service Withdrawals

Section 9.01 - Emergency Withdrawals

In the event that the Plan Administrator, upon written request of a Participant, determines, in its sole discretion, that the Participant has suffered an unforeseeable financial emergency, the Employer shall pay to the Participant from the vested Account an amount necessary to meet the emergency, after deduction of any and all taxes as may be required. For purposes of this Plan, an unforeseeable financial emergency is an unexpected need for cash arising from an illness, casualty, loss, sudden financial reversal, or other such unforeseeable occurrence. Cash needs arising from foreseeable events, such as the purchase of a house or education expenses for children, shall not be considered to be the result of an unforeseeable financial emergency. Distributions for an emergency shall be made from the Participant's sub-accounts pro-rata. However, no distribution shall be made from contributions, and earnings attributable to such contributions, that have been credited to the Plan for less than two (2) years. It is intended that the Plan Administrator's determination as to whether a Participant has suffered an "unforeseeable financial emergency" shall be made consistent with Section 457(d)(1)(A)(iii) of the Code.

Article X – Beneficiaries

Section 10.01- Designation of Beneficiary

Each Participant may designate a Beneficiary to receive benefits under the Plan upon the Participant's death by filing with the Employer written notice identifying the Beneficiary. The spouse of a Married Participant shall

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automatically be his Beneficiary unless the Participant designates another Beneficiary pursuant to Section 10.02. The estate of a single Participant shall automatically be his Beneficiary unless the single Participant has designated a Beneficiary. A Participant may revoke or change such Beneficiary designation by written notice filed with the Employer without the consent of the Beneficiary. However, a Married Participant shall only change his Beneficiary designation in accordance with Section 10.02.

If there is any doubt as to the right of any Beneficiary to receive any amount, the Employer may retain such amount until the rights to the amount are determined, or it may pay such amount into any court of appropriate jurisdiction, in either of which events neither the Employer nor the Funding Company(ies) shall be liable for any interest on such amount, or shall be under any liability to any person in respect of such amount. In the event that such amount is retained by the Employer, the entire amount shall be invested in an investment selected by the Plan Administrator.

Section 10.02 - Change in Designation: Married Participant

In the case of a Married Participant, any designation of a Beneficiary or any revocation or change in a Beneficiary which has the effect of designating a person as Beneficiary who is not such Married Participant's spouse will not be valid unless the spouse consents in writing to such designation, revocation, or change.

The terms of such consent must acknowledge the effect of the consent and the consent must be witnessed by a notary public or Plan representative. The designation of a non-spouse Beneficiary must specify whether the spouse consents to a designation of a Beneficiary that can be changed without further consent on the part of the spouse or the spouse is only consenting to a designation of a specific Beneficiary that cannot be changed without the spouse's consent. A consent that permits designations by the Participant without any requirements of further consent by the spouse must acknowledge that the spouse has the right to limit consent to a specific Beneficiary and the spouse voluntarily relinquishes said right. The provisions of this section shall not be applicable if the Employer is satisfied that the required consent cannot be obtained because the Participant does not have a spouse, because the spouse cannot be located, or because of such other circumstances as the Secretary of the Treasury may prescribe by regulations.

Any consent by a spouse, or the establishment that the consent of a spouse cannot be obtained, shall only be effective with respect to such spouse.

Article XI – Amendment and Termination

Section 11.01 - Amendment of Plan

The Board shall have the right to amend this Plan in any and all respects at any time and from time to time; provided, however: (a) no amendment shall increase the duties or liabilities of the Funding Company(ies) without their written consent; (b) that no amendment shall deprive any Participant of any of the accrued vested benefits to which he is entitled under this Plan; and (c) that no amendment shall provide for the use of funds or assets held by the Plan other than for the benefit of Participants and their Beneficiaries and, subject to Section 3.04, no funds held by the Plan shall ever revert to or be used or enjoyed by the Employer prior to the satisfaction of all liabilities hereunder to its Participants and their Beneficiaries.

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Section 11.02 - Termination of Plan

The Employer reserves the right to terminate the Plan at any time. In the event of termination of the Plan or a partial termination of the Plan or a complete discontinuance of contributions, the Accounts of affected Participants shall become one hundred percent (100%) vested and shall not thereafter be subject to forfeiture.

Article XII – Administration of the Plan

Section 12.01 - Authority

The Employer shall be the Plan Administrator. The Employer shall maintain, or cause to be maintained, records on the employment and compensation history of each Participant in sufficient detail to permit an accurate determination of any benefits to which the Participant may be entitled under the Plan. The Plan Administrator and any delegates shall direct their duties with respect to the Plan (a) solely in the interest of the Plan's Participants and Beneficiaries and (b) for the exclusive purpose of providing benefits to the Plan's Participants and Beneficiaries and defraying reasonable expenses of administering the Plan.

Section 12.02 - Payment of Plan Expenses

The Employer may determine that certain expenses will be borne by Participants.

Section 12.03 - Plan Administrator's Right to Administer and Interpret the Plan

The Plan Administrator shall have the absolute power, authority and discretion to administer and interpret the Plan and to adopt such rules and regulations as in the opinion of the Plan Administrator are necessary or advisable to implement, administer, and interpret the Plan, or to transact its business. Such rules and regulations as are adopted by the Plan Administrator shall be binding upon any persons having an interest in or under the Plan.

Section 12.04 - Claims Procedure

A claim for benefits under the Plan must be made to the Plan Administrator in writing. The Plan Administrator shall provide adequate notice in writing to any Participant or Beneficiary whose claim for benefits under the Plan has been denied, setting forth the specific reasons for such denial, written in a manner calculated to be understood by the Participant or Beneficiary. If a claim is denied, in whole or in part, the Plan Administrator shall send the claimant a notice of denial explaining the reasons for denial of the claim. A claimant whose claim has been denied, or his authorized representative, may request a review of the denial, but such a request must be in writing, and must be submitted to the Plan Administrator within sixty (60) days after the claimant's receipt of the notice of denial. The review of a claim which has been denied shall be made by the Plan Administrator within ninety (90) days of the receipt of the request for review, unless the Plan Administrator determines that special circumstances require additional time, in which case a decision shall be rendered not later than one hundred twenty (120) days after receipt of the request for review. The decision on the review shall be in writing and shall include specific reasons for the decision, written in a manner calculated to be understood by the claimant, and specific reference to the pertinent Plan provisions on which the decision is based. The Plan Administrator shall have the absolute authority, power and discretion to adjudicate claims.

Article XIII – Miscellaneous Provisions

Section 13.01 - Employees' Plan

This Plan is created for the exclusive benefit of the Employees of the Employer and shall be interpreted in a manner consistent with its being an Employees' plan as defined in Section 401(a) of the Code. Subject to Section 3.04, no funds contributed to this Plan nor any assets of this Plan shall ever revert to or be used or enjoyed by the Employer, nor shall any such funds or assets ever be used other than for the exclusive benefit of Employees of the Employer and their Beneficiaries and defraying reasonable Plan expenses.

Section 13.02 - Additional Limitations on Liability

Neither the Employer, its Employees, trustees, and officers, nor the Plan Administrator in any way guarantees this Plan against loss or depreciation, nor do they guarantee the payment of any benefit which may become due hereunder to any present or former Participant or Beneficiary.

Section 13.03 - General Undertaking of All Parties

All parties to this Plan and all persons claiming any interest whatsoever hereunder agree to perform any and all acts and execute any and all documents and papers which may be necessary or desirable for the carrying out of this Plan or any of its provisions.

Section 13.04 - Agreement to Bind Heirs, Etc.

This Plan shall be binding upon the heirs, executors, administrators, successors and assigns, as such terms shall apply, of any and all parties hereto present and future.

Section 13.05 - Invalidity of Certain Provisions

If any provision of this Plan shall be held invalid or unenforceable, such invalidity or unenforceability shall not affect any other provision hereof and this Plan shall be construed and enforced as if such provision had not been included.

Section 13.06 - Right to Employment

Nothing contained in the Plan or any modification hereof, or the creation of any fund or account for the payment of any benefit, shall be construed to give any Employee, Participant or Beneficiary any right to employment or continued employment with the Employer which he would not have had, had the Plan not been created.

Section 13.07 - Incapacity

In the event that any Participant is unable to care for his affairs because of illness or accident, any payment due may be paid to the Participant's spouse, parent, brother, sister or other person deemed by the Plan Administrator to have incurred expenses for the care of such Participant, unless a duly qualified guardian or other legal representative has been appointed.

Section 13.08 - Governing Law

The Plan shall be construed, administered and enforced in accordance with

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the laws of the State of Ohio other than such laws as are specifically preempted by federal law.

Section 13.09 - Tax Qualification

This Plan has been adopted, based upon the condition precedent that it be approved and qualified by the Internal Revenue Service as meeting the requirements of the Code and the Treasury Regulations issued thereunder with respect to qualified retirement plans. Notwithstanding any other provision in this Plan, if the Commissioner of the Internal Revenue Service or his delegate determines that the Plan, or the Plan as it may be amended by the Employer in an effort to receive such approval, does not qualify under the applicable provisions of the Code, the Employer will make such changes required to so qualify the Plan.

Section 13.10 - Number of Counterparts

This Plan may be executed in any number of counterparts, each of which when duly executed by the Employer shall be deemed to be an original, but all of which shall together constitute but one instrument, which may be evidenced by any counterpart.

Section 13.11 - Masculine, Feminine, Singular and Plural

The masculine shall include the feminine and the singular shall include the plural and the plural the singular wherever the person or entity or context shall plainly so require.

Section 13.12 - Withholding Taxes

The Plan Administrator may make any appropriate arrangements to deduct from all amounts paid under the Plan any taxes required to be withheld by any government or government agency. Each Participant and/or Beneficiary shall bear all taxes on amounts paid under the Plan to the extent that no taxes are withheld, irrespective of whether withholding is required.

Section 13.13 - Prevention of Escheat

If the Funding Company(ies) is unable to make payment to any Participant or other person to whom a payment is due under the Plan because it cannot ascertain the identity or whereabouts of such Participant or other person after reasonable efforts have been made to identify or locate such person (including a notice of the payment so due mailed to the last known address of such Participant or other person as shown on the records of the Employer), such payment and all subsequent payments otherwise due to such Participant or other person shall be treated as forfeited three (3) years after the date such payment first became due; provided, however, that such payment and any subsequent payments shall be reinstated retroactively no later than sixty (60) days after the date on which the Participant or person is identified or located.

Section 13.14 - Uniformed Service Employment and Reemployment Rights Act of 1994

Notwithstanding any provision of this Plan to the contrary, service credits and contributions with respect to qualified military service will be provided in accordance with Section 414(u) of the Code.

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IN WITNESS WHEREOF, the Employer has caused the Plan to be executed
as of the date written below.

THE OHIO STATE UNIVERSITY

By:

Geoffrey S. Chatas
Senior Vice President for Business and Finance and CFO

Date

August 31, 2012 meeting, Board of Trustees

Appendix B

The Ohio State University Supplemental 415(m) Retirement Plan II (DRAFT for Board of Trustees Approval)

Effective as of September 1, 2012

INTRODUCTION

WHEREAS, The Ohio State University ("Ohio State") is a governmental organization;

WHEREAS, IRC Section 415(m) authorizes a governmental organization to establish a qualified excess benefit plan as provided by IRC Section 415(m);

WHEREAS, the purpose of this 415(m) Plan II is to provide participants in the Retirement Programs that portion of a participant's benefits that would otherwise be payable under the terms of the Retirement Programs except for the limitations on benefits imposed by IRC Section 415;

WHEREAS, this 415(m) Plan II is intended to comply with IRC Section 415(m); and

WHEREAS, Ohio State desires to establish this 415(m) Plan II effective as of September 1, 2012.

NOW, THEREFORE, Ohio State hereby establishes and restates this 415(m) Plan II as set forth in this document effective as of September 1, 2012.

GENERAL PROVISIONS

Except as noted herein, this 415(m) Plan II shall operate in accordance with the Retirement Programs and the policies and procedures adopted hereunder.

ARTICLE I DEFINITIONS

Where the following words and phrases appear in the 415(m) Plan II, they shall have the meanings specified below unless a different meaning is clearly required by the context. Capitalized terms used but not defined in this 415(m) Plan II shall have the meanings given to them in the applicable Retirement Program.

- 1.1 **ARP.** The term "ARP" shall mean The Ohio State University Alternative Retirement Plan, as amended from time to time.
- 1.2 **Beneficiary.** The term "Beneficiary" shall mean any person designated by a Participant or otherwise entitled to receive benefits that may become payable hereunder after the death of such Participant.
- 1.3 **Benefit Commencement Date.** The term "Benefit Commencement Date" shall mean the date of commencement of benefits under the 415(m) Plan II, as elected by the Participant pursuant to Section 5.4; provided, however, that the Benefit Commencement Date cannot be earlier than the

Participant's attainment of the Severance from Service Date. If the Participant has not made a valid election as to his Benefit Commencement Date, the Participant's Benefit Commencement Date shall be the date of the Participant's attainment of the Severance from Service Date. In no event shall a Participant's Benefit Commencement Date be the date of the Participant's unforeseeable financial emergency withdrawal.

- 1.4 **Compensation.** The term "Compensation" shall mean an individual's compensation as defined in Section 2.6 of the ARP when applicable and Section 1.07 of the RCP when applicable.
- 1.5 **IRC.** The term "IRC" shall mean the Internal Revenue Code of 1986, as amended from time to time, subsequent to the date that this Plan is executed.
- 1.6 **ORC.** The term "ORC" shall mean the Ohio Revised Code, as amended from time to time.
- 1.7 **Participant.** The term "Participant" shall have the meaning set forth in Section 2.2 of this 415(m) Plan II.
- 1.8 **Plan or 415(m) Plan II.** The term "Plan" or "the or this 415(m) Plan II" shall mean The Ohio State University Supplemental 415(m) Retirement Plan II, as amended from time to time. The terms "Plan" and "the or this 415(m) Plan II" may be used interchangeably herein.
- 1.9 **Plan Administrator.** The term "Plan Administrator" shall mean The Ohio State University.
- 1.10 **Plan Year.** The term "Plan Year" shall have the meaning given to it in the applicable Retirement Program.
- 1.11 **Retirement Programs.** The term "Retirement Programs" shall mean, collectively, the ARP and the RCP II.
- 1.12 **RCP II.** The term "RCP II" shall mean The Ohio State University Retirement Continuation Plan II, as amended from time to time.
- 1.13 **Severance from Service Date.** The term "Severance from Service Date" shall mean the date on which the Participant quits, retires, is discharged or dies.

ARTICLE II PARTICIPATION

- 2.1 **Eligible Class.** All employees of Ohio State (a) who have been specifically identified as participants in the RCP II and (b) whose net amount determined in Section 3.2 and 3.3 of the 415(m) Plan will exceed zero as of the last day of the applicable Plan Year shall be eligible to participate in this Plan. An employee for whom contributions are made under The Ohio State University Supplemental 415(m) Retirement Plan in any given Plan Year shall not be eligible to participate in this Plan during such Plan Year.

- 2.2 **Participation.** An employee shall be a "Participant" under the 415(m) Plan II if (a) the employee is in the Eligible Class described in Section 2.1 above and (b) the employee is designated as a "Participant" by Ohio State.

ARTICLE III CONTRIBUTIONS

- 3.1 **Commencement of Contributions.** Notwithstanding anything herein to the contrary, contributions made to this 415(m) Plan II shall only commence when the contributions to the Retirement Programs under Sections 3.2 and 3.3 hereunder, in the aggregate, exceed the contribution limits described in IRC Section 415(c).
- 3.2 **Employer Contributions.** Employer contributions to the 415(m) Plan shall be determined by subtracting the amount determined under subparagraph (b) from the amount determined under subparagraph (a) herein:
- (a) The employer contributions determined for the applicable Plan Year under Section 4.2 of the ARP and Section 3.03 of the RCP II, in each case disregarding any limitations on employer contributions that would be applicable under the Retirement Program to limit annual additions to the amount defined in IRC Section 415(c).
 - (b) The employer contribution under Section 4.2 of the ARP and Section 3.03 of the RCP II actually made for the applicable Plan Year.
 - (c) For each Plan Year, contributions shall be determined under this 415(m) Plan II for the period beginning with the first payroll that occurs on or after the date upon which the Participant's annual additions to the Retirement Programs are limited by IRC Section 415(c).
- 3.3 **Employee Pick-Up Contributions.** Employee pick-up contributions to the 415(m) Plan II shall be determined by subtracting the amount determined under subparagraph (b) from the amount determined under subparagraph (a) herein:
- (a) The employee pick-up contributions determined for the applicable Plan Year under Section 4.1 of the ARP and Section 3.02 of the RCP II, in each case disregarding any limitations on employee pick-up contributions that would be applicable under the Retirement Programs to limit annual additions to the amount defined in IRC Section 415(c).
 - (b) The employee pick-up contributions under Section 4.1 of the ARP and Section 3.02 of the RCP II actually made for the applicable Plan Year.
 - (c) For each Plan Year, contributions shall be determined under this 415(m) Plan for the period beginning with the first payroll that occurs on or after the date upon which the Participant's annual additions to the Retirement Programs are limited by IRC Section 415(c).

ARTICLE IV INVESTMENTS

- 4.1 Amounts credited under the Plan may be invested as a Participant elects among the investment options provided under the RCP II. Notwithstanding any other provision of this Plan that may be interpreted to the contrary, such investments are to be used for measurement purposes only, and the Participant's election of any investment option and the calculation of additional amounts and the crediting or debiting of such amounts on behalf of a Participant shall not be considered or construed in any manner as an actual investment in any such investment option. Ohio State retains the sole discretion to decide (a) whether to invest the amounts deferred, and (b) if such amounts are invested, the actual investment funds. In the event that Ohio State decides to invest funds in any or all of the investments elected by a Participant, the Participant shall have no rights in or to such investments themselves.
- 4.2 Ohio State, its employees, trustees, and officers shall have no responsibility or liability for any investments, investment directions, or investment results of the Participant or Participant's agent or representative for such investments.

ARTICLE V PAYMENT OF BENEFITS

- 5.1 **Benefit Amounts.** The benefits payable to or on behalf of a Participant under this Plan shall be equal to the Participant's vested account balance (which shall be the sum of all vested employer and employee pick-up contributions made under this Plan for the Participant, reduced by plan expenses properly chargeable to the Participant) increased or decreased as appropriate by the Participant's investment factor.

A Participant's investment factor shall be equal to the return that would have been realized on the Participant's account balance had that balance been invested as described in Section 4.1 of this Plan.

- 5.2 **Commencement of Benefits.** Except for unforeseeable financial emergency withdrawals as set forth below under Section 5.3, payment of benefits to a Participant will begin as soon as administratively practicable following the Participant's Benefit Commencement Date. Except for unforeseeable financial emergency withdrawals, withdrawals from the 415(m) Plan II prior to the Benefit Commencement Date are not permitted under any circumstances.
- 5.3 **Unforeseeable Financial Emergency Withdrawals.** In the event that the Plan Administrator, upon written request of a Participant, determines, in its sole discretion, that the Participant has suffered an unforeseeable financial emergency, Ohio State shall pay to the Participant from the Participant's account balance an amount necessary to meet the emergency, after deduction of any and all taxes as may be required. For purposes of this Plan, an unforeseeable financial emergency is an unexpected need for cash arising from an

illness, casualty, loss, sudden financial reversal, or other such unforeseeable occurrence. Cash needs arising from foreseeable events, such as the purchase of a house or education expenses for children, shall not be considered to be the result of an unforeseeable financial emergency. Distributions for an emergency shall be made from the Participant's sub-accounts under the Plan on a pro-rata basis. However, no distribution shall be made from contributions and earnings attributable to such contributions, that have been credited to the Plan for less than two years. It is intended that the Plan Administrator's determination as to whether a Participant has suffered an "unforeseeable financial emergency" shall be made consistent with IRC Section 457(d)(1)(A)(iii).

- 5.4 **Election of Benefit Payment Form and Commencement of Distribution.** Each Participant shall, prior to the date benefits begin to accrue hereunder, make an affirmative written election on a form to be provided by the Plan Administrator as to the form and commencement of distribution applicable to benefits under the 415(m) Plan II. However, the affirmative written election may be changed thereafter as to form and/or commencement of distribution, but must be made at least two years in advance of any benefit commencement of distributions chosen under the changed election form. In the event that no such election is made prior to the date benefits begin to accrue hereunder, distributions from this Plan shall be payable in a lump sum on the Participant's Benefit Commencement Date.
- 5.5 **Beneficiary Designation.** Upon commencing participation, each Participant shall designate a Beneficiary on forms furnished by the Plan Administrator or its delegate. Such forms shall be maintained in files held by the Plan Administrator or its delegate. From time to time, the Participant may change his Beneficiary by written notice on forms furnished by the Plan Administrator or its delegate given to the Plan Administrator or its delegate. Upon such change, the rights of all previously designated Beneficiaries to receive any benefits under this Plan shall cease.

Further, to the extent there is no beneficiary designation under the 415(m) Plan II at the date of death of the Participant, or if the Beneficiary designated has died prior to the death of the Participant, or if the Participant has revoked a prior designation in writing filed with the Plan Administrator without having filed a new designation, then any death benefits which would have been payable to the Beneficiary hereunder shall be payable to the Participant's spouse, if living; if not living, equally to the Participant's children; or if none survive, then to the Participant's estate.

- 5.6 **Vesting Provisions.** For purposes of determining vested status in this Plan, years of participation as calculated under the RCP II shall constitute years of participation in the 415(m) Plan II. Therefore, employer contributions and employee pick-up contributions under the 415(m) Plan II shall be vested to the same extent (as measured by the vesting percentage) as are the employer contributions and employee pick-up

contributions in the RCP II.

- 5.7 **Non-Alienation Provisions.** A Participant's right to benefit payments under the Plan are not subject in any manner to anticipation, alienation, sale, transfer, assignment, pledge, encumbrance, attachment or garnishment by creditors of the Participant or the Participant's Beneficiary.

ARTICLE VI LOANS

- 6.1 No loans shall be permitted under this 415(m) Plan II.

ARTICLE VII TRANSFERS OR ROLLOVERS

- 7.1 No transfers or rollovers shall be permitted to this 415(m) Plan II from another plan or from this 415(m) Plan II to another plan.

ARTICLE VIII UNFUNDED STATUS

- 8.1 Participants and their Beneficiaries will have no right or property interest in any assets held to support the liabilities created hereunder. Participants have the status of general unsecured creditors of Ohio State, and this Plan constitutes a mere promise by Ohio State to make benefit payments in the future. Any and all payments made to or on behalf of a Participant pursuant to the 415(m) Plan II shall be made from the general assets of Ohio State. Any and all annuity contracts or mutual funds purchased to support the liabilities hereunder shall be registered in the name of Ohio State and held as a general asset on its books of account.

ARTICLE IX PLAN ADMINISTRATION

- 9.1 **Powers and Duties.** The Plan Administrator shall administer the 415(m) Plan II. It shall have the authority to interpret, construe, and implement the 415(m) Plan II, to adopt and review rules and regulations relating to the 415(m) Plan II and to make all other determinations relating to the administration of the 415(m) Plan II. Any decision or interpretation of any provision of the 415(m) adopted by the Plan Administrator shall be final and conclusive. The Plan Administrator may delegate any of the responsibilities to an appropriate employee or department, provided that no such delegate may take action with respect to matters exclusively affecting his or her own benefits under the Plan.
- 9.2 **Consultants.** The Plan Administrator may employ such counsel, accountants, actuaries and other agents as it shall deem advisable. Ohio State shall pay the compensation of such counsel, accountants, actuaries and other agents and any other expenses incurred by the Plan Administrator in the administration of the 415(m) Plan II not already built into all products purchased to offset the liabilities created by this 415(m) Plan II.

**ARTICLE X
AMENDMENT AND TERMINATION**

- 10.1 **Amendment.** Ohio State reserves the right to amend or to modify the 415(m) Plan II at any time by formal action of its Board of Trustees or its delegate, including the right to amend or to modify the 415(m) Plan II retroactively, as long as the amendment or modification does not reduce a Participant's benefits that accrued under this Plan prior to the earlier of the date on which such amendment is authorized or executed.
- 10.2 **Termination.** Ohio State reserves the right to terminate the Plan at any time by formal action of its Board of Trustees, as long as the termination does not reduce a Participant's benefits that accrued under the Plan prior to the date of such termination. If Ohio State elects to terminate the Plan, payment of all accrued benefits shall be made pursuant to the applicable provisions of Article V.

**ARTICLE XI
GENERAL PROVISIONS**

- 11.1 **Governing Law.** Except to the extent superseded by federal law, the laws of the State of Ohio shall be controlling in all matters relating to this Plan, including the construction and performance hereof, notwithstanding principles of conflicts of laws.
- 11.2 **Captions.** The captions of Articles and Sections of this Plan are for convenience of reference only and shall not control or affect the meaning or construction of any of its provisions.
- 11.3 **Facility of Payment.** Any amounts payable hereunder to any person who is under legal disability or who, in the judgment of the Plan Administrator, is unable to manage his financial affairs properly may be paid to the legal representative of such person or may be applied for the benefit of such person in any manner that the Plan Administrator may select, and any such payment shall be deemed to be payment for such person's account.
- 11.4 **Withholding.** To the extent required by the laws in effect at the time payments are made hereunder, Ohio State shall withhold from such payments, any taxes required to be withheld for federal, state or local government purposes.
- 11.5 **Administrative Expenses.** Except as provided in the products used to underwrite liabilities hereunder, all other expenses relating to the Plan and its administration shall be borne by Ohio State.
- 11.6 **Severability.** Any provision of this Plan prohibited by the law of any jurisdiction, shall, as to such jurisdiction, be ineffective to the extent of such prohibition without invalidating the remaining provisions hereof.
- 11.7 **Liability.** Except as otherwise expressly provided herein, no member of the Board of Trustees of Ohio State, no delegate of the Plan Administrator, and no officer, employee or agent of

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Ohio State (specifically including, but not limited to an employee of Ohio State acting at the direction of the Plan Administrator) shall have any liability to any person, firm or corporation based on or arising out of the Plan except in the case of gross negligence or fraud.

11.8 **Binding Effect.** This Plan shall be binding upon and shall inure to the benefit of Ohio State, its successors and assigns and each Participant and his heirs, executors, administrators and legal representatives.

11.9 **Construction.** Any words herein used in the masculine shall be read and construed in the feminine where they would so apply. Words in the singular shall be read and construed as though used in the plural in all cases where they would so apply.

IN WITNESS WHEREOF, Ohio State has caused this 415(m) Plan II to be executed effective as of September 1, 2012.

THE OHIO STATE UNIVERSITY

By: _____ Date: _____
Geoffrey S. Chatas
Senior Vice President for Business & Finance and
Chief Financial Officer

UNIVERSITY FOUNDATION REPORT (cont'd)

<u>Establishment of Named Endowed Fund</u>	<u>Total Gifts</u>
<p>The Serbian National University 'Vuk Stefanovich Karadzich' Endowed Fund (Was established August 31, 2012 with gifts from Serbian National University 'Vuk Stefanovich Karadzich,' transfers from the Hilandar Research Project Endowment Fund, and friends of the Department of Slavic and East European Languages and Cultures; used to provide stipends for scholars and students conducting research on projects whose objectives are to preserve and promote the language, history, tradition, and heritage of the Serbian people.)</p>	<p>\$15,000.00</p>
<p>Joe R. Engle Chair in the History of Christianity (Established September 17, 2010 with an estate gift from Joe R. Engle; used to recruit or retain a distinguished scholar for a chair position in the College of Arts and Sciences focused on the history of Christianity. The required funding level for a chair was met and the name and description were revised August 31, 2012.)</p>	<p>\$1,512,065.62</p>
<p>The William I. Burt Memorial Scholarship Fund (Was established August 31, 2012 with an estate gift from Nannelle P. Burt in memory of her husband; used to provide scholarship support to students enrolled in the College of Engineering with priority given to students studying chemical engineering.)</p>	<p>\$647,495.57</p>
<p>Matt and Stephanie Magee Family Fund (Was established August 31, 2012 with gifts from Matthew and Stephanie Magee; used as a donor-advised fund during the donors' lifetimes. Upon their deaths the fund shall be split equally between the College of Engineering and the College of Education and Human Ecology to provide scholarship support.)</p>	<p>\$200,000.00</p>
<p>Cathleen C. Weaver Endowment Fund in Mechanical and Aerospace Engineering (Was established August 31, 2012 with an estate gift from Cathleen C. Weaver; used at the discretion of the chair of the Department of Mechanical and Aerospace Engineering in the College of Engineering.)</p>	<p>\$172,500.54</p>

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<p>The Richard C. and Genevieve Brown Faculty Development Fund (Was established August 31, 2012 with estate gifts from Dr. Richard and Mrs. Genevieve Brown; used by the College of Education and Human Ecology to support projects designed to improve the teaching skills of the faculty.)</p>	\$143,333.35
<p>The Laura J. Behrendt-Alsdorf Endowment Fund (Was established August 31, 2012 with gifts from Douglas E. Alsdorf in memory of his wife; used for medical research and training on female breast cancer with emphasis on metastatic disease.)</p>	\$63,443.46
<p>The Albert A. Churella Urban Gardening Scholarship Fund (Was established August 31, 2012 with gifts from Helen R. Churella in memory of her husband; used to provide renewable scholarships to undergraduate students enrolled in the College of Food, Agricultural, and Environmental Sciences who are ranked as sophomore or higher and are studying urban gardening with primary preference given to fruit and vegetable gardening and secondary preference to general horticulture and crop sciences.)</p>	\$51,000.00
<p>The Margaret and Chester Scarbrough Scholarship Endowment Fund (Was established August 31, 2012 with gifts from Philip E. Scarbrough, Stephen D. Scarbrough, and Timothy L. Scarbrough in honor of their parents; used to provide one scholarship to an undergraduate student studying K-12 teacher education who demonstrates financial need and has a minimum 3.0 grade point average.)</p>	\$51,000.00
<p>Gary G. Koch and Family Graduate Student Travel Award Endowment Fund (Was established August 31, 2012 with gifts from Gary G. Koch, friends, family, and colleagues; used to support graduate students in the Department of Statistics in the College of Arts and Sciences to travel to present research at professional meetings.)</p>	\$50,834.00
<p>The Emmerich von Haam Sr., M.D. Award Fund in Pathology (Was established August 31, 2012 with gifts from the children of the late Dr. Emmerich von Haam Sr. given in honor of his career and leadership as professor and past chair of the Department of Pathology; used to support an award in the Department of Pathology for a fourth year medical student who exhibited scholarly achievement and leadership in the field of pathology.)</p>	\$50,786.70
<p>The Hablitzel Fund in Dentistry (Was established August 31, 2012 with gifts from Dr. Mark Arthur Hablitzel and Mrs. Tina Hablitzel; used at the discretion of the dean of the College of Dentistry.)</p>	\$50,665.41

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The Jeanette McCleery Zupancic Memorial Fund (Was established August 31, 2012 with gifts from Dr. Judith C. Eggers; used by the College of Social Work for the care of the perennial garden by contracting with an outside vendor whose specialty is garden maintenance, as well as for the beautification of the interior of Stillman Hall.)	\$50,075.00
The Ric Mora Athletic Scholarship Fund in Honor of the 1962 NCAA Swimming Championship Team (Was established August 31, 2012 with a gift from Richard M. Mora; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the men's swimming team and pursuing an undergraduate degree.)	\$50,000.00
The Skip and Nancy Hanzlick Potter Scholarship Endowment Fund (Was established August 31, 2012 with gifts from Edward J. "Skip" and Nancy Hanzlick Potter; used to provide scholarships to students enrolled in The Ohio State University who are from the Naples, Florida area.)	\$50,000.00
The J.M. Smucker Company Innovation Research Award Fund (Was established August 31, 2012 with gifts from The J.M. Smucker Company; used to support undergraduate, graduate, and faculty research awards in the College of Food, Agricultural, and Environmental Sciences with preference given to projects focused on food innovation.)	\$50,000.00
The J.M. Smucker Company Scholarship Fund (Was established August 31, 2012 with gifts from Timothy P. Smucker; used to provide renewable undergraduate scholarships with preference given to students pursuing degrees in the Department of Food Science and Technology as part of the Pat and Bobby Moser Scholars Program in the College of Food, Agricultural, and Environmental Sciences, including the Agricultural Technical Institute.)	\$50,000.00
The Smucker Leaders Scholarship Fund (Was established August 31, 2012 with gifts from Timothy P. Smucker; used to provide renewable undergraduate scholarships to students pursuing a minor in Leadership Studies in the Department of Agricultural Communication, Education, and Leadership.)	\$50,000.00
The Weber Family Scholarship Fund (Was established August 31, 2012 with gifts from Mrs. Cynthia H. Webber and Mr. David B. Webber; used to provide a renewable, need-based scholarship to one incoming first-year undergraduate student who is a recipient of the "I Know I Can" grant, who has a minimum 2.5 cumulative grade point average, and who is enrolled at the Columbus campus.)	\$50,000.00

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Wheasler Family Scholarship Fund (Was established August 31, 2012 with gifts from Dr. Ray Wheasler and Mrs. Glenna Wheasler; divided and used to provide financial aid for two undergraduate students enrolled in the College of Arts and Sciences: 75% for one who is majoring in chemistry or biochemistry and 25% for one who is majoring in mathematics.)	\$50,000.00
Keith and Deborah Wandell Dean's Innovation Fund (Was established August 31, 2012 with a gift from Keith E. and Deborah L. Wandell; used by the dean of the Max M. Fisher College of Business to support the activities of the Faculty, students, and staff in accordance with the strategic plan of the college.)	\$25,000.00
The Donald L. Ankerman Memorial Fund for Agronomy (Was established August 31, 2012 with gifts from A & L Agricultural Laboratory, colleagues, and friends in memory of Donald L. Ankerman; used to support research and teaching programs in agronomy not including general operating expenses.)	\$15,000.00

Change in Description of Named Endowed Funds

- The Buckeye Opportunity Scholarship Fund
- The Ohio State University Men's Glee Club Alumni Society Fund
- The Klotz Chair in Cancer Research #1
- The Klotz Chair in Cancer Research #2
- The Klotz Chair in Cancer Research #3
- The Klotz Chair in Cancer Research #4
- The Klotz Chair in Cancer Research #5
- The Keith and Linda Monda Scholarship Fund
- The Robert C. Walter Memorial Endowment Fund

Change in Name and Description of Named Endowed Funds

From: OSU Extension Southeast Region
Endowment Fund
To: OSU Extension South Central Region
Endowment Fund

From: The George W. Broughton Natural
Resources Program Fund
To: The George W. Broughton 4-H Scholarship
Fund

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From: The Cooperatives For Fueling The Cure
Endowment Fund
To: The Cooperatives for the Cure of Cancer
Endowment Fund

From: Ford Motor Company Young Faculty
Professorship Fund in Automotive Engineering
To: Ford Motor Company Fund in Automotive
Engineering

TOTAL **\$3,448,199.65**

**The Serbian National University
'Vuk Stefanovich Karadzich' Endowed Fund**

It is proposed that the Serbian National University 'Vuk Stefanovich Karadzich' Endowed Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University with gifts from Serbian National University 'Vuk Stefanovich Karadzich,' transfers from The Hilandar Research Project Endowment Fund, and friends of the Department of Slavic and East European Languages and Cultures.

The annual distribution from this fund shall be used to provide stipends for scholars and students conducting research on projects whose objectives are to preserve and promote the language, history, tradition, and heritage of the Serbian people as recommended by the chair of the Department of Slavic and East European Languages and Cultures and approved by the executive dean of the College of Arts and Sciences, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences, in consultation with the Department of Slavic and East European Languages and Cultures.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the executive dean of the College of Arts and Sciences, in consultation with the chair of the Department of Slavic and East European Languages and Cultures.

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Amount Establishing Endowment: \$15,000.00

Joe R. Engle Chair in the History of Christianity

The Joe R. Engle Chair Fund in the History of Christianity was established September 17, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Joe R. Engle (BE 1943). The required funding level for a chair was met and the name and description were changed on August 31, 2012.

The annual distribution shall be used to recruit or retain a distinguished scholar for a chair position in the College of Arts and Sciences focused on the history of Christianity. Appointment of the candidate will be recommended by the chair in the Department of History, in consultation with the executive dean of the College of Arts and Sciences and the Provost, and approved by the Board of Trustees.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the executive dean of the College of Arts and Sciences, in consultation with the chair in the Department of History.

Amount Establishing Chair: \$1,512,065.62

The William I. Burt Memorial Scholarship Fund

It is proposed that the William I. Burt Memorial Scholarship Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Nannelle P. Burt in memory of her husband, William I. Burt.

The annual distribution from this fund shall be used to provide scholarship support to students enrolled in the College of Engineering with priority given to students studying chemical engineering. Scholarship recipients shall be selected by the college's dean, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be

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contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the dean of the College of Engineering.

Amount Establishing Endowment: \$647,495.57

Matt and Stephanie Magee Family Fund

It is proposed that the Matt and Stephanie Magee Family Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Matthew and Stephanie Magee.

During the donors' lifetimes, this fund shall be administered in accordance with the guidelines for donor-advised funds approved by the Board of Directors of The Ohio State University Foundation. Thereafter, the annual distribution from this fund shall be split equally between the College of Engineering and the College of Education and Human Ecology and used per the agreed upon current use descriptions on file in the colleges and The Ohio State University Foundation.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the donors, if possible, and the University president, or his/her designee, in consultation

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with the dean of the College of Engineering and the dean of the College of Education and Human Ecology.

Amount Establishing Endowment: \$200,000.00

**Cathleen C. Weaver Endowment Fund in
Mechanical and Aerospace Engineering**

It is proposed that the Cathleen C. Weaver Endowment Fund in Mechanical and Aerospace Engineering be established August 31, 2012 by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Cathleen C. Weaver.

The annual distribution from this fund shall be used at the discretion of the chair of the Department of Mechanical and Aerospace Engineering in the College of Engineering.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering, in consultation with the chair of the Department of Mechanical and Aerospace Engineering.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the dean of the College of Engineering, in consultation with the chair of the Department of Mechanical and Aerospace Engineering.

Amount Establishing Endowment: \$172,500.54

The Richard C. and Genevieve Brown Faculty Development Fund

It is proposed that the Richard C. and Genevieve Brown Faculty Development Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with estate gifts from Dr. Richard (BS 1947) and Mrs. Genevieve Brown.

The annual distribution from this fund shall be used in the College of Education and Human Ecology to support projects designed to improve the teaching skills of the faculty, as approved by the college's dean.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the

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endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the dean of the College of Education and Human Ecology.

Amount Establishing Endowment: \$143,333.35

The Laura J. Behrendt-Alsdorf Endowment Fund

It is proposed that the Laura J. Behrendt-Alsdorf Endowment Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts made in memory of Laura J. Behrendt-Alsdorf (BS 1991) from her husband, Douglas E. Alsdorf (BA 1986; MS 1991) of Galena, Ohio.

The annual distribution from this fund shall be used for medical research and training on female breast cancer at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) and the Comprehensive Cancer Center (CCC) with a desired emphasis on metastatic disease, with support directed, but not limited, to: research personnel or awards to fellows, young investigators, first-year graduate students, nursing staff, or undergraduate students. The distribution may also cover their costs (such as travel, fees, etc.) to attend research conferences or other training opportunities. Allocation of distribution shall be made at the recommendation of the chief executive officer (CEO) of the James and the director of the CCC, in consultation with the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the CEO and director.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's

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Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from both the donors, if possible, and as recommended by the CEO of The James and the director of the CCC, in consultation with the senior vice president for Health Sciences.

Amount Establishing Endowment: \$63,443.46

The Albert A. Churella Urban Gardening Scholarship Fund

It is proposed that the Albert A. Churella Urban Gardening Scholarship Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Helen R. Churella (BS 1946, MS 1956, PhD 1976) of Canton, Georgia, in memory of her husband, Albert A. Churella.

The annual distribution from this fund shall be used to support one or more scholarships in the College of Food, Agricultural, and Environmental Sciences. Eligible undergraduate students must be of at least sophomore standing and studying urban gardening with primary preference given to fruit and vegetable gardening, and secondary preference to general horticulture and crop sciences. The scholarship may be awarded to the same students in successive years, not to exceed 4 years, provided the students remain in good academic standing with at least a 2.75 cumulative grade point average, and have demonstrated involvement in the college through student organizations, volunteerism, and other extracurricular activities related to the field of study.

Scholarship recipients shall be selected by the college's scholarship selection committee in accordance with guidelines approved by the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences, and, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purposes, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this

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alternate designation, the boards shall seek advice from the donor, should she be alive, and from the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences.
Amount Establishing Endowment: \$51,000.00

The Margaret and Chester Scarbrough Scholarship Endowment Fund

It is proposed that the Margaret and Chester Scarbrough Scholarship Endowment Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Philip E. Scarbrough (BS 1965), Stephen D. Scarbrough (BS 1971, MD 1974), and Timothy L. Scarbrough (BS 1977) in honor of their parents who strongly believed in the importance of higher education.

The annual distribution from this fund shall be used to provide scholarship support to one undergraduate student studying K-12 teacher education. To qualify, candidates must demonstrate financial need and have a minimum 3.0 grade point average. Scholarship recipients shall be selected by the dean of the College of Education and Human Ecology, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the donors, if possible, and the dean of the College of Education and Human Ecology.

Amount Establishing Endowment: \$51,000.00

Gary G. Koch and Family Graduate Student Travel Award Endowment Fund

It is proposed that the Gary G. Koch and Family Graduate Student Travel Award Endowment Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Gary G. Koch (BS 1962, MS 1963), friends,

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family, and colleagues.

The annual distribution from this fund shall support graduate students in the Department of Statistics in the College of Arts and Sciences to travel to present research at professional meetings. Recipients shall be selected by the college's executive dean, in consultation with the department's chair and coordinated with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from Gary G. Koch, if possible, and the executive dean of the College of Arts and Sciences.

Amount Establishing Endowment: \$50,834.00

The Emmerich von Haam Sr., M.D. Award Fund in Pathology

It is proposed that the Emmerich von Haam Sr., M.D. Award Fund in Pathology be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from the children of the late Dr. Emmerich von Haam Sr., given in honor of his career and leadership as professor emeritus and past chair of the Department of Pathology from 1937 to 1967.

The annual distribution from this fund shall support an award in the Department of Pathology for a fourth year medical student who exhibited scholarly achievement and leadership in the field of pathology. Allocation of funds shall be approved by the chair of the Department of Pathology, in consultation with the dean of the College of Medicine, the senior vice president for Health Sciences, and the University's Office of Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from a representative of the donors and the chair of the Department of Pathology, in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

Amount Establishing Endowment: \$50,786.70

The Hablitzel Fund in Dentistry

It is proposed that the Hablitzel Fund in Dentistry be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Mark Arthur Hablitzel (DDS 1971) and Mrs. Tina Hablitzel (Cert. Dental Hygiene 1971).

The annual distribution from this fund shall be used at the discretion of the dean of the College of Dentistry.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Dentistry.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from both the donors, should they be alive, and the dean of the College of Dentistry.

Amount Establishing Endowment: \$50,665.41

The Jeanette McCleery Zupancic Memorial Fund

It is proposed that the Jeanette McCleery Zupancic Memorial Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Judith C. Eggers (BSSW 1962).

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The annual distribution from this fund shall be used by the College of Social Work for the care of the perennial garden by contracting (in accordance with University guidelines) with an outside vendor whose specialty is garden maintenance. Additionally, the donor requests that excess distribution to be used for further beautification of the interior of Stillman Hall, such as art work or inside potted plants. Expenditures shall be approved by the college's dean.

In any given year that the endowment distribution is not fully used for its intended purposes, the unused portion may provide support to a social work student who demonstrates financial need and has an interest in the garden and design. Recipients shall be selected by the dean of the College of Social Work, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the donor, if possible, and the dean of the College of Social Work.

Amount Establishing Endowment: \$50,075.00

The Ric Mora Athletic Scholarship Fund in Honor of the 1962 NCAA Swimming Championship Team

It is proposed that the Ric Mora Athletic Scholarship Fund in Honor of the 1962 NCAA Swimming Championship Team be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Richard M. Mora from Cameron Park, California.

The annual distribution from this fund shall supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the men's swimming team and is pursuing an undergraduate degree at The Ohio State University. Preference will be given to a scholar-athlete. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the donor, if possible, and the director of the Department of Athletics.

Amount Establishing Endowment: \$50,000.00

The Skip and Nancy Hanzlick Potter Scholarship Endowment Fund

It is proposed that the Skip and Nancy Hanzlick Potter Scholarship Endowment Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Edward J. "Skip" and Nancy Hanzlick Potter.

The annual distribution from this fund shall be used to provide scholarships to students enrolled in The Ohio State University who are from the Naples, Florida area. Selection of the scholarship recipients will be made by the Alumni Club of Naples, Florida, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purpose of the endowment, or be reinvested in the endowment principal at the discretion of the director of the University's 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 the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the donors, if

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possible, and the director of the University's Office of Student Financial Aid.

Amount Establishing Endowment: \$ 50,000.00

The J.M. Smucker Company Innovation Research Award Fund

It is proposed that the J.M. Smucker Company Innovation Research Award Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from The J.M. Smucker Company.

The annual distribution from this fund shall be used to support undergraduate, graduate, and faculty research awards in the College of Food, Agricultural, and Environmental Sciences. Preference shall be given to projects focused on food innovation and may include, but are not limited to, those projects intended to be competitively judged, presented at college and university forums and/or professional conferences, specifically for completion of students' degree programs, or for proving a concept with goal of commercialization. Awards shall be made in accordance with guidelines and procedures for the College of Food, Agricultural, and Environmental Sciences as established by the vice president for agricultural administration and executive dean for the College of Food, Agricultural, and Environmental Sciences or his/her designee. Recipients shall be selected in consultation with the University's Office of Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the vice president for agricultural administration and executive dean for the College of Food, Agricultural, and Environmental Sciences.

Amount Establishing Endowment: \$50,000.00

The J.M. Smucker Company Scholarship Fund

It is proposed that the J.M. Smucker Company Scholarship Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Timothy P. Smucker.

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This endowed fund shall be used to support undergraduate scholarships as part of the Pat and Bobby Moser Scholars Program in the College of Food, Agricultural, and Environmental Sciences, including the Agricultural Technical Institute.

The annual distribution from this fund shall be used to provide renewable undergraduate scholarships with preference given to students pursuing degrees in the Department of Food Science and Technology. Scholarships shall be made in accordance with guidelines and procedures for the Moser Scholars Program as established by the vice president for agricultural administration and executive dean for the College of Food, Agricultural, and Environmental Sciences and his/her designee. Recipients shall be selected in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the vice president for agricultural administration and executive dean for the College of Food, Agricultural, and Environmental Sciences.

Amount Establishing Endowment: \$50,000.00

The Smucker Leaders Scholarship Fund

It is proposed that the Smucker Leaders Scholarship Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Timothy P. Smucker.

The undergraduate minor in Leadership Studies provides students with knowledge of leadership theories, principles, and concepts to better prepare them for success in future professional roles. The minor is structured to include theories and principles of personal leadership, team and organizational leadership, community leadership, and ethics and diversity.

The annual distribution from this fund shall be used to provide renewable undergraduate scholarships to students pursuing a minor in Leadership

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Studies in the Department of Agricultural Communication, Education, and Leadership. Scholarship recipients shall be selected by the college's scholarship selection committee in accordance with guidelines approved by the vice president for agricultural administration and executive dean for Food, Agricultural, and Environmental Sciences, and in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the vice president for agricultural administration and executive dean for the College of Food, Agricultural, and Environmental Sciences.

Amount Establishing Endowment: \$50,000.00

The Webber Family Scholarship Fund

It is proposed that the Webber Family Scholarship Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mrs. Cynthia H. Webber (BS 1977) and Mr. David B. Webber (BS 1976) of Upper Arlington, Ohio.

The annual distribution from the fund shall be used to provide a renewable, need-based scholarship to one incoming first-year undergraduate student who is enrolled full-time at the Columbus campus. It is the donors' desire that qualified students must be recipients of the I Know I Can (IKIC) grant. Furthermore, it is the donors' desire that qualified applicants must have graduated from high school with a minimum 2.5 grade point average (GPA).

The scholarship may be distributed equally over two semesters of the academic school year for expenses such as the cost of tuition, room and board, books and supplies, and miscellaneous educational expenses. The scholarship is renewable up to eight semesters or upon completion of a baccalaureate degree, whichever comes first, as long as the recipient maintains financial need and a minimum of a 2.5 cumulative GPA. The Office of Student Financial Aid will administer this scholarship fund.

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The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from both the donors, should they be alive, and the vice provost and dean for the Office of Enrollment Services and Undergraduate Education.

Amount Establishing Endowment: \$50,000.00

Wheasler Family Scholarship Fund

It is proposed that the Wheasler Family Scholarship Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Ray Wheasler (BS 1979) and Mrs. Glenna Wheasler (MS 1978, MS 1979).

The annual distribution from this endowed fund shall be divided to provide financial aid for two undergraduate students enrolled in the College of Arts and Sciences: 75% for one who is majoring in chemistry or biochemistry and 25% for one who is majoring in mathematics. Recipients shall be selected by the executive dean of the College of Arts and Sciences, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

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 the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the donors, if possible, and the executive dean of the College of Arts and Sciences.

Amount Establishing Endowment: \$ 50,000.00

Keith and Deborah Wandell Dean's Innovation Fund

It is proposed that the Keith and Deborah Wandell Dean's Innovation Fund be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Keith E. and Deborah L. Wandell.

The annual distribution from this fund shall be used by the dean of the Max M. Fisher College of Business to support the activities of the faculty, students, and staff in accordance with the strategic plan of the college.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the donors, if possible, and the dean of the Max M. Fisher College of Business.

Amount Establishing Endowment: \$25,000.00

The Donald L. Ankerman Memorial Fund for Agronomy

It is proposed that the Donald L. Ankerman Memorial Fund for Agronomy be established August 31, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from A & L Agricultural Laboratory, colleagues, and friends in memory of Donald L. Ankerman (BS 1959).

The annual distribution from this fund shall be used to support research and teaching programs in agronomy at the discretion of the director of the School of Environment and Natural Resources. It shall not be used for general operating expenses.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the School of Environment and Natural Resources.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the dean of the College of Food, Agricultural, and Environmental Sciences, in consultation with the director of the School of Environment and Natural Resources.

Amount Establishing Endowment: \$15,000.00

Change in Description of Named Endowed Funds

The Buckeye Opportunity Scholarship Fund

The Buckeye Opportunity Scholarship Fund was established June 22, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from David M. DiStefano (BS 1991) of Columbus, Ohio. The description was revised on August 31, 2012.

Mr. DiStefano established his scholarship to encourage undergraduate students to expand their career opportunities by branching out beyond the University's boundaries and pursue internships and/or employment in their chosen field of study or in a career field that strongly interests them. As a College of Business undergraduate, he spent three years working at the Statehouse in downtown Columbus. This professional experience broadened his outlook and provided opportunities he did not know existed. Combining this transformative experience with his studies, helped shape and guide his eventual choice of profession and established a business network that has benefited him throughout his professional career.

The annual distribution from this fund shall be used to provide need-based scholarships to second, third, or fourth year undergraduate students enrolled in the Max M. Fisher College of Business who successfully complete an internship program off-campus.

The scholarship fund is intended to support undergraduate students from his hometown of Shadyside in Belmont County, Ohio, with second preference to any Ohio resident. The scholarship fund shall be administered by and the recipients shall be selected by the Max M. Fisher College of Business, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select

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scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the donor, if possible, and the dean of the Max M. Fisher College of Business.

The Ohio State University Men's Glee Club Alumni Society Fund

The Ohio State University Men's Glee Club Alumni Society Fund was established May 14, 2010, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from The Ohio State University Men's Glee Club Alumni Society, alumni, and friends of The Ohio State University Men's Glee Club. The description was revised on August 31, 2012.

Twenty percent (20%) of the annual distribution from this fund shall be reinvested in the endowment principal. The remaining eighty percent (80%) of the annual distribution shall be used to provide at least one scholarship annually to students ranked as a sophomore or higher with a minimum 3.0 cumulative grade point average who are current active members of The Ohio State University Men's Glee Club with intentions of continuing to participate in the club for the upcoming academic year. Any fiscal adjustments to the University disbursement voted on by the Board of Governors of The Ohio State University Men's Glee Club Alumni Society Board shall be submitted to The Ohio State University Board of Trustees for final approval. Potential recipients must demonstrate academic achievement, and proven musical and leadership ability. Recipients can be from any college or school within the University. The Club's director shall recommend recipients to the director of the School of Music. The director of the School of Music shall select the recipients, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The intent of this fund is to support The Ohio State University Men's Glee Club. The donors' first preference is to provide scholarship support. If the fund is not needed for this purpose in any given year, The Ohio State

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University Alumni Men's Glee Club Board of Governors may suggest another purpose for that year. Any unused distribution shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from The Ohio State University Men's Glee Club Alumni Society Board of Governors with recommendations from the director of The Ohio State University Men's Glee Club and the executive dean of the College of Arts and Sciences.

The Klotz Chair in Cancer Research #1

The Klotz Chair in Cancer Research was established October 1, 1999 by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from the estate of Marion N. Rowley of Glendale, California; and made in honor of Dorothy E. Klotz (BSBA 1929) of Glendale, California; and in memory of her sister, Kathleen Wellenreiter Klotz (BSBA 1932) of Glendale, California. The name and description were revised on June 24, 2011. The description was revised on August 31, 2012.

The annual distribution from this fund shall be used for a chair position supporting an outstanding physician or Ph.D. within the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) who engages in research related to the study and cure of cancer, provided that at least one of the Klotz Chairs in Cancer Research shall be held by a physician except during any period in which a search is being conducted for a new physician to fill a vacancy.

The appointee will hold The Klotz Chair in Cancer Research #1 upon approval by the Board of Trustees of The Ohio State University as recommended and approved by the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for Health Sciences. The individual appointed to this position shall be known as The Klotz Chair in Cancer Research. 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 research activities of the chair holder shall be supported, to include research personnel, equipment, supplies, and other necessary expenses of an active researcher involved in quality medical research in the field of cancer. In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

If the distribution generated by The Klotz Chair in Cancer Research #1 is

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no longer needed in the area of cancer research, the distribution shall be used to fund research into the study and cure of diseases affecting the mind of the elderly, including such afflictions as Alzheimer's disease, as recommended by the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek recommendations and approval from the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for Health Sciences.

The Klotz Chair in Cancer Research #2

The Klotz Chair in Cancer Research #2 was established June 24, 2011 by the Board of Trustees of The Ohio State University with a transfer from The Klotz Chair in Cancer Research #1. The original gifts were from the estate of Marion N. Rowley of Glendale, California; and made in honor of Dorothy E. Klotz (BSBA 1929) of Glendale, California; and in memory of her sister, Kathleen Wellenreiter Klotz (BSBA 1932) of Glendale, California. The description was revised on August 31, 2012.

The annual distribution from this fund shall be used for a chair position supporting an outstanding physician or Ph.D. within the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) who engages in research related to the study and cure of cancer, provided that at least one of the Klotz Chairs in Cancer Research shall be held by a physician except during any period in which a search is being conducted for a new physician to fill a vacancy.

The appointee will hold The Klotz Chair in Cancer Research #2 upon approval by the Board of Trustees of The Ohio State University as recommended and approved by the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for Health Sciences. The individual appointed to this position shall be known as The Klotz Sisters Chair in Cancer Research. 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 research activities of the chair holder shall be supported, to include research personnel, equipment, supplies, and other necessary expenses of an active researcher involved in quality medical research in the field of cancer. In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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If the distribution generated by The Klotz Chair in Cancer Research #2 is no longer needed in the area of cancer research, the distribution shall be used to fund research into the study and cure of diseases affecting the mind of the elderly, including such afflictions as Alzheimer's disease, as recommended by the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek recommendations and approval from the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for Health Sciences.

The Klotz Chair in Cancer Research #3

The Klotz Chair in Cancer Research #3 was established June 24, 2011 by the Board of Trustees of The Ohio State University with a transfer from The Klotz Chair in Cancer Research #1. The original gifts were from the estate of Marion N. Rowley of Glendale, California; and made in honor of Dorothy E. Klotz (BSBA 1929) of Glendale, California; and in memory of her sister, Kathleen Wellenreiter Klotz (BSBA 1932) of Glendale, California. The description was revised on August 31, 2012.

The annual distribution from this fund shall be used for a chair position supporting an outstanding physician or Ph.D. within the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) who engages in research related to the study and cure of cancer, provided that at least one of the Klotz Chairs in Cancer Research shall be held by a physician except during any period in which a search is being conducted for a new physician to fill a vacancy.

The appointee will hold The Klotz Chair in Cancer Research #3 upon approval by the Board of Trustees of The Ohio State University as recommended and approved by the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for Health Sciences. The individual appointed to this position shall be known as The Klotz Family Chair in Cancer Research. 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 research activities of the chair holder shall be supported, to include research personnel, equipment, supplies, and other necessary expenses of an active researcher involved in quality medical research in the field of cancer. In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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If the distribution generated by The Klotz Chair in Cancer Research #3 is no longer needed in the area of cancer research, the distribution shall be used to fund research into the study and cure of diseases affecting the mind of the elderly, including such afflictions as Alzheimer's disease, as recommended by the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek recommendations and approval from the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for Health Sciences.

The Klotz Chair in Cancer Research #4

The Klotz Chair in Cancer Research #4 was established June 24, 2011 by the Board of Trustees of The Ohio State University with a transfer from The Klotz Chair in Cancer Research #1. The original gifts were from the estate of Marion N. Rowley of Glendale, California; and made in honor of Dorothy E. Klotz (BSBA 1929) of Glendale, California; and in memory of her sister, Kathleen Wellenreiter Klotz (BSBA 1932) of Glendale, California. The description was revised on August 31, 2012.

The annual distribution from this fund shall be used for a chair position supporting an outstanding physician or Ph.D. within the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) who engages in research related to the study and cure of cancer, provided that at least one of the Klotz Chairs in Cancer Research shall be held by a physician except during any period in which a search is being conducted for a new physician to fill a vacancy.

The appointee will hold The Klotz Chair in Cancer Research #4 upon approval by the Board of Trustees of The Ohio State University as recommended and approved by the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for Health Sciences. The individual appointed to this position shall be known as The Kathleen Wellenreiter Klotz Chair in Cancer Research. 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 research activities of the chair holder shall be supported, to include research personnel, equipment, supplies, and other necessary expenses of an active researcher involved in quality medical research in the field of cancer. In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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If the distribution generated by The Klotz Chair in Cancer Research #4 is no longer needed in the area of cancer research, the distribution shall be used to fund research into the study and cure of diseases affecting the mind of the elderly, including such afflictions as Alzheimer's disease, as recommended by the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek recommendations and approval from the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for Health Sciences.

The Klotz Chair in Cancer Research #5

The Klotz Chair in Cancer Research #5 was established on June 22, 2012 by the Board of Trustees of The Ohio State University with a transfer from The Klotz Chair in Cancer Research #1. The original gifts were from the estate of Marion N. Rowley of Glendale, California; and made in honor of Dorothy E. Klotz (BSBA 1929) of Glendale, California; and in memory of her sister, Kathleen Wellenreiter Klotz (BSBA 1932) of Glendale, California. The description was revised on August 31, 2012.

The annual distribution from this fund shall be used for a chair position supporting an outstanding physician or Ph.D. within the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) who engages in research related to the study and cure of cancer, provided that at least one of the Klotz Chairs in Cancer Research shall be held by a physician except during any period in which a search is being conducted for a new physician to fill a vacancy.

The appointee will hold The Klotz Chair in Cancer Research #5 upon approval by the Board of Trustees of The Ohio State University as recommended and approved by the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for Health Sciences. The individual appointed to this position shall be known as The Klotz Memorial Chair in Cancer Research. 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 research activities of the chair holder shall be supported, to include research personnel, equipment, supplies, and other necessary expenses of an active researcher involved in quality medical research in the field of cancer. In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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If the distribution generated by The Klotz Chair in Cancer Research #5 is no longer needed in the area of cancer research, the distribution shall be used to fund research into the study and cure of diseases affecting the mind of the elderly, including such afflictions as Alzheimer's disease, as recommended by the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek recommendations and approval from the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for Health Sciences.

The Keith and Linda Monda Scholarship Fund

The Keith and Linda Monda Scholarship Fund was established February 6, 2009, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Keith (BSBA 1968, MA 1971) and Linda Monda. The description was revised on August 31, 2012.

The annual distribution from this fund shall be used to provide one or more renewable merit- and need-based scholarships for undergraduate students who are Ohio residents. It is the donors' desire that the recipient(s) be enrolled in the College of Arts and Sciences Honors Program, with preference given to students majoring in economics. To qualify, students must complete a nationally approved needs analysis document annually, such as the Free Application for Federal Student Aid (FAFSA).

The scholarship is renewable for up to 10 semesters or upon completion of a degree, whichever comes first, as long as the recipient maintains a 3.2 cumulative grade point average, demonstrates financial need, and is enrolled in the College of Arts and Sciences and the University Honors Program. The scholarship shall be distributed equally over the semesters of the academic year for the cost of tuition.

The Office of Student Financial Aid will administer this scholarship fund, in consultation with the College of Arts and Sciences and the University Honors and Scholars Center.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the

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endowment, or reinvested in the endowment principal at the discretion of the vice provost for Undergraduate Studies and dean of Undergraduate Education and the executive dean of the College of Arts and Sciences.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the board shall seek advice from the donors, if possible, and from the vice provost for Undergraduate Studies and dean of Undergraduate Education and the executive dean of the College of Arts and Sciences.

The Robert C. Walter Memorial Endowment Fund

The Robert C. Walter Memorial Endowment Fund was established October 29, 2010 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 made by the Walter Family Foundation in memory of Robert C. Walter (in recognition of his triumphant handling of adversity, including the loss of vision) and made possible by his son and daughter-in-law, Robert D. and Margaret M. Walter; and given in honor of Dr. Robert Bahnson (in recognition of his exemplary patient care and outreach, communication, and leadership in the Department of Urology). Support for the endowment was also provided by OSU Urology LLC and by the Department of Urology. The description was revised on August 31, 2012.

The annual distribution from this fund shall be used for unrestricted support to the Department of Urology for ongoing needs, program enhancement, to foster innovation, or strengthen initiatives such as, but not limited to, research, medical education/training, faculty development/recruitment, patient outreach, etc. Allocation and approval of distribution shall be made by the chair of the Department of Urology, in consultation with the dean of the College of Medicine and senior vice president for Health Sciences.

The endowment shall be revised to a professorship or chair should the endowment principal level reach \$1 million or \$2 million, respectively, by December 31, 2015. After December 31, 2015, the endowment principal must reach the then current minimum funding level to be revised to a professorship or chair. The annual distribution shall be used to support a faculty member in the Department of Urology. The appointment shall be made by the Board of Trustees of The Ohio State University as recommended by the senior vice president for Health Sciences and by the dean of the College of Medicine, in consultation with the chair of the Department of Urology. The activities of the professorship or chair holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors, as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution

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account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the department chair.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from both representatives of the donors and as recommended by the chair of the Department of Urology, in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

Change in Name and Description of Named Endowed Funds

OSU Extension South Central Region Endowment Fund

The OSU Extension Southeast Region Endowment Fund was established May 4, 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 OSU Extension Southeast office. The name and description were revised on August 31, 2012.

The annual distribution from this fund shall be used for creative Extension programming and the professional development of all Extension employees in the region presently known as the South Central Region which is defined by counties determined by OSU Extension. Expenditures shall be approved by the vice president for Agricultural Administration and executive dean of the College of Food, Agricultural, and Environmental Sciences, in consultation with the director of OSU Extension and the South Central Region director of OSU Extension.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for Agricultural Administration, and executive dean for Food, Agricultural, and Environmental Sciences, in consultation with the director of OSU Extension and the South Central region director of OSU Extension.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then

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another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the board shall seek advice from the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences, in consultation with the director of OSU Extension and the South Central region director of OSU Extension.

The George W. Broughton 4-H Scholarship Fund

The George W. Broughton Natural Resources Program Fund was established February 5, 1999, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from George W. Broughton (BS 1980 and MS 1981 Agricultural Economics). The name and description were revised on August 31, 2012.

The annual distribution from this fund shall be used to provide at least one undergraduate scholarship to a current or former 4-H member who is enrolled at the main campus of The Ohio State University. Preference shall be given to a student from Washington County, Ohio. If there are no qualified students from Washington County, the scholarship may be awarded to students from Athens, Belmont, Gallia, Guernsey, Meigs, Monroe, Morgan, Muskingum, or Noble counties in Ohio. In the event there are no qualified candidates from the secondary counties, students from any other county in Ohio may be considered for the scholarship.

The scholarship is renewable provided the students continue to meet the scholarship's criteria, maintain at least a 3.0 cumulative grade point average, and are progressing toward their degrees.

Recipients shall be selected by the OSU Extension 4-H Youth Development scholarship selection committee in accordance with guidelines established by the vice president for Agricultural Administration and executive dean of the College of Food, Agricultural, and Environmental Sciences, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this

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alternate designation, the boards shall seek advice from the donor, if possible, and the vice president for Agricultural Administration and executive dean for the College of Food, Agricultural, and Environmental Sciences.

The Cooperatives for the Cure of Cancer Endowment Fund

The Cooperatives For Fueling The Cure Endowment Fund was established April 6, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from Heritage Cooperative, Trupointe Cooperative, United Landmark, and Town and Country Cooperative. The name and description were revised on August 31, 2012.

The annual distribution from this fund shall support cancer research at The Ohio State University focused on research to identify dietary and nutritional components for cancer treatment and prevention including, but not limited to, supplies, equipment, personnel, lab space, fellowship awards, cost of travel to, and fees for, educational conferences or other training opportunities, and other activities required for high quality research. Fifty percent (50%) of the annual distribution will be allocated to the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) and Comprehensive Cancer Center (CCC), and fifty percent (50%) will be allocated to the College of Food, Agricultural, and Environmental Sciences (FAES) to support seed grants for the Center for Advanced Functional Foods and Entrepreneurship. Allocation of the distributions shall be made at the recommendation of the chief executive officer (CEO) of The James and the vice president for Agricultural Administration and executive dean for FAES.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion shall be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the CEO of The James and the vice president for Agricultural Administration and executive dean of FAES, respectively.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from representatives of the donors, if possible, and from the CEO of The James and the vice president for Agricultural Administration and executive dean for FAES.

Ford Motor Company Fund in Automotive Engineering

The Ford Motor Company Young Faculty Professorship Fund in Automotive Engineering was established February 4, 2005, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University

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Foundation, with gifts from the Ford Motor Company Fund of Dearborn, Michigan. The name and description were revised on August 31, 2012.

The annual distribution from this fund shall be used by the College of Engineering to support two purposes: 1) projects such as EcoCar Challenge 2, and other DOE Advanced Vehicle Technology Competitions, Electric Motorcycle, Buckeye Bullet, Formula SAE, SAE Baja, and SSE SuperMileage vehicle as requested by the OSU Motorsports Teams at the Center for Automotive Research (CAR); and 2) Senior Motorsports Capstone Design Projects. The intent of the fund is to support two Motorsports teams and one Capstone project each year. A committee composed of faculty affiliated with CAR and with the OSU Motorsports teams will make recommendations each year. All expenditures from this fund are subject to approval by the college's dean.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purpose of the endowment, or be reinvested in the endowment principal at the discretion of the dean of the College of Engineering.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from a representative of the donor, if possible, and the dean of the College of Engineering.

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OHIO STATE UNIVERSITY
 The Ohio State University Foundation
 FY 2012 New Fundraising Activity Report
New Fundraising Activity Progress
 7/1/2011 through 6/30/2012

	Activity	Goal	% Achieved	7/1/2010 through 6/30/2011	% Change
Outright Gifts and Pledges					
Cash and Securities	\$137,481,864			\$92,048,381	48.36%
Real Estate	\$3,765,386			\$297,000	1167.81%
Gifts-in-Kind	\$5,276,270			\$6,559,226	-19.56%
Pledges	\$77,740,843			\$15,2827,691	-49.13%
Matching Gift	\$1,709,824			\$1,376,639	24.20%
Recurring	\$2,900,094			\$2,755,416	5.25%
Total Outright Gifts and Pledges	\$228,874,080	\$210,141,880	108.91%	\$255,864,353	-10.55%
Planned Gifts					
Irrevocable Planned Gifts	\$6,757,733			\$4,739,441	42.59%
Revocable Planned Gifts	\$30,563,418			\$44,572,574	-31.43%
Total Planned Gifts	\$37,321,151	\$52,542,544	71.03%	\$49,312,016	
Private Grants (OSP)	\$98,626,824	\$93,021,252	106.03%	\$100,425,798	-1.79%
Total Fundraising Activity	\$364,822,055	\$355,705,676	102.56%	\$405,602,167	-10.05%
		Time Elapsed	100.00%		

The Ohio State University Foundation
 FY 2012 New Fundraising Activity Report
New Fundraising Activity Progress - Unit
 7/1/2011 through 6/30/2012

Unit	Outright Gifts and Pledges	Planned Gifts	OSU Foundation Activity	Private Grants (OSP)	Total Fundraising Activity	Goal	% Achieved
Arts and Sciences (Colleges of the)	\$19,142,203	\$2,573,512	\$21,715,715	\$13,423,638	\$35,139,353	\$25,506,419	137.17%
Athletics	\$59,983,769	\$1,698,915	\$61,682,684	\$0	\$61,682,684	\$35,000,000	176.25%
Business (Fisher College of)	\$7,929,732	\$1,372,060	\$9,301,791	\$6,331,600	\$15,633,391	\$14,225,000	109.90%
Cancer	\$33,209,806	\$9,546,399	\$42,756,205	\$9,566,744	\$52,322,939	\$45,200,000	115.76%
Dentistry (College of)	\$2,175,854	\$1,046,861	\$3,222,715	\$318,306	\$3,541,021	\$2,632,000	46.40%
Education and Human Ecology (College of)	\$1,319,393	\$1,572,225	\$2,891,618	\$4,065,000	\$6,956,618	\$12,525,000	55.54%
Engineering (College of)	\$9,635,064	\$975,235	\$10,610,299	\$21,970,014	\$32,480,313	\$48,319,806	67.23%
Food, Agricultural and Enviro Sciences (College of)	\$7,772,780	\$1,858,626	\$9,631,406	\$8,581,005	\$18,212,411	\$17,200,000	105.89%
Heart	\$2,230,008	\$15,000	\$2,245,008	\$3,673,512	\$5,918,520	\$11,900,000	49.73%
Joinn Glenn School of Public Affairs, The	\$804,163	\$30,000	\$834,163	\$372,242	\$1,206,595	\$0	
Kirwan Institute for the Study of Race & Ethnicity	\$1,119,287	\$330,000	\$1,449,287	\$0	\$1,449,287	\$1,500,000	96.62%
Law (Michael E. Moritz College of)	\$2,691,276	\$2,630,000	\$5,321,276	\$0	\$5,321,276	\$5,086,500	104.41%
Medical Center	\$10,132,530	\$563,369	\$10,695,899	\$10,368,105	\$21,064,004	\$19,893,000	105.99%
Medicine (College of)	\$4,367,829	\$1,287,571	\$5,655,401	\$7,149,885	\$12,805,286	\$12,418,000	103.12%
Neurosciences	\$1,951,988	\$1,254,510	\$3,206,508	\$5,669,930	\$8,876,438	\$11,987,000	74.88%
Nursing (College of)	\$385,437	\$1,000,000	\$1,385,437	\$216,236	\$1,601,673	\$2,151,000	74.46%
Office of Academic Affairs	\$5,991,419	\$2,323,496	\$8,314,915	\$482,292	\$8,797,207	\$7,015,000	125.41%
Office of Student Life	\$1,950,522	\$31,916	\$1,982,438	\$2,500	\$1,984,938	\$1,614,000	122.98%
Ohio State University Alumni Association	\$1,220,183	\$633,669	\$1,853,852	\$2,500	\$1,856,352	\$1,250,000	148.31%
Optometry (College of)	\$444,622	\$225,000	\$669,622	\$337,645	\$1,007,267	\$2,173,000	46.35%
OSU Lima	\$188,535	\$15,530	\$204,065	\$0	\$204,065	\$886,000	23.03%
OSU Mansfield	\$194,792	\$50,000	\$244,792	\$135,262	\$380,054	\$1,122,000	33.87%
OSU Marion	\$1,139,769	\$60,000	\$1,199,769	\$8,505	\$1,208,274	\$1,268,750	95.26%
OSU Newark	\$3,054,142	\$27,222	\$3,081,364	\$66,375	\$3,147,739	\$2,522,500	124.79%
Pharmacy (College of)	\$938,713	\$11,365	\$950,078	\$214,931	\$1,165,009	\$2,502,700	46.55%
Public Health (College of)	\$277,687	\$0	\$277,687	\$630,377	\$908,064	\$916,000	99.13%
Social Work (College of)	\$305,650	\$120,000	\$425,650	\$62,523	\$488,173	\$400,000	122.04%
University Libraries	\$1,444,845	\$221,977	\$1,666,822	\$20,293	\$1,687,115	\$960,000	177.69%
University-wide Fundraising	\$29,427,749	\$3,449,126	\$32,876,875	\$3,302,885	\$36,179,770	\$10,000,000	361.59%
Veterinary Medicine (College of)	\$7,601,686	\$2,089,063	\$9,690,749	\$1,631,329	\$11,322,078	\$38,895,000	29.11%
Wexner Center for the Arts	\$4,505,943	\$0	\$4,505,943	\$5,000	\$4,510,943	\$7,785,000	57.94%
WOSU Public Stations	\$5,328,683	\$308,503	\$5,637,186	\$0	\$5,637,186	\$5,850,000	96.36%
Total	\$228,874,080	\$37,321,161	\$266,195,231	\$96,626,624	\$362,822,055	\$355,705,676	100.00%

Time Elapsed



The Ohio State University Foundation
 FY 2012 Philanthropic Receipts Report
Philanthropic Receipts
 7/1/2011 through 6/30/2012

	7/1/2011 through 6/30/2012	7/1/2010 through 6/30/2011	% Change
Outright Gift Receipts			
Cash and Securities	\$144,686,326	\$96,203,217	50.40%
Gifts-in-Kind	\$5,278,084	\$6,559,226	-19.53%
Real Estate	\$3,765,386	\$297,000	1167.81%
Outright Gift Receipts	\$153,729,796	\$103,059,443	49.17%
Pledge Receipts	\$66,666,357	\$39,322,248	69.54%
Planned Gift Receipts			
Revocable Planned Gifts	\$10,221,695	\$11,201,244	-8.75%
Irrevocable Planned Gifts	\$6,757,733	\$4,739,441	42.59%
Planned Gift Receipts	\$16,979,428	\$15,940,685	6.52%
Private Grant (OSP) Receipts	\$98,626,824	\$100,425,798	-1.79%
Philanthropic Receipts Total	\$336,002,404	\$258,748,175	29.86%

Project Data Sheet for Board of Trustees Approval

North Residential District

OSU-110672

Project Location: North District of Campus (Lane Avenue/High Street)

TBD ASF / TBD GSF

- **approval requested**
professional services
construction

- **project budget**

construction w/ contingency	\$336.0 M
professional services	\$40.0 M
other costs (equipment, misc)	<u>\$20.0 M</u>
total project budget	\$396.0M

- **funding sources**
reserves & university debt

- **project schedule**

master planning	09/11 – 05/12
design/bidding	9/12 – 1/14
construction – phase 1	7/13 – 06/15
construction – phase 2	7/14 – 06/16



- **Framework context**
 - this project is consistent with the principles of the Framework plan, including improving existing on-campus residential districts and investing in infrastructure
 - the project will follow Framework recommendations including the creation of north/south and east/west pedestrian connections to the campus and creating greenspace courtyards in the residential district

- **project scope**
 - the project makes possible the implementation of a two-year residential requirement, a policy that aligns with the mission to foster greater academic success, greater connection and engagement with the university community and a greater appreciation for diversity
 - sophomore students will be required to live on campus by the 2015-16 academic year
 - the project will increase the number of beds in the North Residential District by 3,200 to a total of 6,359. new dining facilities, recreation facilities and other support facilities will be added
 - the project will deliver the new beds in two phases
 - infrastructure work includes the removal of Curl Drive, extending utilities and duct bank across Woodruff, separating storm and sanitary sewers; and supplying new electrical feeders circuits for the district

- **project update**
 - approval is requested to enter into professional services contracts (architects and engineers) and construction contracts (CM at Risk)

THE OHIO STATE UNIVERSITY
 REDEFINING THE STUDENT EXPERIENCE: NORTH RESIDENTIAL DISTRICT



The North Residential District plan will create a unique living environment that is designed to incorporate the elements of student success, programmatic needs, architectural innovation, student and faculty feedback, and One Framework Principles. The result will be a living community that features:

- facilities that are supportive of learning in its many facets
- an environment that is high-energy, open, and inviting
- a variety of indoor and outdoor multi-use spaces
- connections between the academic core and off-campus neighborhoods

MAKE A GREAT PLACE FOR STUDENTS TO LIVE AND LEARN: The North Residential District will be a fun, comfortable, sociable, stimulating, and inviting community.

ENHANCE FACULTY/STUDENT ENGAGEMENT: Design decisions will be focused on creating places that bring students and faculty together. Indoor and outdoor community-oriented spaces will be located where students can circulate and faculty feel welcome. New dining centers will draw an interactive mix of faculty, students, staff, and other university guests.

CREATE A SPECIAL DISTRICT IDENTITY: The North Residential District's unique identity will create a memorable "spirit of place." Students will develop new relationships, make new traditions, and form connections at Ohio State that will last a lifetime.

DEVELOP AN ICONIC CAMPUS CORNER AT LANE AND HIGH: The northeast corner of the North Residential District presents one of the most important gateways to Ohio State. Students and visitors will be greeted by a welcoming plaza framed by new buildings and interactive spaces that reflect the highest institutional aspirations of the Ohio State community.

SUPPORT A SUSTAINABLE ENVIRONMENT: The buildings and landscape of the transformed North Residential District will set a new standard for environmental stewardship. Students will be provided the support and resources to live a responsible and sustainable lifestyle.

PROGRAM SUMMARY

Assessable SF

RESIDENTIAL	EXISTING	NEW	COMBINED
Bed Capacity	3,159	—	—
Beds to be Replaced	4675	—	—
Total New Beds	—	3,875	—
Total Proposed Bed Capacity	—	—	6,359

COMMON AREA	EXISTING	NEW	COMBINED
Hall Common Area (Ground & Upper Floors)	49,610	114,180	163,790
Public Campus Common Area *\$ 90 to be devalued	9,190	38,650	38,650*

DINING	EXISTING	NEW	COMBINED
Traditional Seating	300	837	837
Retail Dining Seating	390	297	297

RECREATION	EXISTING*	NEW	COMBINED
Multipurpose & Fitness Space *Jesse Owens North	23,000	23,420	46,420

BUDGET SUMMARY

Construction with Contingency	\$ 336,000,000
Professional Services	\$ 40,000,000
Other Costs	\$ 20,000,000
Total Project Cost	\$ 396,000,000



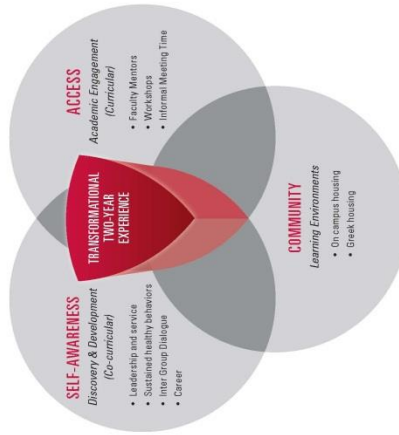


Redefining the Student Experience: North Residential District

Board of Trustees Meeting

AUGUST 2012

THE OHIO STATE UNIVERSITY
SUPPORTING THE TRANSFORMATIONAL TWO-YEAR EXPERIENCE



THE TWO-YEAR EXPERIENCE TIMELINE

- Second-year Transformation Experience program developed with input from students, faculty & staff
- Two-year residential program approved by Board of Trustees in April 2012 including funding for a pilot of the second-year program
- Evaluation of physical space needed to support program performed by Board of Trustees Working Group, University Leadership and Student Strategic Design Committee
- Recommendation by Board of Trustees Working Group to present project to full Board of Trustees

THE OHIO STATE UNIVERSITY
PROGRAM AREA (ASSIGNABLE SF)



North Residential District
August 2012



GOODY CLANCY ARCHITECTS
ELKUS MANFREDI ARCHITECTS

NORTH RESIDENTIAL DISTRICT
SUPPORTING THE TRANSFORMATIONAL TWO-YEAR EXPERIENCE

INCREASE COMMON AREA
(ASSIGNABLE SQ. FT.)

	EXISTING	NEW	COMBINED EXISTING & NEW	% INCREASE
Hall Common Area (Ground and Upper Floors)	49,610 * ASF	114,180 ASF	163,790 ASF	
Public Campus Common Area	9,190 * ASF	38,650 ASF	38,650 ASF	
Total Common Area	58,800 * ASF	152,830 ASF	202,440 ASF	344%
Total Common Area (Per Resident)	18.6 ASF		32 ASF	172%

* 9,190 ASF To be demolished and not replaced (Royer)

**AREAS TO ENHANCE STUDENT
AND FACULTY ENGAGEMENT**

- Hall Lounges, Meeting Rooms, Study/Work Areas, Recreation Rooms, Seminar, Gathering/Social, Art and Music Areas
- Student Service Resources

RESIDENTIAL SETTING

- Multiple Living Unit Configurations
- First and Second Year Interaction
- Social, Study and Group Work Area on Each Floor

INNOVATIVE FEATURES

- Sustainable Learning Experiences
- Common Areas Configured for Flexibility
- Hierarchy of Engagement - Fully Private to Fully Public Areas



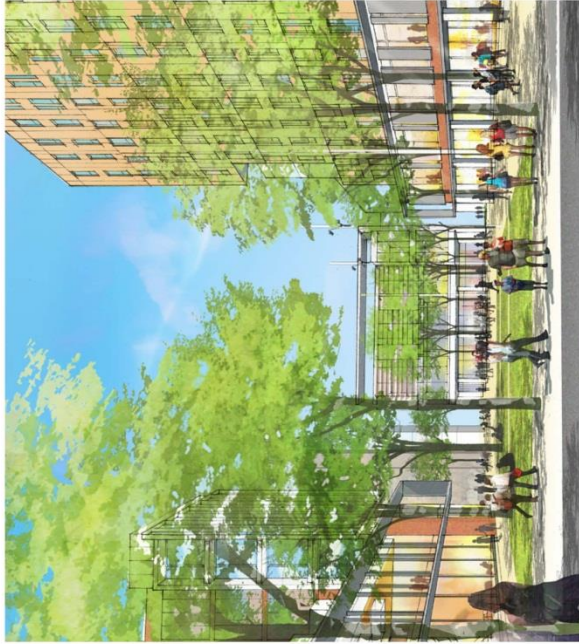
North Residential District
August 2012



GOODY
CLANCY

ELKUS | MANFREDI
ARCHITECTS

NORTH RESIDENTIAL DISTRICT
PROJECT OVERVIEW



North Residential District
August 2012

CAPACITY - RESIDENTIAL

- Existing North Residential District **3,159**
- Beds to be Replaced **675**
Scott, Mosker, Blackburn, Haverfield
- Total Proposed Construction **3,875**
- **Total Proposed Capacity** **6,359**

TOTAL COMMON AREA

- Hall Common Area 163,790 ASF
- Ground and Upper Floors*
- Campus Common 38,650 ASF
- Total** **202,440 ASF**

AMENITIES

- Two New Dining Facilities
- Indoor and Outdoor Recreation Facilities

INFRASTRUCTURE IMPROVEMENTS

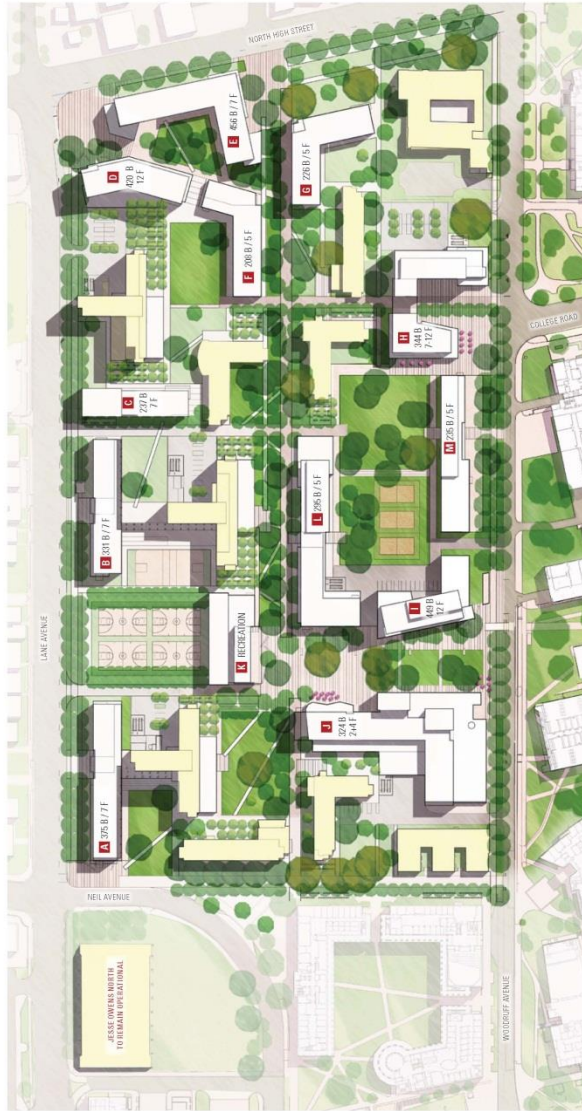
- Sustainable Energy Enhancement
- Sustainable Landscape as a Learning Laboratory
- 100% Utility Capacity Increase
- 50 Year Old Utility Replacements



GOODY HOUSE
CLANCY

ELKUS | MANFREDI
ARCHITECTS

THE OHIO STATE UNIVERSITY
NEW BED DISTRIBUTION



North Residential District

S A S A K I

GOODY CLANCY ARCHITECTS

ELKUS MANFREDI ARCHITECTS

THE OHIO STATE UNIVERSITY
NEW GROUND FLOOR COMMON PLAN



North Residential District
August 2012

ELSAKI

GOODY CLANCY ARCHITECTS

ELKUS MANFREDI ARCHITECTS

NORTH RESIDENTIAL DISTRICT
DISTRICT INTEGRATION WITH THE FRAMEWORK PLAN



North Residential District
August 2012

STRONG CONNECTIONS TO THE CORE CAMPUS

- Neil Avenue – Academic Main Street
- College Road
- High Street – Cultural Corridor
- St. John's Area

STRONG CONNECTIONS TO OFF CAMPUS

- East of High Street
- North of Lane Avenue

INVESTMENT IN CIVIC INFRASTRUCTURE

- Pedestrian Friendly
- Major Outdoor Gathering Areas
- Woodruff Corridor Unification
- Campus Gateway and Street Edge Improvements

24/7 ACTIVITY

- Flexible Areas



GOODY CLANCY
ARCHITECTS

ELKUS | MANFREDI
ARCHITECTS

NORTH RESIDENTIAL DISTRICT
BUILDING DELIVERY DATES



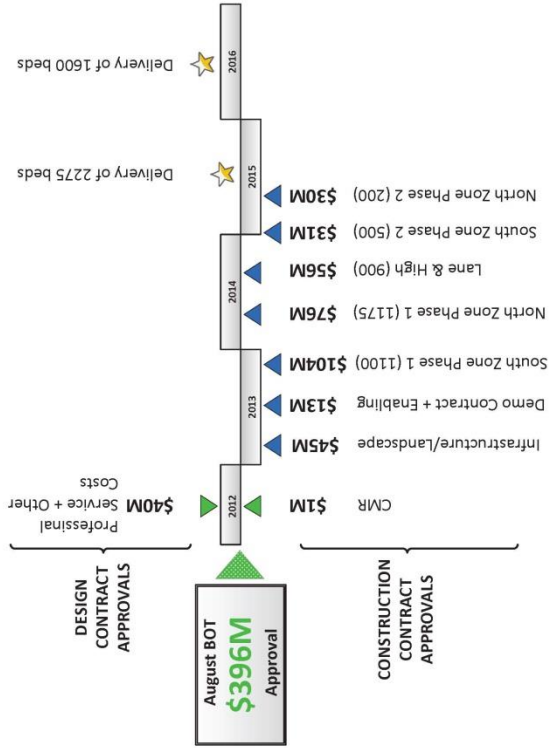
North Residential District
August 2012

SAKAI

GOODY CLANCY

ELKUS MANFREDI ARCHITECTS

THE OHIO STATE UNIVERSITY
BOT "SPEND" TIMELINE



August 31, 2012 meeting, Board of Trustees

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

Columbus, Ohio, November 8 & 9, 2012

The Board of Trustees met Thursday, November 8, and Friday, November 9, 2012, at Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

** ** *

Minutes of the last meeting were approved.

November 9, 2012 meeting, Board of Trustees

The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Thursday, November 8, 2012 at 8:36 a.m.

Present: Robert H. Schottenstein, Chairman, John C. Fisher, Brian K. Hicks, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, William G. Jurgensen, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Evann K. Heidersbach and Benjamin T. Reinke, G. Gilbert Cloyd, Corbett A. Price.

Mr. Schottenstein:

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

At this time I would ask the Secretary to note attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board recess into Executive Session to consider personnel matters regarding the employment and compensation of public officials, the sale of real or personal property and to consider matters required to be kept confidential by Federal and State statutes. May I have a second?

Upon motion of Mr. Schottenstein, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Fisher, Hicks, Shumate, Ratner, Marbley, Kass, Jurgensen, Kellogg, Smucker, and Krueger.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

-0-

The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Friday, November 9, 2012, at 8:37 a.m.

Present: Robert H. Schottenstein, Chairman, Brian K. Hicks, John C. Fisher, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, G. Gilbert Cloyd, Corbett A. Price, Evann K. Heidersbach and Benjamin T. Reinke.

Mr. Schottenstein:

Good morning everyone. We will reconvene the meeting of the Board of Trustees and ask the Secretary to note the attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

November 9, 2012 meeting, Board of Trustees

Mr. Schottenstein:

Thank you David.

The first thing I would like to do is to extend on behalf of the entire board a very warm welcome to our newest trustee who was recently appointed to the board by Governor John Kasich and that's Mike Gasser. Mike, for those of you who don't know, this is his first board meeting and he is chairman of the board of Grief, an industrial packaging company with operations within the United States, Canada, and I think even beyond. It's one of the great companies within our state. He serves on the Board of Directors at Bob Evans Farms, Battelle, as well as The James Cancer Hospital Foundation Board. We are thrilled to have Mike join us. We welcome his acumen, his wisdom, his friendship, and look forward to working for him for many years; Mike, welcome.

I also want to take a moment to acknowledge; Gordon, I feel like you are the father of our University. Now, you are the Grandfather of two recently born granddaughters Elizabeth and Eva. We called Gordon Grandpa Gee during yesterday's meetings and I think he liked it. We extend our best wishes to you and Rebecca and your entire family.

On a different note, just this past week on November 2nd, we were all deeply saddened to learn of the news of the passing of Judge Robert M. Duncan; a man who many of us new quite well, one of the great men of our time. He is literally, the personification of principal, compassion, and wisdom. At this time, I would like to ask Trustee Alex Shumate to say a few words about the great Robert Duncan.

Mr. Shumate:

Thank you very much Bobby. As the members of the board know we have a resolution honoring Bob Duncan and I know that Judge Marbley is going to formally present the resolution but I appreciate the opportunity to say a few words about Judge Duncan from a personal level as well as professional level. We all know he was an outstanding lawyer and judge but he was certainly an even better person.

To me personally, Bob Duncan was not only a mentor, but a role model. He set the standard for professionalism and integrity. He was very intelligent, very thoughtful, possessed excellent judgment and provided invaluable wisdom and insight. But as I said earlier, what made Bob great was his character, his personality, and his warmth.

He never lost the common touch despite all of accomplishments that are included in the resolution. He always had time to listen, always had time to lend a helping hand and even though he was one of America's most honored professionals; he always remembered his upbringing and his roots.

Let me close by saying that when I think of Bob Duncan, I am reminded of a saying that goes like this: You have touched us and we have all grown. That's how I remember Bob Duncan. He is a motivator and a person that all of us should pause to reflect on very positively. Thank you.

Mr. Schottenstein:

Thank you. Judge Marbley.

Judge Marbley:

Yes, it's difficult to follow Alex with those eloquent words. We have a Resolution that I would like to read into the record.

November 9, 2012 meeting, Board of Trustees

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 2, 2012, of Judge Robert M. Duncan, former member of the Board of Trustees of the University from 1998 until 2007 and Chair of the Board of Trustees from 2006 through 2007.

Judge Duncan was a two-time graduate of The Ohio State University, having earned a B.S. in 1948 and a J.D. in 1952. In addition, he was awarded an honorary degree, Doctor of Laws, from the University in 1979.

Judge Duncan was a trailblazing figure in Ohio and beyond. He broke racial barriers in becoming the first African-American appointed general counsel in the Ohio attorney general's office. He was the first African-American to be elected judge in Franklin County, the first to serve on the Ohio Supreme Court, the first to serve on the U.S. Court of Military Appeals, and the first to be appointed a federal district judge in Ohio. It was in this position as federal judge for the U.S. District Court for the Southern District of Ohio that he wrote the landmark order ending segregation in the Columbus Public Schools. His fairness, leadership, and accessibility to community groups helped ensure a smooth process of desegregation in Columbus and were hallmarks of his contributions in every capacity in which he served.

Judge Duncan served with distinction as Vice President of Legal Affairs and General Counsel of The Ohio State University from 1992 through 1995, and he served as Secretary of the Board of Trustees from 1993 through 1996, at which point he was named Vice President and Secretary Emeritus. Judge Duncan served the University in numerous other capacities, notably as Jurist in Residence at the Michael Moritz College of Law, member of the executive committee of the President's Club and as chairman of the University Hospital Board. The Moritz College of Law has had a professorship, awards, and multiple scholarships in Judge Duncan's name as the result of donations made by many of those whom he inspired.

Judge Duncan was a partner in the Jones Day law firm from 1985 through 1992, and he was active in the community, serving on the boards of the United Way of Franklin County, the Columbus Association for the Performing Arts, the Columbus College of Art & Design, among others. Judge Duncan received numerous awards and honors including The Ohio State University's Distinguished Alumnus Award in 1992, the Governor's Award for Civil Rights in 1992, the Julian Sinclair Smith Celebration of Learning Award from the Columbus Metropolitan Library, and the Democracy in Action Award from the League of Women Voters, among many others. Judge Duncan served in the United States Army from 1952 to 1956.

The Board notes that no listing of positions or accomplishments can begin to capture the contributions of Judge Duncan. In the words of President E. Gordon Gee, "Judge Duncan was a towering figure in the history of our community and this University, which he served so well. In a time of great social inequity, he was a voice of reason and dignity, moving humanity forward toward a horizon of equality and justice. Indeed, throughout his long career, he continued to guide us toward our better angels."

Those who were privileged to work with Judge Duncan came to appreciate the great power of his intellect, his uncommon and unceasing intellectual curiosity, his wisdom, his warm and engaging personality, his steady hand, and his generosity of spirit.

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

November 9, 2012 meeting, Board of Trustees

Mr. Chairman, I move that the Board adopt this Resolution.

Mr. Schottenstein:

Is there a second?

Mr. Shumate:

Second.

Mr. Schottenstein

By acclimation, all in favor please say aye.

The Board of Trustees unanimously accepted to adopt this Resolution.

Mr. Schottenstein:

So done. Thank you very much Judge Marbley and thank you Alex for those wonderfully inspiring and very appropriate words.

So that we are able to conduct the business of this meeting in an orderly fashion, we would ask that the ringers on all cell phones be turned off at this time and ask that everyone here observe proper rules of decorum so that we may conduct the business at hand.

The minutes of the August meeting of the Board were distributed to all members of the Board and if there are no additions or corrections the minutes are approved as distributed.

At this time, I would like to call on Trustee Ben Reinke for the Student Recognition Awards. Ben?

-0-

STUDENT RECOGNITION AWARDS

Mr. Reinke:

Thank you Mr. Chairman. If I could have Lauren and Bradley please join us upfront here.

So as a graduate student myself, I am very happy to see that our two nominated student trustee award winners are both graduate students as well and they are both phenomenal young people. So, I am going to start off talking a little bit about Lauren.

Lauren C. Hensley is currently a Doctoral Candidate in Education Psychology, from Tampa Florida, who anticipates graduating in December of 2013. Lauren received her Bachelor of Arts in Spanish from the University of Richmond in 2006 and her Master of Arts in Higher Education and Student Affairs from Ohio State in 2008. Lauren has been actively involved inside and outside the classroom since arriving at Ohio State. She has been the Coordinator of Learning Services, an Instructional Systems Specialist, and is currently the Interim Director of the Walter E. Dennis Learning Center at OSU. She began her teaching experience as a teaching assistant at the University of Richmond in Spanish and later continued teaching at Ohio State as an instructor of two courses in Educational Policy and Leadership. Lauren has produced excellent research scholarship as well. She has published a paper, given 6 invited talks and workshops and has presented 8 papers at conferences. She has served on various search committees for university positions and as a Younkun Success Center Coordinating Council Member. For all of her great work, Lauren has

November 9, 2012 meeting, Board of Trustees

been received many honors, including the Special Recognition Award for the support of students with disabilities from the OSU Office of Disability Services. Lauren represents the best of our graduate students. After graduation, she plans to continue working in higher education. Specifically, she plans to be a director or an Associate Director, whichever one comes first, of a university Learning Center that provides academic support services to college students.

And next, I would like to introduce Bradley Dougherty. He is a graduating Ph.D. student this year in Optometry, from Mayfield, OH. He is completing his thesis on "An Evaluation of the Mars Letter Contrast Sensitivity Test" with Dr. Mark Bullimore. Bradley graduated with a Bachelor of Science from Ohio State in 2002 and then continued on to graduate with a Master's of Science and a Doctorate of Optometry and is continuing his work at OSU. Now he has one Doctorate and is working on his second. Bradley has been extremely busy in all aspects of the educational system. Bradley has been a graduate teaching assistant in various Vision Science and Optometry courses, since 2007. He has also been completing research as a Ph.D. student and as a post-doctoral fellow at the same time. He has published six journal papers, presented posters or talks eleven times at national conferences, and has given five guest lectures. Bradley has served in various positions in the Graduate Student Organization in Vision Science, the Council of Graduate Students, the Graduate Council Curriculum Committee, and most recently as a Board of Directors of the Columbus Vision and Vocational Services. For his great work in academia and service Bradley received many honors, including the American Optometric Foundation William C. Ezell Fellowship, the Ohio Lions Eye Research Foundation Fellowship, the Arene T. Wray Fellowship and has been made a Fellow of the American Academy of Optometry. Bradley also represents the best of our graduate students at Ohio State and we will very be lucky to keep him. Upon graduation, Bradley will begin a five year grant from the National Institutes of Health to study the effects of stress and depression on systemic inflammation and visual outcomes in patients being treated for macular degeneration here at Ohio State. He will continue to conduct research, teach optometry students, and see patients at OSU.

With all of that said, Lauren if you would like to start, say a few words about your Ohio State experience and then Bradley to follow.

Mrs. Hensley:

I would say it is really wonderful to be a graduate student at Ohio State. I am grateful and blessed for all of the opportunities I have had. I remember first coming here and I felt like the campus was going to swallow me whole. It was huge and it took a while but I really think due to the mentors I found and the real high quality of faculty, it's made all the difference. I can remember when I finished my Masters at Ohio State in Higher Education and Student Affairs, I thought I was done. I was ready to finish being a student and go to work full time. But that one thing in particular that my Professor Michelle Welkener had told me, that's it's all about translating theory to practice and then to theory again just kept resonating in the back of my head. And so as I began as coordinator of Learning Services at the Dennis Learning Center, where the goal really is to support student success at Ohio State through intervention services, workshops, courses and so-forth, I loved what I was doing but I kept thinking I wish I understood even better what students were going through, how to help them effectively. At the time, the director of the Learning Center was Dr. Bruce W. Tuckman and he was such an encouragement in telling me EdPsych is where it's at. If you really want to understand how to motivate students, how to support their learning, Educational Psychology is a great program and he was a Professor in that. When I told him I was applying, he was so supportive, so encouraging and I haven't looked back and it's been great to learn different theories with in particular Professors Eric and Lynley Anderman who have taken their graduate students and treated us like a family. Where it's not competitive, it is a spiritive collaboration and support where we meet weekly as a group of graduate

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students sharing our research ideas, getting feedback, getting support and what I love is I am studying procrastination right now which I think is an incredibly interesting topic. I had the opportunity to do that in a great environment and am incredibly grateful for the students who are open to talking with me about the research, case studies I suppose to the library resources and it's just a great place to be, it's a great place to be able to infuse the work that I am doing with the work I am learning and so thank you again.

Mr. Dougherty:

I would like to thank the Board of Trustees for the award and my Dean Dr. Mel Shipp for nominating me and my guest Dr. Roanne Flom and Karla Zadnik who have been important mentors from a clinical and scientific standpoint. I think to explain what Ohio State means to me is useful to talk about how I came to get the grant that's going to let me stay here. I was pretty pessimistic about applying for the grant initially partly because that comes naturally to me but also because these things don't grow on trees and science funding is difficult right now. Dr. Zadnik said "nope, I think you are going to have to submit this grant and I can suggest a few people you should talk to about collaborating." So I talked to those people and the next thing I knew I had six or seven collaborators signed on for this grant application. Not just normal collaborators, I have a couple of Associate Deans, a distinguished University Professor, people who have had millions of dollars in grant funding who have made important contributions in behavioral medicine, cardiology, ophthalmology, vision science. It's a truly in a real sense world class team and the thing is, I never had to twist a single arm. I went person to person. I explained my research idea and they said; "that's sounds great, where do I sign". That's Ohio State for me. It's a real pleasure to be able to work with the people who are here and all of the facilities that we have here. I consider myself a walking, talking, "But for Ohio State" commercial and I am thrilled to get the chance to stay here and it means a lot to me to be recognized by this University that I truly love. Thank you.

President Gee:

Let me just say one thing and that is that the two of you are just fabulous young people. We are deeply appreciative of what you represent. Pessimism never exists at Ohio State, I will just say that. Procrastination has been known to creep in once in a while so we will learn from both of you. We are honored to have you as part of our University and the difference you have already made. So, congratulations to both of you. We will come forward now.

Mr. Schottenstein:

Now I would like to call on President Gee for his President's report.

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PRESIDENT'S REPORT

President Gee:

Thank you very much and again, to our students, thank you very, very much.

I want to welcome Mike Gasser. Mike and I have known each other for a good period of time as was noted by our Chairman. Grief is a great company which Mike has made into a multi-billion dollar worldwide manufacturing business. But more importantly it is a business that sets very high standard for which we are all grateful and Mike we are truly honored to have you here.

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Mike and I have served in other capacities together and I can tell you that he will contribute modally and will have great passion with this institution.

So, I will just have to say what a week it was; it was not meant to be this kind of week for me. I had everything lined up. My daughter was supposed to deliver on Monday but didn't happen.

It's a great country, we've had an election which always is momentous but having two young ladies join my family is something that I cannot fully describe. It is wonderful for me and my daughter and for my son-in-law and for our family. The birth of the twins is a wonderful blessing and I could not be happier so I appreciate that.

But even as I celebrate the beginning this and it has been noted by our chairman, by Mr. Shumate, by Judge Marbley; we are closing another chapter.

Last week, we lost Bob Duncan. We lost a true trailblazer, as has been noted. A beacon for justice, and an extraordinary friend of Ohio State and an extraordinary friend of mine. We are saddened by that. In my thinking about this, it is one of life's great mysteries how the heart can balance both joy and sadness at the very same time. I think that is certainly what my own feelings are at the moment.

I am reminded of the dramatic art of Shakespeare, which so many of us had the pleasure of witnessing firsthand last week on the Ohio State campus. Shakespeare is appropriate in this instance.

As you know, Ohio State has announced the new three-year collaboration with the Royal Shakespeare Company. Our University will be the destination for the innovative teaching, research, and performance of Shakespeare. We will continue the wonderful stand up for Shakespeare program that impacts thousands of K-12 students every year and provides teacher training.

And, for the next three years, all Shakespeare productions by the Royal Shakespeare Company in this country will be presented in association with the Ohio State University.

The first production, by the way, under this new collaboration will be Julius Caesar, which has received international acclaim. Ohio State will join with CAPA to bring this particular production to Columbus next spring.

Our collaboration with the Royal Shakespeare Company is the centerpiece of many current efforts to invigorate the arts and culture on our campus.

Mr. Chairman, as I was thinking about it, I was in this room five years ago last month as I returned to this University as its president. Let me just say, as I have reflected on that over the last few days, that I am so very honored to have reached this milestone. I wanted to be part of the most exciting academic environment in American higher education. There is no doubt; there is no doubt in my mind that I came to the right place.

At that time, I said that this extraordinary land-grant University was poised to move from excellence to eminence. Since then, with the talent of our faculty, the dedication of our staff, the expertise of our senior leadership, and the vision of this Board, and let me underscore that again, the vision of this Board, we have made remarkable progress on that front.

Our new freshmen class is the brightest in history. Our graduation rates are improving, our financial support for students continues to grow, and our research expenditures have increased dramatically. In 2007 when I came, our research expenditures, which were very high by the way compared with most institutions,

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were at \$702 million but today we are accruing toward a billion dollars; \$934 million in 2012. And, in the last two years, the University has generated more than one billion dollars through new financing strategies.

In one single day this fall, our endowment grew by more than 20% with \$483 million from our parking-lease agreement; all fueling, of course, our academic mission. Taken together, these numbers graph a dramatic upward trajectory for the future.

Despite the precarious realities, and we see it daily, of our global economy, Ohio State has emerged stronger, more innovative, and more poised than ever to become an eminent public university for the 21st century. Increasingly critical to our progress is the support of our generous friends and our half million alumni.

Indeed, the last two years of fundraising have been the most successful in the University's history. Just last month though, we launched the public phase of our \$2.5 billion fundraising campaign; as many of you know by the way that was a spectacular evening.

To date, we are \$1.3 billion and counting!

To help us reach the finish line and continue running, we have brought in the top fundraising recruit, and I say this absolutely, in the country, Mike Eicher, who is here with us today. Welcome, Mike! Mike, where are you; would you please stand so everyone can see? Give him a round of applause, would you please? No wallet should be safe in Ohio Mike. We are thrilled to have you here of course.

I would like to take this opportunity to share some images of our campaign launch weekend, to underscore how we engaged literally millions of people; from YouTube and Twitter to a concert on the Oval. The orchestration of this event was truly Advancement, our new structural...*interruption*.

Mr. Battista:

Hello Mr. President. Hello Board of Trustees. My name is Robert Battista and I am a second year here at Ohio State. We just want to take a second to present during your President's report, a student report about things we find very important at this University as well.

President Gee:

Ok. Can you hold on for just one second?

Mr. Battista:

There are many student groups here at Ohio State...

President Gee:

Would you wait for just one second? We will give you five minutes and then we will ask you to leave peacefully; ok? Great, thank you.

Mr. Battista:

Five minutes now or...

President Gee:

Five minutes now.

Mr. Battista:

Ok. I represent a wide coalition of many different student groups and community members here in Columbus. What we are here today for is because of the University's moving forward with a single source apparel contract, with the Dallas Cowboys Silver Star Merchandising in contention for this contract. For the past over 500 days, we have been campaigning against this contract going through. We have been talking with Administration; we have been trying to get a meeting with you President Gee, and none of this has worked so far. It is just really troubling because the Dallas Cowboys have a horrible history of human rights violations. They violate the Ohio State code of conduct, probably daily. In fact, I spent my last summer in Nicaragua. I was with people who work in these kinds of factories. They work in over 100 degrees, sometimes locked in the factory for over 19 hours straight. They are making meager wages. They face sexual, physical, and verbal abuse daily from their managers. The Dallas Cowboys do nothing to try to reconcile with these problems. Yet, they are still in contention for this contract. Also very important; in a few weeks we have, as everybody knows, a very important football game against that school up North. However, I want to be able to be there cheering knowing that I am not cheering for the losing team in terms of human rights. Because when the Michigan Administration was approached with this very same contract by the Dallas Cowboys, they rejected it on the spot. Our Administration has been considering it for over a year and a half now. As tuition paying students and members of the community, we are asking all of you to stop the single source contract and to bar the Dallas Cowboys from any future business endeavors with the University. So, President Gee, Board of Trustee members, we just need to know, will you pledge to keep this contract from going through and to stop the Dallas Cowboys from entering the market with Ohio State?

President Gee:

As you know, we have had more meetings with this student group than we have had with the State Legislator, let me just note that; number one. Number two, is the fact that we have listened very carefully, we have asked you for other alternatives; none of which have been coming.

Mr. Battista:

We have provided other alternatives.

President Gee:

My turn to speak... We continue to consider those. The bottom line which we have talked about with this board is the fact that we will do what is in the best interest of faculty.

Mr. Battista:

So we have five minutes and let's just say we are willing to negotiate with you about the fate of the single source contract but we need to know that you take our negotiations seriously. And we will know that when you throw out any dealings with the Dallas Cowboys.

We can discuss other brands but we need to know that you are going to throw out these human rights abusers. Are you going to do this?

President Gee:

I am telling you that we don't negotiate in public, number one. Number two, we don't negotiate in the middle of a Board Meeting and number three, we will do... My turn,

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and then I will ask you to leave, peacefully. We will do what is in the best interest of the University

Mr. Battista:

You need to do what's right for human rights.

President Gee:

Let me just say something... *interruption*

Mr. Battista:

Do you support sweat-shops President Gee?

President Gee:

Of course I don't support sweat-shops.

I am not going to negotiate with you. Please understand that we will do what is in the best interest of the University as faculty, staff, and students. Will you please now leave? That's your turn. Thank you.

Mr. Battista:

Justice delayed is justice denied President Gee.

President Gee:

Thank you. Have a nice day.

If I can just make a comment; first of all, I do value students having an opportunity to come. I do not value when they try to engage in acts of gorilla theater and also in acts of intimidation. As you know, they have come to my house and they have come to Mr. Schottenstein's office, and we have spent numerous amounts of time and what I just said about the fact that we have spent more time with them that we have with the State Legislator is not a hyperbolic statement; we have done that. The conversations need to continue. Every time we have had an opportunity to present other kinds of issues or opportunities to discuss these issues, it always comes back to "it's their way or the highway". That is not the way we engage in conversations. This is a world of ideas; it's not a world of single issue politics.

So saying that, let's have fun.

I've got a video here that I want all of you to see about our campaign. Is that video up there? OK.

Video

President Gee:

Well, that is very well done. I want to thank everyone again; that is just a small snapshot of what took place over that period of time.

And I want to thank all of you for giving me the opportunity to lead this remarkable University during these challenging and wholly exhilarating times. It is an absolute privilege to be here with you Mr. Chairman; with all of these folks in this room.

So thank you very much; that's my report.

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Mr. Schottenstein:

It's a privilege to be here with you too President Gee and that was a great report.

I love the video. I don't know who put that together but it's really well done. Congratulations to the folks who did that. I think many of us were there the evening of the launching event and I think we are going to hear a little bit more about that in a few moments as we begin the committee reports. But, it was probably the best, the best event we have had on this campus in a long, long time. For that, we are very grateful.

At this time, I am honored to call on our Provost, Joe Alutto, who is going to update the Board and all those here present on our Discovery Themes.

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DISCOVERY THEMES

Dr. Alutto:

Thank you Mr. Chairman. In fact, what I am really here to do is to talk about the benefits of what we just saw in terms of the levels of support we have been receiving as an Institution.

The Discovery Themes initiative is probably one of the most ambitious academic efforts undertaken at Ohio State and it's certainly a pleasure for me to try to bring you up to date on current plans.

The focus on a limited number of research themes is designed to emphasize and support our efforts to be in the forefront of discovery and policy development focusing on issues that are truly world-wide in significance.

The initiative is central to and is integrated with efforts to implement our strategic focus on attracting outstanding faculty and students as well as developing the programs and the structures that will support their success. These efforts will be aligned through our normal growth cycle as well as the generation of incremental new resources.

Over the next 10 years, our investment into the Discovery Themes will provide the basis for attracting about 500 research and teaching active, tenure-track faculty working in these specific theme areas. These will be individual scholars as well as groups or clusters of faculty in critical areas. Their work will complement the research, the teaching, and the outreach of our existing faculty. And thus, they will spur transformational breakthroughs in our contributions through problem solutions that are critical to Ohio and all parts of the world.

Through such efforts, we expect to achieve dominance or true eminence reflecting the reality that anyone who is interested in understanding these issues will first ask, "What is happening at Ohio State?"

Based on assessments of these issues, the world that we will be facing over the next 50 to 75 years, assessments of university strengths, the Discovery Themes are Health and Wellness, Energy and Environment, and Food Production and Security. Each of these themes is led by three respected senior Ohio State academic leaders who are selected because of their experience and reputation, the disciplines that they represent, and the key initiatives they previously lead.

They will be responsible for developing our distinctive capabilities and individual themes as well as in natural overlap areas that are common to multiple themes.

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Thus, they will be expected to accelerate discoveries within each theme, but will also will advance all three themes through integrated decision making because in effect will expect the One University style of leadership.

The Health and Wellness Discovery Theme will be led by Dean of Veterinary Medicine Lonnie King, Dean of Nursing Bernadette Melnyk, and Senior Vice President for Health Sciences Steve Gabbe.

All three individuals have developed and supported interdisciplinary programs and truly understand the value of cross specialty research.

This Health and Wellness Theme, when it is fully articulated, will allow faculty from Ohio State's seven health sciences colleges and the Wexner Medical Center to work with partners across the university in areas as diverse as nutrition, social work, health education, and humanities and public policy, to just site a few examples.

The interdisciplinary research they initiate will be designed to identify and support improvements in systems of disease prevention, community health, and health care.

The Energy and Environment Theme will be headed by Executive Dean of Arts and Sciences Joe Steinmetz, Dean of Engineering David Williams, and Vice President and Enterprise Executive for Energy and Environment Ron Sega. These are three academic leaders who are accustomed to the value of reaching across the disciplinary silos as we seek to understand the impact of energy generation and distribution on ecology and society.

Efforts in this theme will create opportunities for an unprecedented interdisciplinary collaboration between experts spanning the University. Their efforts will touch upon every specialization related to energy and environment; from core physical sciences, to engineering, to the social sciences.

As with each theme, they will leverage their activities through strategic partnerships with the public and private sectors as well as other universities.

We have asked Bruce McPheron, our new dean of Food Agricultural Environmental Sciences, Christine Poon, dean of the Fisher College of Business, and Peter March, divisional dean of Natural and Mathematical Sciences to lead the Discovery Theme for Food Production and Security.

Their efforts will draw on Ohio State's unique expertise in Food, Agriculture, and Environmental Sciences as well as in the arts and sciences, the health sciences, business, law, and beyond.

Working with partners both within and outside the University, the focus will be on enhancing the quality of food and ensuring the adequate and affordable food supply and maintaining agro-security to ensure their nutritional health of a growing global population.

As noted in this slide, the Discovery Themes will be supported by a structure that involves faculty, staff, and administratives; quite literally from across the University.

Vice President for Research Carol Whitacre and Vice Provost for Academic and Strategic Planning Mike Boehm will provide overall coordination for all of our efforts. They will be working with theme leaders in providing support for integration of efforts as well as for periodic assessments and adjustments as we go forward.

Clearly, faculty input will be crucial at all levels. For example, each theme will have a faculty advisory board of outstanding scholars who are committed to interdisciplinarity. These faculty committees will assist in developing focus, and

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reviewing proposals for faculty hiring and recommending areas of investment to the Theme leaders. A faculty fellow and a program manager will provide support for the day-to-day operations of each theme.

As I said, the Discovery Themes initiative is one of the most ambitious academic efforts we have ever undertaken at Ohio State and that is because we are providing resources that will allow us over a 10 year period to recruit about 500 tenure-track faculty to enhance knowledge in these discovery theme areas. These actions will provide opportunities for impact on public policy and the lives of individuals in Ohio and throughout the world.

As I will discuss shortly, 250 of these faculty will be an addition to the 1250 tenure-track faculty members we expect the University to recruit during our normal recruiting process over this time period.

Given shortages that exist in faculty nationwide and the projected retirements of current faculty, this is an aggressive goal and will be a considerable challenge as we go forward.

But to help accomplish this, over the next 10 years, the Office of Academic Affairs will provide to the Discovery Themes two types of resources. To begin with, \$250 million in one-time funding will be made available. These funds will be used to support staff, equipment, facilities and other startup costs that are essential for research purposes. In effect, they provide the environment that is so critical to attracting and retaining outstanding faculty. These resources will be generated by new funding from monetization efforts, from affinity agreements, from cost saving initiatives that are outlined in our strategic plan and the generation of funds through our development activities.

To support new faculty appointments, approximately \$50 million in new faculty compensation will be allocated to the Office of Academic Affairs and these funds will be derived through income streams created by increases in our endowments. The central resources will be matched by \$50 million committed by colleges as part of the competitive proposal process developed within each discipline theme. In effect, for every incremental dollar that's provided centrally for initial faculty compensation, a college or a department must match that with one dollar from its own budget. Thus everyone has some "skin in the game" as we go forward.

In effect, this roughly \$400 million will be derived from incremental resources that are generated specifically to support this initiative.

We are proposing that faculty hires in theme areas be really of two types. At least half the funds will support the hiring of clustering or groups of faculty whose expertise is critical to two or more themes. For example, it may well be that further investments in data analytics or other specialties at the intersection of disciplines are so central to all themes that joint appointments are most attractive and would have the greatest impact. We are, however, also suggesting that remaining funds can and should be used to recruit individual faculty with special expertise that's critical within a given theme.

I want to stress that any and all commitments will result from an open competitive review process involving review and assessment by some of the most successful faculty we have who are involved in and are committed to interdisciplinary scholarship. We will be reviewing the progress of each theme annually to track advancement against an agreed upon measure of success and suggest adjustments in the allocation processes as we learn more.

Now, let me talk for just a few minutes about the process of identifying a more limited focus for each of our discovery themes. We can't and we shouldn't try to achieve

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excellence in every possible issue that is touched upon by a theme, for in reality these themes can be seen as quite broad. We'll begin by identifying environmental trends that are emerging in each discovery area and helping us in that is that we are working with Battelle on an environmental scan that focuses on each of the themes. The Discovery Theme leaders will then overlay those assessments of emerging trends with our assessments of current areas of excellence and determine where there are common needs but also some unique opportunities for advancement.

In effect, we'll develop a specific narrower focus within each discovery area and that will be the first project in which theme leaders and faculty members are involved. We are working with the theme leaders on articulating other details of this allocation process, but we are also leaving room for further adjustments as we move forward. It's important to note that unlike some earlier university efforts which were completely constructed in a structure prior to being launched, the Discovery Themes initiative is designed in effect to be a work in process. We expect to adjust and to refocus as our own capabilities evolve and more importantly as environments change.

We expect the rate of focus of each theme to evolve within the next few months with processes for competitive submissions of proposals being developed and initial decisions being made for commitments of resources by late spring of 2013. Formal searches for new faculty will be launched during the fall of 2013. The first new Discovery Theme faculty will be on campus for the fall of 2014 although if we have special opportunities they may in fact be earlier appointments.

Consistent with the University's strategic plan, by 2020 we will begin to see the recruitment of a greater number of tenured faculty in critical areas that would not have been possible simply through the normal cycle of replacement.

An important element of assessment for Discovery Theme areas will be external funding. In effect, we expect to experience an increase in extramural funding and positioning of Ohio State as the place to be for data generation as well as policy formulation in three areas that are critical to the future of Ohio and the world. Those discoveries and their extensions to policy development will expand our linkages with governmental, commercial, and private sectors.

The Discovery Theme hiring will be so focused that it will allow truly transformational responses to key global issues and this will of course lead to an eminence that will benefit the citizens of Ohio.

Finally, it's expected that the eminence that's reflected in the Discovery Themes and their associated teaching and outreach programs will attract increased numbers of students and policy makers to Ohio State.

In essence, the Discovery Themes represent three of today and tomorrow's most compelling issues. This really is the world's agenda and, through our Discovery Theme's initiative, we are making Ohio States agenda as well. Thank you.

Mr. Schottenstein:

Thank you, excellent report. Are there any questions from any members of the board?

We look forward to hearing progress updates throughout the coming months. This is something we have been talking about for a long time and I think this is a very exciting time for us, so we appreciate it Provost Alutto.

Ok, at this time we will move on to the committee reports and we will start with Academic Affairs. Jeff Wadsworth?

COMMITTEE REPORTS

Dr. Wadsworth:

Thank you Mr. Chairman.

We met yesterday and this was a follow on from the August meeting where we decided to take a more in depth look at the enrollment statistics which is of course at the heart of the University and how we bring people in. We had a presentation from Vice President for Strategic Enrollment Planning Dolan Evanovich and we discussed a wide range of topics connected to enrollment. We started out by looking at the details of the 2012 class and as the President pointed out, this is the highest ranked class in the history of the University. The SAT scores have gone up, the ACT scores yield rate, and there is a higher number of honors and scholar students; so that was very good news. The number of students is about the same as last year; the precise number is 7,186 signed up. We then went on to talk about the non-resident component of that which is a fundamental strategic question and the goal has been set at about 25% of which eight percent of the total 100 is international. Those goals were set for 2015 and are essentially being met now. That led to spirited discussion about whether that number should go up or stay the same. It's a fundamental question that the University has to decide. But the good news is we met that target.

Now there is some very interesting data around that topic. The market place challenges are changing. I was actually unaware of some of the details about the number of 18 year olds that are actually in Ohio that are available to be recruited. That is going down for various complicated issues. I know many members of the Board know about this, I was less aware of it. The number of people available is on the decline and will continue for the next three or four years. This is a national trend but there are pockets of growth in certain areas of the country. So this is a quite complex demographic issue; connecting economics and birthrates and so-on and so-forth. But it does then enlighten us about the process we now use to recruit beyond our borders for talented and diverse students.

So in terms of the Big Ten, which is one group we compare ourselves to, is also an aspiring group. We look at where we are in these various demographics against those benchmarks and think about whether that's the challenge we are meeting or not, or whether we need to change and that guides the actions of the University.

Internationally, we are doing quite well. Again, these are all fascinating topics. We have been very successful in recruiting students from China and have begun to shift resources to other Asian markets; the Middle East as well and most recently South American markets to make sure we have a diverse set of international students. Dolan noticed that the growth in international students has heavily impacted the Business School and also Engineering and other STEM related topics. The international students coming in wanting to focus in those areas and that's a very strong topic for us to think about as we expand into other international markets. The gateway process and the gateway programs are mechanisms for doing that.

Mr. Dolan then went into some detail on our enrollment mix related to race and ethnicity. We are about in the middle of the Big Ten in terms of those data. We are trying to attract more minority and low income students, especially from families where that student would be the first to go to college. We have a number of incentives in place. The strategies to improve on that would include outreach and recruiting centers in Cleveland and Cincinnati. Identifying "promise schools" throughout Ohio with which we will then partner with and try and get some increase in that cluster. As I have said, to me this is the heart of rock-n-roll for the University; what's the incoming class and how should it become prized and what is the

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standard, so on and so forth. It is a very important topic and we've done a good job in executing the plan as laid out, and I think it is always a good idea to be vibrantly discussing those goals.

Then next topic is something that I specifically asked for. As we all know, there were a series of accidents on the campus involving pedestrians and cyclists. This is a very busy place. There are a lot of people, a lot of vehicles, visitors, and deliveries that adds to some very unfortunate accidents. The President created a traffic safety task force in September, chaired by Dr. J. and Mr. Kasey.

I was particularly interested; they produced a report that looked very good. I was particularly interested in what the benchmarks and where the themes and ideas for that come from and what were going to be our measures/metrics to show improvement. We had a fascinating presentation from Professor Jennifer Evans-Cowley who is an Associate Dean of Engineering and a Traffic Safety Task Force member.

Like all things, safety is a very sophisticated topic when you get into it. I was very gratified to see the level of intellectual content, research, and planning that has gone into that report. Where they have gone into various cities, various campuses around the country and really understood what has worked and how that applies to Ohio State. There were some very non-obvious issues in safety of things like cycling. The Olentangy Trail is actually less safe than High Street. You are safer going down High Street on a bicycle than you are on trails because trails often have pedestrians. Everyone is wearing listening devices; that's a nice phrase for it. Everyone is distracted. So you've got people in cars texting, cyclists with music blasting, pedestrians looking down; what a mix to expect to have safe behaviors.

So it was a very interesting topic; how do you recognize the hazard and then develop policies to separate the hazards and mitigate them. There is an apple and a stick kind of methodology needed to try to solve this problem because we do not want people getting hurt, and there is too many. So, we now have metrics.

The next topic she discussed was the effectiveness of metrics in measuring how we are going to improve. We have a lot of data on accidents; severity of accidents and so on so we are going to tackle that under the Student Life part of this committee. That was an excellent report. I congratulate her on the work she has done.

We talked about our charter; no big headlines there. We also went through our Academic Affairs Student Life scorecard. This is something that every committee has. We've set down a series of objectives. This is mostly yellow; no reds but no greens either. We are measuring and testing and I believe if all of us have all of these scorecards and all of those objectives are met, we will meet the goals of the University as laid out in the strategic plan. I think this is a discipline we intend to continue.

Let me just conclude by saying there is a number of personnel actions that were approved by the committee that will be in the consent agenda. I won't go through them. There is also a naming of a number of facilities. I won't go through those either because they are also part of the consent agenda.

Having concluded our business, we had a brief executive session. That's my report Mr. Chairman.

Mr. Schottenstein:

Any questions for Dr. Wadsworth? That was a really terrific report.

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President Gee:

Can I just say one thing?

Mr. Schottenstein:

Sure.

President Gee:

Because I want to follow on what Dr. Wadsworth said. I think it is very important to note, our board knows it, the senior administration knows it, I think it is very important to generally note; there is no institution in my experience that really has put itself into this process of having a scorecard with metrics at the level that we are doing it. I think it provides for an unusual level of expectation and discipline. Also, it gives those of us who have responsibility every day; it tells us every day exactly where we are. I think that's a critical part of it. Universities are not used to doing that. On the other hand, I think it does provide a real level of expectation and momentum and I really do appreciate how we've put those score cards together. On the Academic side, it's enormously important.

Mr. Schottenstein:

I just want to add this too because I know Jeff's got to leave shortly and I want to say this while he is here and I can say this about all of the committee chairs; an enormous amount of work happens at the committee level. You almost get tired of listening to it realizing how much heavy lifting has gone into every element of every report that you just touched on. Of course, enrollment strategy on the one hand and safety on the other; we could sit here all day and not come up with items any more important than the two of those. I particularly thank you Jeff, because a couple of weeks ago, when some of these accidents had been occurring on the campus, Jeff and I had happened to be meeting, everyone was concerned, but Jeff made the comment which I thought was very powerful, and Gordon had already set out to form this task force which has taken their work very seriously, but the comment that Jeff made which I actually shared with the board yesterday; when you were in your own Battelle Board meeting so you didn't hear this but I am also repeating it for that purpose. You said to me that it's clear that our goal is to become a top ten university. Reasonable people can argue about what makes a top ten university; but one thing is, it's got to be top ten in safety too. I think that's a very powerful comment and one that we take very seriously. I thought your report dealing with that was very gratifying. Thank you for your leadership for serving as Chair on that committee and the update on those items.

Dr. Wadsworth:

Thank you Mr. Chairman.

Mr. Schottenstein:

Next is Advancement Committee. Linda or Gil will make this presentation.

Dr. Cloyd:

Thank you Mr. Chairman. We are both going to make this presentation. My part is going to be very brief.

On the consent agenda, we have the Development report which covers the first quarter results. We've got a strong start on the year. The committee has recommended approval of that on the consent agenda.

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President Gee has nicely outlined the start of the "But for Ohio State" campaign. It's off to a strong start. A little bit ahead of where we would be if we did a linear tracking so we are very happy about that.

We have hired an outstanding new leader to lead Advancement; feeling very good on that front.

What Mrs. Kass and I wanted to do today and I am going to turn it over to her is to provide the board with a little more depth on what has become the single largest annual philanthropic activity of this University; Pelotonia.

Mrs. Kass:

Thank you Dr. Cloyd.

As you know, only four years in the making, Pelotonia is an extraordinary grass-root cycling event that raises funds for cancer research at the James. As part of my Advancement report to the Board in August, I shared some numbers in describing Pelotonia's success; more than six thousand riders, nearly 100 thousand donors at that time, the great success of Team Buckeye, 1,635 riders co-chaired by Archie Griffin and Shelly Meijer. You know, in terms of number of participants, Pelotonia is the largest non-profit single cycling event in the country.

I also shared with you that I am a Pelotonia rider. This past August was my third ride, my second century ride and I raised nearly \$30 thousand for Pelotonia Twelve. I am proud to participate in what has become a vast and inspired community of riders, volunteers, researchers and donors; all of whom share one goal, to end cancer.

Pelotonia is a perfect illustration of the kind of alignment we seek in Advancement. It integrates fundraising with clear messaging that builds deep awareness and it offers a mutuality of engagement with our Alumni and friends.

We are very grateful to have with us today the leaders of this extraordinary initiative. I want to introduce Tom Lennox, Executive Director of Pelotonia, and Dr. Michael Caligiuri, Director of the OSU Comprehensive Cancer Center and CEO of the James Cancer Hospital and Solove Research Institute. They will provide us with a deeper understanding of Pelotonia and the critical research it has funded.

Thank you so much for being with us today.

Mr. Lennox:

Let me start by saying, I took a call a couple days ago. A buddy of mine works in New York and he told me that his friend lost his power down in the Jersey Shore.

He was out there with his neighbor who was flying an Ohio State flag at 7:00 am in the morning. It is pretty devastating down there, obviously, and who comes walking down the board walk but two guys from Con Ed on their way to their rounds for the day. They saw the Ohio State flag, apparently they were big fans, they put their stuff down, they hooked the two guys up, they put them on the grid and they went on their way.

That's a true story so Mr. Chairman I may call you for two tickets because I offered them two tickets; down low.

Mr. Schottenstein:

We'll note that.

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Mr. Lennox:

It's a true story. It really is an honor to be here today. Let me take a few minutes to talk about the history of Pelotonia; what the University is doing as a team, that being Team Buckeye, why we think we're successful, and where it is that we plan to go.

If you know something about cycling as many of us do now, in Europe, the Peloton is a very common theme. Peloton is the group that rides together. Pelotonia is a word that we made up and Pelotonia represents the community coming together to cure cancer.

We started Pelotonia in the summer of 2008. The financial plan was to take about \$12.5 million in funding and truly invest that so that over a five year period, we would net \$39 million.

All expenses associate with Pelotonia are funded or paid by our funding partner. So, very importantly that we are very efficient and that 100% of every dollar that each of our riders, volunteers, virtual riders, etc. raises goes directly to research. Really is a cornerstone of our business; our brand.

In our first year, we recruited 2,265 riders; we raised \$4.5 million. Year two, we recruited 4,000 riders and raised \$7.8 million. In our third year, we attracted over 5,000 riders and we raised \$13 million. This year, we attracted over 6,200 riders. We will announce this year's fundraising total next Thursday evening; some of you will be there.

But, it's safe to say that we exceeded the \$39 million target in not five, but four years.

I think what is fairly amazing is the \$39 million bar was set very high from the gate. Most would say I know Mike and I would agree before we started knocking on doors and we have knocked on a few many of yours. If we had 1,000 riders in year one, it would have been an enormous success. I sat in a bike shop on Sawmill up in Dublin and told the guy that we were going to have 2,250 cyclists and he said if you have 200, it would be wild success.

But, this isn't about riding as much as it's about curing cancer.

Other numbers that I think are important to note: each year we have over 2,000 volunteers, thousands of virtual riders, and our average donation is just \$50. So at its core, Pelotonia truly is a grass roots movement.

Team Buckeye, which is one of our super Pelotons along with Limited Brands and Huntington who are both funding partners, has had an extraordinary history with Pelotonia; obviously.

In 2009, OSU generated 200 riders and raised about \$400 thousand. In 2010, that number jumped to over 700 riders raising \$1.2 million. In our third ride, there are over 1,000 Buckeyes riding under Team Buckeye raising \$1.8 million. This year, we had 1,200 riders who each or collectively raised over \$2 million.

So, why are we so successful? I think we are successful because we don't regard ourselves as fund raiser. I think that's very important. To really call it a fund raiser would diminish what it is we are trying to accomplish. We are a movement, we are a group of like-minded people and we are a brand.

We understand the objective and that objective is to create, this is my team's objective. Our objective is to create an amazing year long experience with motivates riders to raise money for cancer research.

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Unfortunately, our advantage is that everyone, each of us, will be told that they have cancer or someone that they love will have cancer. We each have something at stake. So, we appeal to everyone and we have something for each of us: we can ride; you can virtual ride if you're not able to be out there. You are able to volunteer, to donate, to recruit riders, or simply cheer riders from the side of the road.

Our most productive Peloton, as you can imagine, is Limited Brands. Why is that? It is because their leader, who I think you know, challenged everyone involved at Limited Brands to take a part. He asked for 100% participation among his colleagues; and they delivered.

So, where do we go? We grow, we get larger; we have to, we must. We recruit new groups to segments and we potentially introduce new routes. However, in my mind, our single greatest opportunity for growth is right here from within the OSU community.

While the numbers for OSU have been amazing, there is so much more room for growth. You have to understand, I think this is very important, Pelotonia does not compete with University development, at all. It is totally incremental. This is about forty thousand students, forty to sixty thousand employees and four hundred thousand alumni asking all of their friends for \$50 apiece. Every single OSU alumni chapter, in my mind, should have a team. Not many have been more supportive than Archie Griffin; a very dear friend.

So, why can't it happen? I think it will. Every penny we collect goes to this institution. It absolutely should happen. We are curing cancer here at Ohio State and I am eager to see it happen with the help of Mike Caligiuri.

Thanks for having me today.

Dr. Caligiuri:

Thanks Tom very much and thanks very much for your leadership. I am just going to take over from there.

If I may Mrs. Kass/Dr. Cloyd just say that we are here to try to cure cancer and to prevent cancer, remembering that research is fueled dollars. Sometimes we need to remember that it is research that brings us the cure. It sounds simple. The reason why our hospital is no longer filled with Aids patients is because of research. The reason why we have 10 to 12 drugs for women with breast cancer today as opposed to 20 years ago is because of research. Someone was in a laboratory, they made a discovery, it went to the test tube, it went to the animal, it went to the human, it went to the trials, all of the sudden it is FDA approved and we move ahead.

That takes resources and that is what we need because from the NIH perspective, funding is flat. We need other sources of revenue. We with Pelotonia dollars funded really hundreds and hundreds of people at Ohio State University. We have recruited 50 faculty. Some of these faculty have cost four million to five million to six million dollars to recruit. They themselves bring instrumentation and other people. They themselves fuel idea grants with the money that we give them. We have funded over 167 students across eight different colleges and over 40 different departments. It's not just in the James; it's not just College of Medicine, its eight different colleges across the University. We will give you some information to show you that.

We have funded instrumentation that goes across the University as well. Finally, idea grants. You know when you have that "a-ha" moment, the NIH doesn't fund that. The NIH is low risk, high yield. They want something that is 90% done, ten percent to go. They put the money in and they are able to say to the public "we got this done".

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Those great moments that come mostly from the young minds are very difficult to fuel. So we have something called Idea Grants, and again those go to ten investigators. They are \$100 thousand to \$200 thousand each and include Nationwide Children's Hospital.

I have brought with me today, four super-stars and I would like each of them to stand up. I would like to tell a little bit about each of them.

Dr. Eisfeld, please stand up. Ann-Kathrin came here from Germany on a Pelotonia scholarship. She is an MD, finished her clinical training in Internal Medicine and Hematology, and came here to get her laboratory training. She is working with Dr. de la Chappelle and Dr. Bloomfield and she has discovered a gene that pre-disposes one to the development of leukemia; presents people with high risk of developing leukemia. She is going to be going back to Germany with Buckeye pride. Thanks very much Ann-Kathrin.

Dr. John Byrd, world authority in Chronic Lymphocytic Leukemia. John had a drug which literally takes people with not one, two, or three relapse in leukemia but eight or nine relapses in leukemia and puts them in complete remission; including our beloved Geoff Chatas' dad. John needed money to get that trial going. Of course, Pharma had sought out John because he is a world authority in Chronic Lymphocytic Leukemia. Pelotonia fueled that. We got the drug here. We are the only place in the world that has that drug and John has people coming from all over Europe, South America, of course the United States, getting that drug. About 80% of those people are in complete remission from the work he has done in his lab and the work he is doing in his clinic. John, thank you.

Denis Guttridge, world authority in cachexia. Cachexia is the wasting that occurs when one is inflicted with cancer. Cachexia prevents patients from getting chemotherapy. Denis is the world's leader in understanding how cachexia occurs and its similarities with muscular dystrophy. Denis was being recruited away by the University of Minnesota. With a big package from Pelotonia, we were able to keep Denis here. In fact, he works with muscular dystrophy people at Children's Hospital. They put in a program project on muscle cancers and we have just found out that it got a score of 13 and will very likely be funded from the NIH for about \$10 million. Highly collaborative, world authority, super star; keeping him here. Denis, thank you.

And last but certainly not least is David Carbone. David is a friend of Gordon and Steve Gabbe and came from Vanderbilt University very recently. He called upon us to come to Ohio State given what happens here in a collaborative sense; huge bike rider by the way. David is world's leading authority in lung cancer. He is responsible for the discovery of a genetic defect now which there is a pill for in the treatment of lung cancer. Phenomenal advancements, not only in the treatment, but the diagnosis and the biology of lung cancer. We fueled David's recruitment with lots of Pelotonia dollars. Course, he is bringing faculty and staff with him. He has dollars to recruit other people and in addition, he has dollars for Idea Grants himself. David has been a phenomenal addition and will lead a thoracic center for us here at Ohio State University.

I should also add everyone here has ridden in Pelotonia and even David who rode before he was signed. We knew he was coming.

David, thank you very much.

That will end my report of just four examples of people passions that we fueled. As I say hundreds of people, students, instrumentation, Idea Grants, all from the money that's raised.

Thank you very much.

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Mr. Lennox:

I think Mike has a report here that he is going to share.

Mr. Schottenstein:

Don't leave yet, Tom and Mike. Please stay there.

Mrs. Kass:

Thank you so much for your report, for your hard work, your leadership, your inspiration, your research. We are very grateful. That does end our Advancement Report, Mr. Chairman.

Mr. Schottenstein:

Any comments, questions? Anybody have anything they want to say. I would like to say something but Gordon, why don't you go ahead.

President Gee:

I just have to say that this confluence that Dr. Caligiuri has talked about and Tom has talked about of using our dollars for good deeds. Literally, the dollars have been used here as you can see from our four colleagues in the back. To make a difference not only for Columbus, not only for Ohio State, but have a worldwide impact because of the quality of the work that they are doing. We need to understand that this confluence between what we do here and what we do in terms of all of the other aspects of the Institution really do come together in this one moment.

Secondly of all, I just want to say something about Pelotonia. When Mike came to me with his idea, I was enthusiastic, I don't know why; it just made sense. As a matter of fact, in the end, what has made sense to me and I say this as Tom really made that point. It is about curing cancer but it's also about curing a community. I think we need to understand that again. This has become something that is bigger than all of us. It is for the University; every dollar comes to the University. It really personifies the kind of spirit of the Midwest. The ability for us to, as I pointed out yesterday, in our modest Midwestern way to say we can do something better than anyone else and we are doing it so I really do value that.

Mr. Schottenstein:

What I would like to say, I'd like to make two points. One is if it weren't for these two guys, Mike and Tom, based on what you just heard them say, you'll know why I am saying this; Pelotonia would not exist. That's the driving spirit and idea and inspiration and leadership sitting right there; the two of them. Tom is the CEO of the organization and has a staff that you could fit in the closet. He is very thin but lean and mean in the right way in operation; extraordinary work. There is a term called best practice. A lot of us are sick of hearing it because usually when someone says this is a best practice, it isn't. It is really hard to find them; there are very few in the world. This is best in class. Right here at Ohio State. There won't be many things that come before this Board we can honestly say that about. No one thought we could raise \$40 million in four years; certainly not me. I happen to be honored to serve on the Pelotonia Board and watch Tom, as you do Mike, make magic on a certain Sunday and Saturday every year. No one thought the \$40 million was even possible and of course we have done it in one year less. Suffice to say in a couple of days, you are going to tell everybody that we made a lot more than \$15 million this year. Just really amazing and we are very fortunate. When you connect these dots

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Mike and tell us what we are really doing in the four people you introduced and the work they are doing, there is nothing more you can say about it but Thank you.

Brian, Medical Affairs...

Mr. Hicks:

Thank you Mr. Chairman. In Alan Brass' absence, Corbett Price chaired the committee and in Corbett's absence, I will provide the report for the committee.

It all flows downhill.

Let me start by asking Dr. Gabbe to give just a quick overview of some of the scorecard activities on our overall Medical Center initiatives and also mention a couple of really exciting personal and program recognitions and then I'll go over some other points. Dr. Gabbe.

Dr. Gabbe:

Well thank you and thanks to Mr. Price for chairing the committee and for you delivering the report. I am glad I wore my Pelotonia tie today to demonstrate our support for this.

I have to say anecdotally, Pat and I ride a tandem. This year, one of our Med School Alumni, Dr. Walter Stevens who lives in Los Angeles and his wife Beverly ride tandem's all over the country, came all the way from Los Angeles to ride in Pelotonia. They rode side-by-side with us for 50 miles. At the end of the ride he said "You know, we have been riding our tandem for years in major biking events all over the country..." and he named a number of them, "this is the best ride experience we have ever had and we'll be back next year." We were really impressed with that feedback.

I wanted the Board to know that we shared our Medical Center Initiative Scorecard which we do at our meetings. We were a green for Medical Center Expansion which as you will hear remains on time, on budget, and on scope. We hope to have the building enclosed no later than December so we can begin to heat it and do the work internally. It is going very well.

We were also green for our Faculty Group Practice Integration. As you know, we have a fully integrated faculty now which is so important given the changes in health care we are experiencing.

We were red in our development dollars. At this point in the first quarter of the year we were \$1.5 million short in our goal for philanthropic activity and \$3.3 million short in our goal for private grants through the Office of Sponsored Projects and Research. As I said, we are \$1.5 million short in philanthropy. Of the \$16.8 million that we have raised to date, \$12.6 million is through our cancer programs and of that a little over \$9 million is through Pelotonia and obviously, as we've heard, that likely to go up in the very near future. We are confident that we will be green when the Board next meets.

I shared with the Medical Affairs Committee several important accomplishments over the last few months. First, in terms of recruitments, we have recruited Dr. Russ Lonser to be our new Neurosurgery Chair. This took not even four months and was led by Dr. Ali Rezai. Russ was the head of Neurosurgery at the NIH for many years and is a distinguished Neurosurgeon and also leads the National Football League's Center for Research on Concussion and Spine Injury. He will be a great colleague here.

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We also recruited Dr. Kathi Kemper from Wake Forest. She is a national leader in Integrative Medicine or Complementary Alternative Medicine. She has written a book called *The Holistic Pediatrician* and is well known in this field.

We also recruited Dr. Dan Vukmer. Dan is a leading health care executive from the University of Pittsburgh Medical Center. He has come to lead our OSU Health plan; lots of experience with managed care, accountable care organizations so we are delighted to have him here.

We were recently named by Health Grades as a recipient of five excellence awards. In fact, eight overall awards, more than any other hospital in our region. This is an organization that evaluates Medicare outcome data. It looks for the best outcomes in Medicare patients. In fact, according to their data, if you were to go to the Emergency Departments at University Hospital or University Hospital East with a major life threatening illness, you would have more than a 40% better chance of surviving than if you went to another emergency department. We were noted for excellence overall for clinical care, in particularly, emergency medicine in stroke, in pulmonary care, and in neurosciences. We, as you know, really work hard to enhance our patient's satisfaction. That's what we are all about.

Last year we had 11 patient care teams, nurses, and physicians on floors throughout our Medical Center that achieve greater than 90% for patient satisfaction throughout the year; 11 teams. This year, we have 43 across the Medical Center; physicians and nurses providing outstanding patient care.

I mentioned Dr. Rezai earlier; he was just named the President of the Congress of Neurologic Surgeons. This is the largest most prestigious neurosurgery organization in the world. They have over 8,000 members.

I mentioned to the Medical Affairs Committee that this was a great month for the Marsh family. Gail Marsh, who is our Chief Strategy Officer, was named one of Ohio's most powerful and influential women. Dr. Clay Marsh, our Vice Dean for Research and a fellow that leads our personalized medicine programs, was named the West Virginia University Alumni of the Year. We are very proud of the Marsh's.

Finally, I wanted to bring to the Board's attention that November 14th, 15th, and 16th, we'll have our second World Summit for Diabetes led by Dr. Kwame Osei. The world will literally be coming to Columbus for this important meeting and will be held at the Ohio Union. Research, patient care, and teaching will be emphasized. Then on Saturday, November 17th at Veteran's Memorial, we will have a program for the community where we will be talking about how to prevent diabetes, how to treat it, talking about exercise and nutrition. We welcome all of you to join us at Vet's Memorial on November 17th.

Thank you Mr. Hicks.

Mr. Hicks:

Thank you very much Dr. Gabbe.

In addition to Dr. Gabbe's report we heard a couple other reports; I'll give a brief highlight of those.

Pete Geier gave us a very good operational financial scorecard for the first quarter that ended on September 30th. We are off to a good start this year. The month of October is even going better. We are exceeding or meeting our targets in most categories. The three categories that we look a great deal at are EBIDA, Days Cash on Hand, and Debt Service Coverage; we are over budget on all of those so we are pleased with that report. There were a few yellow areas in Patient Admissions but

again we think those are within variance and we believe they will be probably made up through the good October month that we are having in those areas.

Jay Kasey provided a 6 month update on The Wexner Medical Center expansion. Jay and his team come in front of us often and every six months they have to for further disbursement of funds. At this point we do not have a request for disbursement of funds. They have enough funds allocated to them to probably go through about June which we think is good. As Dr. Gabbe said, the project is on time, it's on budget.

Just as a reminder, it's a \$1.1 billion project as we know. So far, we have released \$1.17 billion. We have contracted almost \$900 million; \$899.5 million under contract and we have spent about \$509 million. So, we are about half way to our spending on the overall project so we are making a lot of progress as anybody who drives by the facility knows very well.

The Contingency Fund Program, something that we watch carefully, is strong. Jay and his team have recognized, and we believe it will come in front of us in subsequent months, for an expenditure of contingency funds somewhere in the neighborhood of \$1.5 million to \$5 million; budget is to be determined. But even with that, that will leave us with over \$36.7 million in contingency accounts which is very good. About \$22 million of that is controlled by us; the other is controlled by the CM (construction manager). Those numbers are very, very strong.

I point out that our Edge numbers and our Ohio Participation numbers continue to be very good. In fact, our Edge numbers are in excess of 25% of our total spending, almost \$193 million has been contracted with Edge firms. Our Ohio participation is approaching 90% right now. We are doing a good job in doing what we said we would do from an economic development initiative standpoint throughout the state. We are very pleased with that.

Dean Lockwood gave us a good update, a very quick but solid update, on the overall College of Medicine. Kind of the cliff-note version of that is that we are growing, we are improving, and we are really a good provider of physicians to this state and nation. It was interesting to see that this past year, our College of Medicine received 5,600 applications. That means that one out of every eight students applying to a College of Medicine in the country is applying to the Ohio State University College of Medicine. One in eight, that's a lot; that's amazing. Since 2002, we have basically doubled the number of applicants to our College of Medicine so clearly we are becoming a college of destiny and a destination of choice for many, many students across the country. In Ohio, there is about 1,500 Ohioans who applied to Colleges of Medicine each year; 75% of those apply here. If you are an Ohio resident and you apply here, you are about three times more likely to be accepted by our College of Medicine than not. We are doing a good job of keeping the best and brightest home grown here. If you look at residencies, it is interesting that last year about 21% of our medical students stayed in residencies either at the Wexner Medical Center or Nationwide Children's Hospital and approximately another 12.5% stayed in some other Ohio hospital. We have got a lot of folks who are staying here for residencies but we are a net exporter, if you will, of medical students going to out of state places. It is also interesting to note that of the 40% of residents who did their residency at the Wexner Medical Center, 40% of them are staying in Ohio which we think is very good. Dr. Lockwood pointed out that our MCATs are going up, our GPAs are going up, and our scores are equivalent to those in top 20 Medical Schools throughout the country. We are clearly getting the best and brightest as we grow and become more selective so we are very pleased with that.

We finally, Mr. Chairman, we did a quick review of our charter as all of the committees were asked to do. We are in agreement with that, good to hear. We did

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have an executive session, and at this point we do not have any items for action on the consent agenda. That concludes the report Mr. Chairman.

Mr. Schottenstein:

Great report and thanks for stepping in Brian; any questions or comments?

Dr. Gabbe, thank you.

Dr. Gabbe:

Thank you.

Mr. Schottenstein:

Judge Marbley, Audit and Compliance Committee.

Judge Marbley:

Thank you Mr. Chairman.

The Audit and Compliance Committee met yesterday. We first introduced and welcomed two of our new members: Mr. Michael Gasser, who we've met again today; we welcomed him, we are happy to have him and the valuable insights that he will bring to Audit and Compliance. Ms. Amy Chronis, who is a Non-Trustee member, is a partner at Deloitte and Touche. She is responsible for energy matters and she is a Buckeye. She in fact ran track at Ohio State and as you recalled, a remark was made that the women's track team is just a coldrum of talent production because our Chief of Police also ran track at The Ohio State University.

After that bit of information, we got to the business of the committee. We introduced Mr. Gates Garrity-Rokous. I don't know if Gates is here today but Gates is the University's first chief compliance and integrity officer. He is building the Office of Compliance and Integrity and will ultimately centralize the compliance and integrity functions under his office. Presently he reports both to our Chief Legal Officer and General Council, Mr. Chris Culley and our CFO, Mr. Chatas. He will work to develop a centralized compliance monitoring program, building upon the very good compliance programs currently ongoing at our University.

He made the remark that integrity, accountability, and passion form the hallmarks of his approach to his role and formation of the office. He expressed enthusiasm and gratitude for being a new member of the Ohio State University community and looks forward to continued collaboration.

We next heard from Mr. Stover, a partner with PricewaterhouseCoopers (PWC), which is the University's external audit firm, and he presented the External Audit Status report.

As part of PWC's responsibilities under generally accepted auditing standards, PWC is required to communicate with the members of the University's Audit and Compliance Committee on certain matters regarding the results and scope of the external audits. PWC presented the status of its deliverables, a summary of unadjusted misstatements, a summary of University estimates, a management representation letter, and a summary of the health system audit results.

He explained that a full set of financials were prepared for The Ohio State University Health System. The audit went very smoothly, I am pleased to report, and no adjustments were made to the financials, which will be issued within the next few days. Of course we are so fortunate to have so many financial minds on the

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committee like Mr. Jurgensen, Ms. Chronis, and Mr. Hilsheimer. They can decipher much of Mr. Stover's report for those of us who don't follow that particular branch of the English language.

Mr. Stover said that all of the audits are on track for completion and delivery.

Then we discussed the Audit and Compliance Committee Charter.

We emphasized that in general, the focus of the Audit and Compliance Committee this year is to staff and build the Office of Compliance and Integrity, to centralize compliance function, and, more broadly, and just as important Mr. Chairman and Mr. President, to build upon the culture of compliance that you have fostered since your return to the University.

Our Committee raised a question; Mr. Jurgensen raised a question about enterprise risk management. It forced us to think about the fact that we have a number of committees perform the same function and while it may be necessary for there to be some overlap, we want to make sure that overlap does not cause inefficiency. We agreed that we would try to work diligently to ensure that the overlap is necessary and certainly didn't cause any inefficiency.

We identified three areas where the overlap could occur and that is finance, athletics, and other reputational areas to which the University could have some exposure. The challenge concerning risk management involves as I indicated, overlap and/or duplication of efforts, and just as importantly, mistakenly omitting an item, assuming that it is covered elsewhere. That is one of the tasks we are going to have to confront to make sure that the left hand always knows what the right hand is doing. We can continue to operate in a centralized way so that does not slow us down.

That concludes, Mr. Chairman, my report on Audit and Compliance.

Mr. Schottenstein:

Thank you, any questions?

Jerry, Finance.

Mr. Jurgensen:

Thank you Mr. Chairman.

Judge Marbley is the world of words and we are the world of the numbers. We have an opportunity every meeting to, I think, look at more numbers than we have students. At least it seems that way when you go through all of the score cards.

The meeting did start with our CFO just reminding us all of the planning calendar for the Fiscal year 14 budget. This is something where we really eat the apple a bite at a time. There are a number of issues that are scheduled out during the year for us to look at which all culminate really in our final look and approval of the budget in August of next year.

Athletic fees and issues related to athletics will be handled in the January/February timeframe. Tuition, instructional fees, housing and things of that nature will be looked at in June. Also in June, we get an opportunity to understand from the legislature what's happening with Fiscal year 14/15 State budget which has an impact clearly on Ohio State. Then between June and August, all the dust settles at the Legislature and State budget, all of our other examinations of fees and other things that work will

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have been completed and that all kind of comes together in August. It is a complicated process but this is really the only way we can do it.

We reviewed our University Financial Scorecard. I have nothing noteworthy to call out to you on that. We had one yellow area and one red area. The yellow area is really around tuition and fees; I don't think it is anything to get excited about. It really had more to do with the conversion from Quarters to Semesters and the impact that it had during the summer. It will straighten itself out as we get deeper into the fiscal year. The red area was the long term investment pool return. We set the scorecard at 4.25% and we are currently down in the 1.5% range. We were below the 4.25% last year so actually we have two measures with respect to the long term investment returns. One has to do with the current period, what is this year's return. The second has to do with the three year moving average. Mathematically, we will now be two full years below the 4.25% even though currently, the average of the three year return is above our 4.25% target. However, in August, that three year rolling average was around 8.4% and in September it dropped down to 7.9%. So about 50 basis points a month, this thing is clicking down; it's arithmetic. We asked Mr. Chatas to have Jonathan Hook, our Chief Investment Officer sort-of give us a forecast because you get to a point in here where in order to stay above our benchmark, would require returns way above the benchmark in order to make the math work out and I don't think there is any way that can happen. We will take a deeper look at that our next time around.

The next scorecard was our Physical Environment. Here again, aspects of this were reported on by Dr. Wadsworth with respect to Safety. The safety area is the only yellow area on the scorecard. It wasn't significantly off line of expectations so I don't think there is anything that I need to bring to your attention with respect to that.

Our next item was the Interim Financial Report. Again, Mr. Chatas repeated a number of things relative to tuition and investment returns. It's the same issue in the year to date financial examination that it was in the current period, so nothing there.

Lynn Readey reviewed all of the projects that we have underway and some that have recently completed. I thought it was fascinating actually. This morning, the Board got an opportunity to tour the South Residence Projects. You know we have a tendency to sit in conference rooms and get pictures and numbers and descriptions and whatever, but it's really good to be able to go down there and actually walk it and see it and see what the kids are living in. I happened to be with Mr. Kellogg during those tours and remarked to him how many memories of my days in the dorm got brought back to me. I told him a few of those stories. He wondered how I ever got out of college and so do I.

They are fabulous facilities and it's really terrific to see where all of this money goes.

Like all of the other committees, as Mr. Hicks noted, we went through our charter as well. As the Judge said, we have Safety in our charter and we wondered whether or not that really ought to belong in Academic Affairs. Again, I think some of it is just word smithing and making sure, but as the Judge suggested, I think between now and the next meeting, we can go through there and find out under each one of these tasks that are in the charter, what actually is happening and is it happening in the right place. We will always have some amount of redundancy. Medical Affairs is always going to look at the numbers of the Hospital. Finance is always going to look at the numbers regardless so there is going to be some amount of overlap and I think that is totally ok.

We then had the Annual Report from FOD (Facilities, Operations, and Development). I did want to call out the fact that we have a lot of people in that area that work for the University and do a tremendous job. One of the things that reflect the good work they are doing is when outside entities recognize that work. That has

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happened with respect to a number of things, buildings and projects that have taken place here on campus.

The Hopkins Hall renovation got an award. The Student Academic Services building got an award. The One Ohio State Framework got an award. Again, I think this is just great external validation of a lot of hard work by a lot of people here in our own staff. We should all commend them for that.

We got a graph that I thought was pretty fascinating on total expenditures by fiscal year; so what we have spent over the last ten years; it's about \$2.5 billion. Again, it's amazing, this ten year period of time sort of mirrors my ten years in Columbus and it is fascinating for me, since I live just South of campus, to be able to see how dramatically it has changed and how it continues to change. In addition to \$2.5 billion we have expended in this period of time, there is another \$500 million to \$600 million under the shovel right now that we continue to work on. The hospital being one, but many others as well. Very good report and a lot of great progress.

We have three items for the consent agenda. The first is three projects coming out of FOD: a boiler replacement, high voltage switch and cable replacement, and a slight change to the project that we have previously approved with respect to the Schottenstein's Center Basketball Facility. It's about \$1.5 million change from the last thing that we saw. The last two items on the consent agenda are two leases and I am sure Gordon will describe those.

Nothing that I need to call out.

That concludes my report.

Mr. Schottenstein:

Thanks Jerry; any questions or comments on Jerry's report?

I guess I'll just say one thing, I am glad you called out the experience we had this morning going over to the South Dorms, Park-Stradley. One of the things that I just want to mention; first of all, it had to be interesting for those students to see twenty-some Trustees walk in there at 8:00am.

Mr. Schottenstein:

I just want to mention this, first of all, the construction project, the renovation of these dorms that were first built when Tim Smucker was a student here and lived in one of those dorms, and that's the truth. They were built in the 60's and I just cannot believe the great architectural renovation and construction of those things: the attention to open space and natural light, the improvement of 10th Street, which not long ago you would not have wanted to walk down parts of it. But I think the thing that I was taken aback by, and I just want to say this again because little things make big differences, the dorm was spotless. We went down into the basement where the leak occurred and it was spotless. It was just as clean as this room. The living quarters, the bathrooms, the common spaces, the lobby, every place we went. It was commented that had we paid a surprise visit, and I have no doubt this is true, would have looked the same way. You called out the individuals who work for this University, but the maintenance and janitorial staff, the pride that those folks have, it was just amazing. I was really taken back by that and I just wanted to high light that.

Final report. Alex, Governance Committee.

Mr. Shumate:

Thank you Mr. Chairman.

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We have one item on the consent agenda which is the Ratification of the Committee Appointments for 2012-2013 that we are recommending for approval.

It is also my pleasure, on behalf of the Governance Committee, to present the 2012 President Evaluation and Compensation Report. I believe all of the members of the Board have the report and I would like to offer the following highlights on behalf of the committee.

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PRESIDENT'S EVALUATION

Mr. Shumate:

Each year, the Board of Trustees conducts an annual review of the University President's performance over the previous year. This evaluation covers the time period from July 2011 through June 2012.

As you know, we engage in a very thorough and comprehensive process to evaluate the President and we actively involve each Trustee in this evaluation and analysis.

The process begins with the President's submission of his annual self-assessment and it's based upon the six strategic goals and milestones that we have established as a Board. Then the Governance Committee, working with our Governance Consultant Dr. Richard Chait from Harvard University, engages in a process of talking individually with every Trustee to assess President Gee's performance during the past academic year and to provide feedback to him.

The Governance Committee engages in a number of evaluation and review and analysis sessions to discuss the President's performance, his goals for the coming year, the overall content of the evaluation, and the President's compensation that is based upon his performance from the past year.

In terms of overall feedback, there was a very strong consensus this year by the Board that President Gee has had a very successful year. Through the course of this evaluation process, President Gee was described as a "bold", "charismatic", and "visionary" leader. Several Trustees noted his passion, energy, and advocacy on behalf of the University, as well as his unique ability to perform meaningful relationships and bonds across the University's many diverse constituencies.

In fact at a turbulent time for higher education, in which many Universities are being forced to make many difficult sacrifices, this University has thrived. Trustees recognized President Gee's, and I quote, "exceptional ability to execute change in a complex organizational structure."

As all of the members of the Board know, last year the Board in conjunction with the President agreed upon six imperatives to guide the University for years to come. These imperatives are, and I summarize:

1. Generating new resources
2. Developing academic initiatives that are aligned with the three discovery areas that Provost Alutto spoke about earlier
3. Developing and implementing a plan for an enhanced undergraduate student experience
4. Fully integrating the University's alumni relations, communications and marketing, and fundraising efforts through the implementation of the Advancement Plan
5. Developing, approving and effectuating a University talent strategy
6. Achieving the Medical Center's long range plan

The details of the President's additional accomplishments in each of these areas can be found in the attached document, which has been submitted as part of this report. Of particular note, I would like to emphasize what were truly landmark accomplishments related to these three imperatives in the past year because these are the metrics that we utilized in accessing performance:

- Most notably, the University's success in generating new sources of revenue through innovative public/private partnerships, such as the leasing of the University's parking assets, our partnership with Huntington Bank, and the issuance of century bonds
- Also, the creation of the Second Year Experience Program - a game changing comprehensive proposal to create a dynamic living environment in the North Residential District
- Also, the successful transition from quarters to semesters
- A truly banner year in fundraising, in which the University had a record number of donors and its second-best fund raising year, in terms of dollars, in the history of the University
- Finally, the development and progress made on the University's Advancement efforts along with the adoption of the Advancement Framework plan that was reported on earlier

I should also point out that through the course of the Board's evaluation process; we identified areas of constructive feedback for the President. In particular, the Board will contain and work with the President in the following four areas:

1. Sharpening of milestones and benchmarks for academic initiatives and the undergraduate experience
2. Continued focus on the Medical Center given the significance of the Medical Center Expansion project
3. Continued efforts in enhancing an efficient and effective senior leadership team
4. Develop further succession planning for the leadership team

Based upon the foregoing our compensation recommendation. As you all know, In determining the President's compensation and benefits, the Board weighed the President's performance from the past academic year consistent with our compensation philosophy, which is designed to ensure a reasonable and competitive total compensation package for the President, that's consistent with market based compensation practices for an individual possessing the experience, skills, and standing as preeminent academic educator in the country, as well as the following:

1. Proper consideration of his performance from the past academic year
2. Compensation and benefits that are based upon solid and definable accomplishments
3. Accomplishments are consistent with the goals and imperatives agreed upon by the President and adopted by the Board
4. That the Board adequately satisfies its obligation to conduct due diligence in reviewing presidential compensation and benefits. To assist the Board in this analysis, the Board engages an external compensation professional to conduct a comprehensive reasonableness assessment of all aspects of Dr. Gee's compensation

As we all know, the faculty and staff of the University recently received an aggregate salary increase of three percent. On behalf of the Governance Committee, we are recommending that President Gee receive a similar salary increase of base pay of three percent as well.

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Looking at performance-based compensation, the performance-based compensation arrangement established for the President occurred upon his return to the University in 2007. It provides for a 35% payment of base pay for achieving target-level performance; up to 40% for exceeding target performance; and up to an additional 10% for achievement of important multi-year goals.

As indicated by the list of accomplishments highlighted above and described more fully in the attached document, the President's strong leadership and performance has led to an excellent year for our University. In particular, President Gee's performance in generating new revenue sources through innovative public-private partnerships and capitalizing on unique financing opportunities far exceeded the Board's expectations. As such, we are recommending that President Gee receive performance-based compensation which represents a payment of 40% of his base salary. Consistent with this Board's prior commitment, President Gee's performance-based compensation will not be paid by Ohio taxpayers or student tuition dollars.

In conclusion, This Board recognizes that the Ohio State University has had an outstanding year under the leadership of President Gee. His vision, his drive, his articulation of our future, and his considerable hard work have all contributed to the momentum the institution is realizing and this Board is very fortunate to have as its partner one of the most accomplished leaders in higher education. Together, we will continue to work to move this great University into the top tier of the truly outstanding public universities in America.

Mr. Chairman, I would like to move for adoption of the report and approval of the compensation recommendations and would like to respond to any questions that Board members might have. Also, I would like to allow any other members of the Governance Committee to make comments as well as any of the Committee Chairs.

(See Appendix XIV for background information, page 309)

Mr. Schottenstein:

We will do that Mr. Shumate. Thank you for that report and making that motion. Comments, questions, committee members and others. Dr. Cloyd?

Dr. Cloyd:

Thank you Mr. Chairman. Some of you have heard the story previously about our recruitment in Advancement but I'd also like to highlight that something that was really and exceptional accomplishment by President Gee this year. With the tragic passing of Andy Sorenson, we were very fortunate to have Mr. Kaplan to be able to step forward and keep things moving as we move forward to this very important campaign, and really journey, that we have to increase philanthropic support. We knew that if we were going to not just achieve the \$2.5 billion that we've got for the campaign, but to achieve what President Gee outlined is a journey goal. Along the context that stimulating more private support for this University is a journey, it's ongoing; it's not going to end with a campaign. Setting the goal that by 2020 we want to be the number one public university in total annual private receipts; we knew that if we were going to do that we needed to be able to attract and recruit just an outstanding individual.

I won't go into all of the details of the recruiting process. I will focus on what I think is most important. The recruiting process involved review of literally hundreds of potential people in the country. We put a focus that for this position, we wanted to bring in a leader who had established credentials in being able to effectively carry out large campaigns.

During that process, we actually changed the firm that we were working with in the recruiting process because as we looked through initial lists and we saw the best of

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the best, the lead in the one recruiting organization said there is no way you are going to get people of that caliber to come to Ohio State University. Well, typical of our President, that was an unacceptable answer and the easy decision for him was we were going to find another firm to help us in the process.

That led to the identification of the top-tier of candidates, including Mr. Mike Eicher, were there was just consensus this was the most outstanding individual that we could go after. Mr. Eicher did not throw his hat in the ring for the position. But it was the active recruiting by President Gee, and I can remember when I interviewed Mr. Eicher and I asked him "what interests you most in coming to Ohio State?" and it was very easy for him to say, he said it's "President Gee. You've got an exciting University here and you've got a remarkable leader that can affect big change." and with decades of experiences in Universities, he has seen what a difficult job that is.

For me, another very notable accomplishment in this last year is the leadership structure that we have put together now in Advancement, which as I said at the start, moves beyond the importance of just the campaign, it's the journey. Dr. Caligiuri noted earlier the importance of resources. It's the oxygen, it's the fuel that we need to achieve the goals that we have set for this University and it gives me great confidence now in not only having a leader like President Gee in his own right, but the kind of people that he can attract to this University to help us in that mission.

Mr. Schottenstein:

Thank you Gil. Others? Any other members of the committee want to offer up anything?

I would also just add to what you said Gil; it has been a really amazing year for hires. When you look across all parts of our University, the new Dean of the College of Agriculture, Dean McPherson, is sitting in here today. He is the superb example of a great hire.

Our football team is 10-0. We want to be 10-0 in everything and you are helping to make it happen, Gordon.

Mr. Hicks:

First of all, congratulations to the folks that led this process because it is a very serious process so Alex, and your team, and Dick Chait really took their time and walked us through a very serious process. We do a lot of benchmarking. We kind of look around the country at other schools that are like us or that we want to be like for an aspirational standpoint. I would say that we are on a roll.

We do have momentum and there are a lot of places in this country, Universities, that would be thrilled to have the kind of benchmarking, the kind of financial stability and the kind of momentum that we have and they don't. They don't for a whole lot of reasons. They don't have the political support in their state like we do. They don't have the unbelievable enthusiasm of their population like we have throughout this state and they don't have a leader like Gordon Gee. Sometimes it's easy I think, to think, "well one guy does it all?"

This is a remarkable team that Dr. Gee has assembled. I think Mike Eicher is a great example. If you look at the report we had from the Medical Center, if you look at what has happened with Pelotonia, and you look throughout the Board, it is remarkable momentum that we have; and we are in a tough time. We are coming out of a recession. There are an awful lot of places that would love the ability to go out and sell a Century Bond or would love to go out and monetize assets to the tune of \$485 million; they can't, they haven't and we have.

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I think we need to just think not only about how we compare here but really nationally. We are really on a good positive momentum so thank you for your leadership.

Judge Marbley:

Bob, not to extend this too much but I think it is also important to look at what we are doing with the resources that we are gathering. We are focused on student scholarships. We are focused on our faculty. It is that combination that makes for a great University. That is what we are in pursuit of here. Our focus and the raising of resources we are using to accomplish our strategic goals and that's why I think it is very important. Again, the strategic planning process that we have gone through under Dr. Gee's leadership, that we have our priorities and we are funding those priorities, and really staying focused on our students and our faculty.

Mr. Schottenstein:

Any other comments?

Thank you. Now we will have a voice vote on the motion presented by Mr. Shumate.

Upon motion of Mr. Shumate, seconded by Judge Marbley, the Board of Trustees adopted the foregoing resolution with thirteen affirmative votes, cast by Trustees Mr. Gasser, Ms. Krueger, Mr. Smucker, Mr. Kellogg, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Ratner, Mr. Shumate, Mr. Hicks, Mr. Fisher, and Mr. Schottenstein.

The Consent Agenda is now before the Trustees. I would like to call on President Gee to present it to the Board.

President Gee:

Thank you. First of all, let me just say to Mr. Shumate and to the Governance Committee, I really appreciate that report and that vote of confidence. To the Board, I appreciate that too. It's hard to sit through a public meeting and hear yourself described; you know your failings and where you have made mistakes but none-the-less, I do appreciate that. I want to say one thing that I have said on several occasions; a University is only as good as its Board. It starts here; it starts in this room. A University President is only as good as he or she has the support of their Board. I am very blessed with that.

Also, I want to follow through with what Brian said. We have a remarkable group of leaders at this Institution and they have continued to make tremendous progress. We have remarkable faculty and staff and a remarkable group of students; all of whom contribute to the magnificence of this Institution and it's that I think we celebrate today.

University Presidents are relatively unimportant. They are symbolic but none-the-less in this instance, I am grateful that I had that opportunity to serve. I am grateful to the people of Ohio; there are 11.6 million Ohioans and I feel very grateful that I am in this state at this time. I really want to say that to all of you with deep appreciation for the support and friendship we all share.

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CONSENT AGENDA

President Gee:

I have a total of 17 resolutions on the Consent Agenda. Therefore, we are seeking approval for the following:

RATIFICATION OF COMMITTEE APPOINTMENTS 2012- 2013

Resolution No. 2013-17

BE IT RESOLVED, That the ratification of Committee appointments for 2012-13 are as follows:

Academic Affairs and Student Life Committee:

Jeffrey Wadsworth, Chair
John C. Fisher, Vice Chair
Algenon L. Marbley
Linda S. Kass
Janet B. Reid
Clark C. Kellogg
Timothy P. Smucker
Cheryl L. Krueger
Benjamin T. Reinke
Robert M. Duncan
Kevin G. Boyle (Faculty Member)
Robert H. Schottenstein
(ex officio)

Advancement Committee

G. Gilbert Cloyd, Co-Chair (Charter
Trustee)
Linda S. Kass, Co-Chair
John C. Fisher
Clark C. Kellogg
Timothy P. Smucker
MICHAEL J. GASSER
Benjamin T. Reinke
John W. Kessler
Philip J. Duncan
Nancy Kramer
CHRISTOPHER A. ITO (Alumni Assn
Member)
LARRY MOORE (Alumni Assn Member)
John B. Gerlach (Foundation Brd Member)
David T. Kollat (Foundation Brd Member)
Robert H. Schottenstein
(ex officio)

Audit and Compliance Committee:

Algenon L. Marbley, Chair
John C. Fisher, Vice Chair
Ronald A. Ratner
William G. Jurgensen
Clark C. Kellogg
Cheryl L. Krueger
MICHAEL J. GASSER
Benjamin T. Reinke

James Gilmour
Larry Hilsheimer
AMY CHRONIS
CRAIG S. MORFORD
Robert H. Schottenstein
(ex officio)

Finance Committee:

William G. Jurgensen, Chair
Ronald A. Ratner, Vice Chair
Brian K. Hicks
Alan W. Brass
Alex Shumate
MICHAEL J. GASSER
Evann K. Heidersbach
G. Gilbert Cloyd
Corbett A. Price
Jo Ann Davidson
Robert H. Schottenstein
(ex officio)

Medical Affairs Committee:

Alan W. Brass, Chair
Corbett A. Price, Vice Chair
Brian K. Hicks
Algenon L. Marbley
Janet B. Reid
William G. Jurgensen
Jeffrey Wadsworth
Cheryl L. Krueger
Evann K. Heidersbach
Robert H. Schottenstein
(ex officio)

Governance Committee:

Alex Shumate, Chair
Janet B. Reid, Vice Chair
Alan W. Brass
Linda S. Kass
Jeffrey Wadsworth
Timothy P. Smucker
Evann K. Heidersbach
G. Gilbert Cloyd
Robert H. Schottenstein (ex officio)

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AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 2013-18

Synopsis: Approval of the following amendments to the *Rules of the University Faculty* is recommended.

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the *Rules of the University Faculty* as approved by the University Senate; and

WHEREAS the University Senate approved an amendment to Faculty Rule 3335-5-48.10 on May 26, 2011; and

WHEREAS College deans have been required to develop a Pattern of Administration within the first year of their appointment and to reaffirm or revise it upon reappointment. An amendment to the *Rules of the University Faculty* is needed to codify this practice; and

WHEREAS the University Senate approved an amendment to Faculty Rule 3335-3-29 (B) (5) in February, 2006; and

WHEREAS the amendment was not brought to the Board of Trustees at that time:

NOW THEREFORE

BE IT RESOLVED, That the attached amendments to the *Rules of the University Faculty* be adopted as recommended by the University Senate.

(See Appendix XV for background information, page 317)

**DEGREES AND CERTIFICATES
AUTUMN SEMESTER COMMENCEMENT**

Resolution No. 2013-19

Synopsis: Approval of Degrees and Certificates for autumn semester is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees, the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the degrees and certificates to be conferred on December 16, 2012, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

(See Appendix XVI for background information, page 319)

HONORARY DEGREES

Resolution No. 2013-20

Synopsis: The awarding of honorary degrees is recommended for approval.

WHEREAS pursuant to paragraph (B)(4) of rule 3335-1-03 of the Administrative Code, the President, after consultation with the Steering Committee of the University Senate, recommends to the Board of Trustees the awarding of honorary degrees as listed below:

Jack B. Hanna	Doctor of Public Service
Vikki Heywood	Doctor of Arts

WHEREAS the Committee on Honorary Degrees and the University Senate, pursuant to rule 3335-5-488 of the Administrative Code, have approved for recommendation to the Board of Trustees the awarding of honorary degrees as listed below:

David Lang	Doctor of Music
Ellen B. Rudy	Doctor of Science

NOW THEREFORE

BE IT RESOLVED, That the above honorary degrees be awarded in accordance with the recommendation at a time convenient to the University and the recipient.

NAMING OF THE STUDENT COLLABORATIVE SPACE

Resolution No. 2013-21

**Which includes:
a conference room, adjacent corridors, and east lounge area
in Mason Hall, Max M. Fisher College of Business:
The Neil M. Klatskin Conference Room and
The Neil M. Klatskin Collaborative and Learning Resource Corridor**

Synopsis: The naming of the first floor oval-shaped conference room (141 Mason Hall), the corridor adjacent to the conference room, the parallel west to east running corridors, as well as the first floor lounge area (140G Mason Hall) located on the east side of the building at 250 West Woodruff Avenue on the campus of the Max M. Fisher College of Business, that serve as a central gathering and meeting space for students is proposed.

WHEREAS Mason Hall opened in 1999 and was designed to be a resource center for students and faculty, and as such, held the business library collection. When the newly renovated Thompson Library opened in 2009 the business collection was moved to its new home. Continuing a focus on students, the Max M. Fisher College of Business began plans to renovate the building early in 2011. The newly renovated Mason Hall is intended to be a hub of student activities designed around action-learning and fueled by the addition of the Rohr Café; and

WHEREAS Charles and Lynne Klatskin have provided significant contributions to the Fisher College of Business Building Fund at the Max M. Fisher College of Business to be used by the College to support the continued maintenance and operations of the complex:

NOW THEREFORE

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BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned conference room, adjacent corridors, and east lounge area in Mason Hall be named The Neil M. Klatskin Conference Room and The Neil M. Klatskin Collaborative and Learning Resource Corridor.

NAMING OF THE MULTI-SPORT FIELD

Resolution No. 2013-22

**at the Jesse Owens Memorial Stadium,
Department of Athletics:
The Bert L. and Iris S. Wolstein Field**

Synopsis: The naming of the multi-sport field at Jesse Owens Memorial Stadium, located at 2450 Fred Taylor Drive, one of the finest multi-sport facilities in the country, that hosts track and field and lacrosse competitions in the spring and soccer in the fall is proposed.

WHEREAS this state-of-the-art facility, originally dedicated in 2001 in honor of former Ohio State track and field great and Olympian Jesse Owens; and

WHEREAS the Jesse Owens Memorial Stadium continues to advance Ohio State's athletic reputation and help attract and retain the best prospective student-athletes; and

WHEREAS The Bertram L. and Iris S. Wolstein Foundation has provided a significant contribution to the men's soccer program:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the field at the Jesse Owens Memorial Stadium be named The Bert L. and Iris S. Wolstein Field at Jesse Owens Memorial Stadium.

NAMING OF THE SURGICAL SKILLS LAB

Resolution No. 2013-23

**in the Eye and Ear Institute,
Department of Ophthalmology:
The James M. Andrew MD Ophthalmology Surgical Skills Lab**

Synopsis: The naming of the Surgical Skills Lab in the Department of Ophthalmology, located at 915 Olentangy River Road, Suite 5000 near the Columbus campus, that with this state-of-the-art surgery center will be able to meet the growing demand for quality eye care is proposed.

WHEREAS the Eye and Ear Institute is over 28,000 square feet and has patient exam facilities equipped with innovative technology and sees approximately 50,000 patients a year; and

WHEREAS Margaret Andrew Bellows has provided contributions to the Department of Ophthalmology to The James M. Andrew MD Ophthalmology Surgical Skills Lab to support and equip the practice lab which provides state-of-the-art surgical training for residents, fellows and research staff; and

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WHEREAS Dr. James M. Andrew was one of the first ophthalmologists in the 1950s to use artificial lens implants after cataract removal:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned Surgical Skills Lab in the Eye and Ear Institute be named The James M. Andrew MD Ophthalmology Surgical Skills Lab.

NAMING OF THE SCIENCE AND ENGINEERING LIBRARY

Resolution No. 2013-24

**located at 175 West 18th Avenue,
part of the University Libraries System:
18th Avenue Library**

Synopsis: The naming of the Science and Engineering Library (SEL), a part of the University Libraries System, located at 175 West 18th Avenue on the Columbus campus, that matching building use to building typology is part of the One Ohio State Framework is proposed.

WHEREAS the proposed name removes the limitations imposed by basing a name on the collections a library contains which will continue to change with the evolution of electronic publishing and service enhancements; and

WHEREAS the facility is home to the Digital Union which provides support for teaching and learning with technology; and

WHEREAS the facility is the University Libraries only 24/7 facility providing round-the-clock access to study space and information resources; and

WHEREAS the facility name on its physical location will help make the library easier to find for new students and researchers visiting the campus:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned Science and Engineering Library (SEL), located at 175 West 18th Avenue be named the 18th Avenue Library.

NAMING OF INTERNAL SPACES

Resolution No. 2013-25

**in the Schoenbaum Family Center,
175 East 7th Avenue**

Synopsis: The naming of internal spaces located in the Schoenbaum Family Center formerly known as the Weinland Park Early Childhood Center located off campus at 175 East 7th Avenue, Columbus, Ohio, is the result of a relationship between The Ohio State University and the Weinland Park Community by relocating the Laboratory School from Campbell Hall to the Weinland Park Community is proposed.

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WHEREAS the Center offers childcare and education for children ranging from six weeks old to five years old, as well as provides training and support for parents of young children; and

WHEREAS the Center offers students from The University the opportunity to observe learning in the classrooms, to practice effective guidance of child learning, to be involved in research related to the growth and development of children and the environments that effectively nurture children; and

WHEREAS the donors listed below have provided significant contributions to the Schoenbaum Family Center:

Procter & Gamble
JPMorgan Chase
Elmer's Products, Inc.
Advance Tabco
Continental Refrigeration, a division of National Refrigeration & Air Conditioning Products, Inc.
Dormont Manufacturing Company
Fisher Manufacturing Company
Hobart Corporation
InterMetro Industries Corporation
JEM Associates, Inc.
Schmid-Dewland Associates (New Jersey) in memory of Kurt Schmid
Ruck-Shockey Associates, Inc.
The Salvajor Company
The Eagle Group
The Wasserstrom Company
True Food Serve Equipment
The Columbus Foundation
 Jacob Hare Charity Trust
 Alfred L. Willson Charitable Fund
 Edna K. Jacobs Fund
 A. Irene Emswiler Fund
 Chester C. & Rose L. Shinbach Fund
 Joe & Mary Hoffer Fund
 Robert B. Hurst Fund
The Shepherd Foundation in honor of Lisa Shepherd
Sally and John Beals
Dr. Phyllis Stephenson in memory of Mr. and Mrs. Chester H. Stephenson
David W. Andrews
Floradelle Pfahl
OSU Sarasota Manatee Alumni Club
Mr. and Mrs. Michael Fagert in honor of Melanie and Tiffany Fagert
Mr. and Mrs. William L. Evans in honor of Gwen Evans
OSU Women & Philanthropy
US Bank of Central Ohio
Marling-Abraham Family
Lowe's
Dennis and Connie Cahill

NOW THEREFORE

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

Room 105 - Procter & Gamble Town Square
Room 159 - JPMorgan Chase Library

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Room 154 - Elmer's Creative Arts Studio
Room 118 Kitchen - Plaque to recognize donors reads Generously Donated by:
Advance Tabco
Continental Refrigeration, a division of National Refrigeration & Air
Conditioning Products, Inc.
Dormont Manufacturing Company
Fisher Manufacturing Company
Hobart Corporation
InterMetro Industries Corporation
JEM Associates, Inc.
Panasonic in memory of Kurt Schmid
Ruck-Shockey Associates, Inc.
The Salvajor Company
The Eagle Group
The Wasserstrom Company
True Food Serve Equipment
2nd Floor - The Columbus Foundation Observation Gallery
Jacob Hare Charity Trust
Alfred L. Willson Charitable Fund
Edna K. Jacobs Fund
A. Irene Emswiler Fund
Chester C. & Rose L. Shinbach Fund
Joe & Mary Hoffer Fund
Robert B. Hurst Fund
Room 133 Teacher's Office - Lisa Shepherd Teacher's Office
Room 129 Teacher's Office - John and Sally Beals Teacher's Office
Room 145 Teacher's Office - Mr. and Mrs. Chester H. Stephenson Teacher's
Office
Room 146 Teacher's Office - Dean David W. Andrews Teacher's Office
Child's Cubbie in Classroom 142 - Floradelle Pfahl Child's Classroom Cubbie
Child's Cubbie in Classroom 142 - OSU Sarasota Manatee Alumni Cubbie
Child's Cubbie in Classroom 142 - Melanie Fagert Child's Classroom Cubbie
Child's Cubbie in Classroom 142 - Tiffany Fagert Child's Classroom Cubbie
Child's Cubbie in Classroom 146 - Gwen Evans Child's Classroom Cubbie
Room 152 - OSU Women & Philanthropy Side Courtyard
Room 125A - US Bank Documentation Room
Room 150 - Marling-Abraham Family Infant Motor Activity Center
Room 246 - Lowe's Rooftop Playground Classroom
Room 250 - Denny and Connie Cahill Family Preschool Indoor Motor Area

PERSONNEL ACTIONS

Resolution 2013-26

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the August 31, 2012, meeting of the Board, including the following Appointments, Reappointments, Appointments/ Reappointments of Chairpersons/Directors, Professional Improvement Leaves, Professional Improvement Leaves – Change in Dates and Emeritus Titles be approved.

Appointments

Name: MARCELO J. DAPINO
Title: Professor (Honda R&D Americas Designated Chair)
College: Engineering
Term: July 1, 2013 through June 30, 2016

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Name: MELISSA M. DRUMM
Title: Associate Professor (Alfred W. Reader Endowed Professorship in Endodontics)
College: Dentistry
Term: October 1, 2012 through September 30, 2017

Name: MICHAEL C. EICHER*
Title: Senior Vice President for Advancement and President of the Ohio State University Foundation
Office: Advancement
Term: November 1, 2012 through October 31, 2017

Name: GATES GARRITY-ROKOUS*
Title: Vice President, Chief Compliance Officer
Offices: Legal Affairs and Business and Finance
Term: September 24, 2012 through September 24, 2017

Name: SIDNEY F. MILLER
Title: Professor (The American Electric Power Foundation Chair in Burn Care)
College: Medicine
Term: September 1, 2012 through August 31, 2014

Name: DAVID B. WILLIAMS
Title: Executive Dean
College: Professional Colleges
Term: November 1, 2012 through March 31, 2016

Reappointments

Name: MARK D. PARTRIDGE
Title: Professor (The C. William Swank Chair in Rural Urban Policy)
College: Food, Agricultural, and Environmental Sciences
Term: July 1, 2012 through June 30, 2017

Name: IAN M. SHELDON
Title: Professor (Andersons Professorship of International Trade)
College: Food, Agricultural, and Environmental Sciences
Term: July 1, 2012 through June 30, 2017

(See Appendix XVII for additional Personnel Actions, page 373)

RESOLUTIONS IN MEMORIAM

Resolution No. 2013-27

Synopsis: Approval of Resolutions in Memoriam is proposed.

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

Floren V. James

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 18, 2012, of Floren V. James, Associate Professor Emeritus of The Ohio State University Extension Service.

November 9, 2012 meeting, Board of Trustees

Floren was born May 10, 1921 in Bairdstown, Ohio. He completed his Bachelor of Science degree in 1950, and the M.S. degree in 1966, both in Agricultural Education from The Ohio State University.

His Extension career in Ohio began on December 1, 1955 as the Associate County Extension Agent in Lorain County. On January 1, 1958 he became the County Agricultural Agent in Erie County and remained there until his retirement on June 30, 1981.

Floren was recognized for his outstanding leadership in youth, agricultural and community resource development programs. He was a member of and served on many committees of several professional organizations. He was awarded the Distinguished Service Award at the National County Agricultural Agents meeting in 1971. He gave leadership to the development of the Erie County Regional Planning Commission, the County Agricultural Industry Committee, Huron Port Authority and the development of an 85-acre wildlife refuge and recreation area in Sandusky. He served as the Erie County 4-H Camp Director at Kelly's Island for many years.

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

Jo M. Jones

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 10, 2012, of Jo M. Jones, Associate Professor Emeritus of The Ohio State University Extension Service.

Jo was born February 3, 1950 in Lima, Ohio. She completed her Bachelor of Science degree in 1972, the M.S. degree in 1978, both in Home Economics Education from The Ohio State University and the Ph.D. from North Carolina State University in Adult and Community College Education in 1989.

Her Extension career in Ohio began on June 16, 1974 as the County Extension Agent, Home Economics in Union County. On May 1, 1979, she became the Area Extension Agent, Home Economics for the Eaton Area. On June 1, 1985 she was named Associate State Leader, Home Economics and on January 1, 1990 she was named Leader, Personnel Development. She became Associate Director for Extension on January 1, 1994. She retired on March 31, 2003.

Jo was well respected for her creativity in developing programs that met the critical needs of families and had a commitment to team building and collaborative efforts among many. Jo's critical thinking research was conducted for Extension professionals in Ohio and in many other states and Canada.

Jo's motto was: Excellence can be attained if you...CARE more than others think is wise...RISK more than others think is safe...DREAM more than others think is practical...EXPECT more than others think is possible.

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

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William M. Protheroe

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 4, 2012, of William M. Protheroe, Professor Emeritus of Astronomy.

Professor Protheroe graduated from the Merchant Marine Academy at Kings Point, NY, and was commissioned in the US Navy. After further study at Heidelberg College, he came to Ohio State in 1948 where he was awarded the University's first Ph.D. degree in astronomy in 1955. His early research was on the effects of the earth's atmosphere on both astronomical and terrestrial observations, and he received a Guggenheim Fellowship to further his work at Mt. John Observatory in New Zealand. Bill also led expeditions to observe total eclipses of the sun in Brazil and Mexico. He worked on the design and use of instruments, mostly in astronomy, but he helped other faculty to record the audio spectrum of sounds from grasshoppers and sparrows. Bill was soon drawn into administration, serving as Vice Dean of the Graduate School of Arts and Sciences at the University of Pennsylvania. In 1967 he returned to Ohio State as Professor of Astronomy and Associate Dean of the Graduate School, holding the latter post until 1970. He retired from the faculty in 1991.

As a member of the faculty, Bill was an academic of the old school, believing a scholar should interact with faculty from other disciplines, and his regular lunches at the Faculty Club were a source of stimulating conversation. A strong supporter of academic freedom, he was active in the American Association of University Professors, including a term as president, and he received the Nemzer Award from the OSU Chapter of AAUP and the Robert E. Kennedy Award from the Ohio Conference of the AAUP for his defense of academic freedom. Integrity was always a guiding principle.

Bill had a natural ability to relate well to undergraduate students. He led the development at Ohio State of an innovative audio-visual approach to introductory astronomy, allowing students to progress at their own pace; the program was adopted at many colleges and universities around the country. He was also a co-author of a successful introductory astronomy textbook that went through four editions.

Bill's contributions to the University were many and significant. He played a leading role in the search committee that recruited Edward Jennings to OSU as President in 1981. He served on the University Senate and was Chair of both the Faculty Council and the Athletic Council. He was Acting Chair of the Astronomy Department on two occasions. He alerted President Jennings to the opportunity for Ohio State to join a consortium to build the world's largest telescope; this led to OSU's partnership in the Large Binocular Telescope, which enhanced the University's research reputation and helped make the Astronomy Department one of the country's best.

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

UNIVERSITY FOUNDATION REPORT

Resolution No. 2013-28

Synopsis: The University Foundation Report as of September 30, 2012, is presented for Board acceptance.

November 9, 2012 meeting, Board of Trustees

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 Honda R&D Americas Designated Chair, the Spielman Family Designated Chair in Breast Imaging, The Charles F. Sinsabaugh Chair in Psychiatry, the establishment of twenty-one (21) named endowed funds; and the revision of fourteen (14) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Foundation as of September 30, 2012, be approved.

Upon motion of Mr. Jurgensen, seconded by Dr. Wadsworth, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Schottenstein, Hicks, Fisher, Brass, Ratner, Marbley, Jurgensen, Wadsworth, Kellogg, Smucker, Shumate, and Krueger, and one abstention cast by Trustee Kass.

(See Appendix XVIII for background information, page 375)

**APPROVAL TO RE-ALIGN THE ACADEMIC UNITS OF
THE COLLEGE OF EDUCATION AND HUMAN ECOLOGY**

Resolution No. 2013-29

Synopsis: A proposal from the Council on Academic Affairs to re-align the academic units of the College of Education and Human Ecology to three departments: Educational Studies; Human Sciences; Teaching and Learning is proposed.

WHEREAS the College of Education (with three schools) and the College of Human Ecology (with three departments) were merged in 2006 to become the College of Education and Human Ecology, with a goal to "achieve synergy of mission and purpose"; and this proposal represents an expected second phase of restructuring with attention to change within the College; and

WHEREAS discussions with faculty resulted in proposals that were presented to the faculty for vote; and

WHEREAS with adherence to Faculty Rule 3335-3-37, a proposal was developed and submitted to the Council on Academic Affairs early in 2012; and

WHEREAS the proposal was approved by the Council on Academic Affairs on September 5, 2012, discussed at a meeting of the University Senate Steering Committee on September 27, 2012, approved by Faculty Council on October 4, 2012, and approved by the University Senate on October 18, 2012:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to re-align the academic units of the College of Education and Human Ecology.

(See Appendix XIX for background information, page 410)

**AUTHORIZATION TO ADOPT THE CENTRAL OHIO COMPACT JOINT
RESOLUTION**

Resolution No. 2013-30

**to improve college preparation and expand postsecondary participation,
increase the attainment of postsecondary credentials,
and create a highly skilled and adaptive workforce**

Synopsis: The Central Ohio Compact is a regional strategy to increase Ohioans' attainment of postsecondary credentials through collaborations of the K-12 districts and higher education institutions throughout Delaware, Franklin, Licking, Madison, and Union counties. Representatives from public school districts and colleges and universities in those areas collaborated in developing the Central Ohio Compact. A joint resolution that provides an opportunity for governing boards to demonstrate their commitment to the Compact's principles has been drafted and is recommended for endorsement.

WHEREAS 59% of Ohio jobs will require a postsecondary credential by 2020; and

WHEREAS 36% of Ohio adults currently hold this qualification; and

WHEREAS Central Ohio would therefore benefit from a regional strategy to:

- ensure that all college-bound high school graduates are college ready
- increase the number of high school graduates with credit toward a college degree
- advance the region's need for a highly skilled workforce, including an emphasis on STEM fields
- dramatically increase the number of students earning a college degree or certificate
- increase the number of community college transfer students earning bachelor's degrees through guaranteed pathways to completion
- provide consistent, accurate and timely communication with students and families to eliminate uncertainty and ensure success at the college level
- manage the costs of education for students, families and taxpayers through 2+2 and 3+1 bachelor's degree programs, shared facilities and services and integrated planning
- employ specific strategies for working adults, low-income and first-generation college students and students of color; and

WHEREAS the Central Ohio Compact provides four strategic principles:

- aspiration and access
- alignment and academic preparation
- alternative pathways for adult learners
- affordability; and

WHEREAS each of the Central Ohio Compact's four strategic principles has specific action steps whose implementation will establish Central Ohio among the best educated and most competitive regions in the world:

NOW THEREFORE

BE IT RESOLVED, That The Ohio State University Board of Trustees authorizes the joint resolution as a commitment to the principles, goals and strategies of the Central Ohio Compact.

**AUTHORIZATION TO ENTER INTO
AND/OR INCREASE CONSTRUCTION CONTRACTS**

Resolution No. 2013-31

Boiler Replacement
High Voltage Switch and Cable Replacement Phase 2
Schottenstein Center – Basketball Practice Facility

Synopsis: Authorization to enter into and/or increase construction contracts, as detailed in the attached materials, is requested.

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

	Const.	Total Project	
Boiler Replacement	\$12.5M	\$15.2M	University debt
High Voltage Switch and Cable Replacement Phase 2	\$11.4M	\$13.4M	University debt
Schottenstein Center – Basketball Practice Facility	\$14.9M	\$19.0M	Auxiliary funds Development funds

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Administration and Planning be authorized to enter into/increase construction contracts for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix XX for background information, page 417)

LEASE

Resolution No. 2013-32

**Lease of University Real Estate
between The Ohio State University
and OSU Neuroscience Center, LLC
2050 Kenny Road, 7th Floor, TOWER,
Martha Morehouse Medical Plaza, Columbus, Ohio 43210**

SYNOPSIS: Authorization is requested to enter into a five-year lease with options for two five-year renewal periods with OSU Neuroscience Center, LLC for property located on the seventh floor of the Martha Morehouse Medical Plaza Tower, 2050 Kenny Road, Columbus, Ohio.

WHEREAS, OSU Neuroscience, LLC wishes to lease approximately 9,186 square feet of space on the seventh floor of the Tower at Martha Morehouse Medical Plaza, 2050 Kenny Road, Columbus; and

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WHEREAS, OSU Neuroscience Center, LLC will utilize the space to provide a neurological clinic to the community which includes cognitive, movement disorders, multiple sclerosis, stroke and epilepsy services. A portion of the space will also be utilized for neurological research functions; and

WHEREAS, permitting the lease of this space will support the Ohio State University Wexner Medical Center (OSUWMC) Strategic Plan and its mission to improve people's lives through innovation in research, education and patient care; and

WHEREAS, the rent for the lease term is a full service rate totaling in excess of \$1.2 million over the initial term which includes, property expenses such as repairs and ongoing maintenance, capital improvements, utilities, management, and other building operation expenses. The lease offers two 5-year renewal options with rates to be negotiated 270-days prior to lease expiration:

NOW THEREFORE

BE IT RESOLVED, That the President and/or the Senior Vice President for Business and Finance be authorized to take any action required to effect the execution of a 5-year lease with options to renew for two five-year periods, for the aforementioned property, under terms and conditions determined to be in the best interest of the State of Ohio and the University.

(See Appendix XXI for background information, page 420)

LEASE

Resolution No. 2013-33

**Master lease of University Real Estate
between The Ohio State University
and Neil Place Apartments, Ltd
1445, 1457, and 1469 Neil Avenue
Columbus, Ohio 43201**

SYNOPSIS: Authorization is requested to enter into a ten-year six-month master lease, with options for two five-year renewal periods, with Neil Place Apartments, Ltd for three properties located at 1445, 1457 and 1469 Neil Avenue, Columbus, Ohio.

WHEREAS, 1445, 1457 and 1469 Neil Avenue were purchased in September 2000 for \$573,000 from the OSU Foundation with title taken in the name of the State of Ohio for the Benefit of The Ohio State University. The Office of Student Life is responsible for the payment of the debt service; and

WHEREAS, the properties have historically been utilized by the university for non-traditional housing or off-campus residences. However, two of the three (1457 and 1469 Neil) have failed to meet University Housing Standards and are currently unoccupied; and

WHEREAS, at the request of the Office of Student Life, who has determined, due to location, physical condition and university priorities, that these properties are in excess to current university housing needs, Physical Planning and Real Estate conducted an internal disposition study. Said study determined that, in the best interest of the university and the community, the university should enter into a master lease for all three properties; and

WHEREAS, in response to a Request for Proposals, Neil Place Apartments, Ltd was selected to enter into a master lease for the properties. The master lease provides that

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property expenses, including extensive repairs and ongoing maintenance, capital improvements, utilities, management, and other expenses will be paid by the master tenant. Proceeds from this lease will be used to offset remaining debt and provide income to the university over the lease term:

NOW THEREFORE

BE IT RESOLVED, That the President and/or the Senior Vice President for Business and Finance be authorized to take any action required to effect the execution of a 10-year 6-month master lease, with options to renew for two five-year periods, for the aforementioned properties under terms and conditions determined to be in the best interest of the State of Ohio and the university.

(See Appendix XXII for background information, page 422)

Upon motion of Dr. Reid, seconded by Mr. Shumate, the Board of Trustees adopted the foregoing resolution with thirteen affirmative votes, cast by Trustees Mr. Gasser, Ms. Krueger, Mr. Smucker, Mr. Kellogg, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Ratner, Mr. Shumate, Mr. Hicks, Mr. Fisher, and Mr. Schottenstein.

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Mr. Schottenstein:

If there is no further business to come before the Board, we stand adjourned. Then next meeting of this Board will take place on Friday, February 1, 2013.

-0-

Thereupon the Board adjourned to meet Friday, February 1, 2013, at The Ohio State University, Longaberger Alumni House, Columbus, OH.

Attest:

Robert H. Schottenstein
Chairman

David G. Horn
Secretary

**The Ohio State University
2012 President Evaluation and Compensation
Report to the Board of Trustees
Executive Summary**

INTRODUCTION

Each year, the Board of Trustees conducts an annual review of the University President's performance over the previous year. This evaluation covers the time period from July 2011 through June 2012.

This evaluation of the President focuses primarily on his work over the past twelve months, but also serves as an opportunity to ensure continued alignment between the President and the Board in identifying and achieving the most significant imperatives guiding the University moving forward.

PROCESS

The process the Board uses to evaluate the President requires the active participation of each trustee and President Gee himself.

First, the President submitted his annual report of achievements, based upon the six strategic goals and milestones established by the President and the Board last year. Then, the Governance Committee once again engaged its Board governance consultant, Dr. Richard Chait from Harvard University, to speak with each trustee to discuss the President's performance. These interviews served three purposes. The first was to assess President Gee's performance during the past academic year and to provide feedback to him. The second was to give the President guidance regarding the University's strategic goals and associated measures for the coming year and those immediately following. The third was to enable the Board and the President to be even more valuable partners to each other.

The Governance Committee met to discuss the President's performance including the feedback from the Trustee interviews. The Board Chair and the Chair of the Governance Committee then met with the President to discuss the President's performance. Then, the Governance Committee and the full Board met to again discuss the President's performance, his goals for the coming year, the overall content of the evaluation and the President's compensation based upon his performance from the past year.

EVALUATION DETAILS

I. OVERALL FEEDBACK AND KEY ACCOMPLISHMENTS

The strong consensus of this Board is that President Gee had a very successful year. Through the course of this evaluation process, President Gee was described as a “bold,” “charismatic,” and “visionary” leader. Several trustees noted his passion, energy, and advocacy on behalf of the University, as well as his ability to form meaningful personal relationships and emotional bonds across the University’s many diverse constituencies.

In a turbulent time period for higher education, in which many universities are being forced to make many difficult sacrifices, this University has thrived. Trustees recognized President Gee’s “exceptional ability to execute change in a complex organizational structure.”

Last year, the Board and President agreed upon six imperatives to guide the University for years to come. These imperatives are:

- Generating new resources for improvement through a variety of approaches including the identification of savings, redirection of existing funds, and innovative development of new funding sources;
- Developing academic initiatives aligned with the three discovery areas (energy and environment, health and wellness, food and food security);
- Developing and implementing a plan for an enhanced undergraduate student experience;
- Fully integrating the University’s alumni relations, communications and marketing, and fundraising efforts through the implementation of the Advancement Plan;
- Developing, approving and effectuating a University talent strategy that addresses the recruitment of new talent as well as the development and retention of current talent and of teams;
- Fully achieving the Medical Center’s long range plan.

Details of the President’s additional accomplishments in each of these areas can be found in the attached document, which has been submitted as part of the official record. But of particular note, under President Gee’s leadership the University has had a number of landmark accomplishments related to these six imperatives over the past year, including:

- most notably, the University’s success in generating new sources of revenue through innovative public/private partnerships, such as the leasing of the University’s parking assets, our partnership with Huntington Bank, and the issuance of century bonds;

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- the creation of the Second Year Experience Program – a gamechanging comprehensive proposal to create a dynamic living environment in the North Residential District that will expand the second-year residential experience and is designed to lead to higher graduation and retention rates and improved student engagement;
- the successful transition from quarters to semesters;
- a banner year in fundraising, in which the University had a record number of donors and its second-best fundraising year, in terms of dollars, in its history;
- the development and progress made on the University's Advancement efforts along with the adoption of the Advancement Framework plan that defines the University's singular position within higher education, delineates specific qualities and interests of alumni and friends, and offers an organizational model that will allow us to integrate functions and collaborate for success ;
- the Medical Center expansion remains on time, on budget, and on scope;

II. GOALS AND OBJECTIVES

As noted above, the Board and President agreed upon six imperatives to guide the University for years to come. These imperatives were not intended to be single year goals, but goals to guide us for the next several years. In the coming years the Board and the President will continue their strategic focus on:

- Further identification and implementation of new resource generation opportunities (including both revenue production and expense reduction);
- Continuing to implement academic initiatives aligned with the University's 3 Discovery Areas;
- Continuing to implement the plan for an enhanced undergraduate student experience, including the implementation of the new Second Year Experience Program;
- Fully implementing and achieving the Medical Center's Long-Term Strategic Plan;
- Fully implementing the recently approved Advancement Plan;
- Developing, approving and effectuating a University talent strategy that addresses the recruitment of new talent as well as the development and retention of current talent and of teams;

Along with those six imperatives, President Gee has outlined eleven distinct and specific goals on which, with the Board's full support, he intends to focus his time and attention most keenly this year. These goals are all fully aligned with the University's strategic plan objectives and the six imperatives listed above while also emphasizing his role as a leader and ambassador on addressing many of the most significant issues facing higher education at the state and national level today. The attached document provides more detailed information regarding those goals and the accompanying metrics for defining and demonstrating success on those fronts.

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Through the course of the Board's evaluation process, the Board also identified some areas of constructive feedback for the President. In particular, the Board will continue to work with the President in the following areas:

1. Sharpening of milestones and benchmarks for academic initiatives and the undergraduate experience. The Board looks to the President for encouraging and developing greater specificity about the University's academic priorities, more precise yardsticks to measure quality, and more targeted metrics to assess student outcomes, particularly in light of the development of the Second Year Experience Program.
2. Continued focus on the Medical Center given the significance of the Medical Center Expansion along with the further uncertainty of federal funds for Medicare, research, and other areas of impact for the University. As a Board, it believes it must employ a strategy that acknowledges likely resource constraints and recognizes our need for selective excellence within the University's signature programs.
3. Continued efforts in enhancing an efficient and effective senior leadership team. The Board appreciates the President's ability to recruit and retain top talent. It is also important to ensure that these talented individual leaders are functioning as a highly effective *team* under the direct leadership of Dr. Gee. The University's success is highly dependent upon the President's success in this area.
4. Develop further succession planning for his senior leadership team. The Board wants to ensure that the University has identified and cultivated its next generation set of diverse and talented leaders. It is vital to have well-thought-out transitions in place in order to maintain the positive momentum we have seen over the past year.

COMPENSATION

In determining the President's compensation and benefits, the Board weighed the President's performance from the past academic year consistent with its compensation philosophy, which is designed to ensure a reasonable and competitive total compensation package for the President, consistent with market-based compensation practices for an individual possessing the experience, skills, and standing as preeminent academic educator in the country, as well as the following goals and objectives:

1. Proper consideration of his performance from the past academic year;
2. Compensation and benefits that are based upon solid and definable accomplishments;

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3. That those accomplishments are consistent with the goals and imperatives agreed upon by the President and this Board; and
4. That the Board adequately satisfies its obligation to conduct due diligence in reviewing presidential compensation and benefits. To assist the Board in this analysis, the Board engages an external compensation professional to conduct a comprehensive reasonableness assessment of all aspects of Dr. Gee's compensation.

The faculty and staff of the University recently received an aggregate salary increase of 3 percent. The Board recommends that President Gee receive a similar salary increase of 3 percent, which would amount to an increase of \$25,036 over his current salary of \$834,530.

PERFORMANCE-BASED COMPENSATION

The performance-based compensation arrangement established for the President upon his return to the University in 2007 provides for a 35% payment of base salary for achieving target-level performance; up to 40% maximum for exceeding target performance; and up to an additional 10% for achievement of important multi-year goals.

As indicated by the list of accomplishments highlighted above and described more fully in the attached document, the President's strong leadership and performance has led to an excellent year for this University. In particular, President Gee's performance in generating new revenue sources through innovative public-private partnerships and capitalizing on unique financing opportunities far exceeded the Board's expectations. As such, the Board recommends that President Gee receive performance-based compensation amounting to \$333,812, which represents a payment equivalent to 40% of his base salary. Consistent with this Board's prior commitment, President Gee's performance-based compensation will not be paid by Ohio taxpayers or student tuition dollars.

CONCLUSION

This Board recognizes that the Ohio State University has had an outstanding year under the leadership of President Gee. His vision, his drive, his articulation of our future, and his considerable hard work have all contributed to the momentum the institution is realizing and this Board is fortunate to have as its partner one of the most accomplished leaders in higher education. Together, we will continue to work to move this great University into the top tier of the truly outstanding public universities in America.

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**President Gee
FY2012 Key Accomplishments**

This document features a list of some of President Gee's most significant accomplishments from the past fiscal year as related to the six imperatives jointly agreed upon by the President and the Board of Trustees last year.

- **Resource Generation (including revenue production and expense reduction)**
 - In June, Ohio State became the first university to enter into a long-term concession agreement to manage parking operations. In return for the 50-year lease, the University received a \$483 million upfront payment that is expected to provide \$3.1 billion in investment earnings for initiatives such as hiring more faculty and offering more student scholarships;
 - Last October, Ohio State also became the first public university to issue century bonds, capitalizing on historically low interest rates as a way to fund long-term capital commitments;
 - In February, the University announced an exclusive 15-year affinity agreement with Huntington Bank, in which the University received \$25 million for academic scholarships and educational programming, along with a commitment for \$100 million in dedicated community lending and investment in the University District and Near East Side;
 - The University moved to single source supplier for copiers/printers, overnight shipping, and office supplies, generating an estimated annual savings of \$20 million, projected to reach \$50 million by 2020;
 - The University identified streamlining opportunities for administrative office functions in finance, IT, and human resources, which are projected to yield an additional \$425 M in cumulative savings by 2020;
 - Pelotonia fundraising increased from \$7.5M in 2011 to \$13M in 2012 with a record number of riders.

- **Developing Academic Initiatives Aligned with the 3 Discovery Themes (energy and environment, health and wellness, food and food security)**
 - Launched a new integrated strategic plan designed to propel the University to top-ten status within the next ten years;
 - Initiated implementation of structures and allocated an incremental \$10 million to facilitate increased faculty hiring and grant awards aligned with 3 discovery themes;
 - Implemented Life Sciences and Environmental Sciences networks that cross all colleges;
 - Introduced Digital First, a partnership with Apple, designed to expand classroom technology and fostering a 21st century mobile learning environment;
 - Created the Ohio State Innovation Foundation to facilitate increased commercialization of university technologies; and
 - Opened its second International Gateway Office – this one in Mumbai, India.

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- **Developing and implementing a plan for an enhanced Undergraduate Student Experience**
 - Successfully transitioned from quarters to semesters;
 - Adopted a program for transformational, two-year, living-learning experience focused on access to faculty and academic resources, community-building, and self-awareness with application for career growth and global citizenry;
 - The University committed to increasing student scholarships by \$50M over four years; established a new Eminence Scholars program, which will provide four-year full-expense scholarships, plus a one-time \$3,000 stipend to 50 exceptional incoming first year students each year;
 - Increased the size, quality and diversity of the Fall 2011 class (17th straight year) with the Fall 2012 expected to be even larger, better prepared academically, and have more international and non-resident students than previous years;
 - Student retention continues to improve as evidenced by a 92.8% first year retention rate.

- **Implementation of the Advancement Plan**
 - More than 211,000 Ohio State alumni and friends – a record number of donors – gave nearly \$365 million to Ohio State last year, making the last two years of fundraising at Ohio State the most successful in the University's history;
 - The University adopted the advancement framework plan, with the assistance of its consultants from Edelman, which focused on articulating and optimizing the University's brand equity, while also facilitating greater alignment of the University's alumni relations, communications, and development operations;
 - The University implemented a new Alumni Association Membership Model, that will allow the University to better connect with all of its national and international alumni;
 - Refined the organizational structure for University Communication to strengthen its ability to tell Ohio State stories to maximum effect and to lay the groundwork for the framework plan implementation
 - Established a new Advancement events team;
 - Put into place Chief Advancement Officers at the College level (Nursing, Veterinary Medicine, and Dentistry. Searches underway in Law and Engineering)

- **Developing, approving and effectuating a University talent strategy that addresses the recruitment of new talent as well as the development and retention of current talent and of teams**
 - Reorganized senior leadership decision making processes and created executive review, through the formulation of the President's Executive Committee, to more efficiently vet and decide significant policy decisions that underpin day-to-day operations;

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- Conducted a senior retreat to facilitate more effective communication between team members, and had conversations with each leader regarding their performance and how they can make better contributions to the team;
- Several new deans or senior administrators began their appointments within the last year, including:
 - Charles Lockwood, Medicine
 - Patrick Lloyd, Dentistry
 - Bern Melnyk, Nursing
 - David Williams, Engineering;
 - Valerie Lee, Outreach and Engagement
- Key faculty retentions were made in departments such as Engineering, History, Neurosurgery, and Business among others;
- Successfully recruited a number of faculty to Ohio State for departments, such as Dentistry, Astrophysics, Chemistry, and German;
- **Fully achieving the Medical Center's Long-Range Plan**
 - Medical Center expansion remains on time, under budget, and on scope;
 - Successfully integrated all of the University's physicians into the faculty practice plan;
 - Medical Center successfully implemented its new comprehensive Integrated Health Information System;
 - Focused on ambulatory growth through initiatives such as the naming of the Stefanie Spielman Comprehensive Breast Center, ensuring 48 hour access to specialty clinics for OSU Health Plan members, and planning for a future ambulatory care site in New Albany;
 - Fostered a culture of innovation with Medical Center researchers filing more than 191 unique invention disclosures (up from 55 in FY 11) and 9 new software inventions. Also developed Innovation Center collaboration with Cleveland Clinic;
- **Other Notable Accomplishments include:**
 - The successful, comprehensive, University-side review of all compliance functions, leading to the creation of a new centralized compliance office, headed by the University's first Vice President of University Compliance;
 - At request of Governor Kasich, led a commission to develop a new method for generating the State of Ohio's capital budget for higher education and also served on the Board of JobsOhio. And because of his strong leadership on those efforts, Governor Kasich has since asked him to lead another state-wide higher education funding commission;
 - Continued to foster positive relationships with significant partners such as Battelle and the Royal Shakespeare Company.

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APPENDIX XV

Amendment to the *Rules of the University Faculty*

3335-5-48.10 Faculty hearing committee.

(A) and (B) No change

(C) Organization.

(1) through (3) no change

(4) A hearing panel shall select a person, who need not be a member of the faculty hearing committee, to serve as presiding officer. The presiding officer who shall have responsibility to direct the proceedings of the panel, rule on matters involving the introduction of evidence, and to advise the panel members on such university rules issues of law and procedures as they the panel members may deem necessary. The presiding officer, if not a member of the committee, shall be a member of not participate in substantive deliberations with the panel and Faculty Hearing Committee nor vote on decisions by the panel.

(5) As a standing committee of the senate, this committee is also governed by the provisions of rules 3335-5-46 and 3335-5-48 of the Administrative Code.

3335-3-29 Deans of the colleges.

(A) No change.

(B) No change.

(1) - (4) No changes.

(5) To review in consultation with the faculty the college's pattern of administration (POA). The POA shall be consistent with the principles of faculty governance and the responsibilities of the dean. At the beginning of each five-year term, in consultation with the faculty, the dean shall either reaffirm or revise the existing POA. The existing POA shall be the starting point for the review of the POA and shall remain in effect until the process is complete. Any revisions to the existing POA shall be accomplished first with broad faculty input, obtained in a manner consistent with the college's established practices and procedures, and, second, with faculty approval, also consistent with the college's practices and procedures. If faculty approval is not achieved, the dean shall explain the rationale in writing for the departure in order to enhance communication and facilitate understanding.

The POA will be submitted to the executive vice president and provost for approval. After approval, the POA shall be made available to all members of the faculty, be posted on the college web site, and be distributed to each department and the college office.

For purposes of defining minimum content the following shall be included in the POA:

(a) Introductory Statement

(b) College Mission

November 9, 2012 meeting, Board of Trustees

- (c) Types of faculty appointments and their respective governance rights
- (d) Organization of College Services and Staff
- (e) Overview of College Administration
- (f) Description of college faculty governance structure, including at least a College Investigation Committee (Faculty Rule 3335-04 (E)) and a Salary Appeals Committee
- (g) Policies governing faculty responsibilities and teaching assignments
- (h) Policies governing allocation of college resources
- (i) Grievance procedures
- (j) A statement recognizing in principle the presumption favoring faculty rule on those matters in which faculty have primary responsibility, including: curriculum, subject matter and methods of instruction, research, faculty status (appointment, promotion and tenure of faculty), and those aspects of student life which relate to the educational process. (Source: AAUP Statement on Government of Colleges and Universities)

(C) and (D) No changes.

APPENDIX XVI

Degrees Conferred at

THE OHIO STATE UNIVERSITY
COMMENCEMENT CONVOCATION

December 16, 2012

(approved by the Board of Trustees at the November 2012 meeting)

COMMENCEMENT ADDRESS

Jack Hanna

DOCTOR OF PUBLIC SERVICE

Warmly regarded as America's favorite zookeeper, Jack Hanna is widely recognized and celebrated for his wildlife advocacy and conservation efforts. He has served as director emeritus of the Columbus Zoo and Aquarium for two decades. He also has built a successful career as a national animal expert and media favorite.

Mr. Hanna began his career in Sanford, Florida, as director of the Central Florida Zoo. In 1978, he was hired as director of the Columbus Zoo and Aquarium, a position he held until 1992 when he was named director emeritus. He led the zoo through a significant transformation—implementing educational programming and entertainment, expanding the zoo grounds, and designing updated

animal habitats. The Columbus Zoo is now highly regarded as one of the best in the nation, and its success is largely credited to Mr. Hanna's hands-on leadership and expertise.

With his signature enthusiasm for educating people across the nation about animals, Mr. Hanna has developed several popular television series for families. His first series, *Jack Hanna's Animal Adventures*, debuted in 1993. His ongoing series, *Jack Hanna's Into the Wild*, which began in 2007, won the Emmy for Outstanding Children's Series in 2008 and 2012. He continues to travel the globe to film *Into the Wild*, in addition to his newest series, *Jack Hanna's Wild Countdown*.

Sought often for appearances as an animal expert in the media, Mr. Hanna has used these opportunities to raise awareness of wildlife and conservation issues. Since his first visit to *Good Morning America* in 1983, he has served as a regular guest correspondent on the morning news show. He also appears regularly on *The Late Show with David Letterman* and has made numerous television appearances on such programs as *Larry King Live*, *The Ellen DeGeneres Show*, and *Entertainment Tonight*, among others.

A native of Knoxville, Tennessee, Mr. Hanna earned his undergraduate degree at Muskingum College in New Concord, Ohio. He and his wife, Suzi, live in central Ohio and have three daughters, six grandchildren, and a yellow Labrador.

RECIPIENTS OF HONORS

Vikki Heywood

DOCTOR OF ARTS

One of the foremost managing directors in the arts, Vikki Heywood is currently chair of the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA), based in London, England. From 2003 to 2012, she served as executive director of the Royal Shakespeare Company, leading a period of unmatched success for the organization, including a recent collaboration with The Ohio State University to showcase the renowned theatre company in America and support Ohio State's aspiration to be a destination for the innovative teaching, research, and performance of Shakespeare.

In January 2012, *The Stage* newspaper designated Ms. Heywood as one of the top four most influential people in the British theatre industry. In recognition of her exemplary leadership, she was awarded a Commander of the British Empire for services to drama as part of the 2012 Queen's Birthday honors. She is also a Fellow of the Royal Society of the Arts (2005).

As executive director of the Royal Shakespeare Company, Ms. Heywood managed a staff of 900 and numerous productions from its home in Stratford-upon-Avon, as well as production tours throughout the United Kingdom and abroad. Her oversight led to the

successful program to rebuild the Royal Shakespeare Theatre. During the span of her distinguished career, she produced hundreds of noted theatre productions around the world. In addition, she led the way in launching a website and creating a wide range of digital content, including the distance learning program "Teaching Shakespeare."

Ms. Heywood received a Diploma in Drama from Central School of Speech and Drama in 1977, after which she began her luminous career in the theatre. Prior to her involvement with the Royal Shakespeare Company, she was managing director of the Royal Court Theatre, the United Kingdom's national theatre for new writing.

RECIPIENTS OF HONORS

Ray Jackendoff

DOCTOR OF HUMANE LETTERS

Throughout his distinguished 45-year career, Ray Jackendoff of Belmont, Massachusetts, has been one of the world's most influential linguists. He is renowned not only for his seminal work in linguistics, but also for the broad impact his research has had on cognitive science, musicology, and social theory. Dr. Jackendoff taught for many years at Brandeis University, and he is currently the Seth Merrin Professor of Humanities and co-director of the Center for Cognitive Studies at Tufts University.

Dr. Jackendoff earned a BA in mathematics from Swarthmore College in 1965 and a PhD in linguistics in 1969 from the Massachusetts Institute of Technology. His research grows out of the tradition of generative grammar, based on the hypothesis that humans have an innate capacity to learn, understand, and produce

language, rooted ultimately in the human genome. He has been enormously influential in the field of semantics, where he focuses on the structure of meaning in language, how it is related to thought, perception, and the understanding of the world.

A prolific scholar and writer, Dr. Jackendoff has delivered important keynote lectures throughout the world, and has published more than a dozen books, the most recent of which is *A User's Guide to Thought and Meaning*. His works continue to be among the most cited in the field of linguistics. He is also a professional clarinetist, and has combined his scientific interests and musical talent in developing a groundbreaking theory of music cognition, linked in spirit to his work in generative linguistics. In addition, he has extended his

theory of meaning to social concepts such as value, morality, obligation, and law, showing how these concepts influence our human world. His current research explores the complexity of linguistic knowledge and its implications for the evolution of the language faculty.

Dr. Jackendoff is the recipient of the 2003 Jean Nicod Prize in Cognitive Philosophy. He is a fellow of the American Academy of Arts and Sciences, the American Association for the Advancement of Science, and the Cognitive Science Society. He is past president of both the Linguistic Society of America and the Society for Philosophy and Psychology, and he has had research fellowships at the Center for Advanced Studies in the Behavioral Sciences and at the Wissenschaftskolleg zu Berlin.

Tobin J. Marks

DOCTOR OF SCIENCE

As the author of more than 1,050 scientific publications and the holder of 205 patents, Tobin Marks of Evanston, Illinois, is widely considered one of the world's most renowned chemists, as well as one of its most brilliant, creative, and versatile scientific minds. Dr. Marks earned his bachelor's degree in 1966 from the University of Maryland and his PhD in 1971 from the Massachusetts Institute of Technology. Since then, he has spent a prolific 40-year career at Northwestern University, where he is currently the Vladimir N. Ipatieff Professor of Catalytic Chemistry.

Dr. Marks' work focuses on inorganic chemistry, catalytic processes, and materials science. His multidisciplinary scholarship has led directly to the creation of a vast array of new synthetic materials with potential

applications in a number of different industries. These include plastics that are cleaner, stronger, and greener than normal and that can be created from sustainable feed stocks, as well as advancements in polymer solar cells and light sources.

One of the most highly cited chemical scientists in the world, he pioneered an entirely new field of study in metal-ligand bonding energetics, of which he is still considered the foremost expert. His research and theories continue to have a wide influence on several important branches of chemistry. Over the course of his distinguished career, Dr. Marks has mentored nearly 200 graduate and postdoctoral students, many of whom have gone on to distinguished careers of their own.

Dr. Marks has been invited regularly to universities, corporations, and organizations around the globe to give lectures on his trailblazing work in chemistry.

For his ingenuity in the lab and in the classroom, Dr. Marks has been consistently awarded prestigious honors or fellowships on a nearly annual basis since 1974, including the Alfred P. Sloan Fellowship, the J.S. Guggenheim Foundation Fellowship, and the Royal Society of Chemistry Fellowship. He is a member of the U.S. National Academy of Sciences and the American Chemical Society, two of the foremost scientific communities in the world. In 2005, he was awarded the National Medal of Science, one of the country's highest honors for American scientists.

RECIPIENTS OF HONORS

Tanny Crane

DISTINGUISHED SERVICE AWARD

Tanny Crane has built a reputation as one of central Ohio's most prominent business leaders. As president and CEO of the Crane Group, she has enabled this family-owned private holding and management company based in Columbus to reach new heights in many areas, including home building, real estate, and investment.

Ms. Crane earned a BS in marketing from The Ohio State University in 1978 and an MBA from Northwestern University. She joined the family business in 1987 and was named to her current role in 2003.

She has been an avid supporter of her alma mater, currently serving on The Ohio State University Foundation board of directors. She is also a member of the Women & Philanthropy initiative, encouraging women from

around the country to become involved in the vibrant life of the university. A champion of the Wexner Medical Center, she has served as a member of the Medical Center Advisory Council. Since its inception in 2009, she has been a cyclist in Pelotonia, a fundraiser for the Arthur G. James Cancer Hospital and Solove Research Institute.

Ms. Crane's contributions to the Fisher College of Business are extensive. She has given her expertise to the Dean's Advisory Council for Fisher, helping the college to better evaluate programs, assess new initiatives, and consider future growth. She has provided substantial leadership to the Center for Operational Excellence, which enhances the educational resources at Ohio State by connecting business

leaders, educators, and students through special meetings, workshops, and seminars.

Ms. Crane has been honored twice for her contributions to the college, with the Fisher Pacesetter Executive Award (2000) and the Fisher Distinguished Alumni Award (2005).

In addition to her invaluable service to the university, Ms. Crane spends considerable time giving back to central Ohio. She has been an outspoken advocate for education and community engagement, serving on boards at Action for Children, I Know I Can, the Columbus Foundation, the Columbus City Schools Foundation, the Columbus Partnership, and Huntington Bancshares. She is also a past board member for the United Way of Central Ohio and the Federal Reserve Bank of Cleveland.

James R. Tootle

DISTINGUISHED SERVICE AWARD

James Tootle is one of The Ohio State University's greatest advocates. He has been an architect of change while maintaining focus on the university's mission and values.

A native of Columbus, Dr. Tootle enrolled as a freshman in 1961 and studied history at Ohio State for both his undergraduate and graduate education. It was during this time that he began working as a graduate teaching assistant and academic advisor for students who had yet to declare their majors—roles that would provide the foundation for a distinguished career in higher education.

After earning his PhD in 1972, Dr. Tootle became a senior administrator at Ohio State as college secretary of University College, where he helped design and teach a special section of

the freshman survey course for student-athletes. Eleven years later, he was named assistant dean of Arts and Sciences, a role he held until his retirement in 1999. Known for putting students first, he guided the college through countless academic changes and initiatives, which would later prove enormously successful in creating one of the country's finest arts and sciences programs.

Over the years, Dr. Tootle's leadership fostered significant changes in the undergraduate student experience. He was a constant mentor to student leaders across campus, working with the Sphinx Senior Honorary and Romophos Sophomore Honorary, the Edward S. "Beanie" Drake Scholarship Board, and the Honor Society of Phi Kappa Phi. He also worked on the Special Action Admissions Committee

for incoming transfer students and was a member of the Committee on the Undergraduate Experience.

He has continued to volunteer his time and expertise to the university after retirement, serving on The Ohio State University Retirees Association board, Sphinx Senior Honorary Centennial Steering Committee, and the Ohio Union Council. He was instrumental in the development of the themes portrayed in the new Ohio Union and continues to lead personal tours and connect students with the traditions of Ohio State.

In recent years, Dr. Tootle has combined his academic background in American history with his longstanding interest in baseball to develop a career as a baseball historian, authoring two books and numerous articles.

The Graduate School

Dean: Patrick S. Osmer

Doctor of Musical Arts

Luis Javier Obregon,

Querétaro, Mexico
B.Mus. (Boston University)
M.Mus. (Ohio University)
Music
Dr. Marc Ainger

Doctor of Philosophy

Basant Ahmed

Abdulrahman, Cairo, Egypt
B.Pharm., M.Pharm. (Helwan University)
Molecular, Cellular, and Developmental Biology
Dr. Amal Amer

Gunyaz Ablay, Igdir, Turkey

Bachelor's, M.S. (Firat University)
Nuclear Engineering
Dr. Tunc Aldemir

Anthony Afful-Dadzie,

Columbus
B.S. (Kwame Nkrumah University of Science and Technology)
M.Philos. (University of Cambridge)
M.A.
Industrial and Systems Engineering
Dr. Theodore Allen

Reeva Aggarwal,

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B.S., M.S. (Punjab University)
Integrated Biomedical Science Graduate Program
Dr. Hiranmoy Das

Anupriya Agrawal, Varanasi, India

B.Tech. (Banaras Hindu University)
Materials Science and Engineering
Dr. Wolfgang Windl

Lina Ximena Aguirre,

Bogotá, Colombia
Titular (Universidad Nacional de Rosario)
Master's (Pontificia Universidad Javeriana)
Spanish and Portuguese
Dr. Ana Del Sarto

Houda Alachkar, Hilliard

B.S.Pharm. (Aleppo University)
M.S. (Wright State University)
Integrated Biomedical Science Graduate Program
Dr. Guido Marcucci

Michael Joseph Alarid,

Rancho Cucamonga, CA
B.A. (University of Oregon)
M.A. (University of Texas at Dallas)
History
Dr. Randolph Roth

Ahmed Ali, Wooster

Bachelor's, Master's (Beni-Suef University)
Comparative and Veterinary Medicine
Dr. Yehia Saif,
Dr. Chang Won Lee

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B.S., M.S., M.A. (University of Peshawar)
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Dr. Claudio Gonzalez

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Dr. Alexander Wendt

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B.S. (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology)
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Dr. James Jontes

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M.A.
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Dr. Maurice Stevens

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Dr. Judith Mayne

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M.Mus. (University of
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Dr. Patricia Flowers

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Dr. Gerald Frankel

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Dr. Carole Fink

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Dr. Michael Mills

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Oxford)
M.S.
Biomedical Engineering
Dr. Stephen Lee

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M.A. (University of Chicago)
M.A.
English
Dr. Harvey Graff

Juan Castano Rojas,
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Ingeniero (Universidad
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Magister (Universidad del
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Biological Engineering*
Dr. Jay Martin

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Dr. James Stambuli

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M.S.
Human Ecology
Dr. Leslie Stoel

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Dr. Benjamin Caplan

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M.A.
Economics
Dr. Audrey Light

Adam Scott Davis, Canfield
B.A. (Wittenberg University)
Biophysics
Dr. William Ray

Taniya Dhillon, Ludhiana, India
B.S.Agr. (Punjab Agricultural University)
M.S.
Horticulture and Crop Science
Dr. Eric Stockinger

Hector Luis Diaz, Anasco, PR
B.S.Agr., Master's (University of Puerto Rico)
Animal Sciences
Dr. Jeffrey Firkins

Shannon Marie Dieringer, Englewood
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Education
Dr. David Porretta

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Dr. David Stroud

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Dr. Gireesh Rajashekara

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M.S.
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Dr. Rattan Lal

Jaclyn Marie Dynia, Parma
B.S.H.E., M.Educ.
Education
Dr. Laura Justice

Awatif Mahmoud Elnour, Hilliard
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M.A.
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Dr. Robert Parker

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M.Educ. (Boston University)
Education
Dr. Alan Hirvela

Katharine Feister, Sylvania
B.S.
M.A. (Ashland University)
Education
Dr. Darcy Granello

Lizanel Feliciano, Carolina, PR
B.S.Agr. (University of Puerto Rico)
M.S.
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Electrical and Computer Engineering
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Master of Accounting

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Micah James Tindor,
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Evan Thomas Williams,
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Master of Business Logistics Engineering

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Engineering*

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B.A.
Education

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Education

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Education

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Won Jun Lee, Seoul, Korea
Jeffrey Robert Macko,
Lyndhurst
Lucie Mae McMahon,
Columbus
Jonathan Paul Miller, Avon
Lake
Luan Khoa Nguyen,
Columbus
David L. Starr, Columbus
Michael James Tartaglia,
Toronto, ON, Canada
Summa Cum Laude
Bryan David Vincent, Newark
Brenton Anthony Wheaton,
Mansfield
Cum Laude
Brian Carl Zeitler, Grove City
Cum Laude
David E. Zeller II, Newark
Cum Laude
Miao Zhou, Beijing, China
Cum Laude

**Bachelor of Science in
Civil Engineering**

Augustine Achianga, Buea,
Cameroon
Khalil Fadhel Almansouri, Abu
Dhabi, UAE

Christopher A. Berg,
Cleveland
Nicholas Joseph Berner,
Hilliard
Joseph C. Bowlin, New
Albany
Christopher Ryan Carter,
Hudson
William Van-Tat Cheng,
Columbus
Cum Laude
Tyler Patrick Cullinan, Bay
Village
Cum Laude
Robert David Donehue,
Groveport
Brian Christopher Dudley,
Perrysburg
Cum Laude
Murry Raphael Etz Korn,
Delphos
William D. Ferguson,
Cincinnati
Hannah Catherine Gamm,
Dayton
Kristin Nicole Grimme,
Loveland
Derek Lee Hefflinger, Liberty
Center
Andrew Douglas Helser,
Ashville
Cory Robert Hopwood,
Waynesville
Ross Christopher Kissner,
Hilliard
Kevin Michael Klepeisz,
Nazareth, PA
Robert Christopher Kozak,
Poland
Xiang Li, Chongqing, China
Magna Cum Laude
Brooke Marie Lowrie, Green
Meagan Marie Matias, Mount
Prospect, IL
Dylan Robert McCann, Hilliard
Brant Douglas Mercer,
Montpelier
Alexander Richard Merrill,
Fairfield
Hussein Hamdy Mohamed,
Hilliard
Eric Donald Parris, Troy
Adam James Segers,
Cincinnati
Jennifer Marie Smith, Croton
Emily Louise Steva, St. Marys
Enrique Alejandro Terrones,
Houston, TX
Gregory A. Ungerer,
Mansfield
John Michael Valentic,
Medina
Nicholas Ryan Vandia, Dublin
Andrew Alexander White,
Hilliard
Brian Franklin Witt, Poland
Cum Laude

Nathan Andrew Yenko,
Cleveland
Cum Laude
Yunlan Zhang, Beijing, China
Cum Laude
With Honors Research Distinction
in Civil Engineering

Bachelor of Science in Computer Science and Engineering

Boyan Alexandrov, Sofia,
Bulgaria
Samual James Bantner,
Pataskala
Lowell Clifford Bateman,
Cincinnati
Stephen Jacob Cassidy,
Aurora
Sagar Kantilal Chopda, Nasik,
India
Andrew David Daughters,
Columbus
Evan Michael Dawson,
Lancaster
Christopher Lee Dean,
Columbus
Summa Cum Laude
With Honors in Engineering
With Honors Research Distinction
in Electrical and Computer
Engineering
Oscar Flores, Tehuixtlera,
Mexico
Jeremy Heath Gardner,
Worthington
Justin Lawrence Harrison,
Akron
Cum Laude
Brad Hartshorn, Hamilton
Magna Cum Laude
Hitoe Hayasaka, Dublin
Andrew Scott Herman, Austin,
TX
Robert Alan Holbert,
Columbus
Nicholas Scott Hunter,
Springboro
Ryan Alan Karason, Amherst
Joseph Russell Kinzig,
Beavercreek
Magna Cum Laude
Jan Alexander Kumor,
Centreville, VA
Kyle Anthony Kynard, Toledo
Lei Li, Barberton
Cum Laude
Thomas William Logan,
Columbus
Austin Robert Lohr, Cincinnati
Yiran Luo, Nanjing, China
Magna Cum Laude
Michael Andrew Malinowski,
Eastlake

Ryan Vincent McGowan,
Columbus
Magna Cum Laude
Joshua Paul Meek, Shadyside
Cum Laude
Megan Elizabeth Nafziger,
Westerville
Joshua Frank Owusu-Dekyi,
Indianapolis, IN
Adam Gene Perks, Springfield
Christopher David Powers,
Columbus
Magna Cum Laude
Stephen Powers, Columbus
Janet Michelle Rapacz,
Parma
Tristan James Reichardt,
Grand Blanc, MI
David Christopher Reing,
Perrysburg
Cum Laude
Brandon James Rockwell,
Sandusky
Juan A. Roman, Cleveland
Cum Laude
William W. Rose IV, Massillon
Aaron D. Ryan, Dublin
Krit Saefang, Bangkok,
Thailand
Cum Laude
Kyle Richard Salberg, Rocky
River
Magna Cum Laude
With Honors in Engineering
Gregory Philip Shayko,
Cleveland
Alexander Richard Smith,
Hudson
Zachary Charles Smith,
Dublin
Cum Laude
Ryan Michael Southard,
Mentor
Andrew Joseph Strominger,
Bexley
Bryan Wesley Stump, Aurora
Jennifer Leigh Sulc, Auburn
Drew David Switzer, Ashland
Evan Michael Todd,
Columbus
Magna Cum Laude
Benjamin Michael Trivett,
Pataskala
Drew David Valentine, Celina
Chase Cameron Violet, Lima
Bhavya Deepak Vyas, Rajkot,
India
Summa Cum Laude
Steven Daniel Ware,
Bellbrook
Christopher Thompson
Weeks, Dublin
David James Welling, Liberty
Township
Rosi Molianingrum Wyan,
Jakarta, Indonesia
Cum Laude

Jingwei Xu, Taizhou, China
Magna Cum Laude
Michael E. Zazon, Columbus

Bachelor of Science in Electrical and Computer Engineering

Nicholas Alan Adams, Obetz
Blake Anthony Adkins,
Chesapeake
Magna Cum Laude
Hamza Abdirisaq Ali,
Columbus
Stephen Joseph Anderson,
Mentor
James G. Barker II, Columbus
Yongmin Bea, Gunpo, Korea
Stephen Caleb Bergman,
Alpha
Abel Hailemariam Beyene,
Dekamhare, Eritrea
Derek Michael Bochnak,
Lexington
Cum Laude
Bruce O. Bryan, Enon
David Murdock Burkett, West
Chester
David Aaron Busbey,
Columbus
Evan Michael Byrne,
Cincinnati
Magna Cum Laude
Tai Wing Cheng, Hong Kong,
China
David Evan Christman II,
Stow
Jason Michael Colles, Dublin
Preston Conley, Columbus
Gary Francis Felkins, Jr.,
Rock Island, IL
Daniel Joseph Foley,
Westerville
Ashwin Ashok Gapchup,
Pune, India
Kevin Jacob Hanigan,
Broadview Heights
Cum Laude
Mohd Harish, Malerkotla,
India
Ryan Singleton Haynes,
Westerville
David Cory Henderson,
Tallmadge
Kyle Christopher Hoffman,
Miller City
Joseph Angelo Innamorato,
Hudson
Andrew Wilhelm Karr,
Pickerington
Magna Cum Laude
Kyle Samuel Kelly, Derwood,
MD

Andrew Thomas Koch,
Wooster
Summa Cum Laude
Todd Richard Kunze, Grand
Island, NY
Cum Laude

Victor C. Lin, Cincinnati
Shunqian Luo, Guangzhou,
China

William R. Manning, Fort
Thomas, KY

Bernard William Metro,
Monroeville, PA

Magna Cum Laude
Jacob Andrew Michel,
Sylvania

Magna Cum Laude
Mihir Nandkeolyar, Sylvania

Irvin Frank Nigarura,
Centerville

James Riley O'Donnell,
Cincinnati

Andrew Robert Palmer,
Jacksonville, FL

David Christopher Ragnacci
III, Mason

Cum Laude

Nicholas Loyal Ruegsegger,
Westerville

Kyle Richard Salberg, Rocky
River

Magna Cum Laude
With Honors in Engineering

Jeremy Robert Scheihing,
Fairborn

Derek K. Schmid, Wooster

Paul Robert Schwendenman,
Columbus

Markus Sievers, Hamburg,
Germany

Magna Cum Laude
Tate Robinson Smith,
Delphos

Austin Joseph Speelman,
New Bremen

Anthony John Stoner,
Centerville

Cum Laude

Christopher Lee Stroop,
Circleville

Patrick James Whewell,
Bristow, VA

Magna Cum Laude
Johnny H. Wu, Columbus

Cum Laude

Zhe Wu, Harbin, China

Chengyu Zhou, Wuhan, China

Liyu Zhu, Quanzhou, China
Cum Laude

Bachelor of Science in Engineering Physics

Joseph M. Durbak, Rootstown

Bachelor of Science in Environmental Engineering

Matthew David George,
Lebanon

Daniel Michael Goodman,
Missouri City, TX

Magna Cum Laude

Bethany Ann Puthoff, Saint
Henry

Yan Armand Tosin, Jakarta,
Indonesia

Bachelor of Science in Food, Agricultural, and Biological Engineering

Elizabeth Maurer Buening,
Columbus

Derek Eugene Coon, Celina

Ethan Emerson Hayes,
Rockford

Kyle Joseph Johns, Canton

Christopher A. Kosto,
Huntington, WV

Thomas Zachary Lange,
Piqua

Justin Logan McBride, Dola

Marcus Philip Mithoefer,
Milford

Jonathan Michael Ricketts,
Springfield

Natale Kristine Riegel,
Circleville

Seana Mari Shannon, El
Dorado, KS

Jamie Elizabeth Tylicki, Rocky
River

Mohd Saif Usmani, Aligarh,
India

Cooper Logan Wiley, Leetonia

Bachelor of Science in Industrial and Systems Engineering

Velva Roxanne Guinty,
Gahanna

Alexander Kyle Lindsey,
Naperville, IL

Adam Baxter Mickey,
Gahanna

Fredric Prevatt Morgan II,
Dayton

Lauren Christine Nash,
Southbury, CT

Amber Michelle Owens,
Cincinnati

Magna Cum Laude

Eric Raymond Taylor, Milford

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

William James Haupt, Dublin

Christopher Charles Laster,
Oregon

Cum Laude

Adam D. May, Dayton

Daniel Wayne McConaughy,
Cleveland

Alexander Robert Michel,
Johnstown

Robert Andrew Moffat IV,
Santa Ana, CA

Jason Cale Reibold,
Cincinnati

Bachelor of Science in Materials Science and Engineering

Marcia Goodman Allen,
Cincinnati

Cum Laude

With Honors in Engineering

Mary Lynn Border, Lexington

Rachel Leslie Krasicki,
Buffalo, NY

Elisabeth Kathryn Lahrman,
Powell

Kyle Joseph Lamone, New
Albany

Cum Laude

Angela Ling Ou, Toledo

Magna Cum Laude

Mark Stephen Thomson,
Westerville

Cum Laude

Bachelor of Science in Mechanical Engineering

Abdulmohsen Tariq Al
Duwaisan, Kuwait City,
Kuwait

Jared Evan Baker, Fairfield
Magna Cum Laude

Reem Bastaki, Al-Adan,
Kuwait

Cory Raymond Bittner,
Westfield Center

Jiunn Xhiong Boon, Pusat
Bandar Puchong, Malaysia

Cum Laude

Jennifer Marie Brink,
Reynoldsburg

Cum Laude

With Honors in Engineering

Christian Anders Brunckhorst,
Oxford

Joshua Allen Clements, Ada
Matthew Dechering,
Cincinnati
Magna Cum Laude
Alexander A. Dmitriev,
Columbus
Christopher Charles Drenik,
Harpersfield
William Patrick Ehret,
Columbus
Magna Cum Laude
Ryan Christopher Engel,
Gahanna
Summa Cum Laude
Aaron Asher Feldman,
Beachwood
David Nicholas Ford, Newark
Andrew John Freiheit,
Lexington
Cum Laude
Adam Michael Frishkorn,
Columbus
Summa Cum Laude
Yao Fu, Wuhan, China
Matthew Lawrence Handford,
Hilliard
Summa Cum Laude
With Honors Research Distinction
in Mechanical Engineering
Kyle Brandon Harbaugh,
Temecula, CA
John Michael Harman, Dayton
Matthew Steven Harper,
Cincinnati
Kevin Thomas Hess, Maria
Stein
Magna Cum Laude
Alpha Kamara, Freetown,
Sierra Leone
Luke Thomas Kelm,
Salineville
Magna Cum Laude
With Honors in Engineering
Chuan Meng Kho, Klang,
Malaysia
William George Kickel, North
Royalton
Cum Laude
Mathew Daniel Koehler,
Columbus
Benjamin Douglas Kovach,
Avon Lake
Robert Michael Kress, North
Canton
Michael Richard Kurz, Parma
Jeremy David Languis,
Columbus
William Alexander Leet,
Mandeville, LA
Ryan James Marcia,
Gahanna
Brandon James Mason,
Mason
Ryan William McGaughey,
Avon Lake
Kirk Alan Meyer, Miller City
Magna Cum Laude

Ryan Joseph Miller,
Newcomerstown
Nathaniel Allen Modlich,
Grandview Heights
Nigma Mustafa, Dhaka,
Bangladesh
Michael Scott Newman,
Harold, KY
Tan Xuan Nguyen, Columbus
Matthew Joseph Organiscak,
Dublin
Cum Laude
Aaron Michael Pack, Canton
Nathan Charles Penrod,
Kettering
Jordan Elyse Piening,
Cincinnati
Gabriel Joseph Pirie, Akron
Magna Cum Laude
Scott Christopher Porter,
Hilliard
Raghav Rajpal, Karnal
Haryana, India
Magna Cum Laude
Emily Mae Ralph, Loveland
Cum Laude
John Karl Ramsey, Jr., Lucas
Alexander James Rapp,
Kenton
Cum Laude
Eric Howland Richards,
Toledo
Mark Robert Riggs, Sunbury
Magna Cum Laude
With Honors Research Distinction
in Mechanical Engineering
Nicholas Robert Rumberger,
West Chester
Jillian L. Rushnock, White
Oak, PA
Samual Steven Riczo
Schomer, North Royalton
Andrew James Schulte,
Columbus
Dhruv Sharma, New Delhi,
India
Cory Blaine Shoup, Dalton
Patrick Edward Stitts,
Twinsburg
Han Yiang Tam, Seremban,
Malaysia
Stephanie Louise Tsavaris,
Mansfield
Magna Cum Laude
Robert William Weil Viers,
Blacklick
Magna Cum Laude
Jared Lee Webb, Pickerington
Alexander James West,
Mount Gilead
Thomas Rodger Wiant,
Brimfield
Dingjun Yue, Dengfeng,
China

Bachelor of Science in Welding Engineering

Quinten Joseph Scott, Ripley

College of Food, Agricultural, and Environmental Sciences

Dean: Bruce A. McPheron

Bachelor of Science in Agriculture

Andrew Preston Ash, Ashville
Rebecca Irene Auck, Tiro
Christopher Ballard Bennett,
Dublin
Shana Elizabeth Beppler,
Dover
Eric Douglas Billman,
Burbank
Summa Cum Laude
Kara M. Birkhimer, Salem
Doug Wayne Bodey,
Springfield
Lane Grace Bookenger,
Genoa
Tiffany Annette Bowman,
Edison
Brandon Bradley Brooks,
Athens
Jonathan Garrett
Christopherson, Grove City
Cum Laude
Deirdre Lee Christy, Alvada
Cum Laude
Thomas Ross Christy, Alvada
Summa Cum Laude
Todd Andrew Clark, Lino
Lakes, MN
Braeden Ellett Conaway,
Chillicothe
Brandon Carl Corry, Xenia
Mareia Carla Dakhteh, Powell
Kevin Andrew Davis,
Massillon
Alyson Tiaon Deak, Madison
Summa Cum Laude
Stefanie M. Dean, Hilliard
Nichole Marie Deltour, Akron
Jarrod Allen Dicken, Logan
Anne Marie Dobrowski, Dublin
Donovan D. Dula, Lewis
Center
Paul Joseph Durrant,
Springboro
Christopher Keith Dynes,
Oxford

Brent William Fahrmeier,
Parma
Magna Cum Laude
John David Fickel, Oakwood
Andrew B. Field, Marion
Brady M. Forshey, Wauseon
Timothy Raymond Friedrich,
Poland
Kelli Beatriz-Lola Galloway,
Columbus
Clayton Wayne Garrett,
Winchester
Bradley John Gerten, Leipsic
Keith Daniel Gibson,
Springfield
Yolanda C. Gravely,
Columbus
Lindsey Christine Grimes,
Hillsboro
Cum Laude
Amanda Elizabeth Haddix,
South Vienna
Cydney Ch'e Hoffman, Belpre
Kelsey Michelle Holter,
Pomeroy
Joshua James Huston, Mount
Sterling
Laura Theresa Iesue, Carroll
Mark Allan Janowiecki,
Columbus
Cum Laude
*With Honors Research Distinction
in Entomology*
Katie A. Johnson, Thornville
Janet Lorraine Josten, Point
of Rocks, MD
Cum Laude
Isaac Jeffrey Kauffman,
Wooster
Magna Cum Laude
Ellen Michelle Keck,
Raymond
Cum Laude
Matthew Douglas Kemper,
Yorkshire
Nickolas Ryan Kocher, Galion
Samantha Nicole Konkle,
Urbana
Magna Cum Laude
Katie Adaline Ladrach, West
Salem
Lyndsey Ian Lawlis, Baltimore
Justin Samuel Lelesch,
Leavittsburg
Beverly M. Lennartz, Fort
Recovery
Benson English Lindsey III,
Columbus
Starlene Gay Link, Gahanna
Leonard Millard Marlowe,
Glenford
Megan Suzanne Masterson,
Grove City
Luke Steve McDevitt,
Wapakoneta
Ginger Jade Meyer, Dayton
Morgan Danielle Miller, Middle
Point

Jordan Danielle Morsheiser,
Carrollton
Audrey Rachel Neal, Tiffin
Cum Laude
Jessica Leilani Park, Etna
Joseph Michael Parks,
Columbus
Natalie Lynn Pendleton,
Springfield
Alaina Sue Pullins, New
Carlisle
Paul David Reed, Wadsworth
Matthew James Rettig,
Hamler
Rachel Lee Rohanna,
Waynesburg, PA
Scott Allan Ruck, Geneva
Rebekah Bethann Sanchez-
Hodge, Kettering
Amanda Rae Schaffner,
Alvordton
Carl Guy Scoles, Bluffton
Jacob A. Selby, Uniontown
Justin Leroy Sheets, Lima
Timothy Dennis Sherer,
Hudson
Anthony Joseph Sirna, Solon
Cory James Smith, Ottawa
Megan Marie Stenger,
Belmont
Bailey Anne Stolarsky, Solon
Magna Cum Laude
Andrew Michael Szpak,
Grafton
Devin Alyne Thomas,
Trotwood
Michael James Tsakiries,
Wadsworth
Lenae Marie Tunila,
Marysville
Treg Robert Ulmer, Thornville
Monica Faye Van Deusen,
Medina
Amber Leigh Vannoy, Grove
City
Nicholas Enrique Villalba,
Columbus
Matthew William Sand
Walston, Mason
Matthew James Welch,
Galloway
Cum Laude
Cassandra Renee Wilson,
Plain City
Brad Wolford, Stoutsville
Jong moo Won, Yeosu, Korea
Derek L. Zirkle, St. Paris

Bachelor of Science in Construction Systems Management

Matthew Alan Bader, Akron
Garren Patrick Bevilaqua,
Columbus

Thomas Erwin Brausch III,
Wilmington
Steven Parker Brown, Logan
Alex Paul Dawes, Hudson
Ryan Alexander Highlander,
Chagrin Falls
Andrew George Komar,
Broadview Heights
Douglas Lamar Lane, Hilliard
Eric Richard Loughridge,
Celina
Patrick Joseph Mayo,
Rossburg
Ronald Frederick McGough,
Marysville
Cum Laude
Rodney Ryan McKinley,
Johnstown
Thomas Hoang Nguyen,
Galena
Jason Dell Osborn, Columbus
Summa Cum Laude
Kyle Thomas Pancero,
Cincinnati
Christopher Anthony Pisanelli,
Sheffield Lake
Kyle George Prince,
Whitehouse
Michael T. Rauh, Fort
Recovery
Jared Allan Schultz,
Pataskala
Luke Jamal Sheldon,
Worthington
Steven Mark Stipkovich,
Painesville
Cum Laude
Michael Stephen Ugrinic,
Mentor
Andrew Walker, Lexington
Paul R. Wyatt, Winchester,
KY
Garret Paige Zimmerman,
Sardinia

Bachelor of Science in Food Science

Emilee Kathleen Landers,
Stow
Henry Permana, Bandung,
Indonesia

**School of
Environment and
Natural Resources**

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

Robert Gary Abramoff,
Shaker Heights
Cum Laude
Nicholas A. Baiamonte, East
Palestine
Magna Cum Laude
Katelyn Marie Banks,
Middletown
Anthony Bello, Uniontown
Mikelis Imants Berzins,
Brinklow, MD
Benjamin J. Bosse, Columbus
Cameron Aaron Bushong,
Marysville
Ariana Clements, Nahant, MA
Sarah Rose Devonshire, San
Dimas, CA
Krysten N. Dick, Plain City
David James Doria, Canton
Danielle Flowers, Logan
Amanda Jolynn Fruth,
Crestline
Magna Cum Laude
Abbey Gilligan, Newark
Craig Allen Higbie, Lima
Brittany Lynne Ingram,
Westerville
Jordan James Jenkins,
Sidney
Todd Steven Karg, Upper
Sandusky
James Casey Karn, Delaware
Jacqueline Marie Lammers,
Danbury Township
Cum Laude
Louis Walter Lamosek,
Bristolville
Ding Lu, China
Cum Laude
Michael P. Marshall,
Columbus
Jeff Moorman, Bloomingdale
Adelaide Negrete, Columbus
Christina Elizabeth Barbara
Reeves, Grandview Heights
Theresa Michelle Sabo,
Dublin
Joseph Edward Shaw,
Brunswick
Claire Louise Sutton,
Perrysburg
Samantha Diane Weidner,
Brimfield
Theodore Wilson Zech,
Wooster
Samira Zoofan, Columbus

**Agricultural
Technical Institute –
Wooster**

**Associate in Applied
Science**

Sarah Rae Adams, Massillon
Brianna Marie Allen,
Chesterland
Logan Nicholas Armbrust,
Doylestown
Lindsay Marie Bloom, Tiffin
Sarah Marie Carver, Sylvania
Bryan Lynn Flint, Westerville
Marcus John Fritz, Norwalk
Tyler James Grossenbacher,
Louisville
Zachary Edward Gullette,
Cridersville
Joseph Michael Henz,
Cincinnati
Sharla J. Kauffman,
Marshallville
Jordan Mitchell McDowell,
Killbuck
Donald M. McNish, Jefferson
Rachel L. Olivieri, Canton
Jordan Jeffrey Pierce, Canton
Chelcie Marie Rutter, Fostoria
Joseph W. Schopp, Newark
Sarah A. Shimko, Akron
Elizabeth Anne Stocker, New
Philadelphia
Eric Carl Stottlemeyer, Plain
City
Kyle Clarence Sudhoff, Fort
Recovery
Adam Lee Trolie, Elmore

Associate of Science

Jeneva D. Auble, Wellington
Brittany Lauren Bovia, Shelby
Magna Cum Laude
Rachel Lynn Collins, Norton
Lucas John Kuhlman, Shelby
Brittani Elaine Nau, Pleasant
City
Dylan Dreese Sedmak,
Powell
Cum Laude
Troy Lewis Stauffer, Ashland
Tamara Jo-Francis Toussant,
Alliance
Lacey Lynn Uhler, Wooster
Megan Michelle Yoak,
Loudonville

**Certificate in Hydraulic
Service and Repair**

Joshua Stephen Goodlet,
Kent

**Michael E. Moritz
College of Law**

Dean: Alan C. Michaels

Juris Doctor

Moon Young Choe, Columbus
B.S. (Georgetown University)

James Francis Douglass,
Columbus
B.S. (Youngstown State
University)

Jordan Z. Glavinovs, Westlake
B.A.

Alexander Duffy Korry,
Warwick, RI
B.A. (University of Rhode
Island)

Clara Rose Levrault,
Columbus
B.A. (University of California,
San Diego)

Lauren Michelle May, North
Canton
B.A. (Kent State University)

Hasan Misherghi, Upland, CA
B.A. (University of California,
Los Angeles)

Sanya Shah, Cincinnati
B.A. (George Washington
University)

Loren Few Simmons,
Berkeley, CA
B.A. (Wheaton College)

Master of Laws

Salah Eldin Noureldin, Dublin
LL.B. (Ain Shams University)
M.A. (Ohio University)

College of Medicine

Dean: Charles J. Lockwood

Doctor of Medicine

Robert Charles Keely,
Columbus
B.A. (University of Puget
Sound)

School of Health and Rehabilitation Sciences

Bachelor of Science in Allied Health Professions

Ryan Lee Kerns, Ottoville
Michael William Moore, Canal
Winchester
Megan Nichole Roberts,
Spencerville
Kyle Lee Yost, Akron

Certificate of Post Baccalaureate Medical Technologist

Li Xu, Columbus
B.S. (Jilin Agricultural
University)

College of Nursing

Dean: Bernadette M. Melnyk

Bachelor of Science in Nursing

Patricia Albano-Seitz, Lima
Amber Leigh Ball,
Spencerville
Monica Mechelle Bitner,
Lakewood
Lisa Lynn Bugglin, Zanesville
Magdalena Faiella, Québec,
Canada
Jennifer Kaye Falkenheim,
Hilliard
Joyce Ellen Green, Columbus
Dionna Michelle Harris,
Dayton
Sonia Marie Haynes, Canal
Winchester

Julia Ann Hemleben,
Columbus
Connie Sue Kellerman,
Maplewood
Melissa Michelle Law, Lima
Brittany Nicole Myers,
Columbus
Beth Ann Pruitt, Hilliard
Nathaniel Rogers, Granville
Ying Ru, Beijing, China

College of Optometry

Dean: Melvin D. Shipp

Doctor of Optometry

Amy Marie Schnegg, Dublin
Bachelor's (Rose-Hulman
Institute of Technology)
Omar Amjad Sweidan, Ann
Arbor, MI
B.A. (University of Toledo)

College of Pharmacy

Dean: Robert W.
Brueggemeier

Doctor of Pharmacy

Angelo Luis Cintron, Jr.,
Columbus
B.S.Pharm., B.A.
Gene Gavin Metz, Powell
B.S.Pharm.
Magna Cum Laude
Dawn Michelle Sheets,
Sylvania
B.S.Pharm. (University of
Toledo)

Bachelor of Science in Pharmaceutical Sciences

Natalie Kathleen Arkfeld,
Madeira
Cum Laude
*With Honors in Pharmaceutical
Sciences*
Tiffany Elaine Arnold, Lowell
Negin Fallahi, Cincinnati
Summa Cum Laude
Adam Joseph Hohman, Tiffin
Amin Mohamed Jimale,
Columbus
Cum Laude
Sharon So-Young Kang,
Columbus

Jennifer Marie Kmetich,
Willoughby Hills
Daniel Maximilian Koehler,
Shreve
Kelsey Lin Kresser,
Springboro
Summa Cum Laude
Yutian Li, Xinhui, Guangdong,
China
Alexandrea Marie Lightfoot,
Akron
Amanda Sue Martin, Canal
Winchester
Jonghak Oh, Seoul, Korea
Cum Laude
Si yeon Park, Seoul, Korea
Summa Cum Laude
*With Honors in Pharmaceutical
Sciences*
Brandon Philip Ra,
Wadsworth
Rebecca Anne Rady,
Twinsburg
Summa Cum Laude
Ryan David Sanders,
Columbus
Nicholas Andrew Schroeder,
Montpelier
Monica Chong Ven, Hawthorn
Woods, IL
Devon Tremaine Williams,
Huber Heights
Eunjung You, Seoul, Korea
Summa Cum Laude

John Glenn School of Public Affairs

Director: Charles R. Wise

Bachelor of Arts

Sean Michael Hicks,
Columbus
Cum Laude
With Honors in Public Affairs
With Research Distinction
Brittany Lynn Hyer,
Pleasanton, CA
Margaret Elyse Murdock,
Dayton
Alicia Christine Rice,
Wauseon
Abigail Lauren Sciarini,
Painesville
Gina Christine Space, Dover

November 9, 2012 meeting, Board of Trustees

**College of Social
Work**

Dean: Thomas K. Gregoire

**Bachelor of Science in
Social Work**

Jacqueline Rose Buchholtz,
Grove City
Cum Laude
Shayla Branay Willis, Grand
Rapids, MI

APPENDIX XVII

PERSONNEL ACTIONS (cont'd)

Appointments/Reappointments of Chairpersons/Directors

SHERYL A. BARRINGER, Interim Chair, Department of Food Science and Technology, effective September 1, 2012 through August 31, 2014.

JAMES J. BEATTY**, Chair, Department of Physics, effective September 1, 2012 through August 31, 2016.

RUSSELL R. LONSER*, Chair, Department of Neurological Surgery, effective November 1, 2012 through June 30, 2016.

Professional Improvement Leaves

GERALD S. FRANKEL, Professor, Department of Materials Science and Engineering, effective Autumn Semester 2012 and Spring Semester 2013.

PHILLIP G. POPOVICH, Professor, Department of Neuroscience, effective Summer term 2013.

Professional Improvement Leaves – Change in Dates

DOUGLAS A. BERMAN, Professor, College of Law, change effective date from Autumn Semester 2012 to Spring Semester 2013.

EUGENE W. HOLLAND, Professor, Department of Comparative Studies, change effective date from Autumn Semester 2012 and Spring Semester 2013 to Autumn Semester 2012.

Emeritus Titles

HUGH D. ALLEN, Department of Pediatrics with the title Professor Emeritus effective November 1, 2012.

JAMES R. BARTHOLOMEW, Department of History with the title Professor Emeritus effective January 1, 2013.

DAVID A. CRESSY, Department of History with the title Professor Emeritus effective January 1, 2013.

TERRENCE L. GRAHAM, Department of Plant Pathology with the title Professor Emeritus effective November 1, 2012.

J. HUSTON MCCULLOCH, Department of Economics with the title Professor Emeritus effective January 1, 2013.

WILLIAM J. MITSCH, School of Environment and Natural Resources with the title Professor Emeritus effective November 1, 2012.

DANIEL B. SHAPIRO, Department of Mathematics with the title Professor Emeritus effective January 1, 2013.

WILLIAM D. ANGEL, Department of Political Sciences (Lima) with the title Associate Professor Emeritus effective November 1, 2012.

MICHAEL A. CUNNINGHAM, Department of Evolution, Ecology and Organismal

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Biology (Lima) with the title Associate Professor Emeritus effective November 1, 2012.

MARK E. HEADINGS, Agricultural Technical Institute with the title Associate Professor Emeritus effective January 1, 2013.

ANNE M. SMITH, Department of Human Nutrition with the title Associate Professor Emeritus effective January 1, 2013.

Emeritus Titles – Change in Title

ROY J. LEWICKI, Department of Management and Human Resources, change title from Professor Emeritus to Irving Abramowitz Memorial Professor Emeritus, effective November 1, 2012.

* New personnel to the University

** Reappointments

APPENDIX XVIII

UNIVERSITY FOUNDATION REPORT (cont'd)

<u>Establishment of Designated Chairs</u>	<u>Total Gifts</u>
Honda R&D Americas Designated Chair (Is being established November 9, 2012, with gifts from Honda R&D Americas, Inc.; used to provide a chair position to be held by the director of the Honda/OSU Mobility Innovation Exchange.)	\$85,000.00
Spielman Family Designated Chair in Breast Imaging (Is being established November 9, 2012, with annual distribution from The Stefanie Spielman Fund for Breast Cancer Research endowment; used to provide a chair position for a nationally or internationally recognized faculty member in the specialty of breast imaging focusing on better prevention, improved treatments, and a cure of breast cancer.)	\$85,000.00
<u>Change in Description of Named Endowed Fund</u>	
Grimes Scholarship Fund	
<u>Change in Name and Description of Named Endowed Fund</u>	
From: Richard and Leonora Hill Endowment for Optometry To: Richard and Leonora Hill Endowed Lecture Series for the College of Optometry	
From: Transportation and Parking Service Maintenance and Renewal Fund To: Transportation Service Maintenance and Renewal Fund	
<u>Establishment of Endowed Chair</u>	
The Charles F. Sinsabaugh Chair in Psychiatry (Established May 3, 1996, with gifts from Charles F. Sinsabaugh, MD; used to support a chair position to be held by a nationally eminent faculty member with a preference in schizophrenia or a related psychiatric field. The required funding level for a chair was met, and the name and description are being revised November 9, 2012.)	\$2,000,028.07
<u>Establishment of Named Endowed Funds</u>	
Faculty Initiatives and Research Discovery Endowment Fund (Is being established November 9, 2012, with funding acquired from the monetization of the University's parking assets in 2012; for the first 30 years, used to reinvest in the Discovery Theme Initiative; thereafter, used for faculty recruitment, matching support to colleges for faculty salaries, faculty salary support for research release time, retention of outstanding tenure-track faculty members, special space needs in support of faculty initiatives and research, research in targeted areas of development, and research staff support.)	\$200,000,000.00 (not gift money)

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Transportation Operations and Sustainability Endowment Fund (Is being established November 9, 2012, with funding acquired from the monetization of the University's parking assets in 2012; used for ongoing operations supporting the transportation management needs of the University, enhance the campus bus service, decrease traffic on campus, and create a more pedestrian-safe environment.)	\$150,000,000.00 (not gift money)
Eminent Scholarship and Student Support Endowment Fund (Is being established November 9, 2012, with funding acquired from the monetization of the University's parking assets in 2012; 70% used to support the University's premier scholarship program, currently the Eminence Scholarships Program; 20% used to support annual increases in minimum stipend levels of graduate fellows; 10% used to support undergraduate research operations to promote students' engagement in research and discovery activities.)	\$83,000,000.00 (not gift money)
OSU Arts District Support Endowment Fund (Is being established November 9, 2012, with funding acquired from the monetization of the University's parking assets in 2012; used to: maintain, renovate, and improve the physical conditions of current academic buildings and facilities in the Arts District, and construct new ones to support the visual and performing arts; plus supplement University and State support for arts programming that encourages integration within and across the arts on campus, and programming that builds stronger connections between the arts on campus and arts in the community.)	\$50,000,000.00 (not gift money)
Edwin H. and E. Christopher Ellison Endowment Fund (Is being established November 9, 2012, with gifts from colleagues, family, friends, and the OSU Surgery LLC to honor the accomplishments of the late Dr. Edwin H. Ellison and of his son, Dr. E. Christopher Ellison; used to provide support for ongoing needs, program enhancements, and special initiatives, and to foster innovation in the Department of Surgery.)	\$500,000.00
Ruby L. Grill Eye Research Fund (Is being established November 9, 2012, with an estate gift from Ruby L. Grill; used to support medical research on retinal disease, macular degeneration, and the cure and treatment of glaucoma.)	\$338,940.57
Donald E. and Dorothy L. Hauser Endowment Fund (Is being established November 9, 2012, with a gift from the Hauser Family Trust which was created through the estate gifts of Donald E. and Dorothy L. Hauser; used to provide unrestricted support of cancer programs.)	\$220,444.42
The Friends of History World War II Scholarship Fund (Is being established November 9, 2012, with gifts from numerous donors; used to provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying WWII History.)	\$108,903.00

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<p>The Carol L. Newcomb-Alutto Executive Education Endowed Fund (Is being established November 9, 2012, with a gift from Joseph A. Alutto in honor of Carol L. Newcomb-Alutto's retirement from The Max M. Fisher College of Business; used to support the sitting executive director of Executive Education.)</p>	<p>\$106,446.56</p>
<p>Elson Craig MD Ophthalmic Pathology Fund (Is being established November 9, 2012, with gifts from colleagues, family, and friends given in memory and in recognition of the career of the late Dr. Elson L. Craig; used to support research and programs involving ophthalmic pathology.)</p>	<p>\$100,650.00</p>
<p>The Maria Poebing McCutchen Student Exchange Travel Memorial Fund (Is being established November 9, 2012, with estate gifts from Richard McCutchen; used to provide scholarship support for students of The Ohio State University in a student exchange program between The Ohio State University and Ludwig-Maximilians Universität München and/or Technische Universität München in Germany.)</p>	<p>\$90,838.86</p>
<p>Terrence E. and Cecelia M. Geremski Innovation Fund (Is being established November 9, 2012, with a gift from Terrence E. and Cecelia M. Geremski; used by the dean of the Max M. Fisher College of Business to support the activities of the faculty, students, and staff in accordance with the strategic plan of the College.)</p>	<p>\$62,155.85</p>
<p>Donald G. Dunn Scholarship Fund (Is being established November 9, 2012, with gifts from Donald G. Dunn; used to provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying WWII History.)</p>	<p>\$57,500.00</p>
<p>The Sam Lee Commercialization Endowed Fund (Is being established November 9, 2012, with a gift from Dr. Shi Chuan Sam Lee; used for program support for the Student Commercialization Board within the Technology Commercialization and Knowledge Transfer Office.)</p>	<p>\$50,788.94</p>
<p>Robert P. Mullen Scholarship Fund in the Master of Health Administration Program (Is being established November 9, 2012, with gifts from Robert Paul Mullen; used to provide student financial aid for graduate students enrolled in the Master of Health Administration (MHA) Program in the College of Public Health based primarily on financial need.)</p>	<p>\$50,637.71</p>

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<p>The Lynn A. and Richard D. Colby Student Support Fund for Physical Therapy (Is being established November 9, 2012, with gifts from Lynn A. Colby and Richard D. Colby; used to support financial aid, tuition assistance, and academic and research associated activities for students in the School of Health and Rehabilitation Sciences (HRS) enrolled in the dual degree DPT/PhD program in Health and Rehabilitation Sciences; for DPT students who intend to enter the PhD Program in Health and Rehabilitation Sciences in the School of Health and Rehabilitation Sciences; for DPT students enrolled in the research specialization in Physical Therapy or Occupational Therapy; or for licensed physical therapists who are enrolled in the PhD program in HRS.)</p>	<p>\$50,300.00</p>
<p>Charles H. McCaghy Collection of Exotic Dance from Burlesque to Clubs Endowed Fund (Is being established November 9, 2012, with gifts from Charles McCaghy; used for the acquisitions, preservation, and exhibitions of the Charles H. McCaghy Collections of Exotic Dance from Burlesque to Clubs.)</p>	<p>\$50,000.00</p>
<p>S.T.A.R. Professorship Fund (Is being established November 9, 2012, with gifts from community members who are advocates of the Stress, Trauma and Resilience program in the Department of Psychiatry, including initial gifts from Thomas E. Szykowny and Dr. Lee Szykowny; reinvested until required minimum is met, then used to support a professorship position for a nationally or internationally recognized psychiatrist, or other doctorally prepared mental health professional in the field of behavioral health, who specializes in stress and trauma recovery.)</p>	<p>\$50,000.00</p>
<p>Linguistics Faculty Support Fund (Is being established November 9, 2012, with gifts from Peter Culicover, Ilse Lehista, and friends; used to provide an award to a faculty member in the Department of Linguistics.)</p>	<p>\$30,804.30</p>
<p>The Music and Dance Library Endowment Fund (Is being established November 9, 2012, with gifts from friends of the Library; used to purchase materials for the library's collection.)</p>	<p>\$25,884.00</p>
<p>S. Earl Brown Unrestricted Endowment in the College of Arts and Sciences (Is being established November 9, 2012, with estate gifts from S. Earl Brown; used at the discretion of the divisional dean of Social and Behavioral Sciences in consultation with the executive dean of the College of Arts and Sciences.)</p>	<p>\$25,000.00</p>
<p><u>Change in Description of Named Endowed Fund</u></p>	
<p>The Coca-Cola Critical Difference for Women Research on Women Endowed Fund</p>	
<p>The Elizabeth D. Gee Research on Women Endowed Fund</p>	
<p>The H. Gordon Hullfish Memorial Scholarship Fund</p>	

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The Colonel Bernard E. and Mrs. Mary R. McDaniel Opportunity
Scholarship Fund

The John F. Schuller Scholarship Fund

The Visci Family Scholarship Fund

Change in Name and Description of Named Endowed Fund

From: The Donny R. and G. Jeanne Baker Memorial
Scholarship Fund

To: The Donny R., G. Jeanne and Todd L. Baker Memorial
Scholarship Fund

From: The College of Education Alumni Society Scholarship
Fund

To: The Education Alumni Scholarship Fund

From: The Mildred Munday Scholarship Fund in Women's
Studies in the College of Humanities

To: The Mildred Munday Scholarship Fund in Women's, Gender
and Sexuality Studies

From: The Samuel L. and Nancy L. Faulkner Ponn Land Grant
Opportunity Scholarship Fund

To: The Samuel L. and Nancy L. Faulkner Ponn Scholarship
Fund

From: The Women's Studies Professional Development Fund
Closure

To: Women's, Gender and Sexuality Studies Professional
Development Fund

TOTAL

\$487,089,322.28

Honda R&D Americas Designated Chair

It is proposed that the Honda R&D Americas Designated Chair be established November 9, 2012, by the Board of Trustees of The Ohio State University with gifts from Honda R&D Americas, Inc.

This fund provides a chair position to be held by the director of the Honda/OSU Mobility Innovation Exchange including, but not limited to, salary, benefits, and research.

The chair holder shall be appointed for a three-year term by the Board of Trustees of The Ohio State University as recommended by the dean of the College of Engineering. The expectations for this position shall include:

- Oversight of OSU MIX operations including management of MIX-related relationships with Honda
- Working with Honda counterpart (Honda MIX director) and the associate dean for research on identifying new opportunities for collaboration between Honda and OSU
- Engaging faculty members from throughout the College of Engineering and related science departments based on Honda's research needs
- Coordinating access to University facilities and equipment by Honda associates
- Facilitating interactions between OSU faculty and Honda associates through brainstorming sessions, individual meetings, etc.
- Working with OSU Research Foundation and the Honda-OSU Partnership executive director on the execution of contracts for MIX projects; acts as a liaison between faculty, the Office of Sponsored Programs, and Honda's contracting office as needed
- Coordinating and communicating all MIX and other Honda-related activities with the Honda-OSU Partnership executive director
- Oversight of operation of the Honda/OSU MIX laboratory space in Scott Lab
- Strategic planning and long term growth of MIX programs and impact
- Sound fiscal management and fiscal reporting of MIX activities
- MIX communications and website management

The activities of the chair holder shall be reviewed no less than every three years by the dean to determine compliance with the intent of the designated chair, as well as the academic and research standards of the University.

This designated chair position shall cease to exist when annual funding ends.

Amount Establishing Fund: \$85,000.00 minimum per year for 3 years

Spielman Family Designated Chair in Breast Imaging

It is proposed that the Spielman Family Designated Chair in Breast Imaging be established November 9, 2012, by the Board of Trustees of The Ohio State University (University) with a portion of the annual distribution from *The Stefanie Spielman Fund for Breast Cancer Research* endowment.

The fund shall be used for a chair position at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) in support of a nationally or internationally recognized breast imaging faculty member focusing on better prevention, improved treatments, and a cure for breast cancer. Expenditures shall provide salary and benefits for the chair holder and, if funding level permits, other research-related expenses including state-of-the-art technology and personnel.

The designated chair holder shall be appointed for a four-year term by the University's Board of Trustees as approved by the chief executive officer of The James and the

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director of the Comprehensive Cancer Center (CCC) in consultation with the senior vice president for Health Sciences and the dean of the College of Medicine. The activities of the chair holder shall be reviewed no less than every four years to determine compliance with the intent of the designated chair, as well as the academic and research standards of the University.

This designated chair position shall be funded initially for a five-year period and may be renewed thereafter based on appointee's four-year commitment period and subject to the required funding level for a designated chair at that time. At the end of each four-year period or upon an appointment vacancy, renewal shall be determined and approved by the chief executive officer of The James in consultation with the dean of the College of Medicine and with the senior vice president for Health Sciences. A representative of the family of Stefanie Spielman shall be advised of the renewal status of the designated chair.

The designated chair shall cease to exist when annual funding from the endowment distribution ends.

Amount Establishing Fund: \$85,000.00 minimum per year for 5 years

Grimes Scholarship Fund

The Grimes Scholarship Fund was established December 14, 1942, by the Board of Trustees of The Ohio State University, with gifts from Grimes Manufacturing Company of Urbana, Ohio. The description was revised October 1, 1999, and November 9, 2012.

The annual distribution from this endowed fund shall be used to provide up to four equally funded scholarships for graduates of Urbana High School in Urbana, Ohio who are enrolled full-time at the University's main campus, to be awarded to first year students who have strong academic preparation and financial need, and who exhibit strong character and citizenship. Scholarships are renewable up to four years with satisfactory progress toward a degree and compliance in all scholarship criteria. The principal of Urbana High School, with the advice of faculty, shall annually rank and recommend recipients according to an established time schedule.

Student Financial Aid will make the final awarding selection and notify the recipients and Urbana High School, who will announce the recipients and the amount of their awards at commencement exercises. The University will share responsibility with the Urbana High School for ascertaining that the renewal recipients continue to meet the criteria of good citizenship, character, academic performance, and financial need.

The University may use its discretion in replacing a recipient who leaves school before finishing a particular year or all four years of their award. The University will supply a Grimes Family representative with an annual announcement of the recipients and request that each recipient, following the completion of each school year, send a letter to the Grimes Family and to the Urbana High School faculty reporting on their student experience, academic performance and career plans.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donors, if possible, and the director of Student Financial Aid.

Richard and Leonora Hill Endowed Lecture Series on Frontiers in Vision Research

The Richard and Leonora Hill Endowment for Optometry was established July 21, 1978, by the Board of Trustees of The Ohio State University with gifts from Richard Mather Hill, OD, PhD, former College dean. The Richard M. Hill Foundation Assured Endowment Plan was established December 15, 1989, 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 Mather Hill, OD, PhD. The funds were combined and the name and description of the original fund are being revised on November 9, 2012.

The annual distribution from this fund shall be used to provide funding for the College of Optometry to sponsor an annual lecture in vision science and research. Each year, the College of Optometry Research Committee shall submit three topics to the dean of the College, who will make the final selection of that year's theme and presenter(s). All related expenditures shall be approved by the dean. Up to 90% of the fund's annual distribution shall be available for this purpose, any unused portion to be reinvested into the principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donor, if possible, and the dean of the College of Optometry.

Transportation Service Maintenance and Renewal Fund

The Transportation and Parking Service Maintenance and Renewal Fund was established September 19, 2008, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Trustees of The Ohio State University on September 22, 2004, with internal funds. The name and description are being revised November 9, 2012.

The annual distribution and principal, if necessary, shall be used for only maintenance and renewal of the Transportation facilities and infrastructure in accordance with provisions detailed in the Quasi-Endowment for Maintenance and Renewal Funds Agreement dated March 26, 2008.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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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 University that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use shall be designated by the University's Board of Trustees in consultation with the senior vice president for Administration and Planning and the senior vice president for Business and Finance and chief financial officer.

The Charles F. Sinsabaugh Chair in Psychiatry

The Charles F. Sinsabaugh MD Medical Endowment Fund was established May 3, 1996, by the Board of Trustees of The Ohio State University with gifts from Charles F. Sinsabaugh, MD (BA *Cum Laude* and *with High Distinction*, 1947; MD *Summa Cum Laude*, 1951) of Newark, Ohio. The name was changed to The Charles F. Sinsabaugh Chair Fund in Psychiatry and the description was revised July 9, 2004. The required funding level as been reached and the chair is being established on November 9, 2012.

The annual distribution will support a chair position to be held by a nationally eminent faculty member, with a preference in schizophrenia or a related psychiatric field, as recommended by the chairperson of the Department of Psychiatry in consultation with the senior vice president for Health Sciences and dean of the College of Medicine. The activities of the endowed chair holder shall be reviewed no less than every five years by the senior vice president for Health Sciences and dean of the College of Medicine to determine compliance with the intent of the donor, as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the senior vice president for Health Sciences and dean of the College of Medicine.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donor, if possible, and the senior vice president for Health Sciences and dean of the College of Medicine.

Amount Establishing Chair: \$2,000,028.07

Faculty Initiatives and Research Discovery Endowment Fund

It is proposed that the Faculty Initiatives and Research Discovery Endowment Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University with funding acquired from the monetization of the University's parking assets in 2012.

For the first 30 years of the endowment (Fiscal Year 2013 to Fiscal Year 2043), all annual distribution will be invested in the Discovery Theme Initiative. Decisions on

allocation of the annual distribution during this period will be made by the Discovery Themes leadership team with final decisions made by the executive vice president and provost. The annual distribution will be used as a stable source of revenue to support the recruitment of tenured and tenure-track faculty in support of the Discovery Theme Initiative.

After the first 30 years (Fiscal Year 2043 and beyond), the annual distribution will continue to be leveraged for providing financial support for faculty recruitment, matching support to colleges for faculty salaries, faculty salary support for research release time, retention of outstanding tenure-track faculty members, special space needs in support of faculty initiatives and research, research in targeted areas of development, and research staff support. The allocation of the annual distribution will be made by the executive vice president and provost as part of his/her strategic investment pool in support of the University's academic mission.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive vice president and provost and the senior vice president of Business and Finance.

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 University that this fund should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use shall be designated by the University's Board of Trustees in consultation with the executive vice president and provost and the senior vice president of Business and Finance.

Amount Establishing Endowment: \$200,000,000.00 (not gift money)

Transportation Operations and Sustainability Endowment Fund

It is proposed that the Transportation Operations and Sustainability Endowment Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University with funding acquired from the monetization of the University's parking assets in 2012.

This endowment's purpose is to provide annual operating funding for campus transportation and traffic services and creating a more pedestrian-safe environment.

The annual distribution from this fund shall be used for ongoing operations supporting the transportation management needs of the University, enhance the campus bus service, decrease traffic on campus, and create a more pedestrian-safe environment. Funding may be used to enhance existing services and/or capital needs, support transportation sustainability initiatives, and improve pedestrian safety as approved by the senior vice president for Administration and Planning.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the senior vice president for Administration and Planning and the senior vice president for Business and Finance and chief financial officer.

The investment and management of and expenditures from all endowment funds shall

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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 University that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use shall be designated by the University's Board of Trustees in consultation with the senior vice president for Administration and Planning and the senior vice president for Business and Finance and chief financial officer.

Amount Establishing Endowment: \$150,000,000.00 (not gift money)

Eminent Scholarship and Student Support Endowment Fund

It is proposed that the Eminent Scholarship and Student Support Endowment Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University with funding acquired from the monetization of the University's parking assets in 2012.

The annual distribution from this fund will be allocated according to the following formula:

- 70% will be earmarked to support the University's premier scholarship program, currently the Eminence Scholarships Program
- 20% will be allocated to the Graduate School to support annual increases in minimum stipend levels of graduate fellows
- 10% will be allocated to the Office of Undergraduate Education to support undergraduate research operations to promote students' engagement in research and discovery activities

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive vice president and provost and the senior vice president of Business and Finance.

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 University that this fund should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use shall be designated by the University's Board of Trustees in consultation with the executive vice president and provost and the senior vice president of Business and Finance.

Amount Establishing Endowment: \$83,000,000.00 (not gift money)

OSU Arts District Support Endowment Fund

It is proposed that the OSU Arts District Support Endowment Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University with funding

acquired from the monetization of the University's parking assets on 2012.

This Arts District will enable multi- and inter-disciplinary student work across all of Ohio State's arts units and will support collaborations with community partners, including CAPA, Opera Columbus, the Columbus Symphony, and many other community arts organizations. The Arts District will serve as the northern anchor of an arts corridor, to extend down High Street to the Brewery District and will include performing arts venues in partnership with CAPA, as well as the Urban Arts Space.

The vision for the Arts District includes a renovated Sullivant Hall, the expansion and renovation of the School of Music's Weigel Hall and Hughes Hall, the construction of a new performing arts complex to replace the Drake Performance and Event Center, the expansion of the Wexner Center, and the development of facilities on the east side of High Street to support the visual and performing arts. Other buildings, including Hayes Hall, the home of the Department of Design, and Hopkins Hall, home of the Department of Art, are part of the Arts District.

The annual distribution from this fund is earmarked to maintain, renovate, and improve the physical conditions of current academic buildings and facilities in the Arts District and construct new ones to support the visual and performing arts. Annual distribution is also earmarked to supplement University and State support for arts programming that encourages integration within and across the arts on campus and programming that builds stronger connections between the arts on campus and arts in the community (for example, new arts faculty start-up costs, visiting artist programs, campus teaching opportunities for community artists, seed funding for integrated arts programs for students and faculty, etc). The Office of Academic Affairs will allocate annual distribution to support the Arts District based on recommendations made by the executive dean of the College of Arts and Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive vice president and provost and the senior vice president of Business and Finance.

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 University that this fund should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use shall be designated by the University's Board of Trustees in consultation with the executive vice president and provost and the senior vice president of Business and Finance.

Amount Establishing Endowment: \$50,000,000.00 (not gift money)

Edwin H. and E. Christopher Ellison Endowment Fund

It is proposed that the Edwin H. and E. Christopher Ellison Endowment Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from colleagues, family, friends, and OSU Surgery LLC to honor the accomplishments of the late Dr. Edwin H. Ellison and of his son, Dr. E. Christopher Ellison, as both physicians have made a significant impact on the field of general surgery at The Ohio State University.

Dr. E. Christopher Ellison has been a member of the Department of Surgery since 1984, when he joined the faculty as assistant professor, having returned to his home

town of Columbus, Ohio, to complete his general surgery residency training at The Ohio State University. During his nearly three decades at Ohio State, Dr. Ellison has shared his knowledge, experience, and insight with colleagues and students, and has published over 100 peer-reviewed articles and co-authored 2 books, the 9th Edition of *Zollinger's Atlas of Surgical Operations* and *The Coming Shortage of Surgeons*. His leadership has benefited many areas of the medical center, including past directorships of the Division of General Surgery and the general surgery residency program; chairperson of the Department of Surgery since 2000; vice dean for Clinical Affairs and the chief executive officer of the Faculty Group Practice (having led the two-year integration effort to develop it from the past affiliated physician group). He has been honored as a College of Medicine Distinguished Professor and as the holder of the Robert M. Zollinger Chair in Surgery.

Dr. Edwin "Eddie" H. Ellison (1918-1970) also served as an inspiration to his colleagues, residents, and medical students as a surgical scientist and educator. He studied biochemistry, completing his undergraduate, graduate, and medical degree education at Ohio State. After serving in the Army Medical Corps, he returned to Ohio State in 1949, where he co-identified the Zollinger-Ellison Syndrome in 1955; was promoted to professor in the Department of Surgery in 1957; and named "Man of the Year" by medical students for his superb teaching. Dr. Ellison authored more than 130 scientific publications and later became the chairperson of the division of Surgery at Marquette University.

The annual distribution from this fund shall provide support for ongoing needs, program enhancements, and special initiatives, and foster innovation in the Department of Surgery. Allocation of the distribution will be made by the chairperson of Surgery in consultation with the dean of the College of Medicine and the senior vice president of Health Sciences.

Should the endowment reach the funding level of \$1,000,000 for a professorship or \$2,000,000 for a chair position by June 30, 2016, the endowment's annual distribution will support a professorship or chair (based on above funding levels) in support of a nationally or internationally recognized physician faculty member in clinical or academic leadership in the field of Surgery. The appointment to the professorship or chair position, known as the *Edwin H. and E. Christopher Ellison Chair (or Professorship)*, shall be made by the Board of Trustees of The Ohio State University as recommended by the senior vice president for Health Sciences and by the dean of the College of Medicine in consultation with the chairperson of the Department of Surgery. The activities of the professorship or 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.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors and as recommended by the chairperson of the Department of Surgery in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

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Amount Establishing Endowment: \$500,000.00

Ruby L. Grill Eye Research Fund

It is proposed that the Ruby L. Grill Eye Research Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Ruby L. Grill.

The annual distribution from this fund shall be used for the support of medical research on retinal disease, macular degeneration, and the cure and treatment of glaucoma. Allocation of distribution shall be directed by the chairperson of the Department of Ophthalmology in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the Department chairperson.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the chairperson of the Department of Ophthalmology in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

Amount Establish Endowment: \$338,940.57

Donald E. and Dorothy L. Hauser Endowment Fund

It is proposed that the Donald E. and Dorothy L. Hauser Endowment Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with a gift from the Hauser Family Trust, which was created through the estate gifts of Donald E. and Dorothy L. Hauser.

The annual distribution from this fund shall provide unrestricted support for cancer programs at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James). Allocation of the distribution shall be made at the recommendation and approval of the chief executive officer of The James in consultation with the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chief executive officer.

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 donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek recommendations from the chief executive officer of The James and with the senior vice president for Health Sciences.

Amount Establish Endowment: \$220,444.42

The Friends of History World War II Scholarship Fund

It is proposed that The Friends of History World War II Scholarship Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from numerous donors.

The annual distribution from this fund shall provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying WWII History. Recipients shall be selected by the chair of the Department of History in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the executive dean of the College of Arts and Sciences.

Amount Establishing Endowment: \$108,903.00

The Carol L. Newcomb-Alutto Executive Education Endowed Fund

It is proposed that The Carol L. Newcomb-Alutto Executive Education Endowed Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Joseph A. Alutto in honor of Carol L. Newcomb-Alutto's retirement from The Max M. Fisher College of Business at The Ohio State University on August 28, 2012.

The annual distribution from this fund shall be used to support the sitting executive

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director of Executive Education. The incumbent in the position will be known as *The Carol L. Newcomb-Alutto Director of Executive Education*.

If for any reason the position of executive director of Executive Education is left unfilled for a three-year period, the annual distribution shall be directed to a current use fund known as *The Carol L. Newcomb-Alutto Scholarship Fund* and used to provide scholarship support to public sector executives enrolled in credit-free executive training programs at the Fisher College of Business.

If for any reason the position of executive director of Executive Education is eliminated, the endowment shall be revised to *The Carol L. Newcomb-Alutto Scholarship Fund* and the annual distribution shall provide scholarship support to public sector executives enrolled in credit-free executive training programs at the Fisher College of Business.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the Max M. Fisher College of Business.

Amount Establishing Endowment: \$106,446.56

Elson Craig MD Ophthalmic Pathology Fund

It is proposed that the Elson Craig MD Ophthalmic Pathology Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from colleagues, family, and friends given in memory and in recognition of the career of the late Dr. Elson L. Craig of Columbus, Ohio; and supported with gifts from his estate.

At the Ohio State University, Dr. Craig completed his undergraduate degree in zoology (BS, 1955) and earned his advanced degrees (MS Anatomy, 1961; MD, 1966). In the College of Medicine, Dr. Craig was the first African American to be elected junior (medical) class president in 1964-1965. He served as chief resident in the Department of Ophthalmology, 1969-70. After completing a fellowship at the University of California, San Francisco 1970-1971, he returned to The Ohio State University where he served as assistant and associate dean for Student Affairs in the OSU College of Medicine with a concentration on minority enrollment. He was given the alumni achievement award in 2004, served as chief of the Ophthalmic Pathology Division, and became associate professor emeritus, Department of Ophthalmology and Visual Sciences, in July 2004.

The annual distribution from this fund shall support research and programs involving ophthalmic pathology including resident education, imaging, presentations, personnel support, and scholarly activities as approved by the chairperson of the Department of Ophthalmology and Visual Sciences.

In any given year that the endowment distribution is not fully used for its intended

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purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the Department chairperson.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice as recommended by the chairperson of the Department of Ophthalmology and Visual Sciences in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

Amount Establishing Endowment: \$100,650.00

**The Maria Poebing McCutchen
Student Exchange Travel Memorial Fund**

It is proposed The Maria Poebing McCutchen Student Exchange Travel Memorial Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with estate gifts from Richard McCutchen.

The annual distribution from this fund shall be used to provide scholarship support for students of The Ohio State University in a student exchange program between The Ohio State University and the universities in Germany named below. It will alternate between students studying Germanic Languages and Engineering. In even numbered years, the fund shall support a student from The Ohio State University to attend one of the German universities; in odd numbered years, students from one of the German universities will be offered the opportunity to attend The Ohio State University. If a student studying Germanic Languages receives the award, first preference shall be given to a student studying Engineering during that institution's next award cycle. If the annual distribution is sufficient, every year one student from The Ohio State University will receive a scholarship to attend one of the German universities and a student from one of the German universities identified below will be offered the opportunity to attend The Ohio State University.

The OSU scholarship recipient will attend either the Ludwig-Maximilians Universität München to pursue studies of German language, linguistic, literature, and culture, or the Technische Universität München to pursue studies in a field of engineering. Preference will be given to students demonstrating financial need. Scholarship recipients from Ohio State shall be recommended by the appropriate college or department and selected by the director of Study Abroad or his/her designee in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the

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endowment principal at the discretion of the director of Study Abroad, Office of International Affairs.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the director of Study Abroad or the associate provost, Global Strategies and International Affairs.

Amount Establishing Endowment: \$90,838.86

Terrence E. and Cecelia M. Geremski Innovation Fund

It is proposed that the Terrence E. and Cecelia M. Geremski Innovation Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Terrence E. and Cecelia M. Geremski.

The annual distribution from this fund shall be used by the dean of the Max M. Fisher College of Business to support the activities of the faculty, students, and staff in accordance with the strategic plan of the College.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the Max M. Fisher College of Business.

Amount Establishing Endowment: \$62,155.85

Donald G. Dunn Scholarship Fund

It is proposed that the Donald G. Dunn Scholarship Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Donald G. Dunn.

The annual distribution from this fund shall provide scholarship support to

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undergraduate and/or graduate students in the study abroad program who are studying WWII History. Recipients shall be selected by the chair of the Department of History in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the executive dean of the College of Arts and Sciences.

Amount Establish Endowment: \$57,500.00

The Sam Lee Commercialization Endowed Fund

It is proposed that The Sam Lee Commercialization Endowed Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Shi Chuan Sam Lee (MS 1972, PhD 1974), San Diego, California.

The annual distribution from this fund shall be used for program support for the Student Commercialization Board within the Technology Commercialization and Knowledge Transfer Office. The distribution will be transferred annually to the Technology Commercialization and Knowledge Transfer Office.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the

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donor, if possible, and the dean of the College of Engineering.

Amount Establishing Endowment: \$50,788.94

**Robert P. Mullen Scholarship Fund in the
Master of Health Administration Program**

It is proposed that the Robert P. Mullen Scholarship Fund in the Master of Health Administration Program be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Robert Paul Mullen (MHA 1979).

The annual distribution from this fund shall provide student financial aid for graduate students enrolled in the Master of Health Administration (MHA) Program in the College of Public Health based primarily on financial need. Scholarships shall be awarded annually and are renewable for students who maintain good academic standing. Recipients shall be selected by the director of the MHA program in consultation with Student Financial Aid and the dean of the College of Public Health.

It is the preference of the donor that if scholarships for the MHA graduate program are no longer needed, then the annual distribution shall provide scholarships for students enrolled in the College of Medicine pursuing the MD degree.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Public Health.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and the dean of the College of Public Health.

Amount Establishing Endowment: \$50,637.71

**The Lynn A. and Richard D. Colby Student
Support Fund for Physical Therapy**

It is proposed that The Lynn A. and Richard D. Colby Student Support Fund for Physical Therapy be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Lynn A. Colby (BS 1967; MS 1972) and Richard D. Colby (BA 1971) of Columbus, Ohio.

The annual distribution from this fund shall be used to support financial aid, tuition

assistance, and academic and research associated activities for students in the School of Health and Rehabilitation Sciences (HRS) enrolled in the dual degree DPT/PhD program in Health and Rehabilitation Sciences; for DPT students who intend to enter the PhD Program in Health and Rehabilitation Sciences in the School of Health and Rehabilitation Sciences; for DPT students enrolled in the research specialization in Physical Therapy or Occupational Therapy; or for licensed physical therapists who are enrolled in the PhD program in Health and Rehabilitation Sciences in HRS. It is the donors' intent that funds may also be used for DPT and PhD graduate education and graduate research related activities, projects, and initiatives including, but not limited to, professional conference presentations, travel, and professional development as approved by the director of the Division of Physical Therapy in the School of Health and Rehabilitation Sciences. Student recipients will be selected by the director of the Division of Physical Therapy in consultation with the dean of the College of Medicine. It is the donors' intent that financial aid and/or awards for study and research may be renewed annually for students who maintain good academic and professional standing.

Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the School of Health and Rehabilitation Sciences in consultation with the director of the Division of Physical Therapy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of the School of Health and Rehabilitation Sciences in consultation with the director of the Division of Physical Therapy.

Amount Establishing Endowment: \$50,300.00

**Charles H. McCaghy Collection of Exotic
Dance from Burlesque to Clubs Endowed Fund**

It is proposed that the Charles H. McCaghy Collection of Exotic Dance from Burlesque to Clubs Endowed Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Charles McCaghy.

The annual distribution from this fund shall be used for the acquisitions, preservation, and exhibitions of the Charles H. McCaghy Collections of Exotic Dance from Burlesque to Clubs. Expenditures shall be approved at the discretion of the collections curator in consultation with the associate curator.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of the University Libraries.

Amount Establish Endowment: \$50,000.00

S.T.A.R. Professorship Fund

It is proposed that the S.T.A.R. Professorship Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from community members who are advocates of the Stress, Trauma and Resilience program in the Department of Psychiatry, including initial gifts from Thomas E. Szykowny and Dr. Lee Szykowny of Columbus, Ohio.

The endowment's annual distribution shall be transferred to the endowment's principal until the required minimum funding level of \$1,000,000 is reached and until no later than December 31, 2017. As a fully-funded professorship, the endowment's annual distribution will support a professorship position for a nationally or internationally recognized psychiatrist, or other doctorally prepared mental health professional in the field of behavioral health, who specializes in stress and trauma recovery. The professorship holder shall be appointed by the Board of Trustees of The Ohio State University as recommended by the chairperson of the Department of Psychiatry and as approved by the dean of the College of Medicine and the senior vice president for Health Sciences. The activities of the professorship 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.

If full funding for an endowed professorship of \$1,000,000 is not reached by December 31, 2017, the Foundation will convert the endowment's purpose to providing general support of the S.T.A.R. program in the Department of Psychiatry.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the Department chairperson.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from both a representative of the donors and as recommended by the chairperson of the Department of Psychiatry in consultation with the dean of the College of Medicine and

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the senior vice president for Health Sciences.

Amount Establishing Endowment: \$50,000.00

Linguistics Faculty Support Fund

It is proposed that the Linguistics Faculty Support Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Peter Culicover, Ilse Lehista, and friends.

The annual distribution from this fund shall be awarded to a faculty member in the Department of Linguistics as recommended by the Department's chair and approved by the executive dean of the College of Arts and Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and the executive dean of the College of Arts and Sciences.

Amount Establishing Endowment: \$30,804.30 (grandfathered)

The Music and Dance Library Endowment Fund

It is proposed that The Music and Dance Library Endowment Fund be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends of the Library.

The annual distribution from this fund shall be used to purchase materials for the library's collection, including but not limited to books, journals, audio recordings, video recordings, and computer-based information as approved by the director of the University Libraries.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the University Libraries.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the

November 9, 2012 meeting, Board of Trustees

original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and the director of the University Libraries.

Amount Establishing Endowment: \$25,884.00 (grandfathered)

S. Earl Brown Unrestricted Endowment in the College of Arts and Sciences

It is proposed that the S. Earl Brown Unrestricted Endowment in the College of Arts and Sciences be established November 9, 2012, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of S. Earl Brown.

The donor designated this gift to the College of Social and Behavioral Sciences which is now the Division of Social and Behavioral Sciences in the College of Arts and Sciences.

The annual distribution from this fund shall be used at the discretion of the divisional dean of Social and Behavioral Sciences in consultation with the executive dean of the College of Arts and Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences in consultation with the divisional dean of Social and Behavioral Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the executive dean of the College of Arts and Sciences in consultation with the divisional dean of Social and Behavioral Sciences.

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

The Coca-Cola Critical Difference for Women Research on Women Endowed Fund

The Elizabeth D. Gee Endowment Fund for Research on Women was established October 7, 1994, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from The Coca-Cola Foundation. The fund name and description were revised on August 29, 2001. The description is being further revised on November 9, 2012.

The annual distribution shall be used to provide grants to Ohio State University faculty members and PhD candidates to pursue research on women, gender, and gender equity and will be open to applicants University-wide. The fund and the grant award process shall be administered by the Department of Women's, Gender and Sexuality Studies in accordance with the management agreement for the Coca-Cola Critical

November 9, 2012 meeting, Board of Trustees

Difference for Women Research on Women Endowed Fund. Award grants from this fund will be based on recommendations of a University-wide Research on Women Committee chaired by a Women's, Gender and Sexuality Studies faculty member.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the executive dean of the College of Arts and Sciences in consultation with the chairperson of the Department of Women's, Gender and Sexuality Studies.

The Elizabeth D. Gee Research on Women Endowed Fund

The Elizabeth D. Gee Research on Women Endowed Fund was established on November 6, 1992, by the Board of Trustees of The Ohio State University with gifts from friends and admirers of Elizabeth Gee. The description was revised August 29, 2001, and is being further revised on November 9, 2012.

The annual distribution shall be used by the Department of Women's, Gender and Sexuality Studies in the College of Arts and Sciences to provide research grants to faculty and graduate students conducting research on women, gender, and gender equity. This research fund shall be administered by the Department of Women's, Gender and Sexuality Studies.

In any given year that there are no eligible recipients, 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 the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the chairperson of the Department of Women's, Gender and Sexuality Studies, and the executive dean of the College of Arts and Sciences.

The H. Gordon Hullfish Memorial Scholarship Fund

The H. Gordon Hullfish Memorial Scholarship Fund was established November 6, 1998, 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 Lucile B. Hullfish and gifts from Joan Hullfish Bailey (BSEd 1953). The description was revised October 6, 2000, and April 6, 2007, and is being further revised on November 9, 2012.

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Professor H. Gordon Hullfish (MA 1922, PhD 1924) taught in the College of Education and Human Ecology from 1922, until his death in 1962. He was one of the first recipients of the Alumni Award for Distinguished Teaching and was an inaugural member of the College of Education Hall of Fame. He was a prolific author and editor, an outstanding teacher, and an educational leader.

The annual distribution from this fund shall provide assistance to doctoral candidates in the College of Education and Human Ecology whose major field of study is the philosophy of education. Recipients shall be selected by the College's dean in consultation with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the College of Education and Human Ecology.

The Colonel Bernard E. and Mrs. Mary R. McDaniel Opportunity Scholarship Fund

The Colonel Bernard E. and Mrs. Mary R. McDaniel Scholarship Fund was established April 6, 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 Colonel Bernard E. McDaniel (The Ohio State University – B.A. Political Science 1967; The American University of Washington, D.C. – M.A. School of International Service 1980) and Mrs. Mary R. McDaniel (Notre Dame of Maryland University – B.A. English 1970). Colonel and Mrs. McDaniel reside in Round Hill, Virginia. The description was revised July 11, 2008 and November 7, 2008. The name and description were revised June 22, 2012. The description is being revised November 9, 2012.

Col. and Mrs. McDaniel established this scholarship to encourage academically capable, but financially challenged students, to pursue college educations. They hope that this scholarship helps motivate young, talented students and provides them an opportunity to obtain a college education that otherwise may not be possible. The donors request that applicants document their strong leadership skills, integrity, and public service to their communities.

The annual distribution from this fund shall be used to support renewable scholarships for first-year undergraduate students in the College of Food, Agricultural, and Environmental Sciences at the University's Columbus Campus. Qualified students must have demonstrated high academic achievement, be of full-time status, and federal work-study eligible, or equivalent if the federal work-study program ceases to exist. Overall preference shall be given to public high school students who are the first generation in their immediate families to attend college with first preference given to students from Perry County, Ohio, and second preference given to students from any

Appalachian Ohio county. If there are no eligible first generation students, then students who otherwise meet the scholarship's criteria with preference given to students from Perry County, Ohio, and then from Appalachian Ohio counties may be considered. The scholarship shall be used for tuition and fees, books and supplies, and room and board.

The scholarship may be awarded to the same students in successive years, not to exceed four (4) years, provided the students are enrolled as a declared major and actively pursuing a degree in the College of Food, Agricultural, and Environmental Sciences and continue to meet the scholarship's criteria. Students must maintain at least a 3.0 cumulative grade point average (earned no later than the end of the second academic year) and must work at least 10 hours per week on average during each semester. If students are not participating in the provided work-study program, then they will be required to provide documentation of gainful, external employment of at least 10 hours per week on average during each semester to remain eligible for the scholarship.

Recipients shall be selected by the college's scholarship selection committee in accordance with the guidelines and procedures approved by the dean of the college or his/her designees for scholarship administration, and in consultation with the University's Office of Student Financial Aid.

If unforeseen circumstances arise beyond a student's control that impedes his/her ability to meet the renewal criteria, the college's scholarship selection committee may renew the scholarship at its discretion.

As sufficient funds are available, it is the donors' intention for the fund to support one or more scholarship awards equivalent to 100% of the cost of tuition and fees, books and supplies, and room and board less any federal work-study or other grant aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purposes, the unused portion shall be reinvested in the endowment principal.

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

It is the donors' desire that this endowment benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the donors as noted in the endowment as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, or their designated representative, Ms. Sandra D. Trinter of Columbus, Ohio, and the vice president for Agricultural Administration and executive dean of the College of Food, Agricultural, and Environmental Sciences.

The John F. Schuller Scholarship Fund

The John F. Schuller Scholarship Fund was established November 4, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. William O. Schuller (BS 1965) in honor of his brother who suffers from congenital glaucoma. The description is being revised on November 9, 2012.

November 9, 2012 meeting, Board of Trustees

The annual distribution from this fund shall provide scholarships to students enrolled in the College of Optometry who demonstrate academic merit; work with the developmentally disabled, especially visually impaired individuals; have a commitment to community service and a social conscience. Secondary preference will be given to students who also demonstrate leadership and excellent clinical skills. Scholarship recipients shall be selected by the College's dean or his/her designee in consultation with Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy in conjunction with the College's scholarship committee and/or Dr. William Schuller.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Optometry.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Optometry.

The Visci Family Scholarship Fund

The Visci Family Scholarship Fund was established July 7, 2006, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Joseph M. Visci (MA 1977) and his wife, Martha A. Claus, in honor of Leonard Visci (MA 1955) and Alice Visci. The description is being revised on November 9, 2012.

Leonard and Alice spent their nearly 60 years of married life in commitment to public education, much of it in the East Cleveland City Schools. In addition to raising four children and seeing all four complete their college degrees, Leonard enjoyed a successful career in K-12 public education that spanned four decades as a coach, classroom teacher, principal, and district superintendent. In "retirement," he worked for General Electric to develop training programs and later worked with student teachers at Hiram College. Supporting Leonard every step of the way was Alice, his typist, editor, and counselor as he pursued his various degrees. Alice also mastered the role of mother, homemaker, and school booster, and performed amazing feats of financial wizardry to ensure that the household budget could support all of the children's tuitions.

The annual distribution from this fund shall be used to provide a need-based scholarship(s) to a student(s) in the College of Education and Human Ecology in his/her final two (2) years of study. Qualified candidates shall be preparing for teacher licensure at either the primary or secondary level and be planning on pursuing a career in teaching K-12. Scholarship recipients will be selected by the College's scholarship committee and appointed by the dean of the College in consultation with Student Financial Aid.

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.

November 9, 2012 meeting, 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 the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean of the College of Education and Human Ecology.

The Donny R., G. Jeanne and Todd L. Baker Memorial Scholarship Fund

The Donny R. and G. Jeanne Baker Memorial Scholarship Fund was established May 4, 2001, 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 Trent R. Baker (BA, 1983) and Todd L. Baker (BSBA 1991), in honor of their parents, Donny R. Baker (BSEd, 1963) and G. Jeanne Baker. The description was revised September 22, 2006. The name and description are being further revised on November 9, 2012, to honor and remember Todd L. Baker.

The annual distribution from this fund shall be used to support educational diversity at the University, consistent with the University's mission and admissions policy. It is the donor's desire that the scholarships be awarded in furtherance of the diversity mission with particular attention to, but not limited to, minority students from low-income neighborhoods who are graduates of Columbus City Schools, who have displayed leadership and integrity, and are active in community service. First priority will be given to students who have been accepted to Ohio State who have participated in Urban Concern/Harambee School of Columbus or the Upward Bound program. Scholarships will be awarded by the Office of Diversity and Inclusion in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean and director of the Office of Diversity and Inclusion.

The Education Alumni Scholarship Fund

The College of Education Alumni Society Scholarship Fund was established March 2, 2001, 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 Education and Human Ecology

November 9, 2012 meeting, Board of Trustees

(formerly known as the College of Education). The name and description are being revised November 9, 2012.

The annual distribution from this fund shall provide financial support to students enrolled in the College of Education and Human Ecology majoring in an education program who are nearing the end of their degree program and have demonstrated financial need. Scholarship recipients will be selected by the College's dean or his/her designee, in consultation with education faculty and Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and the dean of the College of Education and Human Ecology.

The Mildred Munday Scholarship Fund in Women's, Gender and Sexuality Studies

The Mildred Munday Scholarship Fund in Women's Studies in the College of Humanities was established July 12, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from numerous donors in memory of Mildred Munday. The name and description are being revised November 9, 2012.

The annual distribution shall be used to provide a scholarship for students in the Department of Women's, Gender and Sexuality Studies. The scholarship will be awarded in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences in consultation with the chairperson of the Department of Women's, Gender and Sexuality Studies.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the executive dean of the College of Arts and Sciences in consultation with the chairperson of the Department of Women's, Gender and Sexuality Studies.

The Samuel L. and Nancy L. Faulkner Ponn Scholarship Fund

The Samuel L. and Nancy L. Faulkner Ponn Land Grant Opportunity Scholarship Fund was established June 18, 2010, 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 Samuel and Nancy Ponn of Palm Springs, California. The description was revised on September 17, 2010. The name and description are being revised November 9, 2012.

The annual distribution from this endowed fund shall be equally divided to support two scholarships. Students shall reside in Ashtabula County, Ohio for one scholarship. For the second scholarship, students shall reside in one of the following (in this order): Murray City, Ohio; in the former Buchtel School District; Nelsonville -York School District; or Rocky River School District.

The scholarship shall be used for expenses such as tuition, room and board, books and supplies, and miscellaneous educational expenses for two semesters in the given academic year. Scholarships may be renewed for up to eight semesters or until completion of a bachelor's degree, provided the recipient maintains a 3.0 or higher grade point average. Student Financial Aid will administer this scholarship fund.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of Student Financial Aid.

**Women's, Gender and Sexuality
Studies Professional Development Fund**

The Women's Studies Professional Development Fund was established February 1, 2008, by the Board of Trustees of The Ohio State University with gifts from friends of the College of Humanities and the Department of Women's Studies. The name and description are being revised November 9, 2012.

The annual distribution from this fund shall be used for activities that contribute to the professional development of core faculty and graduate students in the College of Arts and Sciences, Department of Women's, Gender and Sexuality Studies as approved by the executive dean of the College in consultation with the chairperson of the Department.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences in consultation with the chairperson of the Department of Women's, Gender and Sexuality Studies.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the executive dean of the College of Arts and Sciences in consultation with the chairperson of the Department of Women's, Gender and Sexuality Studies.



The Ohio State University Foundation
 FY 2013 New Fundraising Activity Report
New Fundraising Activity Progress
 7/1/2012 through 9/30/2012

	Activity	Goal	% Achieved	7/1/2011 through 9/30/2011	% Change
Outright Gifts and Pledges					
Cash and Securities	\$22,614,644			\$16,218,130	39.44%
Real Estate	\$0			\$0	0.00%
Gifts-in-Kind	\$312,693			\$800,565	-60.94%
Pledges	\$13,231,671			\$8,709,432	51.92%
Matching Gift	\$100,917			\$279,683	-63.92%
Recurring	\$739,604			\$725,176	1.99%
Total Outright Gifts and Pledges	\$36,999,528	\$213,287,753	17.35%	\$26,732,986	38.40%
Planned Gifts					
Irrevocable Planned Gifts	\$3,290,679			\$2,791,372	17.89%
Revocable Planned Gifts	\$9,573,840			\$12,113,181	-20.98%
Total Planned Gifts	\$12,864,520	\$64,321,747	23.68%	\$14,904,553	
Private Grants (OSP)	\$16,286,971	\$92,390,600	17.63%	\$27,079,623	-39.86%
Total Fundraising Activity	\$66,151,019	\$360,000,000	18.38%	\$68,717,061	-3.73%
		Time Elapsed	25.00%		

The Ohio State University Foundation
 FY 2013 New Fundraising Activity Report
New Fundraising Activity Progress - Unit
 7/1/2012 through 9/30/2012

Unit	Outright Gifts and Pledges	Planned Gifts	OSU Foundation Activity	Private Grants (OSP)	Total Fundraising Activity	Goal	% Achieved
Academic Affairs	\$503,501	\$200,882	\$1,264,483	\$84,638	\$1,549,121	\$9,017,992	14.96%
Alumni Association	\$134,446	\$300,000	\$434,446	\$0	\$434,446	\$1,600,000	27.15%
Arts and Sciences (Colleges of the)	\$599,347	\$7,560,676	\$5,260,624	\$1,527,901	\$9,187,984	\$24,775,000	39.51%
Athletics	\$5,425,649	\$480,650	\$5,906,299	\$0	\$5,906,299	\$42,000,000	16.49%
Business Administration (College of)	\$2,430,448	\$358,745	\$2,789,193	\$0	\$2,789,193	\$14,170,000	27.17%
Cancer (James S. Watson)	\$1,71,657	\$37,600	\$209,157	\$3,515,485	\$3,724,642	\$60,000,000	9.25%
Education and Human Ecology (College of)	\$282,733	\$505,000	\$787,733	\$494,369	\$1,282,102	\$7,750,615	16.54%
Engineering (College of)	\$1,914,080	\$27,150	\$1,941,230	\$4,647,600	\$6,588,830	\$39,024,000	17.33%
Food, Agricultural and Enviro Sciences (College of)	\$783,113	\$361,800	\$1,144,913	\$2,710,948	\$4,055,861	\$20,551,080	23.33%
Health, Behavioral and Society Sciences (College of)	\$550,000	\$0	\$550,000	\$461,740	\$1,011,740	\$1,400,000	39.29%
Law (Michael E. Moritz College of)	\$226,851	\$0	\$226,851	\$0	\$226,851	\$5,100,000	4.44%
Medical Center (Weiner)	\$952,635	\$225,000	\$1,177,635	\$1,184,671	\$2,362,306	\$16,748,000	12.60%
Medicine (College of)	\$334,058	\$395,658	\$1,329,626	\$509,988	\$1,839,614	\$10,400,000	17.69%
Natural Resources (College of)	\$59,833	\$66,000	\$125,833	\$62,431	\$188,264	\$1,500,000	14.54%
Nursing (College of)	\$26,878	\$0	\$26,878	\$46,968	\$73,846	\$1,843,000	4.01%
OSU Lima	\$72,845	\$0	\$72,845	\$0	\$72,845	\$727,700	10.01%
OSU Mansfield	\$20,109	\$0	\$20,109	\$0	\$20,109	\$500,000	0.57%
OSU Marion	\$26,837	\$0	\$26,837	\$0	\$26,837	\$1,833,000	1.82%
OSU Newark	\$81,254	\$0	\$81,254	\$0	\$81,254	\$1,881,000	5.14%
Pharmacy (College of)	\$29,926	\$5,510	\$35,436	\$86,764	\$121,990	\$1,881,000	1.82%
Public Health (College of)	\$87,974	\$0	\$87,974	\$83,259	\$1,13,185	\$1,333,000	8.49%
Social Work (College of)	\$175,038	\$129,397	\$304,435	\$0	\$304,435	\$1,400,000	30.49%
Student Life	\$1,112,112	\$1,112,112	\$2,224,224	\$298,420	\$2,522,644	\$1,000,000	25.22%
Student Life (College of)	\$383,112	\$1,189,133	\$1,572,245	\$197,837	\$1,770,082	\$1,500,000	6.09%
Veterinary Medicine (College of)	\$520,044	\$0	\$520,044	\$197,837	\$717,881	\$1,500,000	4.78%
WOSU Public Stations	\$506,330	\$22,500	\$528,830	\$0	\$528,830	\$9,750,000	7.83%
Total	\$36,989,658	\$12,864,620	\$49,864,048	\$16,286,971	\$66,151,019	\$360,000,000	18.39%

Time Elapsed 26.00%

The Ohio State University Foundation
 FY 2013 Philanthropic Receipts Report
Philanthropic Receipts
 7/1/2012 through 9/30/2012



	7/1/2012 through 9/30/2012	7/1/2011 through 9/30/2011	% Change
Outright Gift Receipts			
Cash and Securities	\$23,734,307	\$17,284,687	37.31%
Real Estate	\$0	\$0	0.00%
Gifts-in-Kind	\$312,693	\$800,565	-60.94%
Outright Gift Receipts	\$24,047,000	\$18,085,251	32.96%
Pledge Receipts	\$7,597,367	\$5,244,205	44.87%
Planned Gift Receipts			
Revocable Planned Gifts	\$3,017,068	\$2,112,109	42.85%
Irrevocable Planned Gifts	\$3,291,547	\$2,791,372	17.92%
Planned Gift Receipts	\$6,308,616	\$4,903,481	28.66%
Private Grant (OSP) Receipts	\$16,286,971	\$27,079,523	-39.86%
Philanthropic Receipts Total	\$54,239,953	\$55,312,460	-1.94%

APPENDIX XIX

Executive Summary
A Proposal to Re-Align Academic Units in the
College of Education and Human Ecology
May 18, 2012

I. Background

The College of Education and the College of Human Ecology were merged in 2006 to form the College of Education and Human Ecology (EHE). The motivation for the merger was “to achieve synergy of mission and purpose”. The academic units in the original College of Education were the School of Teaching and Learning, the School of Educational Policy and Leadership, and the School of Physical Activities and Education Services. The original College of Human Ecology consisted of the Department of Consumer Science, the Department of Human Development and Family Science, and the Department of Human Nutrition.

The academic units within the college had remained largely unchanged since the merger. The proposal to merge the two colleges envisioned a necessary second phase in which the internal structure of the academic units of the merged colleges would require to be changed pursuant to Faculty Rule 3335-3-37 to take full advantage of the opportunities presented by the merger. The current proposal under consideration was the realignment proposal that addresses the second phase of the merger.

II. Summary of Proposal

At the request of the Provost, the Dean of the College of Education and Human Ecology initiated a process for realigning the academic units of the college in January 2011. The steps in the process leading up to the current proposal can be best summarized in a time line as follows:

1. *November 2010*: Provost Alutto and Dean Achterberg convened a meeting of the faculty of the college during which the need for the realignment of the college was discussed.
2. *November 2010*: Dean Achterberg defined a set of Guiding Principles and provided a time line for the realignment process.
3. *January 2011*:
 - a. Associate Dean Blount was made point person for the realignment process.
 - b. Dean Achterberg and Associate Dean Blount convened a realignment kick-off meeting of the faculty of the college. College faculty were provided with data sheets on the current units of the college.
 - c. Dean Achterberg appointed a five person Realignment Task Force to consider proposals submitted by sub-groups of faculty. The task force members were selected by the Dean to represent the college collectively.
 - d. Faculty were encouraged to work in sub-groups to develop proposals for realigned units that met the Guiding Principles and submitted such proposals to the Realignment Task Force by February 25, 2011. A suitable template was provided to assist in developing proposals for realigned units.
4. *February 2011-March 2011*: The Realignment Task Force met several times to consider the eight submitted proposals and settled on

two possible proposals: a three unit model and a four unit model. The task force met with the college administrative team and was encouraged to present the unit realignment proposals and the question of schools versus departments as the resulting units to the College Council.

5. *April 2011:* The Realignment Task Force presented its recommendations to the College Council.
6. *May 2011:*
 - a. A college-wide forum was held to discuss the proposals for the three unit and four unit models developed by the task force.
 - b. A four day window was opened for faculty to vote on the two questions:
 - (i) three unit versus four unit structure for the realigned college; and
 - (ii) departments or schools for the realigned units
 - c. 72% (110/153) of the votes cast favored the three unit model; 27% (41/153) of the votes favored the four unit model and there were two abstentions. The votes cast represented 84% of the eligible faculty.
 - d. 54% (82/152) of the votes cast favored departments; 46% (70/152) votes were for schools. The votes cast represented 83% of the eligible faculty.
 - e. Since Faculty Rule 3335-3-37 requires a simple majority vote of the faculty of the college which contains the realigned units, the three unit model with each unit being named a department was chosen as the proposal to go forward. Unit A had 54 faculty members, all from the existing School of Teaching and Learning; Unit B had 53 faculty members and includes all faculty members from the existing School of Educational Policy and Leadership, 23 faculty members from the School of Physical Activities and Educational Services, and one faculty member from the existing Department of Human Development and Family Science; and Unit C consisted of 54 faculty members that included 14 from the Department of Consumer Science, 11 from the Department of Human Development and Family Science, 13 from the Department of Human Nutrition, and 16 from the School of Physical Activities and Educational Services.
7. *Summer 2011:* Dean Achterberg communicated her approval of the three unit, department structure for the new college to Provost Alutto via a memo. Provost Alutto asked for a proposal reflecting the approved structure for review by Council on Academic Affairs (CAA), University Senate, and the Board of Trustees as per Faculty Rule 3335-3-37.
8. *Autumn 2011:* Faculty from Unit A chose to retain the existing name "Teaching and Learning". Faculty from the proposed Unit B chose the name "Educational Studies" for their unit.
9. *January 2012:* Faculty in Unit C chose the name "Human Sciences" for their unit.
10. *February 2012:* The proposal under review was submitted to CAA.

III. Ad-hoc Subcommittee Activities

The activities of Ad-hoc subcommittee can be best summarized in a time line as follows:

1. *March 2012:* Subcommittee A of CAA (Professors Krishnamurthy, Alexander, Lang and Wilkins) received the "Proposal to re-align academic units of the College of Education and Human Ecology".
2. *March/April 2012:* The subcommittee met twice to consider the proposal. Professor Wells was added to the subcommittee in late April.
3. *May 2012:*
 - a. In early May Professor Mary Ellen Wewers was added to the subcommittee to bring it to full strength.
 - b. The subcommittee formulated a set of questions about the proposal that were emailed to Dean Achterberg and Associate Dean Blount on May 8, 2012.
 - c. On May 10, 2012, Professor Krishnamurthy requested Dean Achterberg and Associate Dean Blount to inform the faculty of the college that they can
 - (i) email the subcommittee with any comments about the EHE realignment; and
 - (ii) attend a meeting of the subcommittee on May 16, 2012 to address any comments or concerns to the subcommittee directly. All communication would be kept in complete confidence.
 - d. On May 13, 2012 Associate Dean Blount emailed the subcommittee a memo responding to the questions posed by the subcommittee, and confirmed that college faculty would be informed on May 14 about the two methods of communicating with the subcommittee.
 - e. On May 16, 2012 the subcommittee met with several faculty members from the College of EHE. All the EHE faculty were from the proposed Unit C, and several expressed significant concern about the three unit structure, and the process that was followed in choosing the proposals that were brought forward, as well as the voting.
 - f. Several faculty members from EHE emailed the chair of the subcommittee with comments about the EHE realignment proposal.
4. *June 1, 2012:* The subcommittee met with Dean Achterberg and Associate Dean Blount to hear their views of the realignment process and the resulting proposal.
5. *July 11, 2012:* The subcommittee met with members of the EHE Realignment Task Force to get their view on the realignment process and resulting proposal.
6. *August 2, 2012:* The subcommittee met with Professors Randy Smith, Susan Wouldiams from the Office of Academic Affairs and Professor Kay Wolf, Chair of CAA, to discuss the status of the evaluation of the realignment proposal. A large portion of the discussion focused on stipulations that could be added to the subcommittee's recommendations to ensure that the faculty concerns heard during the proposal evaluation process were suitably addressed.

7. *August 27, 2012:* The subcommittee met to finalize the report and recommendations to CAA.

IV. **Ad-hoc Subcommittee Evaluation**

The subcommittee evaluated the proposal on two dimensions: process and outcome. The evaluation of the process was primarily concerned with ensuring that all steps as per Faculty Rule 3335-three 37 were correctly followed. The evaluation of the outcome was primarily concerned with determining if the proposed realignment of the college led to synergistic academic units that could grow and enhance the academic reputation of the college, and attract high caliber faculty and students.

1. **Evaluation of process:** Faculty Rule 3335-3-37 requires that a number of steps be carried out in the alteration and abolition of academic units, including the reconfiguration of units.
 - a. Initiation of alteration or abolition. The proposal was initiated by the Dean of the College of Education and Human Ecology under Faculty Rule 3335-3-37.
 - b. Proposal for alteration or abolition
 - (i) A rationale for alteration or abolition of a unit should include a history of the formation, activities and evaluation of the performance of the unit. The stated rationale in the proposal was that the realignment of the units was essential to fully achieve the intended synergies and collaborations among faculty that was anticipated by the merger of the Colleges of Education and Human Ecology. The subcommittee was of the opinion that the rationale was appropriate since the academic units within the College of Education and Human Ecology had been unchanged since the merger.
 - (ii) An enumeration of all faculty affected by the alteration or abolition of the unit. The proposal provided such an enumeration. (Section II, 6. e.)
 - (iii) A person-by-person analysis of the proposed reassignment or other accommodation of the faculty identified in paragraph (B) (2) (b) of Faculty Rule 3335-3-37, including a statement of the impact on promotion and tenure. No tenured faculty member shall be involuntarily terminated as a result of the process. However, faculty may be transferred to another unit in accordance with paragraph (C) (2) of rule 3335-6-06 of the Administrative Code and with regard to the teaching, research, and service expertise of the individual. The proposal did not require the termination of any faculty member as a result of the realignment. While there were changes in the TIU of a number of faculty members, such changes were made within the scope of appropriate Faculty Rules. A reasonable procedure for the consideration of promotion and tenure cases was provided. A suitable length of time for faculty to choose to be evaluated under the P&T criteria of their existing unit, where possible, was provided.
 - (iv) An analysis of the academic courses now taught by the unit and provisions for their reassignment to other units, if relevant. The proposal described

how academic programs, and presumably the academic courses within these programs, would be transferred to academic units within the realigned college.

- (v) An analysis of the students affected by the proposal, including majors, non-majors, professional and graduate students. The proposal stated that students would not be impacted in any substantial way since all programs and courses would continue to be offered after realignment; the only change would be a change in the academic unit offering the program. The proposal further stated that students would have the same access to faculty and staff as before realignment. The subcommittee was of the opinion that while the was substantially true for most of the college, graduate students in the current Department of Human Development and Family Science may be affected because of a loss of several faculty members, and as a result, their areas of expertise.
- (vi) Specific proposals regarding support for currently enrolled students until degree completion. Since academic programs were unaffected by the realignment, specific proposals for currently enrolled students were not provided.
- (vii) An analysis of the budgetary consequences to all relevant units as a consequence of the proposal. The proposal stated that the fiscal health of the realigned units and the college as a whole would continue to be strong after realignment. The proposal also stated that an ongoing fiscal advisory committee would be created to review and suggest updates to fiscal policies.
- (viii) An analysis of the services lost to the rest of the university as a consequence of the proposal. The proposal did not identify any loss of services to the university as a result of the realignment.
- (ix) An analysis of impact on constituencies external to the university, including alumni. The proposal stated that external constituencies would be minimally affected by the realignment, with the benefit that the new academic units and structure would be more “intuitive and sense making”. It did not appear that the proposed structure has been communicated to alumni or other external groups and their feedback solicited.
- (x) An analysis of the impact on governance at all relevant levels as a consequence of the proposal. The proposal described governance changes at the university, college and department level that would occur as a result of the realignment. The subcommittee did not see any cause for concern in the proposed changes or procedures to be followed to affect the changes.
- (xi) An analysis of the impact upon diversity. The proposal stated that the realignment would result in a greater balance across the resulting units in terms of gender and race/ethnicity.

- (xii) An analysis of the impact on the academic freedom and responsibility of all affected faculty. The proposal stated that there would be no substantial change in academic freedom and responsibility of the faculty in the college; however new Patterns of Administration at the department and college level would need to be developed.
 - c. Discussion of proposal with affected faculty, students and staff. The proposal described a process that was followed to discuss the submitted proposal with the affected faculty, students and staff. The subcommittee was concerned that because of miscommunication and a lack of oversight, the presented proposal lacked broad support among many of the faculty in the proposed Unit C. This, we believe, stemmed from the fact the proposal for Unit C (Human Sciences) was not substantially discussed with the affected faculty before it was submitted to the Realignment Task Force. There was, however, discussion of the proposal with the college as one of the two proposals that emerged from the Realignment Task Force before the vote of the faculty of the college. There was no evidence of discussion of the proposal with students and staff.
- 2. **Evaluation of outcome:** The Realignment Task Force put forward two proposals for the realigned college for faculty vote: a three unit model and a four unit model. The college-wide faculty vote resulted in the selection of the three unit model. However, many members of the faculty in the proposed Unit C (Human Sciences) believed that this model failed to meet the criteria for the realignment in terms of providing the required synergies and collaboration opportunities as compared to the four unit model. The notes from the various meetings held by the subcommittee provided the data on which we based the following observations:
 - a. Proposals for realigned units were allowed to be faculty driven, based on guidelines provided by the Dean. However, the proposal approved by faculty vote did not meet the suggested criteria for optimal size of realigned units.
 - b. Because of the lack of a formal written charge, there appeared to have been a miscommunication on the authority of the Realignment Task Force to formulate realignment structures for the college. As a result, while the Dean believed that the Realignment Task Force was given the authority to create substantially new proposals outside the scope of those submitted by the faculty driven process, the Realignment Task Force was under the impression that the final product could not deviate significantly from submitted proposals.
 - c. Large units under the existing college structure (Teaching and Learning, unit size 54) chose not to submit any proposals to realign themselves despite the fact the unit as a whole was substantially larger than the optimal unit size (30 ± 5) outlined by the Dean. This significantly constrained the possible choices available to the Realignment Task Force given their understanding of their task (see b. above). In spite of the reservations expressed above, the subcommittee was of the opinion that restarting the realignment process would not lead to an outcome that was significantly better. Instead we believed that the proposed structure should be allowed to go forward with stipulations that would enable CAA and the

Provost to monitor the progress in the college towards the desired goals of the realignment.

V. Ad-hoc Subcommittee Recommendations After reviewing all the documents provided to the subcommittee and after taking into consideration the discussions with faculty of the college, Dean Achterberg and Associate Dean Blount, the members of the EHE Realignment Task Force, and Associate Provosts Smith and Wouldiams, and CAA Chair Wolf, the subcommittee recommends that the proposal to realign the academic units of the College of Education and Human Ecology be accepted with the following stipulations:

1. It is essential to clearly measure and report progress towards the academic and administrative goals of the realigned college. To that end, it is suggested that a template to measure and document the progress be created by the Dean with the collaboration and the endorsement of the full faculty of the college by March 2013. The template should be presented to CAA in Spring 2013.
2. Suitable metrics to measure progress on the goals of the realignment should include the following:
 - a. Documentable synergies such as new collaborations, new programs, new external partnerships, etc. that are facilitated by the realigned structure of the college
 - b. Student enrollment at the undergraduate and graduate levels
 - c. Research expenditures
 - d. Faculty recruitment and retention
 - e. Survey of faculty to measure their sentiment on progress towards the academic goals of the realignment
3. It is strongly suggested that the Dean have an increased level of involvement in the success of Unit C.
4. It is urged that the Dean undertake academic unit reviews within the college to be completed by 2014.
5. It is required that the Dean make an annual report to the CAA and the Provost reporting on the progress towards the goals of the realignment, starting Spring 2014. The report should separate out administrative and fiscal progress from academic progress.
6. CAA should evaluate realignment of the college in five years to ensure that the goals have been successfully met.

APPENDIX XX

Project Data Sheet for Board of Trustees Approval

Boiler Replacement

OSU-080267

Project Location: *McCracken Power Plant*

27,573 ASF / 109,182 GSF

- **approval requested**
construction

- **project budget**

construction w/ contingency	\$12.5M
professional services	<u>\$2.7M</u>
total project budget	\$15.2M

- **funding sources**
university debt

- **project schedule**

BoT professional services approval	02/11
design/bidding	03/12 – 01/13
construction	02/13 – 12/14



- **Framework context**
 - this project is consistent with the Framework principles to improve existing campus infrastructure and provide for future growth

- **project scope**
 - this project will replace the decommissioned boiler #8 in order to supply anticipated increases in campus steam demand due to the Medical Center Expansion and the Chemical and Biomolecular Engineering and Chemistry Building
 - the replacement boiler is also expected to meet imminent steam requirements of current projects

- **approval requested**
 - approval is requested to enter into construction contracts

-
- **project team**

University project manager:	Tom Carmody
A/E:	RMF Engineering
major contractors:	tbd

Project Data Sheet for Board of Trustees Approval

High Voltage Switch and Cable Replacement Phase 2

OSU-081255

Project Location: N/A

N/A ASF / N/A GSF

- **approval requested**
construction

• project budget	
construction w/ contingency	\$11.4M
professional services	\$2.0M
total project budget	\$13.4M

- **funding sources**
university debt

• project schedule	
BoT professional services approval	10/10
design/bidding	01/12 – 12/12
construction	01/13 – 01/15



- **Framework context**

- this project is consistent with the Framework principles to improve existing campus infrastructure and provide for future growth

- **project scope**

- replace existing primary switches with outdoor pad-mounted SF6 switches
- replace high voltage electrical cables
- existing equipment has reached its life expectancy (some over 30 years); switches are failing causing unplanned extended building outages and emergency repair costs
- cable upgrades will provide for future growth in demand in the north campus area; and upgrade the efficiency and safety of the electric distribution system throughout campus
- continues work that began in phase 1; phase 1 addressed 120 buildings; phase 2 will address over 50 buildings on west and midwest campus, central campus (including the College of Business complex and the Stadium), and south campus residence halls

- **approval requested**

- approval is requested to enter into construction contracts

-
- **project team**

University project manager:	Tom Camody
A/E:	Patrick Engineering, Inc.
major contractors:	tbd

Project Data Sheet for Board of Trustees Approval

Schottenstein Center – Basketball Practice Facility

OSU-080363

Project Location: Schottenstein Center

297,788 ASF / 578,460 GSF

- **approval requested**
construction increase

• project budget	
construction w/contingency	\$14.9M
professional services	\$3.3M
other costs (commissioning, equip.)	\$0.8M
total project budget	\$19.0M



- **funding sources**
auxiliary funds; development funds

• project schedule	
BoT professional services approval	12/07
design/bidding	12/11 – 03/12
BoT construction approval	02/12
construction – part 1	06/12 – 01/13
construction – part 2	08/12 – 09/13

- **project scope**
 - construct an addition to the Schottenstein Center for a basketball practice facility, strength and training facilities, and coach's offices
 - renovate the men's and ladies basketball locker rooms and training room
 - addition will be constructed on the west side of the Schottenstein Center
 - the first phase of construction, the renovation of existing facilities is using the single prime delivery method; construction of the addition will use CM at Risk delivery method
- **approval requested**
 - approval is requested to increase total project costs \$1.5M, from \$17.5M to \$19.0M
 - approximately \$250K of the increase is for differing subsurface conditions that were encountered during excavation on the interior renovation portion of the project
 - approximately \$1.25M of the increase is to establish the final guaranteed maximum price (GMP) amendment with the CM at Risk

• project team	
University project manager:	Gary Collier
AE/design architect:	Moody Nolan
CM at Risk:	Ruscilli Construction

APPENDIX XXI

**LEASE OF UNIVERSITY REAL ESTATE
BETWEEN THE OHIO STATE UNIVERSITY
AND OSU NEUROSCIENCE CENTER, LLC
2050 KENNY ROAD, 7TH FLOOR, TOWER,
MARTHA MOREHOUSE MEDICAL PLAZA, COLUMBUS, OHIO 43201**

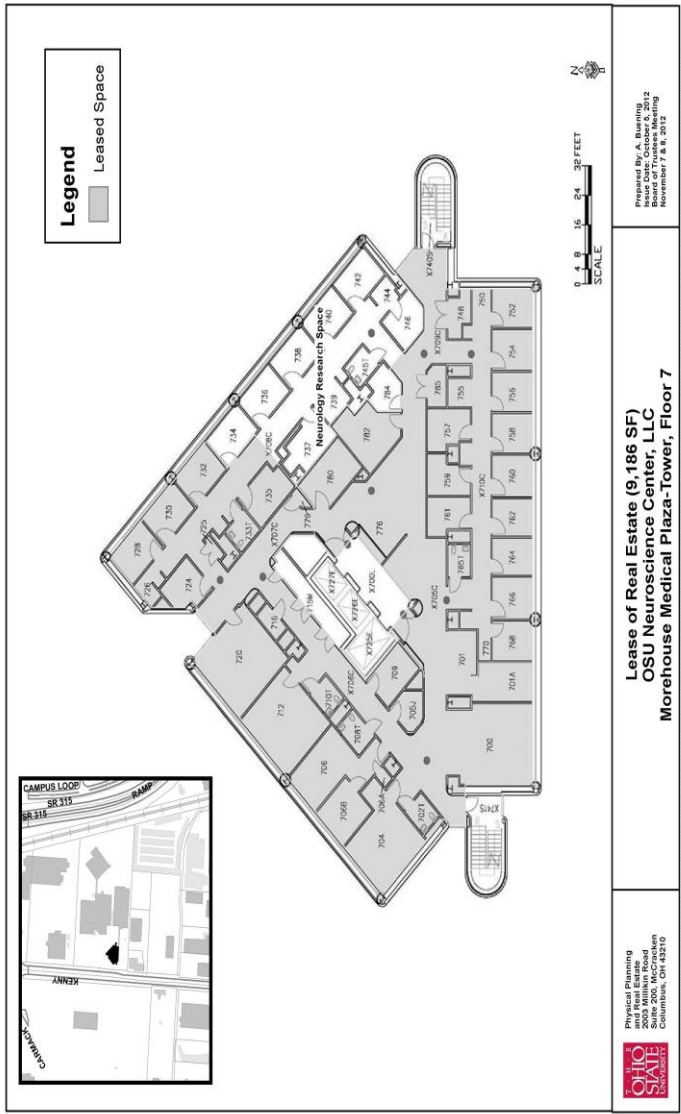
Due to forced relocation related to the OSU Medical Center Expansion Project, the University is seeking approval of lease terms for OSU Neuroscience, LLC to lease 9,186 square feet on the 7th Floor of the Martha Morehouse Medical Plaza Tower at 2050 Kenny Road, Columbus, Ohio.

In this location, the OSU Neuroscience Center, LLC will provide neurological clinic services to the community, including services related to cognition, movement disorders, multiple sclerosis, stroke and epilepsy. The majority of the space will be utilized for clinical services, however, a small portion, approximately 1,000 square feet, will be utilized for neurological research.

The lease term will be for an initial period of five (5) years with two (5) year renewal options. The lease rate of \$238,836.00 (\$26.00/SF) is for the first year, and will increase by 2.5% annually over the initial term, with the aggregate rental exceeding \$1.2 million. This is a full service rate which includes maintenance, utilities, janitorial and other operating expenses associated with the property. Rates for renewal options will be negotiated in the best interest of the University 270-days prior to lease expiration.

This lease exceeds both total term and total rental rate thresholds and therefore necessitates Board of Trustees approval.

**LEASE OF REAL ESTATE
OSU NEUROSCIENCE CENTER, LLC
MOREHOUSE MEDICAL PLAZA-TOWER, FLOOR 7**



This map was produced by the Office of Physical Planning and Real Estate, 2012, at the National University of Health Care, 10000 University Blvd. This map should not be used for legal, commercial, engineering, or surveying purposes. Data sources: Physical Planning & Real Estate Dept. (2012); Franklin County Auditor (2011); Esri.com; orthorectified/aerialphotos; Esri.com

APPENDIX XXII

**MASTER LEASE OF UNIVERSITY REAL ESTATE
BETWEEN THE OHIO STATE UNIVERSITY
AND NEIL PLACE APARTMENTS, LTD
1445, 1457, AND 1469 NEIL AVENUE, COLUMBUS, OHIO 43201**

In September 2000, Ohio State purchased three apartment properties located at 1445, 1457 and 1469 Neil Avenue from the OSU Foundation for approximately \$573,000. Donated to the OSU Foundation under the Florence Lenaham Myers Charitable Remainder Trust, the gift was converted to cash by the Foundation through a sale to Housing, Food Services, and Event Centers (HFSEC), now known as Student Life. Title was taken and remains in the name of the State of Ohio for the Benefit of The Ohio State University.

The purchase of the properties was financed internally through an Internal Reserve Account with a 15-year amortization period, and the operation and management of the properties was assumed by Housing, Food Services, and Event Centers (HFSEC). The balance of this loan, as of August 30, 2012, is approximately \$167,500.

The three properties, consisting of twenty apartments, have been used by the University for non-traditional housing or off-campus student residences. Two of the buildings (1457 and 1469 Neil) have fallen below University Housing Standards and are currently unoccupied. The third, 1445 Neil, is occupied and has been rented for the Fall Semester. Student Life determined, due to location, physical condition and shifting priorities, that these properties are excess to the current university housing needs and requested a disposition analysis. Physical Planning and Real Estate (PPARE) explored multiple options, ultimately recommending that, due to proximity to the OSU Wexner Medical Center and other adjacent university properties, it is best for the university to retain ownership of these properties and enter into a master lease. A master lease will not only provide the financial means to retire the remaining debt, but also ensure significant repairs and major renovations to the properties so they may once again contribute to the neighborhood fabric.

Responding to a Request for Proposals, the University received competitive offers to enter into a master lease of the three properties for a minimum term of ten years. The master lease provides that property expenses, including extensive repairs and ongoing maintenance, capital improvements, utilities, management, and other expenses will be paid by the master tenant. After a review of the proposals, PPARE selected Neil Place Apartments, Ltd (aka David Sewickley & Partners), and the owner of adjacent apartment properties, as the most advantageous proposal. The lease terms offered will enable major renovations to the buildings, retire the outstanding debt, advance positive community relations, secure long-term ownership, and provide positive cash return over the ten-year initial term. Should the University desire to extend the master lease beyond the initial term, substantially greater cash returns could be realized.

This lease exceeds the total term threshold and therefore necessitates Board of Trustees approval.



November 9, 2012 meeting, Board of Trustees

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

Columbus, Ohio, January 31 & February 1, 2013

The Board of Trustees met Thursday, January 31, and Friday, February 1, 2013, at Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

** ** *

Minutes of the last meeting were approved.

February 1, 2013 meeting, Board of Trustees

The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Thursday, January 31, 2013 at 8:41 am.

Present: Robert H. Schottenstein, Chairman, John C. Fisher, Brian K. Hicks, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, William G. Jurgensen, Jeffrey Wadsworth, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Evann K. Heidersbach and Benjamin T. Reinke, G. Gilbert Cloyd, Corbett A. Price. Late arrival: Janet B. Reid.

Mr. Schottenstein:

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

At this time I would ask the Secretary to note attendance.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board recess into Executive Session to consider personnel matters regarding the employment and compensation of public officials, the sale of real or personal property and to consider matters required to be kept confidential by Federal and State statutes. May I have a second?

Upon motion of Mr. Schottenstein, seconded by Mr. Gasser, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Fisher, Hicks, Brass, Ratner, Marbley, Kass, Jurgensen, Wadsworth, Smucker, Shumate, Krueger, and Gasser.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

-0-

Mr. Schottenstein:

Thursday, January 31, 2013, 6:45 pm. Good evening. The full Board will be continuing our Executive Session from this morning to consider personnel matters regarding the employment and compensation of public officials, the sale of real or personal property and to consider matters required to be kept confidential by Federal and State statutes.

I would also like to announce that after a brief Executive Session here this evening, our full Board will return into Executive Session at 7:30 am in the Longaberger Alumni House.

-0-

The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Friday, February 1, 2013, at 7:34 am.

February 1, 2013 meeting, Board of Trustees

Present: Robert H. Schottenstein, Chairman, Brian K. Hicks, John C. Fisher, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Evann K. Heidersbach, Benjamin T. Reinke, G. Gilbert Cloyd, and Corbett A. Price.

Mr. Schottenstein:

Good morning. At this time I would ask the Secretary to note attendance.

Dr. Horn:

A quorum is present, Mr. Chairman

Mr. Schottenstein:

I would like to move that we continue our Executive Session from yesterday to consider personnel matters regarding employment, compensation, discipline and dismissal of public officials. We will convene the full Board meeting today at 9:30 am in the Sanders Grand Lounge.

Upon motion of Mr. Schottenstein, seconded by Judge Marbley, the Board of Trustees recessed into Executive Session.

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Mr. Schottenstein:

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

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

Thank you. So that we are able to conduct the business of this meeting in an orderly fashion, we ask that the ringers, and I am checking mine right now, on all cell phones be turned off and that all members of the audience observe proper rules of decorum so that we can conduct the business at hand.

The minutes of the November meeting of the Board of Trustees were distributed to all members of the Board, and unless there are any additions or corrections, the minutes stand approved as distributed.

It should be noted that I have a special announcement. Tomorrow is a special day. I am told that it is President Gee's birthday. It's also Groundhog Day and I am not surprised. The Board would like to extend to Gordon warm birthday wishes. It's going to have to be a big cake. But seriously, happy birthday and I know everyone here joins with me thanking you for everything you do to lead this University. Happy Birthday.

President Gee:

Thank you.

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Mr. Schottenstein:

At this point now...

Ms. Heidersbach:

May I interrupt for just one second?

Mr. Schottenstein:

Yes Ms. Heidersbach.

Ms. Heidersbach:

May I call Joe Alutto to the table for one second please?

Mr. Schottenstein:

Provost Alutto, you have been summoned by a student trustee.

Ms. Heidersbach:

I just thought it would be appropriate for us to take one second of his time and extend our appreciation for everything he has done for us these past years as Provost.

Mr. Ryan Lamb:

Dr. Joseph A. Alutto, Executive Vice President and Provost, serves as The Ohio State University's Chief Academic Officer. He is responsible for the administration, coordination, and development of all academic functions of the university. He previously served as Dean of the Fisher College of Business, where he held the John W. Berry Sr. Chair in Business. In addition to Dr. Alutto's experience as an administrator, he is a leading authority on managerial behavior.

During his time at Ohio State, Dr. Alutto has been involved with the consolidation of the College of Arts and Sciences and the development of a university long-range plan. He has been pivotal in the institution's conversion to semesters, the expansion of international programs and the securing of significant increases in student financial aid. He continues to work on changes related to the Second Year Experience Program, distance learning initiatives, and efforts to renovate facilities and create an "arts district" near the intersection of 15th Avenue and High Street.

We in Sphinx are also particularly grateful for his ongoing support of the Sphinx/Mortar Board Faculty and Staff Recognition reception.

Provost Alutto's dedication to bettering this University and his service to its students cement him as an exceptional link in the 107th class of SPHINX.

Dr. Alutto:

Thank you.

Mr. Schottenstein:

Joe, would you like to say a few words? This is your chance. It's not your last chance, but it's your chance.

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Dr. Alutto:

Thank you. This is a surprise, a wonderful surprise. I appreciate it and I will get even with you, don't worry.

All I will say is it's an absolute joy to work for this University, to deal with students, to support those students, and to work with a group of faculty members who are just passionate about what they do; who focus everyday on making this a better institution and contributing to society. That's what drives all of us and it's just great to be a part of it. I thank you very much for this; it means a great deal to me. Thank you.

Mr. Schottenstein:

Thank you again.

I now would like to call on Ben Reinke for the Student Recognition Awards, Ben.

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STUDENT RECOGNITION AWARDS

Mr. Reinke:

Thank you Mr. Chairman.

Today, I have two award winners; Chelsea B. Aton and Joshua W. Gaborcik; if you could come up to the front please.

I am going to start with Chelsea. Chelsea is currently a junior from Noblesville, Indiana working on her Bachelor of Science degree in Actuarial Science from the Division of Natural and Mathematical Sciences in The College of the Arts and Sciences. She has already passed two Actuarial exams and intends on passing four exams before she graduates. These professional exams are administered by the Society of Actuaries and the Casualty Actuarial Society. Chelsea's outstanding achievements have been recognized by her acceptance into the very competitive and highly selective 2013 summer internship program at Milliman Consulting in Milwaukee, Wisconsin.

Not only doing well academically, Chelsea is outstanding in extracurricular activities. She is a member of the Actuarial Science Club, a Leader for Athletes in Action, and the Captain of The Ohio State Synchronized Swimming Team. Her athletic goal is to win the Collegiate National title in Trio and Team this year.

Chelsea's plans for after graduation are to pursue a career as an Actuary for either an insurance company or a consulting firm. Her goal is to pass all of her exams as quickly as possible and become a Fellow in the Society of Actuaries. Along the way, she'd like to use what she earns to help those less fortunate and to give back to the organizations that have supported her throughout the years. Chelsea's life-long goal is to save up enough money to go on mission trips to the Middle East and Africa to serve and share the good news of Jesus Christ.

Joshua is currently a third year PharmD student in The College of Pharmacy. A Columbus native, Joshua anticipates graduating in June 2014. Prior to entering the PharmD program, Joshua received his Bachelor of Science in Pharmaceutical Sciences from Ohio State in June 2010, which is also when I graduated from undergrad. Currently, Joshua is participating in the clinical intern program at the Wexner Medical Center. This program has afforded Joshua multiple opportunities, including gaining experience in dosing vancomycin and aminoglycoside, SOAPing

patients, which is an acronym, researching drug information, and responding to traumas and code blues.

Outside of the classroom Joshua excels as a student leader in the College of Pharmacy. He currently serves as President of Phi Lambda Sigma; Vice President of Pharmacy Council; Chair of SNPhA's Arthritis Care Project; and he serves as a PharmD Ambassador for the College. Joshua is described as someone who is well connected with students within the College of Pharmacy and someone who has excellent organizational skills. To that end, Joshua also serves as editor of the PharmD Weekly Newsletter which is sent to all faculty and students.

Joshua's short term career goal is to complete a post graduate ambulatory care residency as well as obtain his teaching certificate. His ultimate career goal is to become a clinical track shared faculty member at a College of Pharmacy; further indicating that it would be a dream come true to work at The Ohio State University.

Both of these students were nominated by their college Deans and are incredible exemplars of why Ohio State is such a great place and the students that go here. At this time, if you each would like to say something, that would be great.

Ms. Aton:

Sure, first of all, I would just like to express how unbelievably honored I feel to have received this award and I would like to thank my teacher, Professor Rick Evans, for nominating me. I am still so impressed that he takes the time out to meet with every single one of his students individually. It means so much to us and he has helped me a lot in my internship search. He has taken a lot of interest in my life and my study so that means a lot.

I would also like to thank my parents for their love and support. They have always done everything to provide me with the opportunities for success. Even when my aspirations have required huge risks like moving across the country, they always stood by me. I am also really grateful for my wonderful coach, Holly Vargo Brown, and my mentor, Julie Rode.

These women are incredible role models to me and they constantly inspire me to be a better person just by the way that they live. My coach has taught me to never accept anything less than my best, both in and out of the pool. Julie has always been there for me through many ups and downs and she is constantly encouraging me.

Ohio State has so many incredible opportunities to offer and I am so thankful for my experiences both as a student and an athlete. One organization in particular that has made a huge impact in my life is a Christian Sports Ministry called Athletes in Action. This club has opened so many doors and provided many unique experiences but most of all it has shown me what it means to truly have a relationship with Christ. That has completely given me a new perspective on life and my purpose. I now see things that I used to take for granted as huge blessings. I have a renewed passion for my studies and my sport. All I want now is for my life to reflect my gratitude that I feel for what Christ has done for me. I want to use the gifts that I have been given to help others pursue their goals.

I don't tell a lot of people this, but in high school, I only applied to two Universities; Stanford University and Ohio State. I got into both and to many people's surprise, I chose to come here. Looking back now, I know I made the right decision. I love this University. My team means the world to me and I wouldn't be the person I am today without the opportunities that only Ohio State could offer to me.

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Once again, thank you all so much for this honor and thank you for all you are doing to make this the best University in the country. I look forward to my continuing years here at Ohio State and I am excited for what the future has to offer. Thank you.

Mr. Gaborcik:

President Gee, Chairman Schottenstein, and Board of Trustees, thank you very much for this tremendous honor. I am very humble to be sitting here in front of you today.

I was asked to share a favorite memory of Ohio State. This is a very tough task for someone who has been here for seven years, longer than Dr. Gee's second presidency. All week, I thought about my favorite memory or favorite involvement on my CV and with each passing day, I could not solidify one concrete, absolute, above all else, favorite memory.

These past seven years, and eighth year quickly approaching, have truly been my favorite memories. Let me tell you why. As a child growing up with juvenile rheumatoid arthritis, I could not have imagined the life that I am currently living and the memories that I have captured along the way. *But for Ohio State* I would not have the following memories that flooded through my head this week. Sitting with high school friends at convocation; singing along with the best damn band in the land; watching from section 38A, row 1 – #1 Ohio State take down the #2 team in the country my freshman year, we all know who that #2 team was. Also witnessing other classic Ohio State football games including enjoying a six and one record against that team up North; serving as a resident advisor in Bradley Patterson; being inducted into Mortarboard National Honors Society, it was very fitting that Sphinx showed up today; building a family community of office assistants in Morrison Tower; welcoming incoming Freshman students and their families while serving as Orientation Housing Manager; graduating from The Ohio State University; joining a world renowned pharmacy program; attending the first ever student appreciation open football practice; rushing the horseshoe for the third time as a Buckeye as the Buckeyes completed an undefeated season; and having the opportunity to be here in front of you today.

Along the way, I have met outstanding, bright, and fantastic individuals. I have made long lasting friendships. These relationships have inspired me to be a better person and I hope that I have done the same for others.

These are my favorite memories of Ohio State. *But for Ohio State*, I would not have found an extended family, a second home, and a place that I truly love.

I have an enormous amount of "Thank you's" to make but I am sure the award show music will be sounding shortly so let me be very quick. First I must thank the wonderful nurses and doctors at Nationwide Children's for giving me an almost normal life; to St. Charles Preparatory for preparing me for college and helping shape the man I am today. To my housing family specifically Kristyn Tomlinson, Krystyne Savarese, Susannah Turner, and Alice Schwehofer for being my support system, talking boards, and inspirations for the best communities they possibly could. To Dean Brueggenmeier, a fantastic leader within the College of Pharmacy and a true advocate for our students, you will definitely be missed and hopefully I will be able to find a good replacement for you this year. To my pharmacy mentors, Dr. Debbie Goff, Dr. Cari Brackett, Dr. Bella Mehta, and Dr. Sylvan Frank who have allowed me to grow and flourish under your support and guidance, thank you for believing in me. To my friends, thank you for your support, laughs, and encouragement. And last, but certainly not least, my family. Thank you for your undying love, strength and support. I certainly would not be here today without you.

Thank you and Go Bucks!

Mr. Schottenstein:

We do a lot of business at these Board meetings and we think we make a difference. Certainly, one of the most important things we do is to take the time to recognize the special achievement of our students; that is who we are here for.

We also want to take the time, and we do from time to time, to recognize special achievements within the University. At this time, I would like to call up our Athletic Director, Gene Smith, as well as our Football Coach, Urban Meyer to have a seat. I know they are here with three other gentlemen student athletes: Zach Boren, Travis Howard, and Bradley Roby.

I just have a couple of things I want to say and then perhaps Gordon, you may want to say something, and then Gene and Coach Meyer. I think that in the history of Ohio State football, which is a proud history and one that we believe is unmatched, there have only been six teams that have ever run the table. I am not sure if any have ever done it under a more interesting, unique, and in some respects challenging situation. I know when I think of Ohio State football, one of the first things I always think about is Coach Woody Hayes and the great line and book that Woody wrote; *You win with People!*, and as I look Gene at our Football Coach and the men he coaches, they personify Woody's creed that you win with people; thank you for that.

I have an *Expression of Appreciation* I am going to read on behalf of the Board and then Gordon may want to say something.

EXPRESSION OF APPRECIATION

Resolution No. 2013-65

WHEREAS the 2012 Men's Football Team had an undefeated season with a 12-0 record and was recognized nationally with an AP ranking of 3rd in the country; and

WHEREAS the time and commitment put forth by our student-athletes are significant and their accomplishments in the classroom and on the field are achieved through hard work, dedication and perseverance; and

WHEREAS our outstanding coaching staff has spent countless hours on and off the field training and developing our student-athletes, not only in their sport, but in their lives personally and professionally:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees of The Ohio State University offers its congratulations and sincere gratitude to the players the coaches the families of the 2012 undefeated Football team.

President Gee:

I am going to ask both Gene and the Coach to say something, but to our Student Athletes, welcome, we are glad to have you here. Thank you very much and it is an honor to have you come and join us.

Tumultuous is the word; we went through a very difficult time. We really realized that we needed to make a pivot and hire someone who could really bring the values, directions, and also the ability to be able to restate Ohio State as a great academic institution. You know football does not define us Coach, you know that, but what

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does define us is the spirit that comes from it and the ability to be able to affect the lives of so many people through that spirit.

Student athletes are precisely that, they are students and they are athletes; we are very focused on that. The way you have developed that persona among our students and the way that they have pulled together and the team concept is something that I think is a teaching moment for us as a University. We are all teachers of this Institution; our students teach us, our faculty teach us, our staff teach us, those who play on the field teach us, and I think the great recognition I can give to Coach Meyer is the fact that he is a great teacher. We are deeply appreciative of that.

I would also just like to make one other note. Today we are announcing a \$100 million 88 county scholarship fund. Coach Meyer and Coach Matta have agreed to chair that as yet another institutional effort on their part to make this University better. Coach, I want to thank you for doing that to. Coach Matta would be here today but he does have a basketball game coming up and of course the Coach is from Ashtabula County so we know that he will be raising money there insidiously. His wonderful wife Shelly, one of our faculty members, is from Ross County so we are grateful to have both of them here.

Gene, would you like to say something?

Mr. Gene Smith:

Let me be brief. I just want to thank the Board for their leadership. As Bobby and President Gee shared, obviously the times that we faced over the last couple of years were challenging. When we went out to search for a leader we wanted someone who was seasoned and understood the challenges that he would face and ultimately lead our young men through. This past year the accomplishments of this team, not only on the field but in the classroom, reaffirms that we made the right choice in Urban Meyer as Head Football Coach.

Before I turn it over to Urban, I do want to thank you for the great recognition you gave the two students here who preceded us. Our synchronized swimmer Chelsea forgot one thing, two o'clock tomorrow; we expect to see all of you at the Jessica Beck invitational at the McCorkle Center. Is that right? Two o'clock? She is also a representative of what you do as leaders here. Allowing us to create an environment for young people like her and these three men to flourish and grow through the teachable moments in sports participation. I thank you for your strong leadership.

I am going to move away, turn it over to Urban, and ask our three young men to join him at the table. Guys, come on up.

Coach Urban Meyer:

President Gee, Chairman Schottenstein, and the Board of Trustees, I am humbled to be here and thank you for the opportunity to come back home and coach in my home state.

I am very humbled to be here and follow those two students who were just up here. That was an incredible moment. I leaned over and told Zach Boren, one of my favorite players of all time, "You need to take advantage of this University." When I hear people like that speak, it makes you feel good first of all to do what we do, but also to do it where we do it; at Ohio State.

Humbled and honored to represent this great state of Ohio, my home University, and this football team; very unique. I won't be very long but I think there are a couple of things I would love to share with you.

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I have been very fortunate to coach some really good teams in the last few years, last decade, and this was arguably the most rewarding. Obviously, we were left without something at the end. However the transformation of a group of people just re-emphasized and reenergized by self, and to believe how you win is with the quality of people and the spirit to win it. We call it the competitive spirit.

Just to recap the season, we started with a very difficult off-season in February and March. Spring practice left a lot to be desired. If you would have told me sometime in April that we would have an undefeated football team, I am not a betting person, but I would have bet you a lot of money that wouldn't happen.

In the summer, we started to see signs of life from some leadership on our team which were these young guys sitting next to me. Our Strength Coach ran that and told me there were some really unique individuals in this group. Then obviously this season, some things really materialized.

When the NCAA handed down the penalty, every one of these players could leave. The seniors could get up and go and go play in a bowl game. When I found out, I immediately had a team meeting and then I started recruiting these seniors that I really had no idea who they were. They just finished a sub-par season for Ohio State. A lot of criticism was thrown in their laps and I thought we would lose some of them. Not one walked out the door. I couldn't figure that out. I just thought for sure we would lose a few of them. A couple had the chance to go to the NFL early; they came back. All of them had a chance to walk out without penalty; I am not sure people were aware of that. They could have walked anywhere they wanted and play their last year; they stayed. Once again, I wasn't aware why because I didn't know who they were.

We started working and working; and I started to develop a very unique relationship with all of the seniors. It became very apparent why they stayed throughout the spring, summer, and then as we progressed during training camp, it was because of their true genuine love for this University. Not saying it, but their actions. Also, their genuine love for one another which we all understand that's the ultimate measure of a team.

We started the season very average, very below average in my opinion, and we were a bad team. We weren't very good. We won a couple of games early in the year against some teams that we should beat. Then, something happened. I was sitting with our Strength Coach who assists me in the motivation of our team and just trying to figure out what kind of players we have and who these people are. We thought it was an appropriate time with all of the great traditions at Ohio State from Buckeye Grove, to the gold pants, to the victory bell, to all of the great traditions, that we start our own. On September 29th at 11:22 am in East Lansing Michigan, we made a decision. I stood up and I had each player give a very impassioned speech about "open your heart and let us coach you" because there was a lot of push-back, resistance, I call it evaluating. When you have an athlete who is evaluating what is going on, that's not good. That means he is not playing; he is not all in. He is an evaluator and you need to stay away from evaluators in the recruiting process and certainly when they become part of your team.

We were evaluators at that time. From that point forward, at 11:22 am, we made a toast to each other. Every player stood up. I asked them to fill their glass with some water and toast with me that we are going to make a difference. We are all in from this point forward. From that point forward I saw one of the most magical things I have happen I've seen in my twenty six years of intercollegiate athletics, it was a complete self-less approach for the rest of the season. The one guy sitting to the far left, Zach Boren, one of the most incredible acts of selflessness I have ever seen, week six or seven, the Indiana week, we had tremendous injury issues at linebacker, he is a full back by trade; never played linebacker since high school days. I walked

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over five minutes before practice and tapped him on his shoulder and said I need you to go play defense. For those of you who really don't understand football, I am not sure that has ever been done before; certainly not at this high level of college athletics. Without hesitation, he looked at me as said "I will do anything for this team" and he did. He stabilized our defense, went on and played brilliantly the last half of the season and obviously the culmination with a win against our rivals was a magical year. It was a magical year because of the transformation of the leadership and some of the personalities on our team where they finally realized we all bought in as a team and we understand the sum is much greater than the parts.

I would be careful to say this publically but by the end of the season, we could play with anyone, anybody in America. That was not the case earlier in the year because of the commitment of these young people. I am forever indebted to them. I am sure we all, as Buckeye Nation, will be forever indebted because they truly represented this University the right way.

Thank you very much.

Mr. Schottenstein:

Thank you very much. If any of you young men want to say anything, this is your chance, as they say; go for it; welcome. We are here for you.

Mr. Boren:

Thank you for having us. I just want to say thank you to you guys for your leadership. We get to go out every Saturday and play in the greatest stadium in all of College football and do what we love. If it wasn't for you guys and everything that you do for this University, for Columbus, and for us, we wouldn't be able to live our dreams every Saturday with guys that we truly love and care about. Thank you.

Mr. Schottenstein:

Thanks Zach.

Mr. Howard:

I would like to piggy-back off of what he said. Basically, thank you all for everything you all do for us and we appreciate everything.

Mr. Schottenstein:

Thank you Travis.

Mr. Roby:

I will piggy-back off of what both of them just said. I just want to thank you guys for giving young guys like me an opportunity to live out my dream. I am not from here; I am from Georgia originally but coming up here and taking it all in, really realizing how powerful and how important Ohio State is to Ohioans and to people across the nation, gives me pride to go out there and put that uniform on and represent you. Thank you for everything you all are doing for us and keep up the good work.

Mr. Schottenstein:

Just to follow on with what Coach Meyer said when he leaned over to Zach after one of the student's speeches and said "take it all in". At all times there are at least two Student Trustees on this board. Last year at this time, there was a young man from Georgia, like you Bradley, who played football for Ohio State, defensive back as a

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matter of fact, and played in that 2006 game when #1 beat #2; his name was Brandon Mitchell. We like Georgia people.

Mr. Roby:

I may be here one day.

Mr. Schottenstein:

Yes, that's exactly right.

President Gee:

We like Georgia people getting their degree too. Thank you for doing that.

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Mr. Schottenstein:

Thank you so much.

Gordon mentioned just a moment ago, and I want to digress just for a second if I can from the published agenda because we do have a special announcement. It is one that I think is reflective of an important moment in our University's history. As we know, Ohio State is one of the Land Grant Universities in our country and as a Land Grant University, which was really Lincoln's vision for what public education can be in the United States, we never forget the fact that we are here to provide access, affordability, and quality education first and foremost to the people of Ohio. One of the great things we can do is to try to provide as much financial support as possible so that the students that want to come here can find Ohio State to be affordable and within reach. Presently within the University's overall budget on an annual basis, we allocate approximately \$110 million a year for scholarships. \$110 million a year. What we are announcing today, and I am going to ask Gordon to speak to this, and then one of the co-chairs of our Advancement Committee who really has helped spearhead this with the Advancement Committee, Trustee Gil Cloyd to speak to this as well. We are announcing today the creation of an additional \$100 million for scholarship assistance. Gordon, if you wouldn't mind speaking to it and then Dr. Cloyd, I would like you to speak to it as well.

President Gee:

I think you have said exactly what I wanted to say and that is the fact that we have thought about the momentum of the University. One of the things that we have realized is that we want to be one of the most cost effective institutions in the country with the highest quality. One of the things I am very proud of is, in the height of the economic tsunami, we stopped all of our fundraising efforts on behalf of everything except for the University. We pivoted, we created a program called *Students First, Students Now*, which became one of the most successful programs of any kind in this country. We raised over \$100 million in support of our students ability to be able to come here at a time when affordability and even access was not as available as it should be. We realized then that the power of the institution is going to be felt by having an opportunity to continue to be one of the most forward thinking institutions in the country in terms of how we support our students. We want to keep debt down; we want to keep access and affordability up. We are announcing today this new effort. Our goal is to raise \$.5 billion for student scholarships. That is a significant amount of money and for an institution of our size with our student body; it will make an enormous difference. This one today is really focusing in a very special way.

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The originator of this was one of our Foundation Board members, Jim Klingbeil who has always wanted to return to his roots, return to his county, and wanted to make certain that kids from his rural county were able to come here. He would make this point all of the time; this is an opportunity for us to reach out to all corners of the state. We are the State's University. The State is our campus. Every citizen, 11.6 million Ohioans have a stake in this institution and by doing what we are doing today, we are saying that we have a stake in you and your future. This is a very important moment for us.

Mr. Schottenstein:

Gil, would you like to provide a little more color on this exciting scholarship announcement?

Dr. Cloyd:

Thank you Mr. Chairman and President Gee.

You have outlined wonderfully what this new Ohio Scholarship Challenge can accomplish. I would also like to particularly thank the two coaches for their willingness to step forward and co-chair this activity because it is really going to help bring it to life. Coach Meyer, thanks to you and also thanks to Coach Matta.

I would like to just put one other spin on this that relates to our advancement model at this University. We have talked about the power of engagement and for me, what Jim Klingbeil is doing, what our Foundation Board members are doing; this is a vivid demonstration of it. We have this wonderful diaspora at this University. Jim has been an advocate of this for a couple of years in working with people within the University to help really bring this thing to life. I believe we will get our \$100 million raised with this but more importantly and particularly with strong supporters like the coach here, I think this has the opportunity to really create a going-important scholastic platform. Because the magic that Jim brought with his ideation, bringing his ideation to this, it's not only wonderful if you think of why people want to give that this is a great University that we can have students go to the best University in this state and I would argue in the United States, but also tap into the fact that people that are living in counties want to support the high school students in their county, residence of their county, achieve a better status in life. So to think about a program to where all of our 88 counties, we are going to create a further impassioned diaspora of people that want to help their local students go to Ohio State University and get a great education, become more successful in life to me, that's one of those "really big ideas" and we are very fortunate to have the Foundation Board that we have and persons like Sally who is a strong advocate of this, Jims' wife, and people like you Coach Meyer that are willing to also jump into the fray because I know you've got a day job here at the University and its very much appreciated that you do it. I just think this is going to be a wonderful activity and I think it's going to become one of these going platform philanthropic activities by creating this wonderful engagement with our diaspora.

Mr. Schottenstein:

Thank you Gil.

Coach Meyer, I don't know if you want to add anything to that.

Coach Meyer:

When I first was approached, obviously I was very interested. When I started evaluating why, every year we are on a mission not to just graduate our players but to place them in jobs. Back when I was a graduate student of Ohio State in 1988

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Graduate School, you could get a job; jobs were out there. It's a more difficult time; we all know that. When I saw that the intent was to have a young person graduate from Ohio State debt free and have the fighting chance, because like I said back in the day when you graduated with a degree, the percentages were in your favor to get a place of employment. That's much different than it was back in the 80s as I remember so I was very much honored to be asked but very interested to be involved. I appreciate that.

Mr. Schottenstein:

Thank you. Thank you Gil. Any other comments from any other Board members? Great.

Now I would like to call on President Gee for his report to the Board.

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PRESIDENT'S REPORT

President Gee:

Thank you very much. First of all, I would like to congratulate Joe Alutto. You know, he is a publicity hound, bringing those kids in. I can't believe you did that Joe. Congratulations to him; well deserved.

What forms the arc of my comments today is an acknowledgment of the remarkable pace of change in higher education and in the life of this University. I am proud to say, and I can say this because as many of you know I have been leading this effort on change and recognition for higher education, that Ohio State is setting the pace in terms of change on a number of fronts.

Our Digital First initiative is introducing high-tech teaching tools into the classroom and bringing our classrooms into the 21st century. MOOCs, Massive Open Online Courses, have entered the lexicon at Ohio State, with 26,000 students registered this semester from all around the globe for an online calculus course, if you can believe that.

The University is also setting the pace in other substantial ways. We are saving significant resources, as you just saw it announced in the newspaper, both environmental and financial, nearly \$1 million, by purchasing wind energy to power one-quarter of our Columbus campus.

My favorite quote, and those of you who visit in my office know it sits there in a very bold place, comes from General Eric Shinseki when he says: "If you do not like change, you are going to like irrelevance even less". Changes in technology, in the way we fund our academic mission, in the demographics of our students, all demand our attention and more importantly our adaptability. Higher education must change from the inside out rather than be forced into change by external forces.

As the Board is aware, I was on the road last week sharing the findings of the National Commission on Higher Education Attainment, that I am the chair on. I will be in Los Angeles on Monday and in Austin the following Monday. This is, by the way, the first time in history that representatives from all six presidential associations have joined together. By that I mean, we represent the large public universities, the large private Institutions, the major research institutions, the community colleges, and the large colleges, public and private.

The underlying premise of our findings was simple but stark: far too many of our best and brightest students are not making it across the finish line. We are determined to

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stem this loss of human potential and of course their loss of resource and opportunities. I am heartened to say that in Ohio, our elected state leadership has given college and university leaders a truly unique opportunity to recalibrate the funding model to reward college completion. I believe this new funding proposal, which I expect to be part of the Governor's budget, will represent a change in how we fund higher education; not only in the state, but we'll set a standard in this country. It is all about completion. It is not about bodies in, it's about graduation. It's about getting our students to cross the stage with a diploma in their hand, and we are literally the forefront of that change.

Let me just give you a point. Several states have decided they are going to fund a portion of their state budget for higher education on graduation, about 10% I think in Texas, which was at the highest number. Our proposal is that we do 50% for our universities starting off and that our community colleges be funded on the basis of course completion. Revolutionary to say the least.

The other side, of course, of the equation is access. As you heard earlier with the announcement of this new Ohio Scholarship Challenge, we are fully committed to finding innovative ways to ensure that every qualified student can pursue a college education. We want to do everything we can to make sure those students get to college, and, once here, we need to double our efforts to ensure they earn their degrees.

Some of the change before us is challenging but also exhilarating, and some of the change is bittersweet. Earlier this month, we announced the transition of Joe Alutto and Joe Steinmetz, both of whom are sitting here and sitting by each other. That's a good sign; we are grateful for that.

Under Dr. Alutto's firm leadership, we have developed a strong strategic vision for achieving our academic aspirations, a blueprint for moving our University from excellence to eminence. And, by the way, Joe is the second-longest serving Provost in the history of the University. I am not certain if Joe is aware of that. As you know, his list of accomplishments is historically lengthy and there is clear recognition that Joe Steinmetz possesses the capable leadership to continue our positive momentum.

We are doubly blessed to have both Joes, I call them the dancing Joes, and we are fortunate to have this unique opportunity of having an internal successor already here to learn during the transition period. We look forward, of course, to celebrating Provost Alutto's significant achievements during the coming months and moving ahead under the steady hand of Dean Steinmetz.

As you have heard, our Senior Vice President of University Communications, Tom Katzenmeyer, will be taking over the helm of the Greater Columbus Arts Council this spring. Tom, my dear friend, has accomplished much during his tenure here. He has been at the wheel for the launch of Pelotonia, our new advancement model, and the largest fundraising campaign in University history. He has also been guiding our plans to honor Woody and Anne Hayes on February 15, which marks Woody Hayes' 100th birthday.

Through it all, Tom is Tom. He remains friendly and steadfast and totally unflappable. I have no doubt that he will be a superb advocate and leader for arts in Columbus, and that our paths will continue to cross. Tom, we expect to see much of you.

On a more somber note, I want to acknowledge the passing of Sid Chafetz, an extraordinary Columbus artist. I knew Sid very well and his wife Adrian in my first tenure. He is a professor emeritus at Ohio State who died earlier this month. We will more formally acknowledge his contributions to Ohio State and the art world at a

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future meeting, but it is worth remembering him through his guiding principle “that human beings count, that politics count, that kindness counts”.

Finally, I want to mention a couple more examples of positive change and events on the horizon.

I want to extend my gratitude to our esteemed board member Mike Gasser. Mike, as you know, is a retired Chairman of Greif Incorporated. We want to thank for their generous gift to provide health care and medical training to individuals who are most in need around the world. This is change of the finest order, and it provides positive change in many lives. Mike, I want to acknowledge how grateful we are for this. It's a great partnership and it's growing almost daily.

I am also happy to report that our PACT partnership between our city, our University, the Columbus Metropolitan Housing Authority, and Near East Side stakeholders, has come to a significant milestone in its revitalization planning. We now look forward to hearing about what will be the first major projects to be implemented; an enormously important part of who we are.

And I want to advise you to get on your dancing shoes. Next Friday, February 8th we will kick off Buckeyethon; Ohio State's largest student-led philanthropy event. This annual dance marathon has raised more than \$1.1 million since 2001 to benefit Nationwide Children's Hospital. Just one more reason, by the way, that our student's truly do rock!

And, finally, I want to acknowledge the progress we have made in refining the University's visual identity, which was accomplished as part of the Advancement Framework Report. You will hear more about this later today, but let me just say I am truly grateful that we are taking a major step forward in unifying this complex and diverse and wonderful University.

I ran across this quote by writer Michael Crichton, great fiction writer, the other day which says, “If you do not know your history, then you are a leaf that does not know you are a part of a tree”. The work of so many and the work all of you have done over these past months has done much to remind us that we are, indeed, part of something bigger, that our whole is greater than the sum of our parts. It is about less noise and more sound; less clutter and more clarity. It is about an institution of multitudes becoming “One University”, of which it is my distinct honor and privilege to lead.

Thank you very much Mr. Chairman.

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Mr. Schottenstein:

Thank you. That was a great report. Any questions for President Gee?

You noted in your report, and appropriately so, the exciting work that's about to get started with this new multi-faceted partnership called PACT, which is an acronym for Partners Achieving Community Transformation and the next item on the agenda is designed to provide this Board and all that are here today with an update on this exciting work.

Judge Marbley, I am going to call on you to introduce Trudy Bartley who is the Executive Director, I believe, of PACT and has a report to give us. If you would like to tee this off.

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Judge Marbley:

I would. Thank you very much Mr. Chairman.

I want just a minute to take the extraordinary step of amending our President's report. He was being somewhat modest because he neglected to tell you that he has also become a member of the Columbus Education Commission which is designed to come up with ways that we believe will aid and benefit the Columbus public schools. Just another example of our President reaching into the community and being a great partner with the community of Columbus.

Mr. Chairman, Board, Colleagues, University Leaders, and guests, you may know that two years ago Ohio State embarked on a transformational community development initiative with the City of Columbus and the Columbus Metropolitan Housing Authority. This undertaking was tasked under the umbrella of our General Counsel, Chris Culley, who has managed the project. Trudy Bartley, who is the Assistant Vice President of Government Affairs, is the Interim Director of PACT. We also have with us today, Ms. Elizabeth Seeley who is the Executive Director of University Hospital East.

Together with our partners, the University made a commitment to revitalize one of the City's most historic neighborhoods; the Near East Side, home of University Hospital East and CarePoint East.

Funded by the Wexner Medical Center expansion's \$25 million jobs-growth tax incentive from the City of Columbus, Ohio State has committed to a \$10 million, 10-year investment in the transformation of the Near East Side.

This initiative is fittingly named PACT Mr. Chairman, as you just recognized. PACT has impactful goals for the Near East Side including the following: promoting a healthy community full of cultural and economic diversity; serving as a catalyst for additional community redevelopment efforts; encouraging commercial and retail development; providing education, job training, employment, and recreation opportunities for the community; and being inclusive of all community stakeholders in redevelopment decisions. Working with government, business and community members, PACT thrived on two years of strategic planning. Today, PACT is nearing a critical milestone. The organization now has a blueprint for how it can most effectively impact the Near East Side neighborhood; including a targeted focus on Taylor Avenue, the home of the University's current assets in the community. Yesterday, the Audit and Compliance and Medical Affairs committees heard from PACT leaders about opportunities for the organization to reach its fullest potential. Today, you will hear about the work of PACT and the vision for the Columbus Near East Side neighborhood. We are going to have a presentation at this time that will be presented by Ms. Seeley first, who will then hand it over to Ms. Bartley.

Ms. Seeley.

Slideshow Presentation

Ms. Seeley:

Thank you Judge Marbley.

We are going to review briefly a little bit of PACT's history, the planning process that we went through, and then the plan's strategies, including some of the catalytic projects that have been identified.

As you heard, PACT was created two years ago as part of the Job Creation Tax Incentive granted by the City to the University for the jobs created as part of the

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Medical Center expansion and the \$10 million investment that will be directed in the geography that PACT has defined. The planning efforts over the last two years have really focused on engaging the community, gathering input and completing a planning effort to define this blue print for community investment. The founding partners entered a memorandum of understanding and each pledged a total of \$250 thousand annually to fund the administrative operations of PACT. In addition, PACT received a \$300 thousand planning grant from the US Department of Housing and Urban Development, the "Choice Neighborhoods Planning Grant" which was utilized in part to fund the master planning process and to retain Goody Clancy, a nationally recognized planning firm specializing in urban design. Goody Clancy representatives are with us today and I would like to mention that their firm was the recipient of the 2013 National Planning Excellence Award for a planning firm given by the American Planning Association.

The focus of the last two years now turns from one of planning to one of implementation. One of the main goals the University has set out for PACT is to implement the blue print for community investment, to develop a governance structure which was presented yesterday to Audit and Compliance, and to identify the catalytic projects for OSU's investment.

Through the development of the governance structure, PACT has worked with its partners and the Ohio State Office of Legal Affairs, led by Chris Culley, to develop the structure as a 501(c)(3) governed by a Board of Directors with representatives from Ohio State, Columbus Metropolitan Housing Authority (CMHA), the city, and other potential investment partners yet to be identified. Over the next few months, the Board of Directors will select a new Executive Director to continue the fine work started by Dawn Tyler Lee and Trudy Bartley. Among the functions of the new governance, partnership will be to successfully transition PACT from a planning body to an implementation organization and to work with Goody Clancy who has identified the catalytic projects and to invest the \$10 million in the PACT geography.

I would like to briefly review the PACT geography. As a reminder, this portion of Columbus is known as the Near East Side located between Downtown and Bexley, bounded by Woodland Avenue to the East, 170 to the West, 670 to the North and Broad Street to the South. The total geography is about 800 acres and as a point of comparison, Downtown Columbus is 950 acres so the PACT planning geography is quite significant. The red dots on the map show the location of the University assets that were mentioned, University Hospital East to the South, CarePoint East to the North. These two Institutions, the Hospital becoming part of the University in 1999, has benefited from significant improvements and investment made by the University over the past 14 years. More recently, CarePoint East, which was opened 18 months ago and is now visited by over 800 patients a day.

Between the Hospital and CarePoint East is Taylor Avenue, a major thoroughfare through the PACT planning geography. There are many opportunities to strengthen the neighborhood and to do so in a way that is representative and inclusive of the Near East Side community. Through the initiatives defined in the blue print for community investments, there is an opportunity to create a more vibrant and walkable neighborhood with retail opportunities for current residences and those who work and visit the area. There are opportunities to improve the overall feel of Taylor Avenue making it more welcoming in appearance and improving the perception of safety. There are opportunities to create more educational resources in health sciences and to create a health sciences quarter.

In short, just as a strong hospital contributes to the strength of the neighborhood, a strong neighborhood contributes to the strength of the hospital.

It is now my pleasure to turn it over to Trudy Bartley, our interim Executive Director of PACT and Vice President for Government Affairs. We have been very fortunate to

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have Trudy step into this role after Dawn Tyler Lee went to the United Way. Under Trudy's outstanding leadership, PACT has not missed a beat and is exceptionally well positioned for its next steps.

Trudy.

Ms. Bartley:

Thank you Elizabeth.

PACT as they said was a two year planning effort and what you will see is basically what our timeline was from March 2010. We began with volunteers and staff with our community engagement process. Our consultant came on board in March 2010 and again that was Goody Clancy.

We are on time with the draft master plan and we believe that this community engagement is the broad inclusive dialogue with the community to understand what their wants were for the physical and programmatic demands for the area. As we have said, our tagline is "honoring our heritage and building our future" and that's what we have done as far as putting together this draft master plan for our blueprint.

Again, Goody Clancy is a nationally recognized planning consultant out of Boston. Hired in 2010, they continued with our community engagement through focus groups, town hall meetings, community planning sessions and open houses which we had in November. In March of this year, we will actually present a draft blueprint to the community for community feedback for a 30-day period, and in April we will have a launch or final draft presentation to the community for the future.

What has emerged from this community input are 3 particular cluster areas. What you will see is our first one which is the emphasis for OSU, Taylor Avenue. We have two anchors and major assets: CarePoint East as well as OSU Hospital East. Along that line we have a vacant Columbus City School property which could be repurposed. We have East High School, we have OSU Hospital East, and we have a lot of vacant, blighted, and abandoned housing along this corridor.

We have four particular or potential catalytic projects which we can start on the Taylor Avenue corridor. One, we are calling Taylor Avenue a Health Sciences corridor. For Ohio State's major investments along the corridor, it's at the anchors. We have another investment which is Poindexter Village. Poindexter Village is really more under the guise of CMHA that's 23 acres that will be redeveloped into potentially 500 units of housing.

We have Mount Vernon East which is really a very interesting area due to the fact of its close proximity to Taylor Avenue. Therefore there is an influence and a cross migration with Taylor Avenue. We have the Mount Vernon business district and we also have the Long Street business and entertainment district.

Today what we want to talk about is the Taylor Avenue catalytic project opportunities. We have a Health Science corridor, we have potential opportunities to have an East High STEM school or health sciences school, we have the opportunity to repurpose the now vacant Pilgrim's site to an adult education and Allied Health Center. We are in conversations at this point in time with the City of Columbus for gateway improvements at Long and Taylor, Broad and Taylor, and at 670 and Taylor. We have residential opportunities as well, and we have a commercial retail opportunity at the corner of Taylor and Long.

Regarding the catalytic opportunity for the health sciences corridor: what you will find is that this particular area for a feeder pattern is one of the poorest performing feeder patterns in the City of Columbus. OSU can have a distinct impact on the young

people's lives in partnership with Columbus City Schools and OSU for STEM curriculum in the health sciences. This could prepare students from Champion Middle School as well as East High School for health sciences curriculum, STEM curriculum, as well as college preparatory. We have started our conversations with Columbus City Schools regarding this and they will continue in the future.

Regarding the Adult Education/Allied Health Center: the Pilgrim site is right here and you have CarePoint East here. The Pilgrim site is vacant. We are in conversations right now with Columbus City Schools regarding the opportunity of relocating all of their adult educational services to this particular site, as well as in conversations with Columbus State to relocate some of their Allied Health certification classes, including their LPN to RN classes. This could potentially be a work force development pipeline for two of our major assets at CarePoint East as well as OSU East and potentially the Wexner Medical Center. What we are trying to do is create opportunities not only for those residents who currently reside in the Taylor Avenue corridor, but for students who are currently at East High School as well as bringing new staff from outside of the near east neighborhood to actually take classes and again, become part of the workforce pipeline and be able to potentially be able to find employment at OSU Hospital East and CarePoint East.

Another catalytic project, residential: what you will see along Taylor Avenue are vacant abandoned blighted properties. We are looking at Taylor Avenue North which is right across from CarePoint East; there are vacant abandoned properties at that location. We are looking at Taylor Avenue south which has tax delinquent properties, properties in the city's land bank and we are looking to do land assemblage there as far as to be able to incent a developer to come in, create capacity and to build multi-family housing. We are looking at this point in time to build about 60 in the first phase of multi-family housing and 50 in the second phase. We are looking to retain and keep current residents within the near east neighborhood because one of the things that we did hear from the community was the threat of gentrification. We want to offer home improvement loans to residents so they can stay in their houses; not only residents, but also seniors to be able to stay in the area.

We are also looking to bring new residents to the area. We are looking at a mortgage assistance program very similar to that which is at Campus Partners. We would have a low interest loan up to about \$8 thousand to bring in new residents who could potentially be working at either CarePoint East or OSU Hospital East.

The commercial retail node and gateway improvements: on Taylor Avenue, you will see right here, OSU Hospital East, parking lot here, parking lot here, existing retail here, and what you see right here is East High School. What we would like to do is really create vibrancy along Taylor Avenue and Long Street by creating about 7,500 square feet of retail here, 75,000 square feet of retail here. Facade grants from the PACT funding or from the City of Columbus will be used to spruce up the retail that is along here. What we are saying is that once you do that, you bring vibrancy to the neighborhood; you bring a greater appearance to the Taylor and Long corridor. Another thing we are asking from the City of Columbus is for gateway improvements in order to widen and also bring greater visibility to the entrance of OSU Hospital East. We are asking for gateway improvements that would be a signature gateway at Broad and High as well as widening and a signature street scape. Therefore again bringing more visibility to OSU Hospital East and greater visibility as far as the turn from Broad Street.

In summary, what we would like to utilize the \$9 million in physical development funding is for again the health sciences corridor, looking at Allied Health, looking to improve the pipeline as far as workforce development, looking for improved housing along the residential corridor of Taylor Avenue, looking to spur development from retail and commercial on Taylor and Broad, and gateway improvements not only at

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Broad and High, Taylor and Long, but also at 670 and Taylor which is the entrance to OSU CarePoint East.

There are other opportunities for investment within the PACT geography. One of the biggest requests from the community was a grocery store. Here is the Taylor Avenue corridor; here is a signature grocery store that we are recommending consideration particularly from the City of Columbus. What we are finding is, when you look at bringing in a grocery store or any type of services to a particular community, what that particular retail establishment will look for are the rooftops. There are only at this point in time 7,500 rooftops within 800 acre geography. That is not enough to attract a quality grocery store to the area.

We wanted to be more progressive and more expansive as far as our outlook. We asked our retail consultant with Goody Clancy to actually look at what would be the opportunities to place a grocery store in the area. We found a location which is particularly owned by the City of Columbus at the corner of Champion and Broad Street. When you look at Broad Street, you have 20 thousand cars going up and down Broad Street, so that in itself would be a market ready site. You also have Old Town East which is to the back, which is a very socio-economic diverse area. The grocery store would not really depend upon the PACT geography in order for services. If you look at coming from downtown to going east on Broad Street, if you leave downtown, the first grocery store that you would get to would be at Town and Country shopping center past Bexley.

Mr. Schottenstein:

First of all, this is a spectacular report and I appreciate the thoroughness of it but in the interest of time, Judge Marbley if it's ok with you, if we could just maybe summarize the highlights if there are any more remaining and see if there are any questions.

Judge Marbley:

If we could go to the last slide and see if there were any questions, because that was a summary slide.

Ms. Bartley:

There is a summary slide that's going forward.

The potential investment on Taylor Avenue looking at our \$9 million: we are looking at repurposing the Pilgrim's School site; we are looking at about \$4.8 million, which is not all of our funding. For residential, we are looking at a potential of \$7.5 million, for homeownership we are looking at maybe putting about \$500 thousand into that particular loan pool. For the second phase of residential for Taylor Avenue, about \$6.25 million and for the Taylor Retail node, \$500 thousand.

When you are looking at all of these particular projects, the total OSU investment to those projects would be \$4.3 to \$8.35 million but the total community investment when you bring in investors and developers would be \$24 million.

Mr. Schottenstein:

Any questions; I know Jerry; you had your hand up a few moments ago.

Mr. Jurgensen:

You know, the only thing I wanted to add, and I know you have thought about this, if you continue just a little bit further East on Long right after the high school, you've

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got Columbus Public Library. They are a tremendously powerful partner, ally, and are making a real difference not only in this neighborhood but in a lot of other neighborhoods. I would just encourage you to keep Pat Losinski in your thoughts. I really think while we are there nurturing in some sense the physical well-being and the health; they look to us for that. Columbus Public Library is really a great resource to help with the K12 and the educational thing because if we don't make it right in all of this for kids, if we don't think about the schools that are there, what we have learned about doing a similar thing in Weinland Park, this is really key. I know you know all about them.

Ms. Bartley:

Exactly and we are in conversations with the library. In fact, they do want to relocate their current Martin Luther King site. We have been talking with them about several sites within the PACT geography due to the fact that they would like to create a signature library in the area; about 18,000-20,000 square feet. We have had conversations with them about that.

Mr. Schottenstein:

Judge Marbley, did you have anything else you wanted to add or are there any other comments from the board?

Judge Marbley:

If there aren't any other questions, I wanted to commend the efforts of Chris, Trudy, and Elizabeth in marshaling this, especially when our leadership moves forward.

Mr. Schottenstein:

As a matter of process, the establishment or creation I should say of the legal entity PACT which will be owned by Ohio State University and become one of our affiliated entities, is on the consent agenda. The management and monitoring and oversight of all affiliated entities occur within the confines of...

Judge Marbley:

Yes, that's part of my report.

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COMMITTEE REPORTS

Mr. Schottenstein:

Perfect of the Audit and Compliance Committee. If there are not further questions, we look forward to updates and successes and appreciate all that you are doing and appreciate your leadership. Thank you very much.

At this time we will go to those Committee reports and we will start with Advancement. I don't know if it's our co-chair Linda Kass or if it's you Gil.

Dr. Cloyd:

It's a two-for...

Mr. Schottenstein:

Hey, you know, we like two-for-ones.

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Dr. Cloyd:

Let me lead off with the work of the committee and then Linda is going to introduce a topic that is a continuation of our Advancement Framework Planning report. I can be very brief on this. You have all of the background materials. We have three categories of items on the consent agenda today.

The first is the Development Report. What I would like to just make you aware of there; in our campaign, the \$2.5 billion "But for Ohio State" campaign, right now we are a little bit ahead of schedule which is good. We have passed the \$1.4 billion mark so we are about 3.5% ahead of time; a lot to do yet but it's good to be there. Likewise on our goals for this fiscal year in total support of \$360 million at 50% of the time. We looked through December and about 50% is achieved so we are in good shape there.

Secondly, we have 13 namings on the consent agenda and finally we have seven individuals being recommended for Distinguished Service Awards in 2013. All seven are really outstanding individuals and supporters of the University. The Advancement Committee is recommending approval on all three of those items.

Again, briefly, most of you had the opportunity to attend the public kick-off of the "But for Ohio State" campaign in October which was a marvelous event. The development organization has continued the regional planning. We will have six regional events this calendar year: in Cincinnati, Chicago, Cleveland, Los Angeles, New York, and Washington. Those sites were selected on a previous bit of research that we did here at Ohio State to identify where our best potential donor sites are.

Mr. Schottenstein:

What were those sites again Gil?

Dr. Cloyd:

Cincinnati, Chicago, Cleveland, Los Angeles, New York, and Washington DC.

The development organization is working closely with the units for these events. Also, they will be pulling in the Foundation Board and voluntary committees there. They are really being established, I am going to say, as donor events. The intent is to get people excited to contribute to Ohio State. I know it will make them excited about Ohio State. Most of them are there already and that's very good but these are clearly going to be directed towards moving the campaign along and I think there is going to be a good plan there.

The final item that I mentioned, we looked at our score card. On the two goal areas where we have firm established goals in terms of engagement and financial were green; we are on track. We have begun the work in the awareness goals where we have three different goal areas. We have reviewed one of those but as we have outlined previously, it's going to take us about a year to get these all fully refined and where we want them because we have just come forward with the Advancement Framework Planning Report which really defines the institute and it's going to be survey research with stakeholders. We are going to go through some quantitative, qualitative cycles but I feel good about that.

What I would like to do then Mr. Chairman is pass the baton to Mrs. Kass who will introduce the principle subject we wanted to talk with the Board about today.

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Mrs. Kass:

Thank you Dr. Cloyd and Mr. Chairman. For this next item, I wanted to offer a very brief background of the Advancement Framework Plan to remind everyone of its process and development as it provides context for what will be shared in just a moment. It began in 2009; the Advancement Framework Planning team came together thanks to our President, his vision around "One University" and the alignment among alumni relations, development, and communications and marketing under what is now known as Advancement.

The Advancement Framework Planning team came together in December of 2011 and completed its work July of last year led by Dr. Cloyd which defined the key elements of our Advancement model and the operational practices going forward. Extensive research and input from more than 5,000 stakeholders translated into a recommended approach and report brought to and approved by the Advancement Committee and this Board last August that encompassed stakeholder engagement, brand identity, organizational design and practice, and an activation strategy.

The University's approach to our visual identity, Ohio State's logo, and the names of schools and departments that are attached to it is a significant step and a tangible representation of the brand identity work that was accomplished as part of the Advancement Framework report. We now have aligned behind a "One University" visual identification strategy that will strengthen our brand throughout Ohio, across the country, and internationally. To share that strategy with you, I invite Melinda Church, our Vice President for University Communications. Melinda.

Ms. Church:

Thank you. I also have got Jacquie Aberegg, our Assistant Vice President for Marketing, with me to carry some of the load. I just wanted to say that we are very excited to bring to the Board today a critical step forward in uniting the University's visual identity. It's a significant part of the public face and brand representation. As one of the nation's most significant and forward thinking universities, Ohio State has a unique opportunity through this visual identity work to connect our past with our present and more importantly to set the stage for strength and continuity into the future. Strategically combining the right elements of our traditions and our past with a vision of the future has guided this identity update. The result will both unify and amplify the heft of our "One University" presence. The visual identity system we have developed is one of the first tangible outcomes as Mrs. Kass said and certainly the most visible from the efforts of the Advancement Framework Planning team. Several Board members rolled up their sleeves for that work which culminated with a valuable report last summer. Dr. Cloyd and Mrs. Kass have been essential through that process and to this moment in guiding our identity work and I thank them for that.

A note on our process before we show pictures. During the past several months we have engaged hundreds of alumni, students, faculty, staff, friends, and Ohioans. Doing so was essential to ensuring that the direction would have the capacity to carry the breadth and depth of the University's work and meaning. I will also say that tapping into our own experts, faculty and branding staff expertise, and alumni and communications and marketing means that we were able to produce this new identity system for a small fraction of what institutions typically spend.

Jacquie, I would like for you to take it from here and walk through the visual identity.

Ms. Aberegg:

Thank you. The unified visual identity system is based upon two of the University's most powerful identifiers: the name, The Ohio State University and our block "O".

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These two components resonate consistently, deeply, and positively with our students, faculty, and staff, our alumni and across the state of Ohio. The system itself is quite simple; it's based on three marks: an academic mark, a University seal, and the athletic mark.

The athletic mark will be retained for our varsity sports teams. It is well recognized and much beloved. In order to continue to build that equity, our name colloquially spoken as Ohio State has simply been filled in to increase its presence as we move forward in today and future market places.

The magnitude of the University, the sheer number of academic units and subunits also requires an identification system that is simple and flexible. Connecting our departments, units, programs, institutes, and centers to a common identity system unifies us as "One University".

This work will be applied consistently through a rolling implementation plan over the next few years. It will be applied to all touch points from stationary to online print materials and building signage. There is a concerted and integrated effort across campuses to exercise careful and deliberate prioritization to ensure fiscal prudence in incorporating the updates into current workflows.

Ms. Church:

As part of the rolling implementation that Jacquie mentioned will be maximizing the timing for signage for a number of building projects that are underway; including those at the Wexner Medical Center. We also will be updating existing medical signage in prominent locations along Route 315 and elsewhere. I want to underscore that this conversion is not a flip-switching event. Formal guidelines will be finalized by early spring with updates in major colleges and units to quickly follow. Overall, the change will likely take a year to a year and a half.

Finally, I want to acknowledge that arriving at this stage is a result of the creativity and hard work of many, many people. It was a true campus-wide effort with the critical help of a brand advisory group comprised of faculty, staff, and students. We are grateful for their partnership. We are eager to move ahead at full steam and we believe the impact will be large and lasting. Thank you.

Mrs. Kass:

Thank you for your presentation and your work. It is extraordinary and it feels very good. I am curious to hear any input from the Board on this.

Mr. Smucker:

I just want to commend the work that has been done. This is all about "One University". This is about speaking with one voice and seeing one vision and acting as one organization. That is much more powerful than sometimes I think we all understand. As a person that has been in the branding business, I clearly commend what you are doing and I think that it will be very powerful going forward.

Mrs. Kass:

That concludes our report Mr. Chairman.

Mr. Schottenstein:

Thank you. Thank you ladies, that was a great report. Oh I'm sorry, Ben.

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Mr. Reinke:

I was just going to add that practically speaking, everybody, when they step foot on campus for the first time can sometimes be a little lost and we do struggle with some of our confusing signage. This is going to be a great opportunity especially from a student perspective. When you get to campus for the first time to be able to see where you are trying to go and have consistent signage that is easy to read. I am very pleased about where this is going.

Mr. Schottenstein:

Well said. Any other comments? Thank you Gil, thank you Linda. Medical Affairs committee, Alan Brass.

Mr. Brass:

Thank you Mr. Chairman. The Medical Affairs Committee had a robust agenda again and I am going to move very quickly through it in light of timing.

Is Steve Gabbe here? Steve, I would like you to just make a couple of opening comments based on some good news items.

Dr. Gabbe:

Thank you. Alan, it's a pleasure to talk to the Board. Our new James Cancer Hospital, Solove Research Institute and Critical Care Tower is on time, on budget, on scope. In fact, the south tower crane has come down; the north tower crane will come down shortly. The building is fully enclosed and the demolition of Cramblett Hall will begin very soon. Some very good news for the Board to hear is that the Chlois G. Ingram Spirit of Women Park, which was part of our expansion and sits in front of the Wexner Medical Center, was recently selected by the World Landscape Architect group as one of seven international prize winners. Other award winners were in the Ukraine, Paris, Chicago, and Spain so we are in pretty terrific company for that beautiful park that we have already been enjoying.

Jay Kasey and I wanted to review with the Board the construction of our building from start to the present and we have a video that Carrie Beyer in Communications prepared for us.

Video Presentation

I also wanted the Board to be aware that we recently learned that Healthgrades, which evaluates outcomes for Medicare patients in the country, has named Wexner Medical Center, University Hospital, University Hospital East, and the Ross as one of the top 262 hospitals in the entire country; and awarded it the Distinguished Excellence Award for its outcomes in healthcare of Medicare patients.

Thank you Mr. Brass.

Mr. Brass:

Dr. Gabbe, thank you very much; I appreciate that. Just two quick comments on the building besides on time and on budget: we have now spent or committed \$900 million on that project and we are on time. Ribbon cutting will be in mid-2014. We have been very stingy on contingency. Right now we are sitting at \$38 million of contingency of which we have gone and forecast what we anticipate; everything we know as of today we will probably spend approximately \$16 million of that to complete the project. If we run into something of surprise, obviously we will adjust from there but our best intelligence says this project is going very well.

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I will tell you, personally, this was my 83rd hospital I have been part of building and this one has gone as smooth as any of them. I compliment the staff: Steve, Jay Kasey, and everybody else.

A couple of comments from Medical Affairs to keep us on track. Our four big initiatives on our scorecard are Strategic Growth, Long Range Financial, Academic and Research, and Patient Care, Quality, and Satisfaction. Steve just mentioned as it relates to our quality; we are very happy with our scores right now. Patient Satisfaction scores are coming up dramatically.

The one area that we in fact are in a watch zone is our philanthropy. We were behind budget as it relates to philanthropy at the end of November. I am happy to tell you that as we sit here today, we are now in front of the budget. So, we are ahead of budget as of right now. We have a long way to go yet; especially with the campaign issues but things are beginning to move in the right direction.

I want you to be aware, and I know you are, a lot of effort and a lot of work is going into the Strategic Plan; the 10-year Strategic Plan for our Medical Center. Between now and June, there will be a tremendous amount of meetings including a deep dive into the plan including all of its finances, debt capacities and so-on. The use of Mackenzie and other outside consultants to double check and triple check some of our forecasting. We want to make sure that we are not doing something that in fact will put us in harm's way two years, four years, five years from now.

As it relates to finances, the first six months at our Medical Center at The Ohio State University has gone extremely well, extremely well. From an operating margin, we are 18% above budget. From a total revenue expenses, we are 16% above budget. The staff has done a great job reducing expenses. Our best forecast as we in fact have a couple hundred million dollars to really make us ready for the next 10 years that has to come out in order for us to in fact hit our targets. This first year, we have seen the results which are reflected on the bottom lines so I think we are doing well.

We track EBITDA, day's cash-on-hand and debt serve; all of them are on budget right now. Those are the indicators we track very carefully.

We did review Partners Achieving Community Transformation as well; enough has been said on that.

In the consent agenda, we have 3 sets of Bylaw changes. They are fairly minimal but one deals with The Ohio State University Hospital, very specifically the Harding Hospital, and that change is to add the new Chief of Psychiatry into the Bylaws for Harding. The second one deals with our James Cancer Hospital and that is update is as it relates to our Medical Director for credentialing. The last one deals with the Medical Center as a whole and that's adding our new Chief Medical Officer into the Bylaws to make sure those things are updated.

Unless there are some questions Mr. Chairman, very quickly, that's the 2 hours of our meeting.

Mr. Schottenstein:

Great report. We love hearing those words "on time, on budget".

Mr. Brass:

So do I.

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Mr. Schottenstein:

That's a great report. Any questions for Mr. Brass?

Alan, your comment about philanthropy reminded me and I saw our new Senior Vice President Mike Eicher in the back as well. This Board's commitment to circling the wagons as we launch this campaign is absolute. Gil, you mentioned those events in the various cities. I think the sooner those dates are set and circulated to the members of the Board, not that we will all be at every one, schedules permitting obviously. I know there will be keen interest in knowing when those events are.

Dr. Cloyd:

Thank you Mr. Schottenstein. We have pretty much solidified those. Mike, if you just make sure all of the Board members receive Susan's report; that will take care of it. Certainly if any of you are interested in participating in any of those, I know that will be greatly welcomed.

Mr. Schottenstein:

David will get that information to us. Thanks again Alan.

Judge Marbley, Audit and Compliance Committee.

Judge Marbley:

Thank you Mr. Chairman. We began our committee by welcoming Mr. Craig Morford, the newest member of our committee, who is the chief legal and compliance officer at Cardinal Health. Then we had a presentation from Mr. Gates Garrity-Rokous, the University's first Chief Compliance and Integrity Officer who is leading the Office of Compliance and Integrity. He presented an update and he will do so at each of our meetings. He instructed that Ms. Lauren Lubow recently joined the University as the Director of Public Records. If that name sounds familiar to you, she has been, for years, the Chief Public Records Attorney at the Attorney General's Office so she is the public records guru. It is quite a coup for us to get her to join the University and it's first step in building this world class compliance department. In addition, several new positions in the office are in process of being staffed, including a Title IX compliance director. The office continues to work to identify and assess key risks at the University.

He also discussed the NCAA and new regulations. A question was raised regarding whether the Board of Trustees should issue its comments and suggestions to the NCAA related to compliance issues. We did not act on that. I would go to our Athletic Director before I think we would do that. I think I speak for the University in that regard.

Then we heard from Mr. Rick Stover, a partner with PricewaterhouseCoopers, the University's external audit firm who presented the External Audit Status report.

As part of PWC's responsibility under generally accepted auditing standards, PWC is required to communicate with the members of the University's Audit and Compliance Committee on certain matters regarding the results and scope of the external audits.

PWC noted that all Fiscal Year 2012 reports have been issued. In addition, preliminary planning has begun for Fiscal Year 2013 and no substantive changes are expected for this year. The audit plan will be presented at the April 2013 Audit and Compliance Committee meeting.

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Then we discussed the authorization for the establishment of a new University affiliate: Partners Achieving Community Transformation (PACT). We heard an extensive presentation by Ms. Bartley on PACT so I won't repeat it here. The committee voted in favor of the motion to establish a new University affiliate and that was passed unanimously.

That concludes my summation of the Audit and Compliance committee meeting. Any questions?

Mr. Schottenstein:

Thank you Monte; that was a good report. Academic Affairs and Student Life Committee, Jeff.

Dr. Wadsworth:

Thank you Mr. Chairman. I think Dolan is here. Dolan gave us a very good update again about something we are all very concerned about which is: what are our graduation rates; what are our retention rates; how are we doing; how is our improvement comparing to other institutions. There is a chart that many of us have seen. This particular one came from the Lumina Foundation, which shows how people drop out from ninth grade on through a six year graduation. If you start off with 100 people in ninth grade, you end up with just 21 graduating in 6 years; that is the nation's loss in education. Just to bring an observation I had from another study, people who don't graduate from high school are typically employed at under the poverty line. Also, there is a huge impact on life span. The average life expectancy of someone who gets through college versus someone who doesn't make it through high school is between eight and eleven years. These are very profound impacts on life, as well as on individuals, and the national well-being.

We look at data very, very carefully. There is a lot of good news in the report he gave us. We had 28,000 applicants last year, this year is 33,000, so people are wanting to come to Ohio State. There is a lot of data and I won't go through all of it but one of the things that really was astonishing was we looked at the four year graduation rates from 1995 to the present time. In 1995, it was a mere 19% graduated in four years; we are now up to 62% in four years. I think there were some coincidences in timing. In the six year graduation numbers, we are up at 82% now. It is all very interesting; it means that 18% didn't graduate. Well it's trickier than that because some of those went to another school and about 7% of those are accounted for by people who graduated somewhere else. This is the kind of detail we look at. Most of the trends are shown with individual groupings and are always compared with the "Big Ten" and the Aspirant Group of top colleges. The headline is we are sort-of middle to a little bit above in the "Big Ten", but we are trailing in the Aspirant Group in our ambition to get to the top ten. There is still a gap, we know that.

We look at all of the practices that have caused all of those improvements in getting to the relatively higher graduation rates: first year experience program, the various ways we are able to fund students with financial aid, and so on. We have to remember, everyone else is improving as we are, so it is a moving target.

Next topic, which was partly presaged by Dolan but then we got into it with Mike Hofherr on eLearning and distance education. It was very interesting. 11% of students came into Ohio State last year with 1 year of credit already under their belt, 11%. They are looking for a three year program because they are the kind who will want to graduate in four years. It says something about the access to higher education available now in various ways. It is very appropriate to think about what does all that mean. We learned about hybrid learning, open courseware, and distance education. We have something we heard about earlier from the President about impact grants and that program allowing people to learn more about how to

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bring technology into the classroom and the various numbers of students being impacted; 20,000 in this case. Digital Union workshops also support teaching with technology. We also saw some nice pictures of upgraded classrooms with more high-tech tools and screens and so-on.

In addition, we entered into collaboration last year as everyone knows with Apple. Put that on the iTunes U platform and the numbers are staggering. One of our chemistry courses is now viewed by 110,000 people from 121 countries. Actually, the numbers go up so dynamically that the notes we were given a week ago kind of have to be updated in real time.

We heard about MOOCs earlier. It's a new acronym that we are all going to have to get used to, Massive Open Online Courses. The University chose to go with Coursera as one outlet for that and again, staggering numbers of students involved. The courses Ohio State offers are in calculus, pharmacy, city planning and writing composition; the latter one being awarded the Gate Foundation Grant. We have 62,000 Coursera enrollments from over 100 countries.

Finally, from Udacity, Sebastian Thrun was here a couple of weeks ago; he was in Dallas recently. We are working with him in various ways. This is, of course, a subject, and I will wrap up here Mr. Chairman, of great interest is: what does the world of future of higher education look like and how does that distance learning or that eLearning intersect with the traditional campus environment. What are the trends and making sure that we understand it. We are experimenting in key areas of it because the best way to learn about it is to be part of it. That is something that we will obviously be continuing to look at very closely.

We ended up with five components of the consent agenda and I won't go through them because they will be read later. Thank you Mr. Chairman.

Mr. Schottenstein:

Thank you. Questions for Jeff?

Dr. Cloyd:

Mr. Schottenstein, I don't know if this is a question or a comment but it relates to the distance in eLearning and I am very glad we are doing the experimentation. I think this is something we would all say yes, of course, but it's an expectation. I think as we go forward in this very dynamic world, it's going to have a lot of change and a lot of experimentation. It's going to be very important for the University and us as a Board to say, where do we want to be a leader, where do we want to be a fast-follower, where do we want to be temperate and see what happens because I suspect some people are going to jump in on business models, and a lot of other things and get a lot of waste.

Mr. Schottenstein:

That's an excellent point. Not to take away from anything that Jeff might say but conversations in that regard that I know are a high level within the Academic Affairs Committee in concert with the Provost trying to move towards a set of five or six guiding principles: this is what we are going to try to do, this is what we are not going to try to do and then try to get even more specific from there. Is that fair?

Dr. Wadsworth:

Yes, it is indeed. I agree with the comment. I think it will be fascinating to watch how the business models evolve. Our friend Sebastian with Udacity was already

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contemplating that and introducing new ideas about as recently as two weeks ago. There are a lot of financial issues.

Mr. Schottenstein:

And there is also, if I just could say one other thing Gordon, a lot of different models out there. Some universities have made it very clear that they are not interested in doing this unless people are willing to enroll. Some are just out there for anyone and everyone and then there's everything in-between. Some are just graduates, some are undergraduates, some are both; there is a lot happening.

President Gee:

There are so many models. The difference between Coursera, which is really on-line education, and Udacity, is the fact that Sebastian is looking at new ways to think about how one teaches in this space. I think that it is a very interesting model for us to be taking a look at also.

Mr. Schottenstein:

Ben, did you have a comment?

Mr. Reinke:

There is one kind-of nuance point that I wanted to make, building off of what Jeff said. When the 11% of students enter with at least one year of academic credit, most of those choose to stay for four years anyways; even though they could complete a degree in three years. Both lends to the idea that there is something very special about the on-campus experience. It also means that if those students, if they are here for four years or are enriching their curriculum in different ways, meaning taking a second major, multiple minors, lots of in-depth research and they are finding ways to make their experience even more enriched. One of the possible outcomes of online and distance learning is that the model for the way the student enters with some amount of credit could be changed. If you look at it now, the students that are entering with a lot of credits are coming from schools that either have AP courses offered or have access to post-secondary education, generally speaking. Those two opportunities often times come from school districts that are ranked higher, if you will, that are high performing school districts which means that those students who have an easier opportunity to graduate quicker are often times have an easier background. One of the possible outcomes of this is that students may be able to earn course credit from anywhere in the country or from anywhere in the world and enter with that type of competitive advantage. That may be one outlet for where this goes and it may not; we will see.

Mr. Schottenstein:

Jerry.

Mr. Jurgensen:

Bobby, one thing about the whole eLearning thing that I have been thinking a lot about following closely and will continue to. If I think back about one of the most important hallmarks of my own education, it was the approach that the Jesuits once took to make a distinction between learning how to think as opposed to leaning what to think. The eLearning space obviously provides a wonderful ability to transmit content but the key thing in learning how to think is the dialog, the debate, and the confrontation involved in different ideas. I am scratching my head in trying to figure out in this electronic world in which we live, how that dialog, debate, and intellectual confrontation can take place the right way. It is more than just an online chat. I

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actually need to learn how to read body language, I need to learn how to do a whole bunch of things that are critical in that process of learning how to think, not just what to think.

Dr. Wadsworth:

We had vibrant discussion about that. I think it's important not to pose it as a neither/or; I think the future is a combination.

Mr. Schottenstein:

There will always be a place, Judge Marbley you will like what I am about to say, for Socrates; the Socratic Method.

Mr. Jurgensen:

Alright fine, I'm a philosophy guy.

Mr. Schottenstein:

Don't ask me to say anything else about it. Anymore questions?

Alex Shumate, the Governance Committee report.

Mr. Shumate:

Thank you Mr. Chairman. There are two items on our consent agenda emanating from our committee process. First, the approval of the Committee Charters. As a Board, we talk about how we can get better, how we can maintain our focus and the emphasis of our strategy, and what is important for the University. Each of the committees have presented a charter that provides a road map for the items that we will be discussing as a Board that are consistent with our strategy and also help us to be accountable because indeed we want to be a positive resource for the University. We recommend approval and adoption of the Committee Charters. Secondly, there has been quite a bit of discussion regarding the revision of the official University seal. Part of our responsibility was to review that and analyze that. We are very pleased as the report indicated that the revised seal is consistent with our "One University" policy and strategy, and also reinforces the important message of Ohio State as a public land grant; that we are focused on research, teaching, and service. We would unanimously recommend the adoption of both of those items on the consent agenda.

Mr. Schottenstein:

Questions for Alex?

First of all, I appreciate the report and I think it is really important that we have come to the point where we have crafted Charters that aren't just sort-of boiler point, innocuous kinds of statements that could fit anywhere, anyplace. We have six committees because we think six committees are what is needed to further the work of the Board. We could have had five, we could have had eight. It wasn't so much the number, it's what are the big buckets of tasks that this Board does have. I just appreciate the fact, and I know the Board knows this but to just say this for the benefit for those that are here, the Charters relate to the work. What we consider to be the key strategic goals and initiatives of the University and that those things do occur within the Committees.

I really appreciate it.

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Finally, Finance Committee, Jerry Jurgensen.

Mr. Jurgensen:

Thank you Mr. Chairman. We met yesterday and reviewed five discussion items that are standard recurring parts of our process and six items for the consent agenda.

Mr. Chatas presented our scorecard for fiscal year 2013, the Interim Financial Update, and the Quarterly Waiver Report. In the interest of time, I am not going to go through all of the details of all of that; but suffice to say there was nothing noteworthy in any of those.

Likewise, Ms. Readey delivered the project status report and here again she brought us up to speed on a few places that are not green; there aren't very many that are not. Green is good in the way we keep our scorecards. There isn't anything I feel I need to call out to the Trustees in that regard.

Jay Kasey presented the Physical Environment Scorecard with our safety indicators. They continue to reflect the University's commitment to drive down on-campus crime. Off-campus crime is down 28%, according to the information we get from the Columbus Police Department. We are making progress in this area but this is a six-sigma kind of thing for a lot of people. We'd love for it to be zero.

We next moved into an item that consumed the largest amount of our time. Mr. Chatas and Gene Smith presented the authorization to approve athletic ticket prices and fees. Mr. Chatas explained that every January, our committee examines potential price increases and fee increases for Athletic tickets and our golf course.

It should be noted Ohio State is one of the few institutions in the country whose athletics programs are self-sustaining. We do not use funds from non-athletic sources to pay for athletic programs. Our programs support more than 34 varsity sports and over a 1,000 student-athletes, and Athletics helps them succeed both on the field and off the field. We got a demonstration of the value of that from the students we heard from today. It is also noteworthy that our student athletes right now have achieved a graduation rate of 81%. Again, that's a number headed in the right direction but I also know that our Athletic Director is not satisfied with 81. The funds that we generate from ticket sales are used to support scholarships for 600 student-athletes inside this program. Really beyond just paying their own bills, I think it is really important to underline that the Athletic Department contributes financially to the University's academic mission. Returning about 25% of its budget each year to the University to support libraries, scholarships, and other academic needs.

Additionally, the Athletics Department is responsible for maintaining the world-class facilities that allow us to attract the best and brightest student-athletes, we have heard from four of them today. Also, coaches and their staff are influenced by the quality of these facilities. We heard from one of those coaches today as well. They also enable us to field championship teams.

In the face of rising operating costs for next fiscal year, the Athletic Council and University administrators have reviewed and recommended to us the increase in the price of football and men's basketball tickets and golf course membership fees. Their recommendation for increases are as follows:

For football tickets for the 2013 season: to increase the Reserved Public football ticket price by \$9 per game for designated non-Premier home football games. I will get into this premier and non-premier distinction in a second. Additionally, to have the option to designate up to two home football games as "Premier Games" and price those Reserved Public tickets between \$79 and up to a maximum of \$125 and \$150 per game, respectively, or up to a maximum of \$175 for a single Premier Game

identified in a single season. It is standard operating practice across this country and all universities comparable to Ohio State have games that are priced on a differential basis. We know that because quite often we are on the other end of that. Where we go, that home team gets the opportunity to have differential in their pricing. It's simply a market reality. Along with this, there would be an increase to the Student football ticket price by \$2 per game. Student tickets will not be subject to the Premier Game pricing phenomena. Also noteworthy, Ohio State stands out in the total number of tickets that is allocates to its student body, its faculty, and its staff. This is not a situation where in fact the University is maximizing to 100% of its capacity the revenue generating capacity of that stadium. We are keeping a balance and I think it is important to do that.

For men's basketball tickets for the 2013-2014 season: for conference games only, an increase of \$6 per game for Personal Seat License and Reserved Public tickets in the lower bowl seats, and an increase of \$4 per game for Reserved Public tickets in the upper bowl seats. For conference games only, an increase of \$4.50 for Faculty/Staff tickets in the lower bowl, and an increase of \$3 per game for Faculty and Staff tickets in the upper bowl. For conference games only, an increase of \$1 per game for Student tickets in all seat locations. Here again we have an option to designate up to five select Non-Conference or Conference home games as "Premier Games" and price the Personal Seat License seats at \$47, Reserved Public lower bowl seats at \$46, Reserved Public upper bowl seats at \$25, Faculty/Staff lower bowl seats at \$37, Faculty/Staff upper-bowl seats at \$20, and Student tickets at \$13 per game. It's complicated. Its complication only exceeded by the interest I think that everyone is going to have in this. There will be no price increase for all Non-Conference games, except for those designated as "Premier Games".

For 2013 Golf Course Membership Dues and Green Fees: a 1.5% increase is proposed for annual membership dues for Alumni/Affiliates, Faculty/Staff, OSU Student and OSU Affiliate Family membership categories. Daily green fees for all groups, the food and beverage minimum, and the annual tournament fee remains unchanged.

The Finance Committee has closely considered the recommendation of the Athletic Council, University leadership, and Athletics Department to adopt new ticket pricing for football and men's basketball and for golf course membership. Parenthetically I guess is what I want to say is where we end up is not solely an issue of what Ohio State can do; in other words, what the market will bear. But in our judgment of reflex what Ohio State should do. This isn't a decision that involves just facts and figures. It's something that millions of people care about deeply and our Athletic leadership appreciates this. What we wanted to hear was that they thought about the impact that this has on people all the way down to the last seat in that stadium because it is something that people do care deeply about and we need to treat it with a certain amount of reverence because of that.

We concur with the recommendation is a way to maintain the self-sustainability of our athletics programs, preserve quality of the fan experience, and to provide needed revenues for facility maintenance and the University's core academic mission.

There is a powerful story also behind the increase and that is that we need to be in as good of a financial position as possible to fulfill the academic mission of Ohio State. In this story, in large part, is really about the academic side of the house and what athletics can do to support that. There was a phrase used earlier by Gordon, athletics not only sustains our spirit, but athletics also has the capacity to fuel our mission. We are fortunate because of this tradition and rich heritage and great student athletics and fantastic iconic coaches that we have the ability to have athletics really support not only what happens on a Saturday, but what happens

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every day of the week. So with that, Mr. Chairman, we are happy to recommend this to the Board.

Mr. Chatas also presented the approval of the new 350-block meal plan and its related fee. Again, in the aftermath of the conversion to semesters, there was an analysis done of how our students take advantage of meal plans and the recognition that we needed to tweak some of those.

Ms. Readey and Ms. Hoffsis discussed the authorization to enter into and/or increase construction contracts. We had a change in a lease and we had an easement issue that we have to deal with of which are on the consent agenda.

I think that's the sum of substance of it so I won't go through all of the things Gordon will go through or at least name them all. That concludes my comments and remarks.

Mr. Schottenstein:

Excellent. Any questions for Mr. Jurgensen. Jack?

Mr. Fisher:

Mr. Chairman, Jerry, thanks for the depth and scope for the work you did on the ticket prices and your explanation. I would encourage all of us to help spread the word on how we did our due diligence and how you went about that. I thank Gene Smith for his sharing information with us. We had a lot of dialog about this and I did not get any emails about on-time, on-budget of the Wexner Center, but I did get emails about tickets. So I think there is an opportunity for us to explain the thoroughness of how we went about this and I thank you for your good work.

Mr. Schottenstein:

Excellent comment. Any other comments from any other members of the Board?

I would just say if I can, to echo the underlying content of what you said and I think the power of the point you made Jerry about the academic mission. Ticket prices here haven't been increased in more than three years; not that we need to apologize because we believe strongly that this is needed for the academic kinds of support that you referenced. You mentioned about the allocation at Ohio State of tickets to students and alumni and faculty and how it stands out. It's number one. There is no university in this country, no matter how you slice it, that allocates more tickets to the students, and I am talking football, than we do. Most of the so-called peers, we don't think we have any, give away fewer tickets to students on a proportionate basis than we do. We will not depart from that ethic because we think that is a very important thing.

The other thing I would say, and I think you provided the context, that part of your report tends to draw more attention than sometimes a billion dollar hospitals does. We appreciate that. If there was no interest in our Athletic Department, it wouldn't be a source from which we might draw to help fuel the great work that happens here on all of the other days of the week. This is really part of a process; what you described. It is a process that began, really, when Mr. Chatas first began, in a very intense strategic way, help us explore how we could become financially smarter; and the word that we continuously use was entrepreneurial. There were a whole lot of things that we did as we all know and we didn't do them just to do them but we did them to help fuel the academic mission; whether it was the sale or leasing of the parking rights or the raising of the century bond. The Athletic Department, and I was on the Finance Committee at the time before I became Chair, I sat in some of the meetings where we first began to review in a very holistic way the Athletic Department's

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budget. To see without ever losing sight of the importance of some of our fundamental goals allocating tickets to students, being sensitive to what students and faculty pay, but recognizing also the market and trying to delicately balance that. Look at the entire Athletic Department budget and see if there were things we could do to help us increase the strength of our financial condition. This is part of that process. It's a process that will continue. The work of the Finance Committee, at least as it relates to the further exploration of ways to generate revenue, does not stop at this meeting. Whether it be looking at ways to cut expenses within our system, improve efficiencies; all these things are about creating larger financial resources to benefit the mission of the University. The work within athletics, in terms of the review of that budget, will continue. We will look forward to that knowing of our commitment to stay true to our ideals.

Gordon, I don't know if you want to add anything to that.

President Gee:

I have been thinking about this as I have listened to these discussions and Mr. Jurgensen, I really appreciate the sophisticated approach that has been taken in terms of looking at this because I think as Mr. Fisher says, we don't have 106,000 people show up for a chemistry lab; it's just not the case. We have a lot of people who have great interest in our athletic program. At the same time, and I reflect on my own tenure both here and elsewhere, four of the institutions that I have served, the athletic programs were substantial drains on the general budgets of the university. There was great tension between faculty and staff and students and the university and its fan-base because of the fact that they were not self-sustaining. We are one of probably half dozen; there are very few institutions which have not only a self-sustaining, totally self-sustaining athletic program, but one that contributes mightily to the teaching and learning function of the institution. Sometimes, that gets lost. There are a number of students here, there are a number of faculty here, there is a library completed thanks to the support of our fan base that has allowed us to do that.

We also are in a time of limited resources and infinite appetites. We heard today about the issue of scholarships. We had our football coach here who is leading that scholarship drive. We need to take a very careful look at all of the assets of the institution including our Athletic Department as to how we can support that core mission. We have done so with our parking, we are looking very carefully at our environmental issues. We just heard today about the purchase of wind power, etc. We do not want in any way to look at the athletic program as a cash cow. We want to look at it as an opportunity for us to support the mission of the institution and do so in a way that we can maintain the highest quality athletic program.

So, as I thought about it for the last couple of days, Mr. Chairman, I think that I am going to charge the Senior group of leaders at the University to look carefully at this issue, to work with our Finance Committee and I think that we need to come back in June with a clear headed plan about how we move forward in terms of funding in athletics and the university as part of our overall strategy and we will do so.

Mr. Schottenstein:

Good. Any other thoughts or questions, comments?

Ok, with that then, as we move to the close of our meeting, the consent agenda is now before the Board and President Gee if you would please present it.

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CONSENT AGENDA

President Gee:

Thank you Mr. Chairman. Today we have a total of 33 resolutions on the Consent Agenda. We are asking for a separate vote to be held for item number 22 due to a conflict of interest and are therefore seeking approval for the following:

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

Resolution No. 2013-34

Synopsis: The amendments to the *Bylaws and Rules and Regulations of the Medical Staff* of The Ohio State University Hospitals are recommended for approval.

WHEREAS the proposed amendments to the *Bylaws and the Rules and Regulations of the Medical Staff* of The Ohio State University Hospitals were approved by The Ohio State University Medical Center Board on December 19, 2012:

NOW THEREFORE

BE IT RESOLVED, That the attached *Bylaws and Rules and Regulations of the Medical Staff* of The Ohio State University Hospitals are hereby adopted, effective immediately.

(See Appendix XXIII for background information, page 491)

**AMENDMENTS TO THE *BYLAWS AND RULES AND REGULATIONS*
OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES CANCER
HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE**

Resolution No. 2013-35

Synopsis: The amendments to the *Bylaws and Rules and Regulations of the Medical Staff* of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute are recommended for approval.

WHEREAS the proposed amendments to the *Bylaws and the Rules and Regulations of the Medical Staff* of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute were approved by The Ohio State University Medical Center Board on December 19, 2012:

NOW THEREFORE

BE IT RESOLVED, That the attached *Bylaws and Rules and Regulations of the Medical Staff* of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute are hereby adopted, effective immediately.

(See Appendix XXIV for background information, page 540)

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

Resolution No. 2013-36

Synopsis: The amendments to the *Bylaws* of The Ohio State University Medical Center Board are recommended for approval.

WHEREAS the proposed amendments to the *Bylaws* of The Ohio State University Medical Center Board were approved by The Ohio State University Medical Center Board on December 19, 2012:

NOW THEREFORE

BE IT RESOLVED, That the attached *Bylaws* of The Ohio State University Medical Center Board are hereby adopted, effective immediately.

(See Appendix XXV for background information, page 607)

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 2013-37

Synopsis: Approval of the following amendments to the *Rules of the University Faculty* is recommended.

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the *Rules of the University Faculty* as approved by the University Senate; and

WHEREAS the proposed changes in the *Rules of the University Faculty* were approved by the University Senate on November 15, 2012 and January 17, 2013:

NOW THEREFORE

BE IT RESOLVED, That the attached amendments to the *Rules of the University Faculty* be adopted as recommended by the University Senate.

(See Appendix XXVI for background information, page 622)

RESOLUTIONS IN MEMORIAM

Synopsis: Approval of Resolutions in Memoriam is proposed.

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

Charles L. Babcock

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 7, 2012, of Charles L. Babcock, Professor Emeritus in the College of Arts and Sciences.

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Professor Charles Babcock came to The Ohio State University in 1966 to be chair of the Classics Department, a position he held from 1966-68 and again from 1980-1988. In 1968 he became the first dean of the newly created College of Humanities. He received numerous awards from Ohio State, including the Distinguished Teaching Award and the Distinguished Service Award. A Berkeley trained Latinist, he was a premier figure in the field of Latin studies, and was, for decades an emblem of the premier Classics programs in the United States. His dissertation students include many of the prominent senior figures in the field today.

Professor Babcock shared his great love of ancient Rome and the Latin language with many, not only through his teaching but also through programs he directed in Rome; The Summer School at the American Academy (1966) Intercollegiate Center for Classical Studies (1974-1975) Mellon Professor in Charge, and School of Classical Studies at the American Academy in Rome (1988-1089). He is particularly remembered for his energetic activities as one of the founders of the Intercollegiate Center for Classical Studies (ICC) in Rome, an institution which has served and continues to serve as the door unto the city for many young students of Latin literature, Roman archaeology and topography, and Roman art history. These students are an ever growing group of aficionados and enthusiasts for the Eternal City, and for them Professor Babcock is an inspirational figure.

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

Frank W. Brumfield, DDS

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 21, 2012, of Dr. Frank W. Brumfield, Assistant Professor Emeritus of Periodontology in the College of Dentistry.

Dr. Brumfield earned a Bachelor of Science degree in Business from The Ohio State University, where he also received a Doctor of Dental Surgery in 1961 and completed advanced training in Periodontology in 1985. He was an excellent and dedicated educator at The Ohio State University College of Dentistry from 1966 until 2005, receiving The Ohio State University Teaching Excellence Award in 1989. Moreover, he was a beloved and highly respected colleague at the College of Dentistry, being elected as a faculty member into the Theta Chapter of Omicron Kappa Upsilon Honorary Dental Society in 1986 and as an honorary member of Zeta Chapter of Sigma Phi Alpha Dental Hygiene Honor Society in 1987. His dedication to the College extended to a number of committees, including the Post College Assembly Committee, where he served from 1973-1978, the Faculty Council, 1981-1983, and the Dean's Search Committee, 1990-1991.

Dr. Brumfield also served his country for more than 30 years, first in the United States Air Force Dental Corps and then in the Ohio National Guard, retiring as a full Colonel in 1996, a very rare achievement for a dentist. He received the Air Force Meritorious Service Award and an Air Force Commendation Medal in 1986.

Dr. Brumfield was a member of the American Academy of Periodontology, the Columbus Academy of Periodontology, where he served as President in 1993, the American Dental Association, and the Ohio Dental Association. He held a number of offices in the Columbus Dental Veterans, including President in 1981-1982.

On behalf of the University community, the Board of Trustees expresses to the family of Dr. Frank W. Brumfield its deepest sympathy and sense of understanding of their loss.

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It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered as an expression of the Board's heartfelt sympathy.

Dr. Garth A. Cahoon

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 1, 2012, of Garth A. Cahoon, Professor Emeritus at the Ohio Agricultural Research and Development Center (OARDC).

Dr. Garth A. Cahoon is well known to many of the long time grape growers of Ohio. Dr. Cahoon inspired and instilled sound cultural practices to hundreds of growers throughout the State of Ohio and around the country through his strong grape research and hands on extension outreach programs.

A native of Delta, Utah, Dr. Cahoon earned a degree in technical soils from the Utah State University in 1950 and a Ph.D. in Plant Science from the University of California at Los Angeles in 1953. He worked as a horticulturist at the University of California, Riverside, from 1953 to 1963 before coming to OARDC as an associate professor in Horticulture in 1963. By 1967 he was made full professor and in 1983 assumed the role of assistant Chair of the Department of Horticulture at OARDC. Professional assignments in India, Somalia and the Caribbean broadened his knowledge of small fruit horticulture.

Dr. Garth Cahoon's training was in soil nutrition and he was instrumental in establishing the nutrient standards used today to test petiole and soil samples. Dr. Cahoon helped develop the REAL lab (Research Extension Analytical Lab) where most growers would send their petiole and soil samples to be tested. Dr. Garth Cahoon would interpret the results and send the growers his recommendations to improve the fertility in their vineyards, apples, brambles and stone fruits.

Among many honors, Dr. Cahoon was one of the first members to be inducted into the Ohio Wine Hall of Fame. In 1992, Dr. Cahoon was awarded the Monteith Trophy. The perpetual sterling silver Tiffany Monteith Trophy is considered one of the most elegant and prestigious awards in the U.S. wine industry. Since 1980, it has been presented to individuals or organizations that have performed exceptional contributions to the development and sustainability of the American wine industry by actively providing leadership and motivation in addressing both legislative and regulatory issues that confront the industry, supporting innovative and technical research in both the fields of enology and viticulture, also encouraging wine and health related studies, as well as contributing to consumer public wine education and appreciation through the arts, literature and the public media.

Wendell H. Cornetet Jr.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 18, 2012 of Wendell H. Cornetet Jr., Professor Emeritus of Electrical and Computer Engineering in the College of Engineering.

Professor Cornetet, a native of Huntington, West Virginia, earned a Bachelor of Science in Electrical Engineering and a Master of Science in Electrical Engineering from West Virginia State University. He earned his PhD in Electrical Engineering from The Ohio State University in 1958.

Professor Cornetet joined The Ohio State University in 1951 as a member of the research staff in the Department of Electrical Engineering and became a member of the faculty in 1956. He was a principal researcher in Professor E.M. Boone's work in

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electron tube research during the 1950s and early 60s, which was a vital and reputation enhancing area of research for the department.

After research activity in the electron tube area diminished, Professor Cornetet devoted his energies to teaching and service. He was regarded as an outstanding teacher and was highly respected by his students and colleagues.

Professor Cornetet spearheaded several important initiatives in the department, including establishing the industry advisory council which continues to this day. He also instituted and managed the advanced professional programs for students who wanted advanced training in specific topics to enhance their career objectives, but were not interested in obtaining a graduate degree. He managed the department's cooperative education program during its infancy and was an active member of several department committees, including the curriculum committee.

Wendell Cornetet Jr. served his profession at the highest level. He was awarded the Ralph L. Boyer Award for meritorious achievement in academic endeavors in 1975 and was a Schmitt Scholar to the National Engineering Consortium. While a student at WVU, he was president and charter member of Eta Kappa Nu, an honorary society of electrical engineering. Professor Cornetet was a Senior Member of the Institute of Electrical and Electronics Engineers and a member of Tau Beta Pi, the Engineering Honor Society.

After 34 years of service to the University, Professor Cornetet helped found and became president of Softcad Electronics Company.

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

Dr. Cecil G. Gouke

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 28, 1012, of Cecil G. Gouke, Professor Emeritus of African American Studies and Economics in the College of Arts and Sciences.

Dr. Gouke was one of the founding members of the African American and African Studies Department, where he served as an accomplished professor, great advocate and mentor to students, and valued colleague for most of the 1970's through 1990's. Professor Gouke was one of the first African American economics professors hired at The Ohio State University, African American and African Studies, then known as the Black Studies Department, benefited from his expertise and research, and from his generosity.

Professor Gouke's research on economic development made him an expert in third world development, particularly in countries in Africa and the Caribbean. Cecil received his B.A. and M.A. degrees from City College of New York and his Ph.D. from New York University. As a skillful professor of Economics and African American and African Studies, Professor Gouke was a tireless and unwavering advocate for African American students. Students who worked with Cecil were impressed by his tremendous intellect and his academic accomplishments, but beyond that he was a man who cared about them. Colleagues recognized Cecil as a man of principle and fairness, unwilling to go along with inequity and injustice to gain political favor. A man of excellent humor, good character, and social grace, staff members reported Professor Gouke brought candy and flowers to the office for them on Valentine's Day, even after his retirement. In sum, Professor Gouke has been missed since his retirement from

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The Ohio State University. We are honored to join the chorus of those who knew and loved him for his contributions to students and faculty at Ohio State. He will not be forgotten.

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

Joan E. Gritzmacher

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 5, 2012, of Joan E. Gritzmacher, Professor Emeritus of Home Economics Education, Department of Human Development and Family Science, in the College of Education and Human Ecology.

Dr. Gritzmacher was recognized nationally for teaching entrepreneurship and was an expert in research methodology and design. In the classroom, and while advising more than 20 master's and doctoral candidates, she focused on research and evaluation methods graduates could use in their careers.

An outstanding educator, she was honored twice with the university's Alumni Award for Distinguished Teaching, first in 1977 and again in 1984.

She was co-editor of several books, including *Home Economics Education: A Review and Synthesis of the Research* and *Child Development/Parent Education Program Effectiveness*. In addition she wrote chapters in texts such as *Evaluation of Student Teaching in Home Economics* and numerous journal articles.

Dr. Gritzmacher served her profession as president and president pro-tem of the Ohio Association of Family and Consumer Sciences, the National Association of Family and Consumer Science Teacher Educators, and the Franklin County Family and Consumer Sciences Association. In addition, she served on many college, university, local, state and national committees and was active in Ohio State's Association of Staff and Faculty Women.

She earned a master's degree and a Ph.D. in home economics education from Cornell University. She came from Purdue University to The Ohio State University in 1972.

After retirement in 1995, she worked with the Ohio Department of Education's Gender Equity Project for three years. The American Education Research Association's Women Educators Special Interest Group recognized the effort.

Dr. Gritzmacher continued as a staunch supporter of her profession and established the Joan E. Gritzmacher Endowed Fund for Family and Consumer Sciences Education Scholarships and the Joan E. Gritzmacher Endowed Fund for Family and Consumer Sciences Education.

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

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Charles L. Hastings

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 1, 2012, of Charles Hastings, Assistant Professor Emeritus of The Ohio State University Extension Service.

Charlie was born June 28, 1920, in LaRue, Ohio. He completed his Bachelor of Science degree in 1952, and his Master of Science degree in 1972, both in Agriculture from The Ohio State University.

His Extension career at The Ohio State University began on February 16, 1966 as the County Extension Agent, Agriculture in Knox County. On November 1, 1969 he became the Area Agent, Community Resource Development for the Mt Gilead Area. On February 1, 1978, he was named Area Supervisor for the Fremont Area. He retired on June 30, 1985.

Mr. Hastings was recognized for his outstanding leadership in community resource development programs. He was also a key member of Extension administrative cabinet when he served as the Area Supervisor during his career. He was a member of and served on many committees of several professional organizations. He was awarded the District Achievement Award from the Ohio County Extension Agents' Association for outstanding accomplishments in Extension education in agriculture.

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

Maynard Muntzing

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 9, 2013, of Maynard Muntzing, Associate Professor Emeritus of The Ohio State University Extension Service.

Maynard was born March 12, 1933, in Scherr, West Virginia. He received his Bachelor of Science degree in 1955 in agriculture from West Virginia University, and the Master of Science degree in 1965, in agriculture from The Ohio State University.

His Extension career at The Ohio State University began on November 1, 1958 as the Associate Co- Extension Agent in Ross County. On July 1, 1959 he was appointed the County Extension Agent, 4-H in Ross County. On October 1, 1964 he became the County Extension Agent, Agriculture in Ross County and continued in this position until his retirement on March 31, 1988.

Maynard was recognized for his outstanding educational programs in agriculture including agronomy, working with young commercial farm families and developing an outstanding junior fair with 4-H youth in the county. He was a member of and served on many committees of several professional organizations. He was awarded the Distinguished Service Award by the National Association of County Agricultural Agents for outstanding accomplishments in Extension education in agriculture.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Maynard Muntzing its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees as an expression of the Board's heartfelt sympathy.

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Joseph J. Parnicky

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 1, 2012, of Joseph J. Parnicky, Professor Emeritus in the College of Social Work.

Professor Joseph Parnicky earned a bachelor's degree in sociology in 1940. In 1942, he was awarded a master's degree in clinical social work from Boston University. From 1942 to 1946, Professor Parnicky served as a psychologist in a Numbered Army Hospital and retired with the rank of Lieutenant Colonel.

As a civilian, Professor Parnicky first professional position was with the Community Service Society in New York City. He joined the faculty at Adelphi University in 1954 and received his doctorate in clinical psychology. He later joined the faculty at Rutgers University. Following that appointment he was recruited to be the superintendent at the E. R. Johnstone Training Research Center. In 1968, Professor Parnicky was invited to join The Ohio State University Nisonger Center and the faculty in the College of Social Work. He remained at Ohio State as tenured professor until his retirement in 1989.

Throughout his career at Ohio State, Dr. Parnicky enjoyed the esteem and admiration of his faculty colleagues for his dependable and uncompromising commitment to the service field of developmental disabilities. Through his leadership, the College was able to offer a first-class curriculum focused on developmentally disadvantaged youth, which continues today. Dr. Parnicky was the primary author of this curriculum, and through his research, rich practice experience and his dual appointment with the University's Nisonger Center, he guided a significant number of graduate students to successful careers in this area. Beyond his professional contributions to the College and University, Joe was beloved by his colleagues, students and staff both in the College and throughout the University for his generous and giving spirit, his intellectual curiosity, his affinity for interdisciplinary collaboration and for his wise and prudent counsel. Dr. Parnicky was the quintessential faculty colleague.

In 1995, Professor Parnicky was awarded the Norman Guitry Award for outstanding leadership in the promotion of mental health and the prevention of mental illness. In more recent years, he worked to help build houses for Habitat for Humanity. For six years, he was also visiting professor at the University of Otago (Dunedin, New Zealand).

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

John F. Vermilya

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 10, 2012, of John Vermilya, Associate Professor Emeritus of The Ohio State University Extension Service.

John was born July 19, 1919, in Bowling Green, Ohio. He completed his Bachelor of Science degree in 1946, and the Master of Science degree in 1961, both in Agricultural Economics from The Ohio State University.

His Extension career at The Ohio State University began on February 16, 1948 as the County Extension Agent, 4-H in Montgomery County. On July 1, 1970 he became the County Extension Agent, Agriculture in Darke County. He retired on May 31, 1979.

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Mr. Vermilya was recognized for his outstanding leadership in agricultural programming including grain marketing, taxation, farm management and agronomy. He was awarded the Ohio Public Information Award by the National Association of County Agricultural Agents and was also recognized by this association for his writing ability and newspaper columns.

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

APPROVAL OF COMMITTEE CHARTERS

Resolution No. 2013-38

Synopsis: Adoption of Board Committee Charters is proposed.

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS each committee of the Board should have a Charter to define and guide the committee's work; and

WHEREAS each committee charter has been thoroughly reviewed and discussed at the committee level; and

WHEREAS the Governance Committee recommends the proposed Charters be approved by the full Board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees adopts the committee charters that have been distributed and approved effective immediately.

(See Appendix XXVII for background information, page 626)

UNIVERSITY SEAL REVISION

Resolution No. 2013-39

Synopsis: Revision of the official University Seal to replace the circular "O" with the university's block-styled "O" as a means to further align the seal as part of the university's "One University" strategy and enlarge the proportion of the open book to reinforce the university's leadership in research and academic excellence is proposed.

WHEREAS The Ohio State University Board of Trustees has on previous occasions approved the design for the official Seal of the University; and

WHEREAS in its role as Ohio's land-grant institution, the University serves the entire State of Ohio through its missions of teaching, research, and related public services; and

WHEREAS the University's influence and reputation, potential body of students, and alumni population extend throughout Ohio, across the United States, and around the world; and

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WHEREAS the Board of Trustees proudly acknowledges that The Ohio State University serves all Ohioans and is international in scope, influence, and reputation:

NOW THEREFORE

BE IT RESOLVED, That the official Seal of The Ohio State University and Commercial Seal of the University be redrawn so as to replace the circular "O" with the university's block-styled "O" and enlarge the proportion of the open book and that these revised Seals be registered with the United States Patent and Trademark Office and the Office of the Secretary of State of Ohio; and

BE IT FURTHER RESOLVED, That the Secretary of the Board be directed to ensure that the revised Seals be used for all official University purposes and adopted for all official University uses effective February 1, 2013.

APPROVAL TO ESTABLISH A MASTER IN ANIMAL SCIENCES DEGREE PROGRAM, COLLEGE OF FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES

Resolution No. 2013-40

Synopsis: A proposal from the Council on Academic Affairs to establish a Master in Animal Sciences degree program, College of Food, Agricultural, and Environmental Sciences, is proposed.

WHEREAS students interested in animal science-based careers will face a growing complexity and diversity of issues that span this global industry, and this degree program will prepare them for positions of responsibility and leadership within the animal industries; and

WHEREAS this program aims to provide an applied, non-thesis degree for graduates and professionals: for students who want to broaden their knowledge and experience for career preparation but do not have goals of entering academia or research professions; for working professionals who want to gain new knowledge in various subjects to advance their careers; and for science teachers to fulfill continuing education needs; and

WHEREAS the proposed curriculum requires a minimum of 35 semester credit hours (including core courses, an area of specialization, and electives), a culminating paper, and a comprehensive written and oral examination administered by an advisory committee, and there are opportunities for students to earn credit for specialized mentored experiences with industry partners; and

WHEREAS the program has well defined learning goals, and will be administered through the Department of Animal Sciences; there are appropriate resources to implement and maintain it; and it is not meant to replace the traditional thesis master's option currently offered by the Department; and

WHEREAS the proposal was approved by the Department of Animal Sciences, the College of Food, Agricultural and Environmental Sciences, and the Graduate School; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on July 18, 2012; and

WHEREAS the proposal was reviewed and approved by the University Senate at its meeting on November 15, 2012:

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NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish the Master in Animal Sciences degree program in the College of Food, Agricultural, and Environmental Sciences, effective upon the approval by the Ohio Board of Regents.

**APPROVAL TO ESTABLISH A MASTER OF SCIENCE DEGREE PROGRAM
WITHIN THE INTEGRATED BIOMEDICAL SCIENCE GRDUATE PROGRAM,
COLLEGE OF MEDICINE**

Resolution No. 2013-41

Synopsis: A proposal from the Council on Academic Affairs to establish a Master of Science degree within the Integrated Biomedical Science Graduate Program, College of Medicine, is proposed.

WHEREAS the motivation for the new Master of Science degree is to provide an opportunity for those students who cannot complete their Ph.D. dissertation to leave the program with a graduate degree, and be competitive for work in business, biotechnology, consulting, and regulatory affairs; and

WHEREAS there is no new curriculum for this degree and students will never be admitted directly into the Master of Science degree program; and

WHEREAS students must complete the core curriculum, pass a candidacy examination, and pass a master's thesis examination; and

WHEREAS the program will be administered by the Integrated Biomedical Science Graduate Program, the faculty and facilities are in place, and there are no projected additional costs for the program; and

WHEREAS the proposal was approved by the administration of the Integrated Biomedical Science Graduate Program, the College of Medicine, and the Graduate School; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on July 18, 2012; and

WHEREAS the proposal was reviewed and approved by the University Senate at its meeting on November 15, 2012:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish a Master of Science degree within the Integrated Biomedical Science Graduate Program in the College of Medicine, effective upon the approval by the Ohio Board of Regents.

**APPROVAL TO ESTABLISH A BACHELOR OF SCIENCE IN HEALTH
PROMOTION, NUTRITION, AND EXERCISE SCIENCES TAGGED DEGREE
PROGRAM IN THE COLLEGE OF EDUCATION AND HUMAN ECOLOGY**

Resolution No. 2013-42

Synopsis: A proposal from the Council on Academic Affairs to establish a Bachelor of Science in Health Promotion, Nutrition, and Exercise Sciences

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tagged degree program in the College of Education and Human Ecology is proposed.

WHEREAS in response to the College of Education and Human Ecology's curriculum collaboration initiative during the semester conversion process, faculty in the Department of Human Nutrition and the School of Physical Activity and Educational Services (PAES) developed a new tagged degree program – a Bachelor of Science in Health Promotion, Nutrition, and Exercise Sciences; and

WHEREAS this program specializes in the integration of nutrition science, exercise science, and health education strategies with the goal of improving the health of the populations served by its graduates; and will replace the current nutrition and community health undergraduate major in Human Nutrition, and the community health strand in the Health and Exercise Science section in PAES; and

WHEREAS there are well-defined program goals, a student learning outcomes assessment plan, and a well-developed pre-major program; and

WHEREAS such programs have emerged recently at peer institutions and have grown in size and stature; and

WHEREAS the proposal was approved by the two academic units and by the College of Education and Human Ecology; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on July 17, 2011; and

WHEREAS the proposal was reviewed and approved by the University Senate at its meeting on November 15, 2012:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish the Bachelor of Science in Health Promotion, Nutrition, and Exercise Sciences tagged degree in the College of Education and Human Ecology, effective upon the approval by the Ohio Board of Regents.

HONORARY DEGREES

Resolution No. 2013-43

Synopsis: The awarding of honorary degrees is recommended for approval.

WHEREAS the Committee on Honorary Degrees and the University Senate, pursuant to rule 3335-5-488 of the Administrative Code, have approved for recommendation to the Board of Trustees the awarding of honorary degrees as listed below:

Leonard Berkowitz	Doctor of Science
Albert H. Soloway	Doctor of Science

NOW THEREFORE

BE IT RESOLVED, That the above honorary degrees be awarded in accordance with the recommendation at a time convenient to the University and the recipient.

(See Appendix XXVIII for background information, page 632)

PERSONNEL ACTIONS

Resolution No. 2013-44

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the November 9, 2012, meeting of the Board, including the following Appointments, Reappointments, Appointment/Reappointment of Chairpersons/Directors, Professional Improvement Leaves, and Emeritus Titles be approved.

Appointments

Name: DAVID P. CARBONE
Title: Professor (Barbara J. Bonner Chair in Lung Cancer Research)
Unit: Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: October 1, 2012 through September 30, 2016

Name: STEVEN K. CLINTON
Title: Professor (The John B. and Jane T. McCoy Chair in Cancer Research)
Unit: Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: October 1, 2012 through September 30, 2016

Name: CHRISTOPHER F. GELPI
Title: Professor (Chair in Peace Studies)
College: Arts and Sciences
Term: January 1, 2013 through September 30, 2013

Name: MICHAEL R. GREVER
Title: Professor (The Bertha Bouroncle, M.D. and Andrew Pereny Chair of Medicine)
College: Medicine
Term: October 1, 2012 through September 30, 2016

Name: GUIDO MARCUCCI
Title: Professor (The Charles Austin Doan Chair of Medicine)
College: Medicine
Term: October 1, 2012 through September 30, 2016

Name: KEITH MYERS*
Title: Associate Vice President
Office: Administration and Planning
Effective: January 1, 2013

Name: RYAN R. NASH *
Title: Associate Professor-Clinical (The Hagop S. Mekhjian M.D. Chair in Medical Ethics and Professionalism)
College: Medicine
Term: March 11, 2013 through March 10, 2017

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Name: DAVID B. WILLIAMS
Title: Dean (Monte Ahuja Endowed Dean's Chair)
College: Engineering
Term: July 13, 2013 through June 30, 2017

Reappointments

Name: THAD M. MATTA
Title: Men's Head Basketball Coach
Department: Athletics
Term: July 1, 2012 through June 30, 2019

Name: KEITH L. SMITH
Title: Associate Vice President
Director, OSU Extension
College: Food, Agricultural, and Environmental Sciences
Term: August 1, 2012 through July 31, 2013

*New personnel to the University

(See Appendix XXIX for background information, page 634)

2013 DISTINGUISHED SERVICE AWARDS

Resolution No. 2013-45

Synopsis: Approval of the University's 2013 Distinguished Service Awards is proposed.

WHEREAS the Senior Management Council, upon the recommendation of the Committee on Distinguished Service Awards, nominated and recommended the following for approval by the Board of Trustees to receive the Distinguished Service Award at a time convenient to the University and the recipient:

- Carole A. Anderson
- Rudine Sims Bishop
- William Blair
- Ruann F. Ernst
- George Skestos
- Justine ("Tina") Skestos
- Daniel Wampler

WHEREAS these awards are given in recognition of distinguished service to The Ohio State University and the awards are in accordance with action taken by the Board of Trustees in 1952:

NOW THEREFORE

BE IT RESOLVED, That the 2013 Distinguished Service Awards be approved for awarding as designated above.

(See Appendix XXX for background information, page 636)

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UNIVERSITY FOUNDATION REPORT

Resolution No. 2013-46

Synopsis: The University Foundation Report as of December 31, 2012, 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 Monte Ahuja Endowed Dean's Chair, the Henry L. Cox Endowed Professorship, the establishment of twenty-three (23) named endowed fund, and the revision of six (6) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Foundation as of December 31, 2012, be approved.

(See Appendix XXXI for background information, page 639)

**NAMING OF THE MULTI-SPORT ARENA
For the life of the physical facility located at
Fred Taylor Drive, Department of Athletics: Covelli Arena**

Resolution No. 2013-47

Synopsis: The naming of the Covelli Arena located on Fred Taylor Drive on The Ohio State University Columbus campus that will be the new multi-sport arena is proposed.

WHEREAS the generosity of Caryn and Sam Covelli has made a lasting impact at The Ohio State University by providing opportunities for outstanding student-athletes to showcase their athletic talents; and

WHEREAS Caryn and Sam Covelli have provided significant contributions to the Department of Athletics; and

WHEREAS the Covelli Arena is the future competition venue for the sports of Men's and Women's Fencing, Men's and Women's Gymnastics, Men's and Women's Volleyball, and Wrestling:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned arena be temporarily named the Covelli Arena and officially be named upon the completion and opening of the arena for the life of the physical facility.

**NAMING OF THE PRACTICE FIELDS
At the Woody Hayes Athletic Center,
Department of Athletics: Harmon Family Football Park**

Resolution No. 2013-48

February 1, 2013 meeting, Board of Trustees

Synopsis: The naming of the Harmon Family Football Park located at The Woody Hayes Athletic Center on Olentangy River Road, one of the finest outdoor practice facilities in the country is proposed.

WHEREAS this state-of-the-art facility, dedicated in 2010, provides the best engineered practice complexes with two natural grass and two artificial turf fields; and

WHEREAS the Woody Hayes Athletic Complex continues to advance Ohio State's athletic reputation and to help attract and retain the best prospective student-athletes; and

WHEREAS Jole and Jim Harmon and The Harmon Family Foundation have provided a significant contribution to the Ohio State football program:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the practice fields at the Woody Hayes Athletic Center be named the Harmon Family Football Park.

**NAMING OF THE HOME TEAM TUNNEL
At Ohio Stadium, Department of Athletics: Hazelwood Family Tunnel**

Resolution No. 2013-49

Synopsis: The naming of the Home Team Tunnel, located in the historic Ohio Stadium at 411 Woody Hayes Drive is proposed.

WHEREAS Ohio Stadium is one of the most recognizable landmarks in all of college athletics, built in 1922 and renovated in 2001; and

WHEREAS Ohio Stadium continues to advance Ohio State's athletic reputation and to help attract and retain the best prospective student-athletes; and

WHEREAS the game begins within the home team tunnel, where fans begin to get a glimpse of the Buckeyes decked out in their scarlet and gray; and

WHEREAS the home team tunnel is where the student-athletes stand and gather their focus and get pumped for the challenge that lies ahead; and

WHEREAS Mark Hazelwood has provided a significant contribution to the Ohio State football program:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the home team tunnel at the Ohio Stadium be named the Hazelwood Family Tunnel.

**NAMING OF THE ALUMNI CONFERENCE ROOM 136
Located in Cunz Hall at 1841 Neil Avenue, College of Public Health:
R. Edward Howell Alumni Conference Room**

Resolution No. 2013-50

Synopsis: The naming of the Alumni Conference Room in Cunz Hall, located at 1841 Neil Avenue, Room 136, Cunz Hall, which serves as the hub of alumni recognition for

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the College of Public Health and an open meeting space for faculty, staff, students, and all alumni groups is proposed.

WHEREAS the college is Ohio's first and only accredited College of Public Health and the MHA program is ranked 14th in the country; and

WHEREAS the college moved into the newly renovated Cunz Hall in 2011, the first renovated building on campus to be LEED certified, and expected to achieve at least LEED Silver Certification. The building still has 90% of its original walls, floors, and ceilings, and opened in 1969 as the Dieter Cunz Hall of Languages; and

WHEREAS alumnus R. Edward Howell has provided a significant contribution to the College of Public Health Special Initiatives fund to support the renovations of Cunz Hall:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the Alumni Conference Room 136 in Cunz Hall be named the R. Edward Howell Alumni Conference Room.

NAMING OF THE OFFICE OF ALUMNI CAREER MANAGEMENT

**For the life of the program currently located at the Longaberger Alumni House at 2200 Olentangy River Road, The Ohio State University Alumni Association, Inc.:
The Bill and Susan Lhota Office of Alumni Career Management**

Resolution No. 2013-51

Synopsis: The naming of the Alumni Career Management Office, a department of The Ohio State University Alumni Association, Inc. (OSUAA) located at 2200 Olentangy River Road in the Longaberger Alumni House as The Bill and Susan Lhota Office of Alumni Career Management that will serve our alumni at all stages of their career by providing the tools and guidance alumni need to help further, change, or enhance their career aspirations is proposed.

WHEREAS the Alumni House serves as the headquarters for an international network of graduates, former students, and friends of the university who work together to strengthen Ohio State through programs, services, and events; and

WHEREAS Bill and Susan Lhota are some of the OSUAA's most dedicated friends and key volunteers, including Bill's service as Chair and Vice-Chair of the OSUAA Board of Directors; and

WHEREAS Bill and Susan Lhota enjoy a close affiliation professionally and personally with Archie Griffin, Ohio State Senior Vice President for Alumni Relations and OSUAA President/CEO, and many other leaders both in the campus community and broader Central Ohio community; and

WHEREAS the Lhota name is synonymous with leadership, ethics, and service:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the Office of Alumni Career Management, for the life of the program, be named The Bill and Susan Lhota Office of Alumni Career Management.

NAMING OF THE ONCOLOGY REHABILITATION SUITE
In the Stefanie Spielman Comprehensive Breast Cancer, at the OSUCCC–James:
The Buckeye Cruise for Cancer Physical Therapy and Oncology Rehabilitation
Suite

Resolution No. 2013-52

Synopsis: The naming of the Physical Therapy and Oncology Rehabilitation Suite in the Stefanie Spielman Comprehensive Breast Center, located at 739 West Third Avenue on the Gowdy Field Development campus that is the only comprehensive breast center of its kind in the Midwest is proposed.

WHEREAS the Stefanie Spielman Comprehensive Breast Center is part of the Wexner Medical Center expansion campaign; and

WHEREAS The Buckeye Cruise for Cancer has provided contributions to the Stefanie Spielman Fund for Breast Cancer Research for ground breaking breast cancer research; and

WHEREAS The Buckeye Cruise for Cancer has provided significant contributions to the OSUCCC–James:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned Physical Therapy and Oncology Rehabilitation Suite in the Stefanie Spielman Comprehensive Breast Center be named The Buckeye Cruise for Cancer Physical Therapy and Oncology Rehabilitation Suite.

NAMING OF THE BASEBALL FIELD
Located at Bill Davis Stadium on Fred Taylor Drive,
Department of Athletics: Nick Swisher Field

Resolution No. 2013-53

Synopsis: The naming of Nick Swisher Field in Bill Davis Stadium, located on Fred Taylor Drive on The Ohio State University Columbus campus, that will be the new state of the art competition field is proposed.

WHEREAS Nick Swisher made a significant impact on the OSU Baseball Program as an outstanding student-athlete; and

WHEREAS the generosity of Nick Swisher will have a lasting impact at The Ohio State University by providing opportunities for outstanding baseball student-athletes to showcase their athletic talents; and

WHEREAS Nick Swisher has provided a significant contribution to the Department of Athletics; and

WHEREAS the Nick Swisher Field is the current competition venue for The Ohio State University Baseball Program:

NOW THEREFORE

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BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned field be named the Nick Swisher Field.

**NAMING OF MULTIPLE SPACES
Located at the Varsity Tennis Courts on
2491 Olentangy River Road, Department of Athletics**

Resolution No. 2013-54

Synopsis: The naming of multiple spaces at the Varsity Tennis Courts, located at 2491 Olentangy River Road, Columbus, Ohio is proposed.

WHEREAS this state-of-the-art facility, originally dedicated in 2012, has been designed to improve the outdoor training and competition environment for the OSU Men's and Women's Tennis Programs; and

WHEREAS the Varsity Tennis Courts will help attract and retain the best prospective student-athletes; and

WHEREAS the Varsity Tennis Courts will provide a quality tennis competition venue for high school, state and regional competitions; and

WHEREAS the donors listed below have provided significant contributions to the Varsity Tennis Programs:

- Jewish Community Federation of Cleveland and Jennifer G. Goldberg
- Patricia and Michael Schiff
- Ellie and Tom Shulman
- Dr. Robert J. Weiler

NOW THEREFORE

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

- Goldberg Scoreboard
- Court #1 – The Schiff Family Court
- Court #8 – The Tom and Ellie Shulman Court
- Court #10 – The Coach Ty Tucker Court

**NAMING OF THE PEDESTRIAN WALKWAY
Between Mason Hall and Schoenbaum Hall,
Max M. Fisher College of Business: Bert L. and Iris S. Wolstein Gateway**

Resolution No. 2013-55

Synopsis: The naming of the Bert L. and Iris S. Wolstein Gateway between Mason Hall and Schoenbaum Hall, located on the campus of the Max M. Fisher College of Business that will serve to bridge the entrepreneurship and undergraduate programs is proposed.

WHEREAS Mason Hall and Schoenbaum Hall serve as the home of entrepreneurship and undergraduate education at the Max M. Fisher College of Business; and

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WHEREAS the walkway between Mason Hall and Schoenbaum Hall is a primary entrance into the Max M. Fisher College of Business campus; and

WHEREAS the Bertram L. and Iris S. Wolstein Foundation have made a significant commitment designated to the Max M. Fisher College of Business to fund the Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned walkway between Mason Hall and Schoenbaum Hall be named the Bert L. and Iris S. Wolstein Gateway.

**NAMING OF SPACES
In the Les Wexner Football Complex at the
Woody Hayes Athletic Center, Department of Athletics**

Resolution No. 2013-56

Synopsis: The naming of spaces in the Les Wexner Football Complex at the Woody Hayes Athletic Center, located at 535 Irving Schottenstein Drive is proposed.

WHEREAS this state-of-the-art facility, originally dedicated in 1987 in memory of the late Woody Hayes, has been redesigned to improve the teaching environment and solidify the Buckeyes' football practice facility as one of the nation's best; and

WHEREAS the renovated Les Wexner Football Complex at the Woody Hayes Athletic Center will advance Ohio State's athletic reputation and help attract and retain the best prospective student-athletes; and

WHEREAS the donors listed below have provided significant contributions to the renovation of the Les Wexner Football Complex at the Woody Hayes Athletic Center:

- Dr. David and Carol Adamkin
- John Antonucci
- William T. Baker
- Shirley and John Berry
- Buckeye Boosters
- Wilma and David Boyer
- Gwen and William Buschman
- Brenda and Keith Carpenter
- Robin and Kenneth Carpenter
- Sara and Christopher Connor
- Andrew Dunn
- Chuck Eddy
- E. Christopher Ellison, MD
- Erwin R. Thal, MD
- Michael J. Fagert
- Dr. John F. Geletka
- The Lyden Company
- Douglas Sweeney
- David Goss
- Jeffrey J. Greiner
- Archie Griffin Scholarship Foundation
- Jole and Jim Harmon

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- Dr. Raul and Constance Hernandez
- Geoff Hulme
- Anonymous
- John V. Johnson
- Jon Kleinke
- George J. Kontogiannis
- Connie and Donald Malenick
- John G. McCoy
- M/I Homes Foundation
- Jeffrey A. Norris
- R+L Carriers
- Anne and David Rismiller
- Lee Schear
- Michael Scholler
- Ellie and Thomas Schulman
- Barbara and Joseph Schwebel
- Martin G. Solomon
- Summers Family Foundation
- Michael J.P. Telich II
- Judith and James Thomas
- James and Ellen Tressel
- Rock VanWey
- Frank and Norma Watson
- William Weprin and the Beerman Foundation
- James and Linda Wiggins
- Robert F. Wolfe and Edgar T. Wolfe Foundation
- Worthington Industries
- Leo Yassenoff Foundation

NOW THEREFORE

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

- The Athletic Training Locker Room, Generously donated by Dr. David and Carol Adamkin
- Room 154 - Linebacker Coach's Office, Generously donated by William T. Baker
- Room 176 - Staff Conference Room, Generously donated by John and Shirley Berry
- Scholars Bay, Generously donated by Buckeye Boosters
- National Champions Bay, Generously donated by Buckeye Boosters
- Room 162 - Offensive Coordinators Office, Generously donated by David and Wilma Boyer
- Room 158 - Defensive Coordinators Office, Generously donated by David and Wilma Boyer
- Room 181L - Head Athletic Trainers Office, Generously donated by William and Gwen Buschman in honor of Ernie Biggs, Head Athletic Trainer 1945-1972
- Player's Entrance, Generously donated by the Keith and Brenda Carpenter Family and the Kenneth and Robin Carpenter Family
- All American Hallway, Generously donated by Sara and Christopher Connor
- Room 162 - Quarterback Coach's Office, Generously donated by the Dunn Family

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- Room 181P - Physical Exam Room #1, Generously donated by Erwin R. Thal, MD and E. Christopher Ellison, MD
- Room 181R - Physical Exam Room #2, Generously donated by Erwin R. Thal, MD and E. Christopher Ellison, MD
- Room 163 - Team Meeting Room 1, Generously donated by the Antonucci Family in honor of Jack Antonucci, the Dr. John F. Geletka Family, Michael and Mary Jo Fagert, the Lyden Family, the Douglas and Patricia Sweeney Family, the Bob Eddy Family, and the Chuck Eddy Family
- Room 186 - Coach Emeritus' Office, Generously donated by Dave Goss and Family
- Theatre Room, Generously donated by Jeff and Lori Greiner
- Media Lounge, Generously donated by the Archie Griffin Scholarship Fund
- Rivalry Bay Michigan Clock, Generously donated by the Jim Harmon Family
- Room 181K Athletic Trainer Conference Room, Generously donated by Raul Hernandez, MD and Constance Hernandez
- Woody Hayes Bay, Generously donated by the Geoff Hulme and Bob Mansfield Families
- Player Television Lounge, Generously donated by the John V. Johnson Family
- Room 181Q - X-Ray Room, Generously donated by the Kleinke Family
- Room 184 - Internal Operations/Compliance Office, Generously donated by George Kontogiannis
- Room 166 - Tight Ends Coach's Office, Generously donated by Don and Connie Malenick
- The John and Jeanne McCoy Locker Room
- Irving Schottenstein Drive
- Room 198T - Storage Room, Generously donated by the Jeffrey A. Norris Family
- Coaches Bay, Generously donated by R+L Carriers
- Room 168 – The David A. and Anne B. Rismiller Running Backs Coach's Office
- The Ohio State Media Bay, Generously donated by Bucknuts
- Room 176 - The Bucknuts Media Conference Room
- Room 194 - Support Staff Office, Generously donated by the Scholler Family
- Room 159 - Small Defensive Team Room, Generously donated by Tom and Ellie Shulman in memory of Louis and Blanche Shulman
- Big Ten Bay, Generously donated by Barbara and Joe Schwebel
- Room 185A - The Howard Solomon (B Arch, 1940) Strength and Conditioning Coach's Office
- Weight Room Michigan Clock, Generously donated in honor of Mark Summers
- Room 190 - The Michael J. and Laura S. Telich McDonald's Break Room
- Heisman Trophy Display, Generously donated by the James and Judith Thomas Family
- The Watson-Tressel Coaches Locker Room
- Room 164 - Offensive Line Coach's Office, Generously donated by the VanWey Family
- Multi Purpose Room, Generously donated by Barbara and Bill Weprin and the Beerman Foundation
- Room 150 - The Linda and Jim Wiggins Receivers Coach's Office
- Room 181 - The Robert F. Wolfe and Edgar T. Wolfe Foundation Medical/Athletic Training Center
- Room 185 - Worthington Industries Steel at Work Strength and Conditioning Room
- The Leo Yassenoff Foundation Lobby

RE-NAMING OF SPACES
Harold L. Enarson Hall and Central Classroom Building

Resolution No. 2013-57

Synopsis: The building located at 153 West 12th Avenue currently known as Frank W. Hale, Jr. Hall is being demolished. The building located at 154 West 12th Avenue is currently known as Harold L. Enarson Hall. The building located at 2009 Millikin Road is currently known as Central Classroom Building.

WHEREAS 153 West 12th Avenue was named for a former university architect in May 1963 and was known as Bradford Commons. In November 1988, The Frank W. Hale Black Cultural Center was named and located in this building. Bradford Commons was re-named Bradford Hall in November 1991. Bradford Hall was renamed Frank W. Hale, Jr. Hall in June 1992 in honor of the university's former Vice Provost for Minority Affairs; and

WHEREAS 154 West 12th Avenue was named the Ohio Union in October 1909. From 1910-1951, the building was referenced under several names: Student's Building; Club House; Student Union; Ohio Union Mess Hall and; SMA Mess Hall. After the new Union opened on High Street, 154 West 12th Avenue was referenced as: Old Ohio Union; Ohio Union Hall; Student Services Building. On April 20, 1979, the building was placed on the National Registry of Historic Places. In May 1986, the building was named Harold L. Enarson Hall in honor of President Enarson; and

WHEREAS 2009 Millikin Road was completed in January 1950, and as part of the Central Services Building served as a hub of activity for consolidated vital University services. In the late 1980s, the facility was given a renewed focus on students, serving as a facility housing classrooms, a bookstore, and administrative offices; and

WHEREAS Harold L. Enarson and Frank W. Hale, Jr. always placed students first, working as leaders in transformative change at the University including the establishment of the Department of Black Studies now known as the Department of African and African American Studies; and

WHEREAS The Office of Diversity and Inclusion and The Frank W. Hale Black Cultural Center will relocate to 154 West 12th Avenue in spring 2013; and

WHEREAS the University wishes to continue to honor President Enarson and Dr. Hale and their legacies posthumously:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned 154 West 12th Avenue be named Frank W. Hale, Jr. Hall and the aforementioned 2009 Millikin Road be named Harold L. Enarson Classroom Building.

**AUTHORIZATION FOR ESTABLISHMENT OF A NEW UNIVERSITY AFFILIATE,
PARTNERS ACHIEVING COMMUNITY TRANSFORMATION**

Resolution No. 2013-58

Synopsis: Authorization to establish a new affiliate, Partners Achieving Community Transformation, to facilitate University activity and investment in the Near East Side of Columbus is recommended.

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WHEREAS the Board of Trustees adopted the Policy on Affiliated Entities in June 2008 to provide a uniform framework for the establishment and operation of separate entities that are closely affiliated with The Ohio State University (hereinafter "Ohio State" and/or "University"), ensure that such entities serve the best interests of the University, and provide for continuing appropriate oversight by the University and the Board; and

WHEREAS the Senior Vice President and General Counsel and the Senior Vice President for Health Sciences have recommended that a new affiliate, Partners Achieving Community Transformation, as more fully described in the accompanying materials, be established in furtherance of Ohio State's commitment to revitalize one of the city's most historic neighborhoods—the Near East Side of Columbus, home to University Hospital East and CarePoint East; and

WHEREAS the creation of this Affiliated Entity is in support of our commitment to creating a healthy, financially and environmentally sustainable community on the Near East Side of Columbus, including our \$10 million commitment, provided from funds received through a City of Columbus Job Creation Tax Credit for the Medical Center Expansion project, to programmatic and physical development on the Near East Side over the next 10 years:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the establishment of the affiliated entity Partners Achieving Community Transformation (hereinafter "PACT"), and authorizes and directs the President and/or Senior Vice President for Business and Finance, in consultation with other University officials as appropriate, to perform such actions and execute such documents as may be necessary or desirable to effect the establishment of this entity; and

BE IT RESOLVED, That the Board of Trustees hereby authorizes the establishment of the affiliated entity PACT, and authorizes and directs the President and/or Senior Vice President for Business and Finance, in consultation with Senior Vice President and General Counsel and other University officials as appropriate, to perform such actions and execute such documents as may be necessary or desirable to effect the establishment of the operational subsidiaries and associated entities that are formed from time to time to implement the business plan; and

BE IT FURTHER RESOLVED, That in accordance with the Policy on Affiliated Entities, the Senior Vice President and General Counsel is hereby designated as the senior University official charged with oversight of this entity and that PACT shall report periodically to the University and Board of Trustees through the designated senior oversight official; and

BE IT FURTHER RESOLVED, That the relationship between the University and PACT shall be memorialized through a memorandum of agreement and that the entity shall operate in accordance with the Policy on Affiliated Entities, the memorandum of agreement, and the entity's approved business plan; and

BE IT FURTHER RESOLVED, That as appropriate and as directed, Trustees, officers, and employees of The Ohio State University are hereby authorized, designated, and directed to serve as directors, managers, officers, employees, and agents of PACT and its subsidiaries, representing the University in such capacities as part of their official duties and responsibilities to the University and entitling them to any immunity, insurance, indemnity, and representation to which Trustees, officers, and employees of the University now are, or hereafter may become, entitled.

(See Appendix XXXII for background information, page 674)

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AUTHORIZATION TO APPROVE ATHLETIC PRICES AND FEES

Resolution No. 2013-59

Synopsis: Approval of athletic ticket prices for Fiscal Year 2014 and golf course membership fees for Calendar Year 2013 at the recommended levels is requested.

WHEREAS The Ohio State University Athletics Department has a long history of self-sustainability in supporting 36 world-class athletics programs and providing needed revenues back to the university for scholarships and academic programs; and

WHEREAS Ohio State has not raised ticket prices in more than three years; and

WHEREAS each year the Athletic Council reviews projections for the coming year's budget and recommends ticket prices and golf course membership fees; and

WHEREAS the Athletic Council has approved increases for football and men's basketball tickets, and for golf course membership fees shown on the attached tables; and

WHEREAS the Athletic Council's recommendations have been reviewed and are recommended by the appropriate University administration:

NOW THEREFORE

BE IT RESOLVED, That the recommended increases for football and men's basketball tickets for Fiscal Year 2014, and for golf course membership dues and fees for Calendar Year 2013, be approved.

(See Appendix XXXIII for background information, page 716)

APPROVAL OF NEW 350 BLOCK MEAL PLAN AND ITS RELATED FEE

Resolution No. 2013-60

SYNOPSIS: New meal plans were established with the beginning of the semester structure for Autumn Semester 2012. At the end of this first semester, there were a significant number of students who had purchased the smallest available block plan (450 Block Meal Plan) and had a surplus number of blocks remaining at the end of the semester. At the end of the semester, Student Life issued a \$3 credit for each of the unused blocks and posted the amount to each student's BuckID cash. As a result, the University developed a new block meal plan (350 Block Meal Plan) for implementation for Spring Semester based on the student feedback from Autumn Semester. The new 350 Block Meal Plan will provide a smaller number of blocks while still maintaining the flexibility of the block meal plan system. The 350 Block Meal Plan will be the second most affordable meal plan and will be priced at \$1,850/semester, which includes \$150 BuckID cash. In order to implement this plan for Spring Semester, provisional approval for the new plan and its related fee was received from Robert H. Schottenstein, Chair of the Board of Trustees and W.G. Jurgensen, Chair of the Finance Committee, Board of Trustees.

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 it was determined that an additional meal plan was needed to reflect the needs and wishes of parents and students; and

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WHEREAS provisional approval for this new plan and its related fee was received from Robert H. Schottenstein and W.G. Jurgensen:

NOW THEREFORE

BE IT RESOLVED, That the 350 Block Meal Plan will be formally established and the new fee implemented as outlined in the attached memo and documentation as presented for provisional approval of the fee in December 2012 and to the Finance Committee of the Board of Trustees on January 31, 2013; and

BE IT FURTHER RESOLVED, That the new fee shall be effective Spring Semester 2013.

(See Appendix XXXIV for background information, page 718)

FISCAL YEAR 2013 MAY SESSION AND SUMMER SESSION ROOM AND BOARD
Resolution No. 2013-61

Synopsis: Fiscal Year 2013 May Session and Summer Session room and board rates at the Columbus Campus, Agricultural Technical Institute (ATI), Mansfield Campus and Newark Campus at The Ohio State University for Fiscal Year 2013 are proposed, effective May Session of Fiscal Year 2013.

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 consultations have taken place within the University to determine the appropriate May Session and Summer Session room and board charges, as described in the accompanying text and tables which have been reviewed and recommended:

NOW THEREFORE

BE IT RESOLVED, That the May Session and Summer Session Room and Board rates will be implemented as outlined in the attached document as presented to the Finance Committee of the Board of Trustees; and

BE IT FURTHER RESOLVED, That these increases described in the attached document shall be effective May Session of Fiscal Year 2013.

(See Appendix XXXV for background information, page 720)

CONTRACTS
Resolution No. 2013-62

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS
Infrastructure Master Plan Update
Rhodes, Doan, James Cancer Center Renovation Planning
Steam and Condensate Distribution System Phase 3

APPROVAL TO ENTER INTO/INCREASE CONSTRUCTION CONTRACTS
OARDC – Replace Agronomy and Forestry Greenhouses
Smith Lab Rehabilitation
Steam and Condensate Distribution System Phase 3

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SYNOPSIS: Authorization to enter into professional services contracts and enter into/increase construction contracts, as detailed in the attached materials, is requested.

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

	Prof. Serv.	Total Project	
Infrastructure Master Plan Update	\$0.3M	\$0.3M	FOD funds
Rhodes, Doan and James Cancer Center Renovation Planning	\$2.0M	\$2.0M	WMC Operating Capital
Steam and Condensate Distribution System Upgrades Phase 3	\$1.3M	\$8.4M	University debt

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

	Const.	Total Project	
OARDC – Replace Agronomy and Forestry Greenhouses	\$4.3M	\$4.6M	Insurance funds General funds
Smith Lab Rehabilitation	\$10.8M	\$12.6M	State appropriations General funds University debt
Steam and Condensate Distribution System Upgrade Phase 3	\$7.1M	\$8.4M	University debt

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Administration and Planning be authorized to enter into professional services contracts and enter into/increase construction contracts for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix XXXVI for background information, page 723)

**LONG-TERM GROUND LEASE BETWEEN THE OHIO STATE UNIVERSITY AND
BIOHIO RESEARCH PARK CORPORATION - OARDC WOOSTER CAMPUS**

Resolution No. 2013-63

SYNOPSIS: Authorization is requested to enter into a 40 year ground lease, with options for two 10 year renewal periods, with BioHio Research Park Corporation for approximately 90 acres of land located at the Ohio Agricultural Research and Development Center (OARDC) Wooster Campus.

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WHEREAS in 2010 OARDC recommended, together with local, regional, and state partners, the establishment of BioHio as an agbiosciences research park associated with the Wooster campus; and

WHEREAS upon Trustee approval the BioHio Research Park Corporation (BRPC) was established as a University affiliate, to support the research, development and commercialization of agbioscience and related technologies; and

WHEREAS in support of the mission of BioHio, the University is proposing a lease of approximately 90 acres of land for an initial term of 40 years, and subject to two 10 year renewal options; and

WHEREAS all building, facilities and other improvements to the leased premises are to be constructed and maintained by the BRPC at its sole cost and expense:

NOW THEREFORE

BE IT RESOLVED, That the President and/or the Senior Vice President for Business and Finance be authorized to take any action required to effect the execution of a 40 year ground lease, with options to renew for two ten-year periods, for approximately 90 acres of land located in Wooster, Ohio under terms and conditions determined to be in the best interest of the University.

(See Appendix XXXVII for background information, page 728)

**ROADWAY EASEMENT BETWEEN THE OHIO STATE UNIVERSITY AND THE
CITY OF WOOSTER, SECREST ROAD AND MADISON AVENUE,
WOOSTER, OHIO 44691**

Resolution No. 2013-64

SYNOPSIS: Authorization to grant easements to the City of Wooster, Ohio at or near the intersection of Secrest Road and Madison Avenue, Wooster, Ohio for the reconstructed Secrest Road.

WHEREAS the City of Wooster, Ohio, has requested a series of easements along Secrest Road and Madison Avenue at the north boundary of the Ohio Agricultural Research and Development Center (OARDC) campus, being 0.001 acres, 0.169 acres, 1.279 acres, 1.246 acres, 1.246 acres, 0.346 acres and 0.055 acres for the final placement of the reconstructed Secrest Road; and

WHEREAS these easements will benefit the University including improved access to the BioHio Research Park at the Wooster campus. The ninety acre business and technology center was established to support the research, development and commercialization of agbioscience and related technologies; and

WHEREAS Resolution 2008-129 originally granted approval for the transfer of multiple tracts to the City of Wooster as a twenty-five year road right-of-way easement. However, after further review the Offices of Physical Planning and Real Estate and Legal Affairs recommend conveying the roadway as a perpetual roadway easement; and

WHEREAS the University recently acquired property on Madison Avenue and due to its proximity to the above named tracts, is seeking to include the 0.084 acres located just north of the intersection of Madison Avenue and Secrest Road to this perpetual roadway easement:

NOW THEREFORE

February 1, 2013 meeting, Board of Trustees

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to approve and the Ohio Department of Administrative Services be authorized to process appropriate documents and grant this easement to the City of Wooster upon such terms and conditions as are in the best interests of the university.

(See Appendix XXXVIII for background information, page 730)

Upon motion of Mr. Fisher, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing resolutions with fourteen affirmative votes, cast by Trustees Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Smucker, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Ratner, Mr. Brass, Mr. Hicks, Mr. Fisher, and Mr. Schottenstein.

President Gee:

In addition, we are seeking your approval for:

**NAMING OF MULTIPLE SPACES
In the Varsity Indoor Tennis Center located at
880 West Henderson Road, Department of Athletics**

Resolution No. 2013-66

Synopsis: The naming of spaces in the Varsity Indoor Tennis Center, located at 880 West Henderson Road, Columbus, Ohio is proposed.

WHEREAS this state-of-the-art facility, originally dedicated in 2007, has been designed to improve the indoor training and competition environment for the OSU Men's and Women's Tennis Programs; and

WHEREAS the Varsity Indoor Tennis Center will help attract and retain the best prospective student-athletes; and

WHEREAS the donors listed below have provided significant contributions to the Varsity Tennis Programs:

- Dave E. Kass and Jonathan Kass
- Racquet Club of Columbus and James N. Hendrix
- Ann Rarey
- Tana V. and John E. Sandefur and the Sandefur Charitable Foundation
- Smith Family Foundation and Joseph Smith

NOW THEREFORE

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

- Tennis Court #1 In Honor of Paul Sorren
- Dr. John W. Hendrix Scoreboard
- John and Ann Rarey Family Trophy Case
- Sandefur Storage Room
- Marge P. Barge Assistant Coaches Office

February 1, 2013 meeting, Board of Trustees

Upon motion of Mr. Fisher, seconded by Mr. Shumate, the Board of Trustees adopted the foregoing resolutions with thirteen affirmative votes, cast by Trustees Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Smucker, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Judge Marbley, Mr. Ratner, Mr. Brass, Mr. Hicks, Mr. Fisher, and Mr. Schottenstein.

Mr. Schottenstein:

Unless there is any other business to come before the Board or if any Board members have any comments they would like to make. Seeing none, our meeting stands adjourned. Then next meeting of this Board will take place on Friday, April 5, 2013.

Attest:

Robert H. Schottenstein
Chairman

David G. Horn
Secretary

(APPENDIX XXIII)

BYLAWS OF THE MEDICAL STAFF

THE OHIO STATE UNIVERSITY HOSPITALS (as of 8/31/2012)

Chapter 3335-43

3335-43-04 Membership.

(A) Qualifications.

- (1) Membership on the medical staff of the Ohio state university hospitals is a privilege extended to doctors of medicine, osteopathic medicine, dentistry, and to practitioners of psychology and podiatry who consistently meet the qualifications, standards, and requirements set forth in the bylaws, rules and regulations of the medical staff, the medical center board and the board of trustees of the Ohio state university. Membership on the medical staff is available on an equal opportunity basis without regard to race, color, creed, religion, sexual orientation, national origin, gender, age, handicap, or veteran/military status. Doctors of medicine, osteopathic medicine, dentistry, and practitioners of psychology and podiatry in faculty and administrative positions who desire medical staff membership shall be subject to the same procedures as all other applicants for the medical staff.
- (2) All members of the medical staff of the Ohio state university hospitals shall, except as specifically provided in these bylaws, be members of the faculty of the Ohio state university college of medicine, or in the case of dentists, of the Ohio state university college of dentistry, and shall, except for members of the limited staff, be duly licensed or certified to practice in the state of Ohio. Members of the limited staff shall possess a valid training certificate, or an unrestricted license from the applicable state board based on the eligibility criteria defined by that board. All members of the medical staff and limited staff shall comply with provisions of state law and the regulations of the state medical board. Only those physicians, dentists, and practitioners of psychology and podiatry who can document their education, training, experience, competence, adherence to the ethics of their profession, dedication to educational and research-goals, and ability to work with others with sufficient adequacy to assure the medical center board and the board of trustees of the Ohio state university that any patient treated by them at university hospitals will be given the high quality of medical care provided at university hospitals, shall be qualified for membership on the medical staff of the Ohio state university hospitals.

All applicants for membership and members of the medical staff must provide basic health information to fully demonstrate that the applicant or member has, and maintains, the ability to perform requested clinical privileges. The chief medical officer of the medical center, medical directors, the department chairperson, the credentialing committee, the medical staff administrative committee, the professional affairs committee of the Ohio state university medical center board, or the Ohio state university medical center board may initiate and request a physical or mental health evaluation of an applicant or member. Such request shall

be in writing to the applicant. All members of the medical staff will comply with medical staff and the Ohio state university policies regarding employee and medical staff health and safety; uncompensated care; and will comply with appropriate administrative directives and policies to avoid disrupting those operations of the Ohio state university hospitals which adversely impact overall patient care or which adversely impact the ability of the Ohio state university hospitals employees or staff to effectively and efficiently fulfill their responsibilities. All members of the medical staff shall agree to comply with bylaws, rules and regulations, and policies and procedures adopted by the medical staff administrative committee and the medical center board, including but not limited to policies on professionalism, behaviors that undermine a culture of safety, annual education and training (list approved by the medical staff administrative committee and maintained in the chief medical officer's office), conflict of interest, HIPAA compliance, and access and communication guidelines. Medical staff members must also comply with the university integrity program requirements including but not limited to billing, self referral, ethical conduct and annual education.

- (3) Exclusion of any medical staff member or licensed health care professional from participation in any federal or state government program or suspension from participation, in whole or part, in any federal or state government reimbursement program, shall result in immediate lapse of membership on the medical staff of the Ohio state university hospitals and the immediate lapse of clinical privileges at the Ohio state university hospitals as of the effective date of the exclusion or suspension. If the medical staff member's or licensed health care professional's participation in these programs is fully reinstated, the affected medical staff member or licensed health care professional shall be eligible to apply for membership and clinical privileges at that time. It shall be the duty of all medical staff members and licensed health care professionals to promptly inform the chief medical officer of any action taken, or the initiation of any process which could lead to such action taken by any of these programs.
- (4) An applicant for membership shall at the time of appointment or reappointment, be and remain board certified in his or her primary area of practice at the Ohio state university hospitals. This Board certification must be approved by at least one of the American board of medical specialties, or other applicable certifying boards, including certifying boards if applicable for doctors of osteopathy, podiatry, psychology, and dentistry. All applicants must be and remain certified within the specific areas for which they have requested clinical privileges. Applicants who are not board certified at the time of application but who have completed their residency or fellowship training within the last five years will be eligible for medical staff appointment. However, in order to remain eligible, those applicants must achieve board certification in their primary area of practice within five years from the date of completion of their residency or fellowship training. Applicants must maintain board certification and, to the extent required by the applicable specialty/subspecialty board, satisfy recertification requirements. Recertification will be assessed at reappointment. Failure to meet or maintain board certification shall result in immediate termination of membership on the medical staff of the Ohio state university hospitals. Waiver of this threshold eligibility

criteria is as follows:

- (a) A request for a waiver will only be considered if the applicant provides information sufficient to satisfy his or her burden of demonstrating that his or her qualifications are equivalent to or exceed the criterion in question and that there are exceptional circumstances that warrant a waiver. The clinical department chief must endorse the request for waiver in writing to the credentialing committee.
 - (b) The credentialing committee may consider supporting documentation submitted by the prospective applicant, any relevant information from third parties, input from the relevant department chiefs, and the best interests of the hospital and the communities it serves. The credentialing committee will forward its recommendation, including the basis for such, to the medical staff administrative committee.
 - (c) The medical staff administrative committee will review the recommendation of the credentialing committee and make a recommendation to the professional affairs committee of the Ohio state medical center and the medical center board regarding whether to grant or deny the request for a waiver and the basis for its recommendation.
 - (d) The Ohio state medical center board's determination regarding whether to grant a waiver is final. A determination not to grant a waiver is not a "denial" of appointment or clinical privileges and does not give rise to a right to a hearing. The prospective applicant who requested the waiver in a particular case is not intended to set a precedent for any other applicant. A determination to grant a waiver does not mean that an appointment will be granted. Waivers of threshold eligibility criteria will not be granted routinely. No applicant is entitled to a waiver or to a hearing if a waiver is not granted.
- (5) All applicants must demonstrate recent clinical activity in their primary area of practice during the last two years to satisfy minimum threshold criteria for privileges within their clinical departments.
 - (6) Any medical staff member whose membership has been terminated pursuant to paragraph (A)(3) or (A)(4) of this rule shall not be entitled to request a hearing and appeal in accordance with rule 3335-43-06 of the Administrative Code. Any licensed health care professional whose clinical privileges have been terminated pursuant to paragraph (A)(4) of this rule may not request an appeal in accordance with paragraph (H)(8)(j) of rule 3335-43-07 of the Administrative Code.
 - (7) No applicant shall be entitled to medical staff membership and or clinical privileges merely by the virtue of fulfilling the above qualifications or holding a previous appointment to the medical staff.

(B) Application for membership.

Initial application for medical staff membership for all categories of the medical staff shall be made by the applicant to the chief of the clinical department on forms prescribed by the medical staff administrative committee stating the qualifications and references of the applicant and giving an account of the applicant's current licensure, relevant professional training and experience, current competence and ability to perform the clinical privileges requested. All applications for appointment must specify the clinical privileges requested. Applications may be made only if the applicant meets the qualifications outlined in paragraph (A) of this rule. The application shall include written statements of the applicant to abide by the bylaws, rules and regulations and policies and procedures of the medical staff, the medical center board, and the board of trustees of the Ohio state university. The applicant shall produce a government-issued photo identification to verify his/her identity pursuant to hospital/medical staff policy. The applicant shall agree that membership on the medical staff requires participation in the peer review process of evaluating credentials, medical staff membership and clinical privileges, and that a condition for membership requires mutual covenants between all members of the medical staff to release one another from civil liability in this review process as long as the peer review was taken in the reasonable belief that it was in furtherment of quality health care based upon a reasonable review and appropriate procedural due process. In addition for community affiliate medical staff in order to optimize the clinical organization resource utilization and planning of the Ohio state university hospitals, the chief of the clinical department may require that the community affiliate medical staff member identify categories of diagnosis, extent of anticipated patient activity, and service areas to be utilized and may prepare a statement of participation for the applicant, which shall be made a part of the application for appointment. A separate record shall be maintained for each applicant requesting appointment to the medical staff.

(C) Terms of appointment. Initial appointment to the medical staff shall be for a period not to exceed twenty-four months. During the first six months of the initial appointment, except for medical staff appointments without clinical privileges, appointees shall be subject to focused professional practice evaluation (FPPE) in order to evaluate the privilege-specific competence of the practitioner who does not have documented evidence of competently performing the requested privilege at the organization pursuant to these bylaws. FPPE requires the evaluation by of the chief of the clinical department with oversight by the credentials committee and the medical staff administrative committee. Following the six-month FPPE period, the chief of the clinical department may: 1. recommend the initial appointee to transition to ongoing professional practice evaluation (OPPE), which is described later in these bylaws to the medical staff administrative committee; 2. extend the FPPE period, which is not considered an adverse action, for an additional six months not to exceed a total of twelve months for purposes of further monitoring and evaluation; or 3. terminate the initial appointee's medical staff membership and clinical privileges. In the event that the medical staff administrative committee recommends that an adverse action be taken against an initial appointee, the initial appointee shall be entitled to the provisions of due process as outlined in these bylaws.

(D) Ethics and ethical relationship. The code of ethics as adopted, or as may be amended, by the American medical association, the American dental association, the American psychological association, American osteopathic association and the American podiatric medical association shall govern the professional ethical conduct of the respective members of the medical staff.

(E) Procedure for appointment.

- (1) The written and signed application for membership on the medical staff shall be presented to the applicable chief of the clinical department. The applicant shall include in the application a signed statement indicating the following:
 - (a) If the applicant should be accepted to membership on the medical staff, the applicant agrees to be governed by the bylaws, rules and regulations of the medical staff, the medical center board and the board of trustees of the Ohio state university.
 - (b) The applicant consents to be interviewed in regard to the application.
 - (c) The applicant authorizes the Ohio state university hospitals to consult with members of the medical staffs of other hospitals with which the applicant has been or has attempted to be associated, and with others who may have information bearing on the applicant's competence, character and ethical qualifications.
 - (d) The applicant consents to the Ohio state university hospitals' inspection of all records and documents that may be material to the evaluation of the applicant's professional qualifications and competence to carry out the clinical and educational privileges for which the applicant is seeking as well as the applicant's professional ethical qualifications for medical staff membership.
 - (e) The applicant releases from any liability:
 - (i) All representatives of university hospitals for acts performed in connection with evaluating the applicant's credentials or releasing information to other institutions for the purpose of evaluating the applicant's credentials in compliance with these bylaws performed in good faith; and
 - (ii) All third parties who provide information, including otherwise privileged and confidential information, to members of the medical staff, the Ohio state university hospitals staff, Ohio state medical center board members and members of the Ohio state university board of trustees concerning the applicant's credentials performed in good faith.
 - (f) The applicant has an affirmative duty to disclose any prior termination, voluntary or involuntary, current loss, restriction, denial, or the voluntary or involuntary relinquishment of any of the following: professional licensure, board certification, DEA registration, membership in any professional organization or medical staff membership or privileges at any other hospital or health care facility.

- (g) The applicant further agrees to disclose to the chief medical officer of the Ohio state university hospitals the initiation of any process which could lead to such loss or restriction of the applicant's professional licensure, board certification, DEA registration, membership in any professional organization or medical staff membership or privileges at any other hospital or health care facility.
 - (h) The applicant agrees that acceptance of membership on the medical staff of the Ohio state university hospitals authorizes the Ohio state university hospitals to conduct any appropriate health assessment including but not limited to drug or alcohol screens on a practitioner at any time during the normal pursuit of medical staff duties, based upon reasonable cause as determined by the chief of the practitioner's clinical department or the chief medical officer of the Ohio state university hospitals or their authorized designees.
- (2) The purpose of the health assessment shall be to ensure that the member of the medical staff is able to fully perform and discharge the clinical, educational, administrative and research responsibilities which the member is permitted to exercise by reason of medical staff membership. If, at the time of the initial request for a health assessment, and at any time a medical staff member refuses to participate as needed in a health assessment, including but not limited to a drug or alcohol screening, this shall result in automatic lapse of membership, privileges, and prerogatives until remedied by compliance with the requested health assessment. Upon request of the medical staff administrative committee or medical center board, the applicant will provide documentation the applicant's physical and mental status with sufficient adequacy to demonstrate that any patient treated by the applicant will receive care of a generally professionally recognized level of quality and efficiency. The conditions of this paragraph shall be deemed continuing and may be applicable to issues of continued good standing as a member of the medical staff.
- (3) An application for membership on the medical staff shall be considered complete when all the information requested on the application form is provided, the application is signed by the applicant and the information is verified. A completed application must contain:
- (a) Peer recommendation from at least three individuals with "first hand" knowledge about the applicant's clinical and professional skills.
 - (b) Evidence of required immunizations.
 - (c) Evidence of current professional medical malpractice liability coverage required for the exercise of clinical privileges.
 - (d) Satisfaction of ECFMG requirements, if applicable.
 - (e) Verification by primary source documentation of:
 - (i) Current and previous state licensure;

- (ii) Faculty appointment (not required for community affiliate category);
 - (iii) DEA registration when required for exercise of clinical privileges;
 - (iv) Graduation from an accredited medical or professional school;
 - (v) [Successful completion or record of post graduate medical or professional education; and](#)
 - (vi) Board certification, ~~or~~ active candidacy for board certification (may not be required for community affiliate category)- [or applicant qualifies for a waiver pursuant to section 3335-43-04 \(A\) \(4\) of these bylaws.](#)
 - (f) Information from the national practitioner data bank.
 - (g) Verification that the applicant has not been excluded from any federally funded health care program.
 - (h) Complete disclosure by applicant of all past and current claims, suits, and settlements, if any.
 - (i) Completion of criminal history check by Ohio state university medical center security department.
 - (j) Completion of Ohio state university medical center drug testing.
 - (k) Verification of completion of annual educational requirements approved by the medical staff administrative committee and maintained in the chief medical officer's office.
 - (l) Demonstration of recent active clinical practice during the last two years required for exercise of clinical privileges.
 - (m) [Attestation of current Ohio automated Rx reporting system \("OARRS"\) account for all applicants who have a DEA registration.](#)
- (4) The chief of the applicable clinical department shall be responsible for investigating and verifying the character, qualifications, and professional standing of the applicant by making inquiry of the primary source of such information and shall within thirty days of receipt of the complete application, submit a report of those findings along with a recommendation on membership and clinical privileges to the chief medical officer of the Ohio state university hospitals.
- (5) The chief medical officer shall receive all initial signed and verified applications from the chief of the clinical department and shall make an initial determination as to whether the application is complete. The credentials committee, the medical staff

administrative committee, the professional affairs committee, and the medical center board have the right to render an application incomplete, and therefore not able to be processed, if the need arises for additional or clarifying information.

The chief medical officer shall forward all complete applications to the credentials committee. The applicant shall have the burden of producing information for an adequate evaluation of applicant's qualifications for membership and for the clinical privileges requested. If the applicant fails to complete the prescribed forms or fails to provide the information requested within sixty days of receipt of the signed application, processing of the application shall cease and the application shall be deemed to have been voluntarily withdrawn which action is not subject to hearing or appeal pursuant to rule 3335-43-06 of the Administrative Code.

If the chief of the applicable clinical department does not submit a report and recommendation on a timely basis, the completed application shall be forwarded to the chief medical officer for presentation to the credentials committee on the same basis as other applicants.

- (6) Completed applications shall be acted upon as follows:
- (a) By the credentials committee within thirty days after receipt of a completed application from the chief medical officer.
 - (b) By the medical staff administrative committee within thirty days after receipt of a completed application and the report and recommendation of the credentials committee.
 - (c) By the professional affairs committee through the expedited credentialing process or medical center board within sixty days after receipt of a completed application and the report and recommendation of the medical staff administrative committee.

All applications shall be acted upon by the Ohio state medical center board within one hundred twenty days of receipt of a completed application. These time periods are deemed guidelines only and do not create any right to have an application processed within these precise periods. These periods may be stayed or altered pending receipt and verification of further information requested from the applicant, or if the application is deemed incomplete at any time. If the procedural rights specified in rule 3335-43-06 of the Administrative Code are activated, the time requirements provided therein govern the continued processing of the application.

- (7) The credentials committee shall review the application, evaluate and verify the supporting documentation, references, licensure, the chief of the clinical department's report and recommendation, and other relevant information. The credentials committee shall examine the character, professional competence, professional conduct, qualifications and ethical standing of the applicant and shall determine, through information contained in personal

references and from other sources available to the credentials committee, including an appraisal from the chief of the clinical department in which clinical privileges are sought, whether the applicant has established and meets all of the necessary qualifications for the category of medical staff membership and clinical privileges requested.

The credentials committee shall, within thirty days from receipt of a complete application, make a recommendation to the chief medical officer that the application be accepted, rejected, or modified. The chief medical officer shall forward the recommendation of the credentials committee to the medical staff administrative committee. The credentials committee or the chief medical officer may recommend to the medical staff administrative committee that certain applications for appointment be reviewed in executive session. The recommendation of the medical staff administrative committee regarding an appointment decision shall be made within thirty days of receipt of the credentials committee recommendation and shall be communicated by the chief medical officer, along with the recommendation of the chief medical officer to the professional affairs committee of the medical center board, and thereafter to the medical center board. When the Ohio state medical center board has acted, the chairperson of the board shall instruct the chief medical officer to transmit the final decision to the chief of the clinical department and applicant and, if appropriate, to the director of the applicable clinical division.

- (8) At any time the medical staff administrative committee first recommends non-appointment of an initial applicant for medical staff membership or recommends denial of any clinical privileges requested by the applicant, the medical staff administrative committee shall require the chief medical officer to notify the applicant by certified return receipt mail that the applicant may request an evidentiary hearing as provided in paragraph (D) of rule 3335-43-06 of the Administrative Code. The applicant shall be notified of the requirement to request a hearing as provided by paragraph (B) of rule 3335-43-06 of the Administrative Code. If a hearing is properly requested, the applicant shall be subject to the rights and responsibilities of rule 3335-43-06 of the Administrative Code. If an applicant fails to properly request a hearing, the medical staff administrative committee shall accept, reject, or modify the application for appointment to membership and clinical privileges.

The final recommendation of the medical staff administrative committee shall be directly communicated to the medical center board by the chief medical officer, who shall make a separate recommendation to the medical center board.

When the Ohio state medical center board has acted, the chairperson of the board shall instruct the chief medical officer to transmit the final decision to the chief of the clinical department and applicant and, if appropriate, to the director of the applicable clinical division. The chairperson of the board shall also notify the dean of the college of medicine and the chief executive officer of the Ohio state university hospitals of the decision of the board.

- (F) Procedure for reappointment.

- (1) At least ninety days prior to the end of the medical staff member's appointment period, the chief of the clinical department shall provide each medical staff member with an application for reappointment to the medical staff on forms prescribed by the medical staff administrative committee. The reappointment application shall include all information necessary to update and evaluate the qualifications of the medical staff member. The chief of the clinical department shall review the information available on each medical staff member, and the chief of the clinical department shall make recommendations regarding reappointment to the medical staff and for granting clinical privileges for the ensuing appointment period. The chief of the clinical department's recommendation shall be transmitted in writing along with the signed and completed reappointment forms to the chief medical officer at least forty-five days prior to the end of the medical staff member's appointment period. The terms of paragraphs (A), (B), (C), (D), (E)(1), and (E)(2) of this rule shall apply to all applicants for reappointment. Reappointment to the medical staff shall be done on a regular basis for a period not to exceed twenty-four months. Only completed applications for reappointment shall be considered by the credentials committee. An application for reappointment is complete when all the information requested on the reappointment application form is provided, the reappointment form is signed by the applicant, and the information is verified, and no need for additional or clarifying information is identified. A completed reappointment application form must contain:
 - (a) Evidence of required immunizations if applicable since last appointment.
 - (b) Evidence of current professional medical malpractice liability insurance required for the exercise of clinical privileges.
 - (c) Verification of primary source documentation of:
 - (i) State licensure;
 - (ii) Faculty appointment (not required for community affiliate category);
 - (iii) DEA registration when required for clinical privileges;
 - (iv) Successful completion or record of additional post graduate medical or professional education; and
 - (v) Board certification, re-certification, ~~or~~ continued active candidacy for certification (may not be required for community affiliate category)-or applicant qualifies for a waiver pursuant to section 3335-43-04 (A) (4) of these bylaws.
 - (d) Information from the national practitioner data bank.
 - (e) Verification that the applicant has not been excluded from any federally funded health care program.

- (f) Specific requests for any changes in clinical privileges sought at reappointment with supporting documentation as required by credentialing guidelines.
 - (g) Specific requests for any changes in medical staff category.
 - (h) A summary of the member's clinical activity during the previous appointment period.
 - (i) Patterns of care as demonstrated through quality assurance records.
 - (j) Verification of completion of annual educational requirements approved by the medical staff administrative committee and maintained in the chief medical officer's office.
 - (k) Complete disclosure by medical staff members of claims, suits, and settlements, if any.
 - (l) Continuing medical education and applicable continuing professional education activities. Documentation of category one CME that at least in part relates to the individual medical staff member's specialty or sub-specialty area and are consistent with the licensing requirements of the applicable Ohio state licensing board shall be required.
 - (m) Attestation of current OARRS account [for all applicants who have a DEA registration.](#)
- (2) The member for reappointment shall be required to submit any reasonable evidence of current ability to perform the clinical privileges requested. The chief of the clinical department shall review and evaluate the reappointment application and the supporting documentation. The chief of the clinical department shall evaluate all matters relevant to recommendation, including the member's professional competence; clinical judgment; clinical or technical skills; ethical conduct; participation in medical staff affairs; compliance with the bylaws, rules and regulations of the medical staff, the medical center board, and the board of trustees of the Ohio state university; cooperation with the Ohio state university hospitals' personnel and the use of the Ohio state university hospitals' facilities for patients; relations with other physicians, other health professionals or other staff, and maintenance of a professional attitude toward patients; and the responsibility to the Ohio state university hospitals and the public.
- (3) The chief medical officer shall forward the reappointment forms and the recommendations of the chief of the clinical department to the credentials committee. The credentials committee shall review the request for reappointment in the same manner, and with the same authority as an original application for medical staff membership. The credentials committee shall review all aspects of the reappointment application including source verification of the member's quality assurance record for continuing membership qualifications and for clinical privileges. The credentials committee shall review each member's performance-based profile to ensure

that the same level of quality of care is delivered by all medical staff members with similar delineated clinical privileges across all clinical departments and across all categories of medical staff membership.

The credentials committee shall forward its recommendations to the chief medical officer at least thirty days prior to the end of the period of appointment. The chief medical officer shall transmit the completed reappointment application and the recommendation of the credentials committee to the medical staff administrative committee.

Failure of the member to submit a reappointment application shall be deemed a voluntary resignation from the medical staff and shall result in automatic expiration of membership and all clinical privileges at the end of the medical staff member's current appointment period, which action shall not be subject to a hearing or appeal pursuant to rule 3335-43-06 of the Administrative Code. A request for reappointment subsequently received from a member who has been automatically expired shall be processed as a new appointment.

Failure of the chief of the clinical department to act timely on an application for reappointment shall be the same as provided in paragraph (E)(5) of this rule.

- (4) The medical staff administrative committee shall review each request for reappointment in the same manner and with the same authority as an original application for medical staff membership. The medical staff administrative committee shall accept, reject, or modify the request for reappointment in the same manner and with the same authority as an original application for medical staff membership. The recommendation of the medical staff administrative committee regarding reappointment of a member shall be communicated by the chief medical officer, along with the recommendation of the chief medical officer, to the professional affairs committee of the medical center board, and thereafter to the medical center board. When the Ohio state medical center board has acted, the chairperson of the board shall instruct the chief medical officer to transmit the final decision to the chief of the clinical department and applicant and, if appropriate, to the director of the applicable clinical division.
- (5) When the decision of the medical staff administrative committee results in a decision of non-reappointment or reduction, suspension or revocation of clinical privileges, the medical staff administrative committee shall instruct the chief medical officer to give written notice to the affected member of the decision, the stated reason for the decision, and the member's right to a hearing pursuant to paragraphs (A) and (B) of rule 3335-43-06 of the Administrative Code. This notification and an opportunity to exhaust the appeal process shall occur prior to an adverse decision unless the provisions outlined in paragraph (D) of rule 3335-43-05 of the Administrative Code apply. The notice by the chief medical officer shall be sent certified return receipt mail to the affected member's last known address as determined by the Ohio state university records.
- (6) If the affected member of the medical staff does not make a written

request for a hearing to the chief medical officer within thirty-one days after receipt of the adverse decision, it shall be deemed a waiver of the right to any hearing or appeal as provided in rule 3335-43-06 of the Administrative Code to which the staff member might otherwise have been entitled on the matter.

- (7) If a timely, written request for hearing is made, the procedures set forth in rule 3335-43-06 of the Administrative Code shall apply.
- (G) Resumption of clinical activities following leave of absence.
- (1) A member of the medical staff shall request a leave of absence in writing for good cause shown such as medical reasons, educational and research reasons or military service to the chief of clinical service and the chief medical officer. Such leave of absence shall be granted at the discretion of the chief of the clinical service and the chief medical officer provided, however, such leave shall not extend beyond the term of the member's current appointment. A member of the medical staff who is experiencing health problems that may impair his or her ability to care for patients has the duty to disclose such impairment to his or her chief of clinical department and the chief medical officer and the member shall be placed on immediate medical leave of absence until such time the member can demonstrate to the satisfaction of the chief medical officer that the impairment has been sufficiently resolved and can request for reinstatement of clinical activities. During any leave of absence, the member shall not exercise his or her clinical privileges, and medical staff responsibilities and prerogatives shall be inactive.
 - (2) The member must submit a written request for the reinstatement of clinical privileges to the chief of the clinical service. The chief of the clinical service shall forward his recommendation to the credentialing committee which, after review and consideration of all relevant information, shall forward its recommendation to the medical staff administrative committee and professional affairs committee of the medical center board. The credentials committee, the chief medical officer, the chief of the clinical service or the medical staff administrative committee shall have the authority to require any documentation, including advice and consultation from the member's treating physician or the committee for licensed independent practitioner health that might have a bearing on the medical staff member's ability to carry out the clinical and educational responsibilities for which the medical staff is seeking privileges. Upon return from a leave of absence for medical reasons the medical staff member must demonstrate his or her ability to exercise his or her clinical privileges upon return to clinical activity.
 - (3) All members of the medical staff who take a leave of absence for medical or non-medical reasons must be in good standing on the medical staff upon resumption of clinical activities. No member shall be granted leave of absence in excess of his or her current appointment and the usual procedures for appointment and reappointment, including deadlines for submission of application as set forth in this rule, will apply irrespective of the nature of the leave. Absence extending beyond his or her current term or failure to request reinstatement of clinical privileges shall be deemed a voluntary resignation from the medical staff, and in such event, the

member shall not be entitled to a hearing or appeal. (B/T 9/1/99, B/T 10/1/99, B/T 10/5/2001, B/T 6/7/2002, B/T 9/6/2002, B/T 3/5/2003, B/T 5/30/03, B/T 6/4/2004, B/T 5/6/2005, B/T/ 11/4/2005, B/T 2/2/2007, B/T 2/1/2008, 9/19/2008, 9/18/2009, 10/29/2009, 5/14/2010, 4/8/2011, 8/31/12)

3335-43-07 Categories of the medical staff.

The medical staff of the Ohio state university hospitals shall be divided into seven categories: physician scholar medical staff; attending medical staff; courtesy A medical staff; courtesy B medical staff; community affiliate medical staff; consulting medical staff; and limited staff. Medical staff members who do not wish to obtain any clinical privileges shall be exempt from the requirements of medical malpractice liability insurance, DEA registration, demonstration of recent active clinical practice during the last two years and specific annual education requirements as outlined in the list maintained in the chief medical officer's office, but are otherwise subject to the provisions of these bylaws.

(A) Physician scholar medical staff.

- (1) Qualifications: The physician scholar medical staff shall be composed of those faculty members of the colleges of medicine and dentistry who are recognized for outstanding reputation, notable scientific and professional contributions, and high professional stature. This medical staff category includes but is not limited to emeritus faculty members. Nominations may be made to the chair of the credentialing committee who shall present the candidate to the medical staff administrative committee for approval.
- (2) Prerogatives: Members of the physician scholar medical staff shall have access to the Ohio state university hospitals and shall be given notice of all medical staff activities and meetings. Members of the physician scholar medical staff shall enjoy all rights of an attending medical staff member except physician scholar members shall not possess clinical privileges.

(B) Attending medical staff.

- (1) Qualifications: The attending medical staff shall consist of those faculty members of the colleges of medicine and dentistry to whom clinical teaching responsibilities are assigned in the Ohio state university hospitals and who satisfy the requirements and qualifications for membership set forth in rule 3335-43-04 of the Administrative Code. The assignment of teaching responsibility is the prerogative of the chief of the clinical department or the chief's designee.
- (2) Prerogatives:
An attending medical staff member may:
 - (a) Admit patients consistent with their clinical privileges and the balanced teaching and patient care responsibilities of the Ohio state university hospitals. When, in the judgment of the chief of the clinical department, a balanced teaching program is jeopardized, following consultation with the dean of the college of medicine and the Ohio state university hospitals' chief executive

officer, and with the concurrence of a majority of the medical staff administrative committee, the chief of the clinical department may restrict an attending medical staff member's ability to admit patients. Imposition of such restrictions shall not entitle the attending medical staff member to a hearing or appeal pursuant to rule 3335-43-06 of the Administrative Code.

- (b) Be free to exercise such clinical privileges as are granted pursuant to these bylaws.
 - (c) Vote on all matters presented at general and special meetings of the medical staff and of the department and committees of which he or she is a member unless otherwise provided by resolution of the medical staff, clinical department, or committee and approved by the medical staff administrative committee.
 - (d) Hold office in the medical staff organization and in the clinical department and committees of which he or she is a member, unless otherwise provided by resolution of the medical staff, clinical department, or committee and approved by the medical staff administrative committee.
- (3) Responsibilities:

Each member of the attending medical staff with clinical privileges shall:

- (a) Meet the basic responsibilities set forth in rules 3335-43-02 and 3335-43-03 of the Administrative Code.
- (b) Retain responsibility within the member's area of professional competence for the continuous care and supervision of each patient in the Ohio state university hospitals for whom the member is providing care, or arrange a suitable alternative for such care and supervision.
- (c) Actively participate in such quality evaluation and monitoring activities as required by the medical staff, and discharge such medical staff functions as may be required from time to time.
- (d) Satisfy the requirements set forth in rule 3335-43-11 of the Administrative Code for attendance at staff and departmental meetings and meetings of those committees of which he or she is a member and for payment of membership dues.
- (e) Supervise members of the limited staff in the provision of patient care in accordance with accreditation standards and policies and procedures of approved clinical training programs. It is the responsibility of the attending physician to authorize each member of the limited staff to perform only those services which the limited staff member is competent to perform under supervision.
- (f) Supervise other licensed healthcare professionals as

necessary in accordance with accreditation standards and state law. It is the responsibility of the attending physician to authorize each licensed healthcare professional to perform only those services which the licensed healthcare professional is privileged to perform.

- (g) Take call as assigned by the chief of the clinical department.

(C) Courtesy A medical staff.

- (1) Qualifications: The courtesy A medical staff shall consist of those faculty members of the colleges of medicine and dentistry who do not qualify for attending medical staff appointment. This category includes community physicians who routinely admit patients to the Ohio state university hospitals and who actively participate in teaching programs.

- (2) Prerogatives:

The courtesy A medical staff may:

- (a) Exercise such clinical privileges as are granted pursuant to these bylaws.
- (b) Admit, consistent with their clinical privileges, patients who complement the clinical teaching program.
- (c) Attend meetings as a member of the medical staff and the clinical department of which he or she is a member and any medical staff or the Ohio state university hospitals education programs. The courtesy A medical staff member may vote for and be eligible to hold a position on the medical staff administrative committee reserved for the representative of the courtesy A or community affiliate medical staff as set forth in paragraph (D) of rule 3335-43-09 and paragraph (C) of rule 3335-43-10 of the Administrative Code. Members of the courtesy A medical staff may serve on non-elected medical staff committees as provided by these bylaws.
- (3) Responsibilities: Each member of the courtesy A medical staff with clinical privileges shall be required to discharge the basic responsibilities specified in paragraph (B)(3) of this rule.

(D) Courtesy B medical staff.

- (1) Qualifications: The courtesy B medical staff shall consist of those faculty members of the colleges of medicine and dentistry who do not qualify for attending medical staff appointment. This category is comprised of referring physicians who desire to be associated with the Ohio state university hospitals to refer and follow patients. Courtesy B medical staff members shall not possess clinical privileges, shall not be eligible to vote on medical staff policies, rules and regulations, or bylaws, and shall not be eligible to hold office.

- (2) Prerogatives:

Courtesy B medical staff members may:

- (a) Have access to the Ohio state university hospitals and shall be given notice of all medical staff activities and meetings.
 - (b) Attend meetings as a member of the medical staff and the clinical departments of which he or she is a member and any medical staff or the Ohio state university hospitals education programs.
- (3) The grant of courtesy B medical staff appointment to physicians is a courtesy only, and may be terminated by the medical center board upon recommendation of the medical staff administrative committee without the right to a hearing or appeal.

(E) Limited staff.

Limited staff are not considered full members of the medical staff, do not have delineated clinical privileges and do not have the right to vote in general medical staff elections. Except where expressly stated, members of the limited staff are bound by the terms of these bylaws, the rules and regulations of the medical staff, and the limited staff agreement.

(1) Qualifications:

- (a) The limited staff shall consist of doctors of medicine, osteopathic medicine, dentists and practitioners of podiatry or psychology who are accepted in good standing by a program director into a post-doctoral graduate medical education program and appointed to the limited staff in accordance with these bylaws.
- (b) The limited staff shall maintain compliance with the requirements of state law, including regulations adopted by the Ohio state medical board, or the limited staff member's respective licensing board.
- (c) Members of the limited staff shall possess a valid training certificate or an unrestricted Ohio license from the applicable state board based on eligibility criteria defined by that state board. All members of the limited staff shall be required to successfully obtain an Ohio training certificate prior to beginning training within a program.

(2) Responsibilities:

Each member of the limited staff shall:

- (a) Be responsible to respond to all questions and to complete all forms as may be required by the credentials committee.
- (b) Participate fully in the teaching programs, conferences, and seminars of the clinical department in which he or she is appointed in accordance with accreditation standards and policies and procedures of the graduate medical education committee and approved clinical training programs.

- (c) Participate in the care of all patients assigned to the limited staff member under the appropriate supervision of a designated member of the attending or courtesy A medical staff in accordance with accreditation standards and policies and procedures of the clinical training programs. The clinical activities of the limited staff shall be determined by the program director appropriate for the level of education and training. Limited staff shall be permitted to perform only those services that they are authorized to perform by the member of the attending or courtesy A medical staff based on the competence of the limited staff to perform such services. The limited staff may admit or discharge patients only when acting on behalf of the attending or courtesy A medical staff. The limited staff member shall follow all rules and regulations of the service to which the limited staff member is assigned, as well as the general rules of the Ohio state university hospitals pertaining to limited staff. Specifically, a limited staff member shall consult with the attending or courtesy A member of the medical staff responsible for the care of the patient before the limited staff member undertakes a procedure or treatment that carries a significant, material-risk to the patient unless the consultation would cause a delay that would jeopardize the life or health of the patient.
- (d) Serve as a member of various medical staff committees in accordance with established committee composition as described in these bylaws and/or the rules and regulations of the medical staff. The limited staff member shall not be eligible to vote or hold elected office in the medical staff organization but may vote on committees to which the limited staff member is assigned.
- (e) Be expected to make regular satisfactory professional progress including anticipated certification by the respective specialty or sub-specialty program of post-doctoral training in which the limited staff member is enrolled. Evaluation of professional growth and appropriate humanistic qualities shall be made on a regular schedule by the clinical departmental chief, program director, teaching faculty or evaluation committee in accordance with accreditation standards and policies and procedures of the approved training programs.
- (f) Appeal by a member of the limited staff of probation, lack of reappointment, suspension or termination for failure to meet expectations for professional growth or failure to display appropriate humanistic qualities or failure to successfully complete any other competency as required by the accreditation standards of an approved training program will be conducted and limited in accordance with written guidelines established by the respective department or training program and approved by the medical director and the Ohio state university hospitals graduate medical education committee as delineated in the limited staff agreement.

Alleged misconduct by a member of the limited staff, for reasons other than failure to meet expectations of professional growth as outlined above, shall be handled in accordance with rules 3335-43-05 and 3335-43-06 of the Administrative Code.

(3) Failure to meet reasonable expectations.

Failure to meet reasonable expectations may result in sanctions including but not limited to probation, lack of reappointment, suspension or termination. Termination of limited staff member status shall result in automatic termination of the limited staff member's residency or fellowship appointment pursuant to these bylaws.

(4) Temporary appointments.

(a) Limited staff members who are Ohio state university faculty may be granted an early commencement or an extension of appointment upon the recommendation of the chief of the clinical department, with prior concurrence of the associate dean for graduate medical education, when it is necessary for the limited staff member to begin his or her training program prior to or extend his or her training program beyond a regular appointment period. These appointments shall not exceed sixty days.

(b) Temporary appointments may be granted upon the recommendation of the chief of the clinical department, with prior concurrence of the medical directors, for limited staff members who are not Ohio state university faculty but who, pursuant to education affiliate agreements approved by the university, need to satisfy approved graduate medical education clinical rotation requirements. These appointments shall not exceed a total of one hundred twenty days in any given post-graduate year. In such cases, the mandatory requirement for a faculty appointment may be waived. All other requirements for limited staff member appointment must be satisfied.

(5) Supervision.

Limited staff members shall be under the supervision of an attending or courtesy A medical staff member. Limited staff members shall have no privileges as such but shall be able to care for patients under the supervision and responsibility of their attending or courtesy A medical staff member. The care they extend will be governed by these bylaws and the general rules and regulations of each clinical department. The practice of care shall be limited by the scope of privileges of their attending or courtesy A medical staff member. Any concerns or problems that arise in the limited staff member's performance should be directed to the attending or courtesy A medical staff member or the director of the training program.

(a) Limited staff members may write orders for the care of patients under the supervision of the attending or

courtesy A medical staff member.

- (b) All records of limited staff member cases must document involvement of the attending or courtesy A medical staff member in the supervision of the patient's care to include co-signature of the history and physical operative report, and discharge summary.
- (F) Community affiliate medical staff.

This is a closed medical staff category that was created as a one-time grandfathering category for medical staff members of the Ohio state university hospitals east prior to July 1, 2007.

- (1) Qualifications: Community affiliate medical staff shall consist of those doctors of medicine, osteopathic medicine, dentists and practitioners of podiatry or psychology who:
 - (a) Do not qualify for an attending medical staff appointment; and
 - (b) Are community affiliate members seeking reappointment; and
 - (c) Satisfy the requirements and qualifications set forth in rule 3335-43-04 of the Administrative Code and are already appointed to the community affiliate medical staff pursuant to these bylaws.

A community affiliate medical staff member shall meet and maintain the same standards for quality patient care applicable to all members of the medical staff. Community affiliate medical staff members shall be subject to these bylaws and the rules and regulations of the medical staff except as provided in this paragraph. The community affiliate medical staff member shall not be required to obtain appointment to the faculty of the Ohio state university. The community affiliate medical staff member shall not be subject to the requirement for board certification within the community affiliate medical staff member's respective area of practice if that requirement was waived when he or she became a member of the Ohio state university east medical staff. Teaching and research accomplishments shall not be required in determining the qualifications of applicants to this category of the medical staff.

To optimize the clinical organization, resource utilization, and planning of the hospitals, the chief of the clinical department may require that the applicant for community affiliate medical staff membership to identify categories of diagnosis, extent of anticipated patient activity, and service areas to be utilized and may prepare a statement of participation for the applicant which will be made a part of the application for appointment.

- (2) Prerogatives:

A community affiliate medical staff member may:

- (a) Admit patients consistent with the limitations of bed and service allocations established by the medical directors and approved by the medical staff administrative committee, and the medical center board. If, in the judgment of the medical directors, a balanced teaching program is jeopardized, following consultation with the

chief of the clinical department, and with the concurrence of a majority of the medical staff administrative committee, the medical director may restrict admissions of members of the community affiliate medical staff. Patients admitted under the care of the community affiliate medical staff will not be required to participate in the educational mission of the Ohio state university hospitals. Ordinarily, no coverage by the limited medical staff will be afforded, with the exception of emergency medical services.

- (b) Exercise the clinical privileges granted, have access to all medical records, and be entitled to utilize the facilities of the Ohio state university hospitals incidental to the clinical privileges granted pursuant to these bylaws.
- (c) Attend teaching and educational conferences approved by the Ohio state university, attend medical staff social functions, and participate as providers in the Ohio state university or the Ohio state university hospitals affiliated health plans.

(3) Responsibilities:

Each member of the community affiliate medical staff shall:

- (a) Participate in the management of and represent the interests of the clinical department for which he or she is granted clinical privileges. The community affiliate medical staff member shall comply with all provisions of these bylaws and rules and regulations of the medical staff, unless expressly exempted under this rule. The community affiliate medical staff member shall comply with all the Ohio state university hospitals' policies and accreditation standards, and shall be subject to the same quality evaluation, monitoring, and resource management requirements as other members of the medical staff.
- (b) Be responsible within the member's area of professional competence for the continuous care and supervision of each patient in the Ohio state university hospitals for whom the member is providing care, or arrange a suitable alternative for such care and supervision.
- (c) Not be eligible to vote on medical staff policies, rules and regulations, or bylaws or to hold office. Members of the community affiliate medical staff may serve on non-elected medical staff committees as provided by these bylaws.
- (d) Be subject to payment of medical staff dues or assessments as approved by the medical staff.

(G) Temporary medical staff appointment.

- (1) Outside peer review. When peer review activities are being conducted by someone other than a current member of the medical staff, the chief medical officer may admit a practitioner to

the medical staff for a limited period of time. Such membership is solely for the purpose of conducting peer review in a particular evaluation and this temporary membership automatically expires upon the member's completion of duties in connection with such peer review. Such appointment does not include clinical privileges, and is for a limited purpose.

- (2) Proctoring. Temporary privileges may be extended to visiting medical faculty for special clinical or educational activities as provided by the Ohio state medical or dental board. When medical staff members require proctoring for the purposes of gaining experience to become credentialed to perform a procedure, a visiting physician may apply for temporary privileges per the prescribed medical staff proctoring policy.
- (H) Consulting medical staff.
- (1) Qualifications. The consulting medical staff shall consist of those faculty members of the colleges of medicine and dentistry who:
 - (a) Satisfy the requirements and qualifications for membership set forth in rule 3335-43-04 of the Administrative Code.
 - (b) Are consultants of recognized professional ability and expertise who provide a service not readily available from the attending medical staff. These practitioners provide services at the Ohio state university hospitals only at the request of attending or courtesy A members of the medical staff.
 - (c) Demonstrate participation on the active medical staff at another accredited hospital requiring performance improvement/quality assessment activities similar to those of the Ohio state university hospitals. The practitioner shall also hold at such other hospital the same privileges, without restriction, that he/she is requesting at the Ohio state university hospitals. An exception to this qualification may be made by the medical center board provided the practitioner is otherwise qualified by education, training and experience to provide the requested service.
 - (2) Prerogatives:

Consulting medical staff members may:

 - (a) Exercise the clinical privileges granted for consultation purposes on an occasional basis when requested by an attending or courtesy A medical staff member.
 - (b) Have access to all medical records and be entitled to utilize the facilities of the Ohio state university hospitals incidental to the clinical privileges granted pursuant to these bylaws.
 - (c) Not admit patients to the Ohio state university hospitals.
 - (d) Not vote on medical staff policies, rules and regulations,

or bylaws, and may not hold office.

- (e) Must actively participate in such quality evaluation and monitoring activities as required by the medical staff and as outlined in the medical staff policy entitled "Consulting medical staff member policy."
 - (f) Attend medical staff meetings, but shall not be entitled to vote at such meetings or hold office.
 - (g) Attend department meetings, but shall not be entitled to vote at such meetings or serve as chief of a clinical department.
 - (h) Serve as a non-voting member of a medical staff committee; provided, however, that he/she may not serve as a committee chair or as a member of the medical staff administrative committee.
- (3) Responsibilities.

Each member of the consulting medical staff shall:

- (a) Meet the basic responsibilities set forth in rules 3335-43-02 and 3335-43-03 of the Administrative Code.
 - (b) Be exempt from all medical staff dues.
- (l) Clinical privileges.

(1) Delineation of clinical privileges:

- (a) Every person practicing at the Ohio state university hospitals by virtue of medical staff membership, faculty appointment, contract or under authority granted in these bylaws shall, in connection with such practice, be entitled to exercise only those clinical privileges specifically applied for and granted to the staff member or other licensed health care professional by the Ohio state medical center board after recommendation from the medical staff administrative committee.

Each clinical department shall develop specific clinical criteria and standards for the evaluation of clinical privileges with emphasis on invasive or therapeutic procedures or treatment which present significant risk to the patient or for which specific professional training or experience is required. Such criteria and standards are subject to the approval of the medical staff administrative committee and the medical center board.

- (b) Requests for the exercise and delineation of clinical privileges must be made as part of each application for appointment or reappointment to the medical staff on the forms prescribed by the medical staff administrative committee. Every person in an administrative position who desires clinical privileges shall be subject to the same procedure as all other applicants. Requests for clinical privileges must be submitted to the chief of the

clinical department in which the clinical privileges will be exercised. Clinical privileges requested other than during appointment or reappointment to the medical staff shall be submitted to the chief of the clinical department and such request must include documentation of relevant training or experience supportive of the request.

- (c) The chief of the clinical department shall review each applicant's request for clinical privileges and shall make a recommendation regarding clinical privileges to the chief medical officer. Requests for clinical privileges shall be evaluated based upon the applicant's education, training, experience, demonstrated competence, references, and other relevant information, including the direct observation and review of records of the applicant's performance by the clinical department in which the clinical privileges are exercised. Whenever possible the review should be of primary source information. The applicant shall have the burden of establishing the applicant's qualifications and competency in clinical privileges requested and shall have the burden of production of adequate information for the proper evaluation of qualifications.
- (d) The applicant's request for clinical privileges and the recommendation of the chief of the clinical department shall be forwarded to the credentials committee and shall be processed in the same manner as applications for appointment and reappointment pursuant to rule 3335-43-04 of the Administrative Code.
- (e) Medical staff members who are granted new or initial privileges are subject to FPPE, which is a six-month period of focused monitoring and evaluation of practitioners' professional performance. Following FPPE medical staff members with clinical privileges are subject to ongoing professional practice evaluation (OPPE), which information is factored into the decision to maintain existing privileges, to revise existing privileges, or to revoke an existing privilege prior to or at the time of renewal. FPPE and OPPE are fully detailed in medical staff policies that were approved by the medical staff administrative committee and the medical center board.
- (f) Upon resignation, termination or expiration of the medical staff member's faculty appointment or employment with the university for any reason, such medical staff appointment and clinical privileges of the medical staff member shall automatically expire.
- (g) Medical staff members authorize the Ohio state university hospitals and clinics to share credentialing, quality and peer review information pertaining to the medical staff member's clinical competence and/or professional conduct. Such information may be shared at initial appointment and/or reappointment and at any time during the medical staff member's medical staff appointment to the medical staff of the Ohio state university hospitals.

- (h) Medical staff members authorize the Ohio state university hospitals to release information, in good faith and without malice, to managed care organizations, regulating agencies, accreditation bodies and other health care entities for the purposes of evaluating the medical staff member's qualifications pursuant to a request for appointment, clinical privileges, participation or other credentialing or quality matters.
- (2) Temporary privileges:
- (a) Temporary privileges may be extended to a doctor of medicine, osteopathic medicine, dental surgery, psychologist, podiatry or to a licensed health care professional upon completion of an application prescribed by the medical staff administrative committee, upon recommendation of the chief of the clinical department, and approval by the chief medical officer. The chief medical officer, acting as a member and on behalf of the medical center board, has been delegated responsibility by the medical center board to grant approval of temporary privileges. The temporary privileges granted shall be consistent with the applicant's training and experience and with clinical department guidelines. Prior to granting temporary privileges, primary source verification of licensure and current competence shall be required. Temporary privileges shall be limited to situations which fulfill an important patient-care need, and shall be granted for a period not to exceed one hundred twenty days.
 - (b) Temporary privileges may be extended to visiting medical faculty or for special activity as provided by the Ohio state medical or dental board.
 - (c) Temporary privileges granted for locum tenens may be exercised for a maximum of ninety days, consecutive or not, any time during the twenty-four month period following the date they are granted.
 - (d) Practitioners granted temporary privileges will be restricted to the specific delineations for which the temporary privileges are granted. The practitioner will be under the supervision of the chair of the clinical department while exercising any temporary privileges granted.
 - (e) Special privileges. Upon receipt of a written request for specific temporary privileges and the approval of the clinical department chief and the chief medical officer, an appropriately licensed practitioner of documented competence, who is not an applicant for medical staff membership, may be granted special privileges for the care of one or more specific patients. Such privileges shall be exercised in accordance with the conditions specified in these bylaws.
 - (f) Practitioners exercising temporary privileges shall abide by these medical staff bylaws, rules and regulations, and

hospital and medical staff policies.

- (g) The temporary and special privileges must be in conformity with accrediting bodies' standards and the rules and regulations of the professional boards of Ohio.

(3) Expedited privileges.

If the medical center board is not scheduled to convene in a timeframe that permits the timely consideration of the recommendation of a complete application by the medical staff administrative committee, applicants may be granted expedited privileges by the professional affairs committee of the medical center board. Certain restrictions apply to the appointment and granting of clinical privileges via the expedited process. These include but are not limited to: an involuntary termination of medical staff membership at another hospital, involuntary termination of medical staff membership at another hospital, involuntary limitation, or reduction, denial or loss of clinical privileges, a history of professional liability actions resulting in a final judgment against the applicant or a challenge by a state licensing board.

(4) Podiatric privileges:

- (a) Practitioners of podiatry may admit patients to the Ohio state university hospitals if such patients are being admitted solely to receive care that a podiatrist may provide without medical assistance, pursuant to the scope of the professional license of the podiatrist. Practitioners of podiatry must, in all other circumstances, co-admit patients with a member of the medical staff who is a doctor of medicine or osteopathic medicine. A member of the medical staff who is a doctor of medicine or osteopathy shall be responsible for any medical problems that the patient has while an inpatient of the Ohio state university hospitals.
- (b) A member of the medical staff who is a doctor of medicine or osteopathy:
 - (i) Shall be responsible for any medical problems that the patient has while an inpatient of the Ohio state university hospitals; and
 - (ii) Shall confirm the findings, conclusions and assessment of risk prior to high-risk diagnosis or therapeutic interventions defined by the medical staff.
- (c) Practitioners of podiatry shall be responsible for the podiatric care of the patient including the podiatric history and physical examination and all appropriate elements of the patient's record.
- (d) The podiatrist shall be responsible to the chief of the department of orthopaedics.

(5) Psychology privileges.

- (a) Psychologists shall be granted clinical privileges based upon their training, experience and demonstrated competence and judgment consistent with their license to practice. Psychologists shall not prescribe drugs, or perform surgical procedures, or in any other way practice outside the area of their approved clinical privileges or expertise, unless otherwise authorized by law.
- (b) Psychologists may not admit patients to the Ohio state university hospitals, but may diagnose and treat a patient's psychological illness as part of the patient's comprehensive care while hospitalized. All patients admitted for psychological care shall receive the same medical appraisal as all other hospitalized patients. A member of the medical staff who is a doctor of medicine or osteopathic medicine shall admit the patient and shall be responsible for the history and physical and any medical care that may be required during the hospitalization, and shall determine the appropriateness of any psychological therapy based on the total health status of the patient. Psychologists may provide consultation within their area of expertise on the care of patients within the Ohio state university hospitals.

In outpatient settings, psychologists shall diagnose and treat their patients' psychological illness. Psychologists shall ensure that their patients receive referral for appropriate medical care.

- (c) Psychologists shall be responsible to the chief of the clinical department in which they are appointed.
- (6) Dental privileges.
- (a) Practitioners of dentistry, who have not been granted clinical privileges as oral and maxillofacial surgeons, may admit patients to the Ohio state university hospitals if such patients are being admitted solely to receive care which a dentist may provide without medical assistance, pursuant to the scope of the professional license of the dentist. Practitioners of dentistry must, in all other circumstances co-admit patients with a member of the medical staff who is a doctor of medicine or osteopathic medicine. A member of the medical staff who is a doctor of medicine or osteopathy shall be responsible for any medical problems that the patient has while an inpatient of the Ohio state university hospitals.
 - (b) A member of the medical staff who is a doctor of medicine or osteopathy:
 - (i) Shall be responsible for any medical problems that the patient has while an inpatient of the Ohio state university hospitals; and
 - (ii) Shall confirm the findings, conclusions and assessment of risk prior to high-risk diagnosis or therapeutic interventions defined by the medical staff.

- (c) Practitioners of dentistry shall be responsible for the dental care of the patient including the dental history and physical examination and all appropriate elements of the patient's record.

(7) Oral and maxillofacial surgical privileges.

All patients admitted to the Ohio state university hospitals for oral and maxillofacial surgical care shall receive the same medical appraisal as all other hospitalized patients. Qualified oral and maxillofacial surgeons shall admit patients, shall be responsible for the plan of care for the patients, shall perform the medical history and physical examination, if they have such privileges, in order to assess the medical, surgical, and anesthetic risks of the proposed operative and other procedure(s), and shall be responsible for the medical care that may be required at the time of admission or that may arise during hospitalization.

(8) Other licensed health care professionals.

- (a) Clinical privileges may be exercised by licensed health care professionals who are duly licensed in the state of Ohio, and who are either:

- (i) Members of the faculty of the Ohio state university, or
- (ii) Employees of the Ohio state university whose employment involves the exercise of clinical privileges, or
- (iii) Employees or members of the medical staff.

- (b) A licensed health care professional as used herein, shall not be eligible for medical staff membership but shall be eligible to exercise those clinical privileges granted pursuant to these bylaws and in accordance with applicable Ohio state law. If granted such privileges under this rule and in accordance with applicable Ohio state law, other licensed health care professionals may perform all or part of the medical history and physical examination of a patient. Licensed health care professionals with privileges are subject to FPPE and OPPE.

- (c) Licensed health care professionals shall apply and re-apply for clinical privileges on forms prescribed by the medical staff administrative committee and shall be processed in the same manner as provided in rule 3335-43-04 of the Administrative Code subject to the provisions of paragraph (G)(8) of this rule.

- (d) Licensed health care professionals are not members of the medical staff, shall have no authority to admit or co-admit patients to the Ohio state university hospitals, and shall not be eligible to hold office, to vote on medical staff affairs, or to serve on standing committees of the medical staff unless specifically authorized by the medical staff administrative committee.

- (e) Each licensed health care professional shall be individually assigned to a clinical department and shall be sponsored by one or more members of the medical staff. The licensed health care professional's clinical privileges are contingent upon the sponsoring medical staff member's privileges. In the event that the sponsoring medical staff member loses privileges or resigns, the licensed health care professionals whom he or she has sponsored shall be placed on administrative hold until another sponsoring medical staff member is assigned. The new sponsoring medical staff member must be assigned in less than thirty days.
- (f) Licensed health care professionals must comply with all limitations and restrictions imposed by their respective licenses, certifications, or legal credentials as required by Ohio law, and may only exercise those clinical privileges granted in accordance with provisions relating to their respective professions.
- (g) Only applicants who can document the following shall be qualified for clinical privileges as a licensed health care professional:
 - (i) Current license, certification, or other legal credential required by Ohio law.
 - (ii) Certificate of authority, standard care agreement, or utilization plan.
 - (iii) Education, training, professional background and experience, and professional competence.
 - (iv) Patient care quality indicators definition for initial appointment. This data will be in a format determined by the licensed health care professional subcommittee and the quality management department.
 - (v) Adherence to the ethics of the profession for which an individual holds a license, certification, or other legal credential required by Ohio law.
 - (vi) Evidence of required immunization.
 - (vii) Evidence of good personal and professional reputation as established by peer recommendations.
 - (viii) Satisfactory physical and mental health to perform requested clinical privileges.
 - (xi) Ability to work with members of the medical staff and the Ohio state university hospitals employees.
- (h) The applicant shall have the burden to produce

documentation with sufficient adequacy to assure the medical staff and the Ohio state university hospitals that any patient cared for by the licensed health care professional seeking clinical privileges shall be given quality care, and that the efficient operation of the Ohio state university hospitals will not be disrupted by the applicant's care of patients in the Ohio state university hospitals.

- (i) By applying for clinical privileges as a licensed health care professional, the applicant agrees to the following terms and conditions:
 - (i) The applicant has read the bylaws and rules and regulations of the medical staff of the Ohio state university hospitals and agrees to abide by all applicable terms of such bylaws and any applicable rules and regulations, including any subsequent amendments thereto, and any applicable Ohio state university hospitals policies that the Ohio state university hospitals may from time to time put into effect.
 - (ii) The applicant releases from liability all individuals and organizations who provide information to the Ohio state university hospitals regarding the applicant and all members of the medical staff, the Ohio state university hospitals staff, the Ohio state medical center board and the Ohio state university board of trustees for all acts in connection with investigating and evaluating the applicant.
 - (iii) The applicant shall not deceive a patient as to the identity of any practitioner providing treatment or service in the Ohio state university hospitals.
 - (iv) The applicant shall not make any statement or take any action that might cause a patient to believe that the licensed health care professional is a member of the medical staff.
 - (v) The applicant shall not perform any patient care in the Ohio state university hospitals that is not permitted under the applicant's license, certification, or other legal credential required under Ohio law.
 - (vi) The applicant shall obtain and continue to maintain professional liability insurance in such amounts required by the medical staff.
- (j) Licensed health care professionals shall be subject to quality review and corrective action as outlined in this paragraph for violation of these bylaws, their certificate of authority, standard of care agreement, utilization plan, or the provisions of their licensure, including professional ethics. Review may be requested by any member of the

medical staff, a chief of the clinical department, or by the chief quality officer or his or her designee. All requests shall be in writing and shall be submitted to the chief quality officer. The chief quality officer shall appoint a three-person committee to review and make recommendations concerning appropriate action. The committee shall consist of at least one licensed health care professional and one medical staff member. The committee shall make a written recommendation to the chief quality officer, who may accept, reject, or modify the recommendation. The chief quality officer forwards his or her recommendation to the chief medical officer for final determination.

(k) Appeal process.

- (i) A licensed health care professional may submit a notice of appeal to the chairperson of the professional affairs committee within thirty days of receipt of written notice of any adverse corrective action pursuant to these bylaws.
- (ii) If an appeal is not so requested within the thirty-day period, the licensed health care professional shall be deemed to have waived the right to appeal and to have conclusively accepted the decision of the chief medical officer.
- (iii) The appellate review shall be conducted by the chief of staff, the chair of the licensed health care professionals subcommittee and one medical staff member from the same discipline as the licensed health care professional under review. The licensed health care professional under review shall have the opportunity to present any additional information deemed relevant to the review and appeal of the decision.
- (iv) The affected licensed health care professional shall have access to the reports and records, including transcripts, if any, of the hearing committee and of the medical staff administrative committee and all other material, favorable or unfavorable, that has been considered by the chief quality officer. The licensed health care professional shall submit a written statement indicating those factual and procedural matters with which the member disagrees, specifying the reasons for such disagreement. This written statement may cover any matters raised at any step in the procedure to which the appeal is related, and legal counsel may assist in its preparation. Such written statement shall be submitted to the review committee no later than seven days following the date of the licensed health care professional's notice of

appeal.

- (v) New or additional matters shall only be considered on appeal at the sole discretion of the professional affairs committee.
 - (vi) Within thirty days following submission of the written statement by the licensed health care professional, the chief of staff shall make a final recommendation to the chair of the professional affairs committee of the medical center board. The professional affairs committee of the medical center board shall determine whether the adverse decision will stand or be modified and shall recommend to the Ohio state medical center board that the adverse decision be affirmed, modified or rejected, or to refer the matter back to the review committee for further review and recommendation. Such referral to the review committee may include a request for further investigation.
 - (vii) Any final decision by the medical center board shall be communicated by the chief quality officer and by certified return receipt mail to the last known address of the licensed health care professional as determined by university records. The chief quality officer shall also notify in writing the senior vice president for health sciences, the dean of the college of medicine, the chief executive officer of the Ohio state university hospitals and the vice president for health services and the chief of the applicable clinical department or departments. The chief medical officer shall take immediate steps to implement the final decision.
- (9) Emergency privileges.

In case of an emergency, any member of the medical staff to the degree permitted by the member's license or certification and regardless of department or medical staff status shall be permitted to do everything possible to save the life of a patient using every facility of the Ohio state university hospitals necessary, including the calling for any consultation necessary or desirable. After the emergency situation resolves, the patient shall be assigned to an appropriate member of the medical staff. For the purposes of this paragraph, an "emergency" is defined as a condition which would result in serious permanent harm to a patient or in which the life of a patient is in immediate danger and any delay in administering treatment would add to that danger.

- (10) Disaster privileges.

Disaster privileges may be granted in order to provide voluntary services during a local, state, or national disaster in accordance with hospital/medical staff policy and only when the following two

conditions are present: the emergency management plan has been activated and the hospital is unable to meet immediate patient needs. Such privileges may be granted by the chief medical officer or his or her designee to fully licensed or certified, qualified individuals who at the time of the disaster are not members of the medical staff. These privileges will be limited in scope and will terminate once the disaster situation subsides or at the discretion of the chief medical officer.

(11) Telemedicine.

Telemedicine involves the use of electronic communication or other communication technologies to provide or support clinical care at a distance. Diagnosis and treatment of a patient may now be performed via telemedicine link.

(a) A member of the medical staff who wants to render care via telemedicine must so indicate on his or her application for clinical privileges.

(b) A member of the medical staff may request to exercise via telemedicine the same clinical privileges he or she has already been granted. The credentials committee, the chief of the clinical service, the chief medical officer, the medical staff administrative committee, and the medical center board shall have the prerogative of requiring documentation or making a determination of the appropriateness for the exercise of a particular specialty/sub-specialty via telemedicine. (B/T 6/7/2002, B/T 9/6/2002, B/T 5/30/2003, B/T 6/4/2004, B/T 5/6/2005, B/T 11/4/2005, B/T 2/2/2007, 2/1/2008, 9/19/2008, 9/18/2009, 5/14/2010, 4/8/2011, 8/31/12)

3335-43-10 Administration of the medical staff of the Ohio state university hospitals.

(A) Chief medical officer.

The chief medical officer is the senior medical officer for the medical center with the responsibility and authority for all health and medical care delivered at the medical center. The chief medical officer is responsible for overall quality improvement and clinical leadership throughout the medical center, physician alignment, patient safety and medical staff development. The appointment, scope of authority, and responsibilities of the chief medical officer shall be as outlined in the Ohio state medical center board bylaws.

(B) Chief quality officer.

The chief quality and patient safety officer of the Ohio state university medical center is referred to herein these bylaws as the chief quality officer. The chief quality officer reports to the chief medical officer and works collaboratively with clinical leadership of the medical center, including the director of medical affairs for the James cancer hospital, nursing leadership and hospital administration. The chief quality officer provides leadership in the development and measurement of the medical center's approach to quality, patient safety and reduction of adverse events. The chief quality officer communicates and implements strategic, operational and programmatic plans and policies to promote a culture where patient safety is an important priority for medical and hospital staff.

(C) Medical directors.

The medical directors of the hospitals of the Ohio state university report to the chief executive officer or the executive director of the respective hospital and chief medical officer. Each medical director will collaborate with the chief quality officer, the chief medical officer and the clinical department chiefs to develop, execute and monitor the quality and safety programs of the hospital. The appointment, scope of authority, and responsibilities of the medical directors for the Ohio state university hospitals shall be further outlined in the Ohio state medical center board bylaws.

(D) Medical staff committees.

(1) Appointments:

Appointments to all medical staff committees except the medical staff administrative committee, nominating committee and all health system committees, shall be made jointly by the chief of staff, chief of staff-elect, and the medical directors with medical staff administrative committee ratification. Representatives from the Ohio state university hospitals to health system committees shall be appointed jointly by the chief medical officer of the health system and the medical director. Unless otherwise provided by these bylaws, all appointments to medical staff committees shall be for one year and may be renewed. The chief of staff, chief medical officer, medical director, and the chief executive officer of the Ohio state university hospitals may serve on any medical staff committee as an ex-officio member without vote.

(2) Meetings:

Each medical staff committee shall meet at the call of its chairperson and at least quarterly. Committees shall maintain records of proceedings and minutes of meetings and shall forward all recommendations and actions taken to the chief medical officer who shall promptly communicate them to the medical staff administrative committee. The chairperson shall control the committee agenda, attendance of staff and guests, and conduct of the proceedings. A simple majority of appointed voting members shall constitute a quorum.

(3) Peer review committees:

The medical staff as a whole and each committee provided for by these medical staff bylaws is hereby designated as a peer review committee in accordance with the laws of the state of Ohio. The medical staff through its committees shall be responsible for evaluating, maintaining and/or monitoring the quality and utilization of patient care services provided by the Ohio state university hospitals.

(E) Medical staff administrative committee.

(1) Composition.

(a) This committee shall consist of the following voting members: chief of staff, chief of staff-elect, chiefs of the clinical departments, three medical staff representatives

elected at large, the chief medical officer, and the chief executive officer of the Ohio state university hospitals. Additional members may be appointed to the medical staff administrative committee at the recommendation of the dean or the chief medical officer of the medical center subject to the approval of the medical staff administrative committee and subject to review/renewal on a yearly basis. Any members may be removed from the medical staff administrative committee at the recommendation of the dean, the senior vice president for health sciences or the chief medical officer of the medical center and subject to the review and approval of the medical staff administrative committee. A replacement will be appointed as outlined above to maintain the medical staff administrative committee's constituency. The chief medical officer shall be the chairperson and the chief of staff shall be vice-chairperson.

- (b) Any member of the committee who anticipates absence from a meeting of the committee may appoint as a temporary substitute another member of the same category of the medical staff to represent him or her at the meeting. The temporary substitute shall have all the rights of the absent member. The chief executive officer of the Ohio state university hospitals may invite any member of the chief executive officer's staff to represent him or her at a meeting or to attend any meeting.
- (c) All members of the committee shall attend, either in person or by proxy, a minimum of two-thirds of all committee meetings.

(2) Duties.

- (a) To represent and to act on behalf of the medical staff, subject to such limitations as may be imposed by these bylaws, by the bylaws of the Ohio state medical center board, the bylaws or rules of the board of trustees of the Ohio state university.
- (b) To have primary authority for activities related to self-governance of the medical staff. Action approved by the medical staff administrative committee can be reviewed by the professional affairs committee pursuant to section 3335-43-13 of these bylaws.
- (c) To receive and act upon committee reports.
- (d) To delegate appropriate staff business to committees while retaining the right of executive responsibility and authority over all medical staff committees. This shall include but is not limited to review of and action upon medical staff appointments and reappointments whenever timely action is necessary.
- (e) To approve and implement policies of the medical staff.
- (f) To provide a liaison between the medical staff, medical

director, chief executive officer, and the medical center board.

- (g) To recommend action to the medical directors and chief executive officer of the Ohio state university hospitals on matters of medico-administrative nature.
- (h) To fulfill the medical staff's accountability to the medical center board and the board of trustees of the Ohio state university for medical care rendered to patients in the Ohio state university hospitals, and for the professional conduct and activities of the medical staff, including recommendations concerning:
 - (i) Medical staff structure;
 - (ii) The mechanism to review credentials and to delineate clinical privileges;
 - (iii) The mechanism by which medical staff membership may be terminated;
 - (iv) Participation in the Ohio state university hospitals' performance improvement activities; and
 - (v) Corrective action and hearing procedures applicable to medical staff members and other licensed health care professionals granted clinical privileges.
- (i) To ensure the medical staff is kept abreast of the accreditation process and informed of the accreditation status of the Ohio state university hospitals.
- (j) To review and act on medical staff appointments, reappointments, and requests for delineation of clinical privileges. Whenever there is doubt of an applicant's ability to perform the privileges requested, the medical staff administrative committee shall have the authority to request an evaluation of the applicant's clinical activities relevant to requested privileges.
- (k) To report to the medical staff all actions affecting the medical staff.
- (l) To inform the medical staff of all changes in committees, and the elimination of such committees as circumstances shall require.
- (m) To create committees (for which membership is subsequently appointed pursuant to rule 3335-43-09 of the Administrative Code) to meet the needs of the medical staff and comply with the requirements of accrediting agencies.
- (n) To establish and maintain rules and regulations governing the medical staff.

- (o) To perform other functions as are appropriate.
- (3) Meetings. The committee shall meet monthly and shall keep detailed minutes which shall be distributed to each committee member and to the medical center board through the professional affairs committee.
- (4) Voting. At a properly constituted meeting, voting shall be by a simple majority of members present except in the case of termination or non-reappointment of medical staff membership or permanent suspension of clinical privileges, wherein a two-thirds vote of members present shall be required.
- (F) Credentialing committee of the hospitals of the Ohio state university:
 - (1) Composition:

The credentialing responsibilities of medical staff are delegated to the credentialing committee of the hospitals of the Ohio state university, the composition of which shall include representation from the medical staff of each health system hospital.

The credentialing committee of the hospitals of the Ohio state university shall be appointed by the chief medical officer of the health system. The chief of staff and director of medical affairs or medical director of each health system hospital shall make recommendations to the chief medical officer for representation on the credentialing committee of the hospitals of the Ohio state university.

The credentialing committee of the hospitals of the Ohio state university shall meet at the call of its chair, who shall be appointed by the chief medical officer of the health system.
 - (2) Duties:
 - (a) To review all applications for medical staff and licensed health care professional appointment and reappointment, as well as all requests for delineation, renewal, or amendment of clinical privileges in the manner provided in these medical staff bylaws, including applicable time limits. During its evaluation, the credentialing committee of the hospitals of the Ohio state university will take into consideration the appropriateness of the setting where the requested privileges are to be conducted;
 - (b) To review biennially all applications for reappointment or renewal of clinical privileges;
 - (c) To review all requests for changes in medical staff membership;
 - (d) To assure, through the chairperson of the committee, that all records of formal peer review activity taken by the committee, including committee minutes, are maintained in the strictest of confidence in accordance with the laws of the state of Ohio. The committee may conduct investigations and interview applicants as needed to discharge its duties. The committee may

refer issues and receive issues as appropriate from other medical staff committees;

- (e) To make recommendations to the medical staff administrative committee through the chief medical officer regarding appointment applications and initial requests for clinical privileges. Such recommendations shall include the name, status, department (division), medical school and year of graduation, residency and fellowships, medical-related employment since graduation, board certification and recertification, licensure status as well as all other relevant information concerning the applicant's current competence, experience, qualifications, and ability to perform the clinical privileges requested;
 - (f) To recommend to the medical staff administrative committee that certain applications for appointment be reviewed in executive session;
 - (g) The committee, after review and investigation, may make recommendations to the chief medical officer, chief of staff or the chief of a clinical department, regarding the restriction or limitation of a member's clinical privileges for noncompliance or any other matter related to its responsibilities;
 - (h) To review all grants of special or temporary privileges; and
 - (i) To review requests made for clinical privileges by other licensed health care professionals as set forth in these bylaws.
 - (j) To recommend eligibility criteria for the granting of medical staff membership and privileges.
 - (k) To develop, recommend, and consistently implement policy and procedures for all credentialing and privileging activities.
 - (l) To review, and where appropriate take action on, reports that are referred to it from other medical staff committees and medical staff members.
 - (m) To perform such other functions as requested by the medical staff administrative committee, the professional affairs committee or medical center board.
- (3) Licensed health care professionals subcommittee.
- (a) Composition:

This subcommittee shall consist of other licensed health care professionals who have been appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code. ~~The subcommittee and~~ shall ~~also include the be chaired by a~~ director of nursing who shall serve as chair of the subcommittee. ~~The~~

~~subcommittee shall include from a certified nurse midwife, a certified registered nurse anesthetist, a certified nurse practitioner, a clinical nurse specialist, and other appropriate licensed health care professionals.~~

(b) Duties:

- (i) To review, within thirty days of receipt, all completed applications as may be referred by the credentialing committee of the hospitals of the Ohio state university.
- (ii) To review and investigate the character, qualifications and professional competence of the applicant.
- (iii) To review the applicant's patient care quality indicator definitions on initial granting of clinical privileges and the performance based profile at the time of renewal.
- (iv) To verify the accuracy of the information contained in the application.
- (v) To request a personal interview with the applicant if deemed appropriate.
- (vi) To forward, following review of the application, a written recommendation for clinical privileges to the credentialing committee of the hospitals of the Ohio state university for review at its next regularly scheduled meeting.
- (vii) To develop relevant policies and procedures regarding the scope of service and scope of practice to be granted to each licensed health care professional specialty. These policies and procedures shall be ratified by the credentialing committee and medical staff administrative committee, and be approved by the medical center board.

(G) Committee for licensed independent practitioner health.

(1) Composition:

The committee shall consist of medical staff members appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code.

(2) Duties:

- (a) To consider issues of licensed independent practitioner health or impairment whenever a self referral or referral is requested by an affected member or another member or committee of the medical staff, the Ohio state university hospitals staff, or any other individual.
- (b) To educate the medical staff and the Ohio state university hospitals staff about illness and impairment

recognition issues, including at-risk criteria, specific to licensed independent practitioners.

- (c) To provide appropriate counsel, referral and monitoring until the rehabilitation is complete and periodically thereafter, if required, to enable the medical staff member to obtain appropriate diagnosis and treatment, and to provide appropriate standards of care.
 - (d) To consult regularly with the chief of staff, chief medical officer and medical director of the Ohio state university hospitals.
 - (e) To advise credentials or other appropriate medical staff committees on the credibility of any complaint, allegation or concern, including those affecting the quality and safety of patient care.
 - (f) To assure, through the chairperson of the committee, that all proceedings and records, including the identity of the person referring the case, are handled and maintained in the strictest confidence in accordance with the laws of the state of Ohio.
 - (g) To initiate appropriate actions when a licensed practitioner fails to complete the required rehabilitation program.
- (H) Medical staff bylaws committee.
- (1) Composition:

The committee shall consist of those members appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code. The chairperson shall always be the chief of staff-elect.
 - (2) Duties:
 - (a) To review and recommend amendments, as appropriate, to these medical staff bylaws to the medical staff administrative committee at least every two years.
 - (b) To receive from members of the medical staff or the medical staff administrative committee any suggestions that may necessitate amendment of these bylaws.
- (I) Infection prevention committee.
- (1) Composition:

The medical staff members of the committee shall consist of those members appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code. The committee shall also include representatives of nursing, environmental services, and hospital administration as may be invited from time to time by the chief of staff. The chairperson shall be a physician member of the medical staff with experience or training in infectious diseases.

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(2) Duties:

- (a) To oversee surveillance and institute any recommendations necessary for the investigation, prevention, containment of nosocomial and clinical infectious diseases of both patients and staff at all facilities owned, operated, or controlled by the Ohio state university hospitals and subject to JCAHO standards.
- (b) To take necessary action through the chairperson of the committee, and the Ohio state university hospitals' epidemiologist, in consultation with the medical director of the Ohio state university hospitals, to prevent and control emerging spread or outbreaks of infections; isolate communicable and infectious patients as indicated; and obtain all necessary cultures in emergent situations when the responsible medical staff member is unavailable.

(J) Ethics committee.

(1) Composition:

The committee shall consist of members of the medical staff, nursing, hospital administration, and other persons who by reason of training, vocation, or interest may make a contribution. Members shall be appointed as provided in these bylaws. The chairperson shall be a medical staff member who is a clinically active physician.

(2) Duties:

- (a) To make recommendations for the review and development of guidelines or policies regarding ethical issues.
- (b) To provide ethical guidelines and information in response to requests from members of the medical staff, patients, patient's family or other representative, and staff members of the Ohio state university hospitals.
- (c) To provide a support mechanism for primary decision makers at the Ohio state university hospitals.
- (d) To provide educational resources on ethics to all health care providers at the Ohio state university hospitals.
- (e) To provide and enhance interaction between hospitals administration and staff, departmental ethics committees, pastoral care services, and members of the medical staff.

(K) Practitioner evaluation committee.

(1) Composition.

This multi-disciplinary peer review committee is composed of clinically-active practitioners. If additional expertise is needed, the practitioner evaluation committee may request the assistance from

any medical staff member or recommend to the chief medical officer an external review.

(2) Duties:

- (a) To meet and keep minutes, which describe issues, opportunities to improve patient care, recommendations and actions to the chief quality officer and chair of the clinical department, responsible parties, and expected completion dates. The minutes are maintained in the quality and operations improvement office.
- (b) To ensure that ongoing and systematic monitoring, evaluation, and process improvement is performed in each clinical department.
- (c) To develop and utilize objective criteria in practitioner peer review activities.
- (d) To ensure that the medical staff peer review process is effective.
- (e) To maintain confidentiality of its proceedings. These issues are not to be handled outside of PEC by any individual, clinical department, division, or committee.

(L) Leadership council for clinical quality, safety and service.

(1) Composition:

The leadership council shall consist of members appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code, and shall include the senior vice president for health sciences, the dean of the college of medicine and the chairperson of the professional affairs committee of the medical center board as ex-officio members without a vote. The chief quality officer shall be the chairperson of the leadership council.

(2) Duties:

- (a) To design and implement systems and initiatives to enhance clinical care and outcomes throughout the integrated health care delivery system.
- (b) To serve as the oversight council for the clinical quality management and patient safety plan.
- (c) To establish goals and priorities for clinical quality, safety and service on an annual basis.

(3) Clinical quality and patient safety committee.

(a) Composition:

The members of this group shall be appointed pursuant to these bylaws and shall include medical staff members from various clinical departments and support services, and shall include the director of the clinical quality management policy group, and representatives of nursing and hospitals administration. The chairperson of

the policy group shall be a physician member of the medical staff.

- (b) Duties:
- (i) To coordinate the quality management related activities of the clinical departments, the medical information management department, utilization review, infection control, pharmacy and therapeutics and drug utilization committee, transfusion and isoimmunization, and other medical staff and the Ohio state university hospitals committees.
 - (ii) To implement clinical improvement programs to achieve the goals of the Ohio state university hospitals quality management plan, as well as assure optimal compliance with accreditation standards and governmental regulations concerning performance improvement.
 - (iii) To review, analyze, and evaluate on a continuing basis the performance of the medical staff and other health care providers; and advise the clinical department clinical quality sub-committees in defining, monitoring, and evaluating quality indicators of patient care and services.
 - (iv) To serve as liaison between the Ohio state university and the Ohio peer review organizations through the chairperson of the policy group and the director of clinical quality.
 - (v) To make recommendations to the medical staff administrative committee on the establishment of and the adherence to standards of care designed to improve the quality of patient care delivered in the Ohio state university hospitals.
 - (vi) To hear and determine issues concerning the quality of patient care rendered by members of the medical staff and the Ohio state university hospitals staff and make appropriate recommendations and evaluate action plans when appropriate to the chief medical officer, the medical director, the chief of a clinical department, or the Ohio state university hospitals administration.
 - (vii) To appoint ad-hoc interdisciplinary teams to address the Ohio state university hospitals-wide quality management plan.
 - (viii) To annually review and revise as necessary the Ohio state university hospitals-wide clinical quality management plan.

- (ix) To report and coordinate with the leadership council for clinical quality, safety and service of all quality improvement initiatives.
- (4) Clinical resource utilization policy group.
- (a) Composition:

The members shall be appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code and shall include medical staff members from various clinical departments and support services the directors of clinical quality and case management, and representatives of nursing and hospitals administration. The chairperson of the policy group shall be a physician member of the medical staff.
 - (b) Duties:
 - (i) To promote the most efficient and effective use of the hospitals of the Ohio state university health system facilities and services by participating in the review process and continued stay reviews on all hospitalized patients.
 - (ii) To formulate and maintain a written resource management review plan for the hospitals of the Ohio state university health system consistent with applicable governmental regulations and accreditation requirements.
 - (iii) To conduct resource management studies by clinical department or divisions, or by disease entity as requested or in response to variation from benchmark data would indicate.
 - (iv) To report and recommend to the leadership council for clinical quality, safety and service changes in clinical practice patterns in compliance with applicable governmental regulations and accreditation requirements, and when the opportunity exists to improve the resource management.
 - (v) To oversee evaluation and cost effective utilization of clinical technology.
 - (vi) To oversee the activities of the utilization management committee of the hospitals of the Ohio state university health system. This oversight will include the annual review and approval of the utilization management plan.
- (5) Evidence-based practice policy group.
- (a) Composition: The members shall be appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code, and shall include medical staff members from various clinical departments and support

services, representatives of nursing, pharmacy, information systems, hospitals administration, and the chair of the clinical quality and management policy group. The chairperson of the policy group shall be a physician member of the medical staff.

(b) Duties:

- (i) To oversee the planning, development, approval, implementation and periodic review of evidence-based medicine resources (i.e., clinical practice guidelines, quick reference guides, clinical pathways, and clinical algorithms) for use within the Ohio state university hospitals and its affiliated institutions. Planning should be based on the prioritization criteria approved by the leadership council for clinical quality, safety and service and review should focus on incorporating recent medical practice, literature or developments. Annual review should be done in cooperation with members of the medical staff with specialized knowledge in the field of medicine related to the guideline.
- (ii) To report and recommend to the leadership council for clinical quality, safety and service specific process and outcomes measures for each evidence-based medicine resource.
- (iii) To oversee ongoing education of medical staff (including specifically limited staff) and other appropriate Ohio state university hospitals staff regarding the fundamental concepts and value of evidence-based practice and outcomes measurement and its relation to quality improvement.
- (iv) To initiate and support research projects when appropriate in support of the objectives of the leadership council for clinical quality, safety and service.
- (v) To oversee the development, approval and periodic review of the clinical elements of computerized ordersets and clinical rules to be used within the information system of the Ohio state university hospitals and its affiliated institutions. Computerized ordersets and clinical rules related to specific practice guideline should be forwarded to the leadership council for clinical quality, safety and service for approval. All other computerized ordersets and clinical rules should be forwarded to the leadership council for clinical quality, safety and service for information.

- (vi) To regularly report a summary of all actions to the leadership council for clinical quality, safety and service.

(M) Professionalism consultation committee.

(1) Composition.

This multi-disciplinary peer review committee is composed of clinically-active practitioners and other individuals with expertise in professionalism.

(2) Duties.

- (a) Receive and review validity of complaints regarding concerns about professionalism of credentialed practitioners;
- (b) Treat, counsel and coach practitioners in a firm, fair and equitable manner;
- (c) Maintain confidentiality of the individual who files a report unless the person who submitted the report authorizes disclosure or disclosure is necessary to fulfill the institution's legal responsibility;
- (d) Ensure that all activities be treated as confidential and protected under applicable peer review and quality improvement standards in the Ohio Revised Code;
- (e) Forward all recommendations to the clinical department chief, the chief medical officer or his/her designee and, if applicable, to the chief nursing officer. (B/T 4/7/2000, B/T 10/5/2001, B/T 6/7/2002, B/T 5/30/2003, B/T 6/4/2004, B/T 5/6/2005, B/T 11/4/2005, B/T 2/2/2007, 2/1/2008, 9/19/2008, 9/18/2009, 10/29/2009, 4/8/2011, 8/31/12)

Medical Staff Rules and Regulations

84-05 Privileges for giving orders.

(A) Definition of "patient orders."

A patient order(s) is a prescription for care or treatment of patients. An order can be given verbally, electronically or in writing to qualified personnel identified by category in paragraph (C) of this rule, and shall be authenticated by the licensed medical practitioner. Patient orders may be given initially, renewed, discontinued or cancelled. Throughout these rules and regulations, the word "written" and its grammatical derivatives, as used to describe a non-verbal order, refer to both written and electronically entered orders.

(B) Electronic ordering.

Electronic orders are equivalent and have the same force as written orders. Electronic orders have been expressly structured to mirror these rules and regulations and all policy guidelines adopted by the medical staff and hospital administration.

(C) Responsible medical practitioner.

~~The licensed physician, dentist, podiatrist, or psychologist (under medical doctor supervision) member of the medical staff responsible for the care and treatment of the patient is responsible for all orders for the patient. Attending, courtesy, and honorary physician scholar~~ medical staff may designate members of the limited staff, or other licensed healthcare professional with appropriate clinical privileges to write or electronically enter orders under their direction. The attending staff member may also designate members of the pre-M.D. medical student group to write or electronically enter orders, but in all cases these orders shall be signed by the physician, dentist, podiatrist, psychologist, or designated limited staff member who has the right of practice of medicine, dentistry, psychology, or podiatry, and who is responsible for that patient's care. All non-verbal orders must be authenticated by the medical practitioner prior to the execution of the order(s) by the hospital or outpatient nursing staff or other professional groups.

(D) Telephone and verbal orders.

Telephone and verbal orders may be given by the responsible attending physician, dentist, podiatrist, psychologist, member of the limited staff, or other licensed healthcare professional with appropriate clinical privileges only to health care providers who have been approved in writing by title or category by the medical director and each chief of the clinical service where they shall exercise clinical privileges, and only where said health care provider is exercising responsibilities which have been approved and delineated by job description for employees of the hospitals, or by the customary medical staff credentialing process when the provider is not an employee of the hospitals. Lists of the approved titles or categories of providers shall be maintained by the chief medical officer. Verbal orders should be utilized infrequently. The individual giving the verbal or telephone order must verify the complete order by having the person receiving the information record and "read back" the complete order to assure the quality and safety of patient care. The job description or delineated privileges for each provider must indicate each provider's authority to receive telephone or verbal orders, including but not limited to the authority to receive orders for medications. The order is to be recorded and authenticated by the approved health care provider to whom it is given as "verbal order by," or "V. O. or T.

O. by," recording the licensed healthcare practitioner's name and the time of the order. All telephone and verbal orders for D.E.A. schedule II controlled substances, patient seclusion, or patient restraint must be authenticated within one day twenty-four hours by the a licensed physician, dentist, podiatrist, psychologist, limited staff member, or other licensed healthcare professional with appropriate clinical privileges. All other verbal and telephone orders must be authenticated within forty-eight (48) hours by a licensed physician, dentist, podiatrist, psychologist, limited staff member, or other licensed healthcare professional with appropriate privileges.

(E) Standing orders.

Standing orders for emergency uses are approved only for the coronary care unit and the allergy clinic.

(F) Preprinted orders.

Preprinted order forms for patients must be reviewed, dated, timed and signed by a responsible medical practitioner, a limited staff member, or other licensed healthcare professional with appropriate privileges before becoming effective.

(G) Investigational drug orders.

Evidence of informed patient consent must be available to a nurse or pharmacist before an investigational agent is ordered and administered. Investigational drugs may be ordered only upon authorization of the principal or co-investigator or other delegated physician, dentist, psychologist, or podiatrist named in FDA forms 1572 or 1573. Registered nurses or pharmacists who are knowledgeable about the investigational agents may administer the drugs to patients.

(H) Change of nursing service.

"Change of nursing service" means official and physical movement (transfer) of a patient from any permanent care unit to another with or without change in attending physician, dentist, psychologist, or podiatrist or clinical service. Orders effective before transfer must be reviewed, renewed, rewritten or reentered upon transfer by the responsible medical practitioner. The new or renewed orders may be written or electronically entered before or when the patient arrives on the receiving unit and may become effective immediately.

In each case of "change of nursing service," it is the responsibility of the receiving nurse to establish the availability of renewed or new written or electronically entered orders. Prior orders shall remain in effect until new orders are available. This should be done within eight hours of transfer.

(I) Transfer of clinical service.

Transfer of clinical service means transfer of full patient responsibility from one attending physician, dentist, psychologist, or podiatrist to another; the patient may remain on the same unit or a "change of nursing service" may also occur. Admission of a patient from an emergency service to the hospital as an inpatient involves "transfer of clinical service."

For the purposes of writing or electronically entering orders, two essentials of "transfer of clinical service" are necessary:

- (1) The initial transfer order must indicate the release of responsibility

and control of the patient, pending acceptance by the receiving service. The order may read -- "transfer (or admit) to Dr., thoracic surgery service."

- (2) Transfer of service may be completed only by the receiving service writing or electronically entering an order to the effect -- "accept in transfer (or admission) to Dr., cardiology service."

Orders effective before the transfer must be renewed, rewritten or reentered upon transfer by the responsible medical practitioner, a limited staff member, or other licensed healthcare professional with appropriate privileges. The new or renewed orders may be written or electronically entering before or at the time of transfer, and may become effective immediately. It is the responsibility of the receiving nurse to establish the availability of new or renewed orders. If new orders are unavailable, then the nurse may continue previous orders and immediately notify the responsible medical practitioner.

- (J) Patient orders and the "covering" medical practitioner.

"Coverage" of patient responsibilities for another physician, dentist, psychologist, or podiatrist for a brief period of time does not constitute or require "transfer of clinical service" unless so desired and agreed upon by the physician, dentist, psychologist, or podiatrist and patient.

- (K) Hospital discharge/readmission orders.

Hospital discharge from standard inpatient units or day care units to outpatient status requires appropriate discharge orders. Readmission to an inpatient unit requires new, rewritten/reentered or renewed orders by the responsible medical practitioner, a limited staff member, or other licensed healthcare professional with appropriate privileges.

- (L) Orders in emergency vehicles.

These rules and regulations apply to university hospital's owned and/or manned emergency care and retrieval vehicles.

- (M) Do not resuscitate order.

Do not resuscitate orders must be written or electronically entered in strict compliance with the comprehensive policy guidelines published by the medical staff administrative committee and hospital administration. See hospital procedure manual section 03-24.

- (N) Hospital admission/observation orders.

Hospital admission/observation requires appropriate admission/observation orders. Admission to any inpatient unit or placing a patient in observation status requires new, rewritten/reentered or renewed orders by the responsible medical practitioner_ physician_ or limited staff member. (B/T 9/6/2002, 6/4/2004, B/T 5/6/2005, B/T 11/4/2005, B/T 2/2/2007, B/T 6/6/2008, 9/18/2009 4/8/2011)

(APPENDIX XXIV)

BYLAWS OF THE MEDICAL STAFF
THE ARTHUR G. JAMES CANCER HOSPITAL AND
RICHARD J. SOLOVE RESEARCH INSTITUTE
(as of ~~August 31, 2012~~ February 1, 2013)

3335-111-04 Membership.

(A) Qualifications.

- (1) Membership on the medical staff of the CHRI is a privilege extended to doctors of medicine, osteopathic medicine, dentistry, and to practitioners of psychology and podiatry who consistently meet the qualifications, standards, and requirements set forth in the bylaws, rules and regulations of the medical staff, and the board of trustees of the Ohio state university. Membership on the medical staff is available on an equal opportunity basis without regard to race, color, creed, religion, sexual orientation, national origin, gender, age, handicap, genetic information or veteran/military status. Doctors of medicine, osteopathic medicine, dentistry, and practitioners of psychology and podiatry in faculty and administrative positions who desire medical staff membership shall be subject to the same policies and procedures as all other applicants for the medical staff.
- (2) All members of the medical staff of the CHRI, except community associate attending staff, shall be members of the faculty of the Ohio state university college of medicine, or in the case of dentists, of the Ohio state university college of dentistry, and shall be duly licensed or certified to practice in the state of Ohio. Members of the limited staff shall possess a valid training certificate, or an unrestricted license from the applicable state board based on the eligibility criteria defined by that board. All members of the medical staff and limited staff shall comply with provisions of state law and the regulations of the respective state licensing board. Only those physicians, dentists, and practitioners of psychology and podiatry who can document their education, training, experience, competence, adherence to the ethics of their profession, dedication to educational and research goals and ability to work with others with sufficient adequacy to assure the medical center board and the board of trustees of the Ohio state university that any patient treated by them at the CHRI will be given high quality medical care provided at CHRI, shall be qualified for eligibility for membership on the medical staff of the CHRI. Except for community associate staff, CHRI medical staff members shall also hold appointments to the medical staff of the Ohio state university hospitals for consulting purposes. Loss of such appointment shall result in immediate termination of membership on the CHRI medical staff and immediate termination of clinical privileges as of the effective date of the Ohio state university hospitals appointment termination. This consequence does not apply to an individual's suspension for completion of medical records. If the medical staff member regains an appointment to the Ohio state university hospitals medical staff, the affected medical staff member shall be eligible to apply for CHRI medical staff membership at that time.

All applicants for membership and members of the medical staff

must provide basic health information to fully demonstrate that the applicant or member has, and maintains, the ability to perform requested clinical privileges. The director of medical affairs of the CHRI, the medical director of credentialing, the department chairperson, the credentialing committee, the medical staff administrative committee, the professional affairs committee of the Ohio state university medical center board, or the Ohio state university medical center board may initiate and request a physical or mental health evaluation of an applicant or member. Such request shall be in writing to the applicant.

- (3) All members of the medical staff will comply with medical staff and the CHRI policies regarding employee and medical staff health and safety, provision of uncompensated care, and will comply with appropriate administrative directives and policies which, if not followed, could adversely impact overall patient care or may adversely impact the ability of the CHRI employees or staff to effectively and efficiently fulfill their responsibilities. All members of the medical staff shall agree to comply with bylaws, rules and regulations, and policies and procedures adopted by the medical staff administrative committee and the medical center board, including but not limited to policies on professionalism, behaviors that undermine a culture of safety, annual education and training (list approved by the medical staff administrative committee and maintained in the chief medical officer's office), conflict of interest, HIPAA compliance and access and communication guidelines. Medical staff members must also comply with the university integrity program requirements including but not limited to billing, self referral, ethical conduct and annual education.
- (4) Exclusion of any medical staff member or allied health professional from participation in any federal or state government program or suspension from participation, in whole or in part, in any federal or state government reimbursement program, shall result in immediate lapse of membership on the medical staff of the CHRI and the immediate lapse of clinical privileges at the CHRI as of the effective date of the exclusion or suspension. If the medical staff member's or allied health professional's participation in these programs is fully reinstated, the affected medical staff member or allied health professional shall be eligible to apply for membership and clinical privileges at that time. It shall be the duty of all medical staff members and allied health professionals to promptly inform the director of medical affairs or medical director of credentialing of any action taken, or the initiation of any process, which could lead to such action taken by any of these programs.
- (5) Board certification.

An applicant for membership shall at the time of appointment or reappointment, be board certified in his or her specialty. This board certification must be approved by the American board of medical specialties, or other applicable certifying boards for doctors of osteopathy, podiatry, psychology, and dentistry. All applicants must be certified within the specific areas for which they have requested clinical privileges. Applicants who are not board certified at the time of application but who have completed their residency or fellowship training within the last five years will be eligible for medical staff appointment. However, in order to remain eligible, those applicants must achieve board certification in their primary

area of practice within five years from the date of completion of their residency or fellowship training. Applicants must maintain board certification and, to the extent required by the applicable specialty/subspecialty board, satisfy recertification requirement. Recertification will be assessed at reappointment. Failure to meet or maintain board certification shall result in termination of membership on the medical staff of the CHRI. Waiver of these eligibility criteria is as follows:

- (a) A request for a waiver will only be considered if the applicant provides information sufficient to satisfy his or her burden to demonstrate that his or her qualifications are equivalent to or exceed the criterion in question and that there are exceptional circumstances that warrant a waiver. The clinical department chief must endorse the request for waiver in writing to the credentialing committee.
 - (b) The credentialing committee may consider supporting documentation submitted by the prospective applicant, any relevant information from third parties, input from the relevant clinical department chiefs, and the best interests of the hospital and the communities it serves. The credentialing committee will forward its recommendation, including the basis for such, to the medical staff administrative committee.
 - (c) The medical staff administrative committee will review the recommendation of the credentialing committee and make a recommendation to the medical center board regarding whether to grant or deny the request for a waiver and the basis for its recommendation.
 - (d) The medical center board determination regarding whether to grant a waiver is final. A determination not to grant a waiver is not a denial of appointment or clinical privileges and does not give rise to a right to a hearing. The prospective applicant who requested the waiver is not entitled to a hearing. A determination to grant a waiver in a particular case is not intended to set a precedent for any other applicant. A determination to grant a waiver does not mean that an appointment will be granted. Waivers of threshold eligibility criteria will not be granted routinely. No applicant is entitled to a waiver or to a hearing if a waiver is not granted.
- (6) All applicants must demonstrate recent clinical activity in their primary area of practice during the last two years to satisfy minimum threshold criteria for privileges within their clinical departments.
 - (7) Applicants for community associate attending medical staff category, practicing in a CHRI unit at another hospital, must have and maintain clinical privileges and active medical staff membership at that hospital.
 - (8) Resignation, termination or non-reappointment to the faculty of the Ohio state university shall result in immediate termination of membership on the medical staff of the CHRI for attending,

associate attending and clinical attending staff members.

(9) Any staff member whose membership has been terminated pursuant to paragraph (A)(4), (A)(5) or (A)(7) of this rule shall not be entitled to request a hearing and appeal in accordance with rule 3335-111-06 of the Administrative Code. Any allied health professional whose clinical privileges have been terminated pursuant to paragraph (A)(4) of this rule may not request an appeal in accordance with paragraph (F)(6)(i) of rule 3335-111-07 of the Administrative Code.

(10) No applicant shall be entitled to medical staff membership and or clinical privileges merely by the virtue of fulfilling the above qualifications or holding a previous appointment to the medical staff.

(B) Application for membership.

Initial application for all categories of medical staff membership shall be made by the applicant to the clinical department chief or designee on forms prescribed by the medical staff administrative committee, stating the qualifications and references of the applicant and giving an account of the applicant's current licensure, relevant professional training and experience, current competence and ability to perform the clinical privileges requested. All applications for appointment must specify the clinical privileges requested. Applications may be made only if the qualifications are fulfilled as outlined in paragraph (A) of this rule. See paragraph (E)(1) of rule 3335-111-07 of the Administrative Code for exceptions to signature requirements. The application shall include written statements by the applicant that commit the applicant to abide by the bylaws, rules and regulations and policies and procedures of the medical staff, the medical center board, and the board of trustees of the Ohio state university. The applicant shall produce a government issued photo identification to verify his/her identity pursuant to hospital/medical staff policy. The applicant for medical staff membership shall agree that membership requires participation in and cooperation with the peer review processes of evaluating credentials, medical staff membership and clinical privileges, and that a condition for membership requires mutual covenants between all members of the medical staff to release one another from civil liability in these review processes as long as the peer review is not conducted in bad faith, with malice, or without reasonable effort to ascertain the accuracy of information being disclosed or relied upon. A separate record shall be maintained for each applicant requesting appointment to the medical staff.

(C) Terms of appointment.

Initial appointment to the medical staff, except for the honorary category, shall be for a period not to exceed twenty-four months. An appointment or grant of privileges for a period of less than twenty-four months shall not be deemed an adverse action. During the first six months of the initial appointment, except medical staff appointments without clinical privileges, appointees shall be subject to focused professional practice evaluation (FPPE) in order to evaluate the privilege-specific competence of the practitioner who does not have documented evidence of competently performing the requested privilege at the organization pursuant to these bylaws. FPPE requires the evaluation by the clinical department chief with oversight by the credentials committee and the medical staff administrative committee. In the case of community associate attendings, receipt of the positive evaluation provided by the clinical department chief in the primary

hospital in which they hold privileges is required. The provisional appointee identifies the primary hospital. Following the six month FPPE period, the clinical department chief may: (1) recommend the initial appointee to transition to ongoing professional practice evaluation (OPPE), which is described later in these bylaws to the medical staff administrative committee; (2) extend the FPPE period, which is not considered an adverse action, for an additional six months not to exceed a total of twelve months for purposes of further monitoring and evaluation; or (3) terminate the initial appointee's medical staff membership and clinical privileges. In the event that the medical staff administrative committee recommends that an adverse action be taken against an initial appointee, the initial appointee shall be entitled to the provisions of due process as outlined in these bylaws.

(D) Professional ethics.

The code of ethics as adopted, or as may be amended, by the American medical association, the American dental association, the American osteopathic association, the American psychological association, the American college of surgeons, or the American podiatric medical association shall usually govern the professional ethical conduct of the respective members of the medical staff.

(E) Procedure for appointment.

(1) The completed and signed application for membership of all categories of the medical staff as defined in rule 3335-111-07 of the Administrative Code, shall be presented to the clinical department chief or designee. The applicant shall include in the application a signed statement indicating the following:

- (a) If the applicant should be appointed to a category of the CHRI medical staff, the applicant agrees to be governed by the bylaws, rules and regulations of the medical staff, the medical center board, and the board of the trustees of the Ohio state university.
- (b) The applicant consents to be interviewed in regard to the application.
- (c) The applicant authorizes the CHRI to consult with members of the medical staffs of other hospitals with which the applicant has been or has attempted to be associated, and with others who may have information bearing on the applicant's competence, character and ethical qualifications.
- (d) The applicant consents to the CHRI's inspection of all records and documents that may be material to the evaluation of the applicant's professional qualifications and competence to carry out the clinical and educational privileges which the applicant is seeking as well as the applicant's professional and ethical qualifications for medical staff membership.
- (e) The applicant releases from any liability:
 - (i) All representatives of the CHRI for acts performed in connections with evaluating the applicant's credentials or releasing information

to other institutions for the purpose of evaluating the applicant's credentials in compliance with these bylaws performed in good faith and without malice; and

- (ii) All third parties who provide information, including otherwise privileged and confidential information, to members of the medical staff, the CHRI staff, the medical center board members, and members of the Ohio state university board of trustees concerning the applicant's credentials performed in good faith and without malice.
 - (f) The applicant has an affirmative duty to disclose any prior termination, voluntary or involuntary, current loss, restriction, denial, or the voluntary or involuntary relinquishment of any of the following: professional licensure, board certification, DEA registration, membership in any professional organization or medical staff membership or privileges at any other hospital or health care facility.
 - (g) The applicant further agrees to disclose to the director of medical affairs or the medical director of credentialing the initiation of any process which could lead to such loss or restriction of the applicant's professional licensure, board certification, DEA registration, membership in any professional organization or medical staff membership or privileges at any other hospital or health care facility.
 - (h) The applicant agrees that acceptance of an appointment to any category of the CHRI medical staff authorizes the CHRI to conduct any appropriate health assessment including, but not limited to, drug or alcohol screens on a practitioner before granting of privileges and at any time during the normal pursuit of medical staff duties, based upon reasonable cause as determined by the chief of the practitioner's clinical department or the director of medical affairs of the CHRI or their authorized designees.
- (2) The purpose of the health assessment shall be to ensure that the applicant or appointee to the CHRI medical staff is able to fully perform and discharge the clinical, educational, administrative and research responsibilities which the applicant or appointee would or is permitted to exercise by reason of medical staff appointment. If, at the time of the initial request for a health assessment, and at any time an appointee refuses to participate as needed in a health assessment, including, but not limited to, a drug or alcohol screening, this shall result in automatic lapse of membership, privileges, and prerogatives until remedied by compliance with the requested health assessment. Upon request of the medical staff administrative committee or the medical center board, the applicant or appointee will provide documentation of their physical/mental status with sufficient adequacy to demonstrate that any patient treated by the applicant or appointee will receive efficient and quality care at a professionally recognized level of

quality and efficiency. The conditions of this paragraph shall be deemed continuing and may be applicable to issues of continued good standing as an appointee to the medical staff.

- (3) An application for membership on the medical staff shall be considered complete when all the information requested on the application form is provided, the applicant signs the application and the information is verified. A completed application must contain:
- (a) Peer recommendations from at least three individuals with first hand knowledge about the applicant's clinical and professional skills within the last year;
 - (b) Evidence of required immunizations;
 - (c) Evidence of current professional medical malpractice liability coverage required for the exercise of clinical privileges;
 - (d) Satisfaction of ECFMG requirements, if applicable;
 - (e) Verification by primary source documentation of:
 - (i) Current and previous state licensure, and
 - (ii) Faculty appointment, when applicable.
 - (f) DEA registrations, when required for the exercise of requested clinical privileges;
 - (g) Graduation from an accredited professional school, when applicable;
 - (h) Successful completion or record of post professional graduate medical education;
 - (i) Board certification ~~or~~ active candidacy for board certification or applicant qualifies for a waiver pursuant to section 3335-111-04(A)(5) of these bylaws;
 - (j) Information from the national practitioner data bank and other JCAHO approved sources;
 - (k) Verification that the applicant has not been excluded from any federally funded health care program; and
 - (l) Complete disclosure by the applicant of all past and current claims, suits, verdicts, and settlements, if any.
 - (m) Completion of criminal history check by the Ohio state university medical center security department.
 - (n) Completion of the Ohio state university medical center drug testing.
 - (o) Verification of completion of annual educational requirements approved by the medical staff administrative committee and maintained in the chief medical officer's office.

- (p) Demonstration of recent active clinical practice during the last two years required for exercise of clinical privileges.
 - (q) Attestation of current Ohio automated Rx reporting system ("OARRS") account for all applicants who have a DEA registration.
- (4) The clinical department chief shall be responsible for investigating and verifying the character, qualifications and professional standing of the applicants by making inquiry of the primary source of such information and shall within thirty days of receipt of the completed application, submit a report of those findings along with a recommendation on medical staff membership and clinical privileges to the applicant's respective CHRI section chief. Licensed allied health professional applicants will have their clinical department chief's report submitted to the subcommittee of the credentials committee charged with review of applications for associates to the medical staff.
 - (5) The section chiefs shall receive all initial signed and verified applications from the appropriate clinical department chief and shall make a recommendation to the medical director of credentialing on each application. The medical director of credentialing shall make an initial determination as to whether the application is complete. The credentials committee, the medical staff administrative committee, the professional affairs committee, and the medical center board have the right to render an application incomplete, and therefore not able to be processed, if the need arises for additional or clarifying information. The medical director of credentialing shall forward all completed applications to the credentials committee.
 - (6) The applicants shall have the burden of producing information for an adequate evaluation of his/her qualifications for membership and for the clinical privileges requested. If the applicant fails to complete the prescribed forms or fails to provide the information requested within sixty days of receipt of the signed application, processing of the application shall cease and the application shall be deemed to have been voluntarily withdrawn, action which is not subject to hearing or appeal pursuant to rule 3335-111-06 of the Administrative Code.
 - (7) If the clinical department chief does not submit a report and recommendation on a timely basis, the completed application shall be forwarded to the medical director of credentialing for presentation to the credentials committee on the same basis as other applicants.
 - (8) Completed applications shall be acted upon as follows:
 - (a) By the credentials committee within thirty days after receipt of a completed application from the medical director of credentialing;
 - (b) By the medical staff administrative committee within thirty days after receipt of a completed application and the report of the recommendation of the credentials committee;

- (c) By the professional affairs committee of the medical center board;
 - (d) By the medical center board within one hundred twenty days after receipt of a completed application and the report and recommendation of the medical staff administrative committee; and
 - (e) By the medical center board, or a subcommittee of the medical center board if eligible for expedited credentialing, within one hundred twenty days after receipt of a completed application and the report and recommendation of the medical staff administrative committee.
- (9) These time periods are deemed guidelines only and do not create any right to have an application processed within these precise periods. These periods may be stayed or altered pending receipt and verification of further information requested from the applicant, or if the application is deemed incomplete at any time. If the procedural rights specified in rule 3335-111-06 of the Administrative Code are activated, the time requirements provided therein govern the continued processing of the application.
- (10) The credentials committee shall review the application, evaluate and verify the supporting documentation, references, licensure, the clinical department chief's report and recommendation, and other relevant information. The credentials committee shall examine the character, professional competence, professional conduct, qualifications, and ethical standing of the applicant and shall determine, through information contained in the personal references and from other sources available, whether the applicant established and met all of the necessary qualifications for the category of the medical staff and clinical privileges requested.
- (11) The credentials committee shall, within thirty days from receipt of a completed application, make a recommendation to the medical director of credentialing that the application be accepted, rejected or modified. The medical director of credentialing shall forward the recommendation of the credentials committee to the medical staff administrative committee. The credentials committee or the medical director of credentialing may recommend to the medical staff administrative committee that certain applications for appointment be reviewed in executive session.
- (12) The recommendation of the medical staff administrative committee regarding an appointment decision shall be made within thirty days of receipt of the credentials committee recommendation and shall be communicated by the medical director of credentialing, along with the recommendation of the director of medical affairs, to the professional affairs committee of the medical center board, and thereafter to the medical center board. When the medical center board has acted, the chair of the medical center board shall instruct the director of medical affairs to transmit the final decision to the clinical department chief, the applicant, and the respective section chief.
- (13) At any time, the medical staff administrative committee first recommends non-appointment of an initial applicant for any category of the medical staff or recommends denial of any clinical

privileges requested by the applicant, the medical staff administrative committee shall require the medical director of credentialing to notify the applicant by certified return receipt mail that applicant may request an evidentiary hearing as provided in paragraph (D) of rule 3335-111-06 of the Administrative Code. The applicant shall be notified of the requirement to request a hearing as provided by paragraph (B) of rule 3335-111-06 of the Administrative Code. If a hearing is properly requested, the applicant shall be subject to the rights and responsibilities of rule 3335-111-06 of the Administrative Code. If an applicant fails to properly request a hearing, the medical staff administrative committee shall accept, reject, or modify the application for appointment to membership and clinical privileges.

- (14) The director of medical affairs, who may make a separate recommendation to the medical center board, shall directly communicate the final recommendation of the medical staff administrative committee to the medical center board. When the medical center board has acted, the director of medical affairs will transmit the final decision to the clinical department chief, the applicant, the respective section chief, and the Ohio state university board of trustees.

(F) Procedure for reappointment.

- (1) Reappointment for all categories of the medical staff shall be for a period not to exceed twenty-four months. An appointment or grant of privileges for a period of less than twenty-four months shall not be deemed an adverse action. At least ninety days prior to the end of the medical staff member's or licensed allied health professional's appointment period, the clinical department chief shall provide each individual with an application for reappointment to the medical staff on forms prescribed by the medical staff administrative committee.

- (2) The reappointment application shall include all information necessary to update and evaluate the qualification of the applicant. The clinical department chief shall review the information available on each applicant for reappointment and shall make recommendations regarding reappointment to the medical staff and for granting of privileges for the ensuing appointment period. The clinical department chief's recommendation shall be transmitted in writing along with the signed and completed reappointment forms to the appropriate section chief at least forty-five days prior to the end of the individual's appointment. The terms of paragraphs (A), (B), (C), (D), (E)(1), and (E)(2) of this rule shall apply to all applicants for reappointment. Only completed applications for reappointment shall be considered by the credentials committee.

- (3) An application for reappointment is complete when all the information requested on the reappointment application is provided, the reappointment form is signed by the applicant, and the information is verified, and no need for additional or clarifying information is identified. A completed reappointment application must contain:

- (a) Evidence of current professional medical malpractice liability insurance required for the exercise of clinical

privileges;

- (b) Verification by primary source documentation of state licensure;
 - (c) DEA registration when required for clinical privileges as requested;
 - (d) Successful completion or record of any additional post graduate medical or professional education not submitted since initial or last appointment;
 - (e) Board certification, recertification, ~~or~~ continued active candidacy for certification or applicant qualifies for a waiver pursuant to section 3335-111-04(A)(5) of these bylaws;
 - (f) Information from the national practitioner data bank;
 - (g) Verification that the applicant has not been excluded from any federally funded health care program;
 - (h) Specific requests for any changes in clinical privileges sought at reappointment with supporting documentation as required by credentialing guidelines;
 - (i) Specific requests for any changes in medical staff category;
 - (j) A summary of the member's clinical activity during the previous appointment period;
 - (k) Verification of completion of any annual education requirements approved by the medical staff administrative committee and maintained in the chief medical officer's office;
 - (l) Complete disclosure by individuals of claims, suits, verdicts and settlements, if any since last appointment; and
 - (m) Continuing medical education and applicable continuing professional education activities: documentation of category one CME that, at least in part, relates to the individual medical staff member's specialty or subspecialty area and is consistent with the licensing requirements of the applicable Ohio state licensing board shall be required.
 - (n) Attending physicians only: submit information summarizing clinical research activities with each application.
 - (o) Attestation of current OARRS account for all applicants who have a DEA registration.
- (4) The applicant for reappointment shall be required to submit any reasonable evidence of current ability to perform the clinical privileges requested. The clinical department chief shall review and

evaluate the reappointment application and the supporting documentation. The clinical department chief shall evaluate all matters relevant to recommendation, including: the applicant's professional competence; clinical judgment; clinical or technical skills; ethical conduct; participation in medical staff affairs, if applicable; compliance with the bylaws, rules and regulations of the medical staff, the medical center board, and the board of trustees of the Ohio state university; cooperation with the CHRI hospitals personnel and the use of the CHRI hospital's facilities for patients; relations with other physicians other health professionals or other staff; maintenance of a professional attitude toward patients; and the responsibility to the CHRI and the public.

- (5) The clinical department chief shall submit a report of those findings along with a recommendation on reappointment to the applicant's respective CHRI section chief. Licensed allied health professional applicants will have their clinical department chief's report submitted to the subcommittee of the credentials committee charged with review of application for associates to the medical staff. The section chief shall review the reappointment application and forward to the medical director of credentialing with a recommendation for reappointment. The medical director of credentialing shall forward the reappointment forms and the recommendations of the clinical department chief and section chief to the credentials committee. The credentials committee shall review the request for reappointment in the same manner, and with the same authority, as an original application for medical staff membership. The credentials committee shall review all aspects of the reappointment application including source verification of the member's quality assurance record for continuing membership qualifications and for continuing clinical privileges. The credentials committee shall review each member's performance-based profile to ensure that all medical staff members deliver the same level of quality of care with similar delineated clinical privileges across all clinical departments and across all categories of medical staff membership.
- (6) The credentials committee shall forward its recommendations to the medical director of credentialing at least thirty days prior to the end of the period of appointment for the individual. The medical director of credentialing shall transmit the completed reappointment application and recommendation of the credentials committee to the medical staff administrative committee.
- (7) Failure of the member to submit a reappointment application shall be deemed a voluntary resignation from the medical staff and shall result in automatic termination of membership and all clinical privileges at the end of the medical staff member's current appointment period, action which shall not be subject to a hearing or appeal pursuant to rule 3335-111-06 of the Administrative Code. A request for reappointment subsequently received from a member who has been automatically terminated shall be processed as a new appointment.
- (8) Failure of the clinical department chief to act in a timely manner on an application for reappointment shall be the same as provided in paragraph (E)(7) of this rule.
- (9) The medical staff administrative committee shall review each

request for reappointment in the same manner and with the same authority as an original application for appointment to the medical staff and shall accept, reject, or modify the request for reappointment in the same manner and with the same authority as an original application. The recommendation of the medical staff administrative committee regarding reappointment shall be communicated by the medical director of credentialing, along with the recommendation of the director of medical affairs, to the professional affairs committee of the medical center board, and thereafter to the medical center board. When the medical center board has acted, the chair of the medical center board shall instruct the director of medical affairs to transmit the final decision to the clinical department chief, the applicant, and the section chief.

- (10) When the decision of the medical staff administrative committee results in a decision of non-reappointment or reduction, suspension, or revocation of clinical privileges, the medical staff administrative committee shall instruct the medical director of credentialing to give written notice to the affected member of the decision, the stated reason for the decision, and the member's right to a hearing pursuant to rule 3335-111-06 of the Administrative Code. This notification and an opportunity to exhaust the appeal process shall occur prior to an adverse decision unless the provisions outlined in paragraph (C) of rule 3335-111-06 of the Administrative Code apply. The notice by the medical director of credentialing shall be sent certified return receipt mail to the affected member's last known address as determined by the Ohio state university records.
 - (11) If the affected member of the medical staff does not make a written request for a hearing to the director of medical affairs within thirty-one days after receipt of the adverse decision, it shall be deemed a waiver of the right to any hearing or appeal as provided in rule 3335-111-06 of the Administrative Code to which the staff member might otherwise have been entitled on the matter. If a timely, written request for hearing is made, the procedures set forth in rule 3335-111-06 of the Administrative Code shall apply.
- (G) Resumption of clinical activities following a leave of absence:
- (1) A member shall request a leave of absence in writing for good cause shown such as medical reasons, educational and research reasons or military service to the chief of clinical service and the director of medical affairs. Such leave of absence shall be granted at the discretion of the chief of the clinical service and the director of medical affairs provided, however, such leave shall not extend beyond the term of the member's current appointment. A member of the medical staff who is experiencing health problems that may impair his or her ability to care for patients has the duty to disclose such impairment to his or her chief of clinical department and the director of medical affairs and the member shall be placed on immediate medical leave of absence until such time the member can demonstrate to the satisfaction of the director of medical affairs that the impairment has been sufficiently resolved and can request for reinstatement of clinical activities. During any leave of absence, the member shall not exercise his or her clinical privileges, and medical staff responsibilities and prerogatives shall be inactive.

- (2) The member must submit a written request for the reinstatement of clinical privileges to the chief of the clinical service. The chief of the clinical service shall forward his recommendation to the credentialing committee which, after review and consideration of all relevant information, shall forward its recommendation to the medical staff administrative committee and the professional affairs committee of the medical center board. The credentials committee, the director of medical affairs, the medical director of credentialing, the chief of the clinical service or the medical staff administrative committee shall have the authority to require any documentation, including advice and consultation from the member's treating physician or the committee for licensed independent practitioner health that might have a bearing on the medical staff member's ability to carry out the clinical and educational responsibilities for which the medical staff is seeking privileges. Upon return from a leave of absence for medical reasons the medical staff member must demonstrate his or her ability to exercise his or her clinical privileges upon return to clinical activity.

- (3) All members of the medical staff who take a leave of absence for medical or non-medical reasons must be in good standing on the medical staff upon resumption of clinical activities. No member shall be granted leave of absence in excess of his or her current appointment and the usual procedure for appointment and reappointment, including deadlines for submission of application as set forth in this rule will apply irrespective of the nature of the leave. Absence extending beyond his or her current term of failure to request reinstatement of clinical privileges shall be deemed a voluntary resignation from the medical staff, and in such event, the member shall not be entitled to a hearing or appeal. (B/T 9/1/93, B/T 3/3/95, B/T 4/3/96, B/T 12/6/96, B/T 9/1/99, B/T 12/3/99, B/T 6/2/2000, B/T 4/5/2002, B/T 2/6/2004, B/T 11/4/2005, B/T 8/6/2007, B/T 2/6/2009, B/T 9/18/2009, 5/14/2010, 10/29/2011, 4/8/2011, 8/31/2012)

3335-111-07 Categories of the medical staff.

The medical staff of the CHRI shall be divided into honorary, [physician scholar](#), attending, associate attending, clinical attending, community associate attending, consulting medical staff and limited designations. All medical staff members with admitting privileges may admit patients in accordance with state law and criteria for standards of care established by the medical staff. Medical staff members who do not wish to obtain any clinical privileges shall be exempt from the requirements of medical malpractice liability insurance, DEA registration, demonstration of recent active clinical practice during the last two years and specific annual education requirements as outlined in the list maintained in the chief medical officer's office, but are otherwise subject to the provisions of these bylaws.

(A) Honorary staff.

The honorary staff will be composed of those individuals who are recognized for outstanding reputation, notable scientific and professional contributions, and high professional stature in an oncology field of interest. The honorary staff designation is awarded by the medical center board on the recommendation of the chief executive officer of the CHRI, senior vice president for health sciences, section chief, or the credentials committee after approval by the medical staff administrative committee. This is a lifetime appointment. Honorary staff are not entitled to patient care privileges.

(B) Physician scholar medical staff.

(1) Qualifications: The physician scholar medical staff shall be composed of those faculty members of the colleges of medicine and dentistry who are recognized for outstanding reputation, notable scientific and professional contributions, and high professional stature. This medical staff category includes but is not limited to emeritus faculty members. Nominations may be made to the chair of the credentialing committee who shall present the candidate to the medical staff administrative committee for approval.

(2) Prerogatives: Members of the physician scholar medical staff shall have access to the CHRI and shall be given notice of all medical staff activities and meetings. Members of the physician scholar medical staff shall enjoy all rights of an attending medical staff member except physician scholar members shall not possess clinical privileges.

(BC) Attending medical staff.

(1) Qualifications:

The attending staff shall consist of those regular faculty members of the colleges of medicine and dentistry who are licensed or certified in the state of Ohio, whose practice is at least seventy-five percent oncology and with a proven career commitment to oncology as demonstrated by the majority of the following:

Training,
Current board certification (as specified in rule 3335-111-04(A)(5) of the Administrative Code),
Publications,
Grant funding,
Other funding and experience (as deemed appropriate by the chief executive officer and the section chief);

and who satisfy the requirements and qualifications for membership set forth in rule 3335-111-04 of the Administrative Code.

(2) Prerogatives:

Attending staff members may:

(a) Admit patients consistent with the balanced teaching and patient care responsibilities of the CHRI. When, in the judgment of the director of medical affairs, a balanced teaching program is jeopardized, following consultation with the chief executive officer, the clinical department chief and with the concurrence of a majority of the medical staff administrative committee, the director of medical affairs may restrict admissions. Imposition of such restrictions shall not entitle the attending staff member to a hearing or appeal pursuant to rule 3335-111-06 of the Administrative Code.

(b) Be free to exercise such clinical privileges as are granted pursuant to these bylaws.

- (c) Vote on all matters presented at general and special meetings of the medical staff and committees of which he or she is a member unless otherwise provided by resolution of the medical staff, clinical department or committee and approved by the medical staff administrative committee.
 - (d) Hold office in the medical staff organization, clinical departments and committees of which they are a member, unless otherwise provided by resolution of the medical staff, clinical department or committee and approved by the medical staff administrative committee.
- (3) Responsibilities:
- An attending staff member shall:
- (a) Meet the basic responsibilities set forth in rules 3335-111-02 and 3335-111-03 of the Administrative Code.
 - (b) Retain responsibility within the member's area of professional competence for the continuous care and supervision of each patient in the CHRl for whom he or she is providing care, or arrange a suitable alternative for such care and supervision.
 - (c) Actively participate in such quality evaluation and monitoring activities as required by the medical staff, and discharge such staff functions as may be required from time to time.
 - (d) Satisfy the requirements set forth in rule 3335-111-13 of the Administrative Code for attendance at medical staff meetings and meetings of those committees of which they are a member.
 - (e) Supervise members of the limited staff in the provision of patient care in accordance with accreditation standards and policies and procedures of approved clinical training programs. It is the responsibility of the attending physician to authorize each member of the limited staff to perform only those services that the limited staff member is competent to perform under supervision.
 - (f) Supervise other licensed allied health professionals as necessary in accordance with accreditation standards and state law. It is the responsibility of the attending physician to authorize each licensed allied health professional to perform only those services which the licensed allied health professional is privileged to perform.
 - (g) Take call as assigned by the clinical department chief.

(GD) Associate attending staff.

- (1) Qualifications:

The associate attending staff shall consist of those regular faculty

members of the colleges of medicine and dentistry who do not qualify for attending staff appointment.

(2) Prerogatives:

The associate attending staff may:

- (a) Admit patients consistent with the balanced teaching and patient care responsibilities of the institution. When, in the judgment of the director of medical affairs, a balanced teaching program is jeopardized, following consultation with the chief executive officer, the clinical department chief and with the concurrence of a majority of the medical staff administrative committee, the director of medical affairs may restrict admissions. Imposition of such restrictions shall not entitle the associate attending staff member to a hearing or appeal pursuant to rule 3335-111-06 of the Administrative Code.
- (b) Be free to exercise such clinical privileges as are granted pursuant to the bylaws.
- (c) Vote on all matters presented at general and special meetings of the medical staff and committees of which he or she is a member unless otherwise provided by resolution of the staff, clinical department or committee and approved by the medical staff administrative committee.
- (d) The associate attending staff member may not vote on amendments to the bylaws.

(3) Responsibilities:

Associate attending staff members shall:

- (a) Meet the basic responsibilities set forth in rules 3335-111-02 and 3335-111-03 of the Administrative Code.
- (b) Retain responsibility within the member's care area of professional competence for the continuous care and supervision of each patient in the CHRI for whom the member is providing care, or arrange a suitable alternative for such care and supervision including the supervision of interns, residents and fellows assigned to their service.
- (c) Actively participate in such quality evaluation and monitoring activities as required by the staff and discharge such staff functions as may be required from time to time.
- (d) Satisfy the requirements set forth in rule 3335-111-13 of the Administrative Code for attendance at medical staff meetings and meetings of those committees of which they are a member.

(DE) Clinical attending staff.

(1) Qualifications:

The clinical attending staff shall consist of those clinical faculty members of the colleges of medicine and dentistry who have training, expertise, and experience in oncology, as determined by the chief executive officer in consultation with the section chief and who satisfy the requirements and qualifications for membership set forth in rule 3335-111-04 of the Administrative Code.

(2) Prerogatives:

The clinical attending staff may:

- (a) Admit patients which complement the research and clinical teaching program. At times when hospital beds or other resources are in short supply, patient admissions of clinical staff shall be subordinate to those of attending or associate attending staff.
- (b) Be free to exercise such clinical privileges as are granted pursuant to these bylaws.
- (c) Attend meetings as non-voting members of the medical staff and any medical staff or hospital education programs. The clinical attending staff may not hold elected office in the medical staff organization.

(3) Responsibilities:

- (a) Meet the basic responsibilities set forth in rules 3335-111-02 and 3335-111-03 of the Administrative Code.
- (b) Retain responsibility within the member's area of professional competence for the continuous care and supervision of each patient in the CHRI for whom the member is providing care, or arrange a suitable alternative for such care and supervision including the supervision of interns, residents and fellows assigned to their service.
- (c) Actively participate in such quality evaluation and monitoring activities as required by the staff and discharge such staff functions as may be required from time to time.
- (d) Satisfy the requirements set forth in rule 3335-111-13 of the Administrative Code for attendance at medical staff meetings and meetings of those committees of which they are a member.
- (e) Supervise members of the limited staff in the provision of patient care in accordance with accreditation standards and policies and procedures of approved clinical training programs. It is the responsibility of the attending physician to authorize each member of the limited staff to perform only those services which the limited staff member is competent to perform under supervision.
- (f) Supervise other licensed allied health professionals as

necessary in accordance with accreditation standards and state law. It is the responsibility of the attending physician to authorize each licensed allied health professional to perform only those services which the licensed allied health professional is privileged to perform.

(E)(F) Community associate attending staff.

(1) Qualifications:

The community associate attending staff shall consist of those applicants who do not have faculty appointments in any of the academic units of the Ohio state university and who are licensed in the state of Ohio and who satisfy the requirements and qualifications for membership set forth in rule 3335-111-04 of the Administrative Code. All applications for appointment and reappointment to the community associate attending staff shall be made to the chief executive officer for initial evaluation. The chief executive officer shall consult with the clinical department chief and the chairperson of the appropriate academic department and when appropriate may refer each application for completion of the appointment procedure in accordance with pertinent requirements of paragraph (E) or (F) of rule 3335-111-04 of the Administrative Code. The approval of the clinical department chief and the academic department chairperson or section chief shall not be required.

(2) Prerogatives:

The community associate attending staff members may:

- (a) Provide consulting services to James patients.
- (b) Admit patients when the primary diagnosis is cancer or cancer-related.
- (c) Be free to exercise such clinical privileges as are granted pursuant to these bylaws.
- (d) Attend all meetings of the medical staff as non-voting members and attend any and all medical staff or hospital education programs. The community associate attending staff member may not hold elected office in the medical staff organization except to serve as a non-voting, ex-officio member of medical staff committees if appointed pursuant to these rules.

(3) Responsibilities:

The community associate attending staff members shall:

- (a) Meet the basic responsibilities set forth in rules 3335-111-02 and 3335-111-03 of the Administrative Code.
- (b) Retain responsibility within their care area of professional competence for the continuous care and supervision of each patient for whom the member is providing care, or arrange a suitable alternative for such

care and supervision.

- (c) Actively participate in such quality evaluation and monitoring activities as required by the staff and discharge such staff functions as may be required from time to time.
- (d) Satisfy the requirements set forth in rule 3335-111-13 of the Administrative Code for attendance at staff meetings and meetings of those committees of which they are a member.
- (e) Supervise members of the limited staff in the provision of patient care in accordance with accreditation standards and policies and procedures of approved clinical training programs.

(FG) Consulting medical staff.

(1) Qualifications.

The consulting medical staff shall consist of those faculty members of the colleges of medicine and denistry who :

- (a) Satisfy the requirements and qualifications for membership set forth in rule 3335-111-04 of the Administrative Code.
- (b) Are consultants of recognized professional ability and expertise who provide a service not readily available from the attending medical staff. These practitioners provide services to James patients only at the request of attending or associate attending members of the medical staff.
- (c) Demonstrate participation on the active medical staff at another accredited hospital requiring performance improvement/quality assessment activities similar to those of the hospitals of the Ohio state university. The practitioner shall also hold at such other hospital the same privileges, without restriction, that he/she is requesting at the James cancer hospital. An exception to this qualification may be made by the medical center board provided the practitioner is otherwise qualified by education, training and experience to provide the requested service.

(2) Prerogatives:

Consulting medical staff members may:

- (a) Exercise the clinical privileges granted for consultation purposes on an occasional basis when requested by an attending or associate attending medical staff member.
- (b) Have access to all medical records and be entitled to utilize the facilities of the Ohio state university hospitals and James cancer hospital incidental to the clinical privileges granted pursuant to these bylaws.

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- (c) Not admit patients to the Ohio state university hospitals or James cancer hospital.
 - (d) Not vote on medical staff policies, rules and regulations, or bylaws, and may not hold office.
 - (e) Must actively participate in such quality evaluation and monitoring activities as required by the medical staff and as outlined in the medical staff policy entitled "consulting medical staff member policy."
 - (f) Attend medical staff meetings, but shall not be entitled to vote at such meetings or hold office.
 - (g) Attend department meetings, but shall not be entitled to vote at such meetings or serve as clinical department chief.
 - (h) Serve as a non-voting member of a medical staff committee; provided, however, that he/she may not serve as a committee chair or as a member of the medical staff administrative committee.
- (3) Responsibilities.
- Each member of the consulting medical staff shall:
- (a) Meet the basic responsibilities set forth in rules 3335-111-02 and 3335-111-03 of the Administrative Code.
 - (b) Be exempt from all medical staff dues.

(GH) Limited staff.

Limited staff are not considered members of the medical staff, do not have delineated clinical privileges, and do not have the right to vote in general medical staff elections. Except where expressly stated, limited staff are bound by the terms of these bylaws, rules and regulations of the medical staff and the limited staff agreement.

(1) Qualifications:

The limited staff shall consist of doctors of medicine, osteopathic physicians, dentists and practitioners of podiatry or psychology who are accepted in good standing by a program director into a postdoctoral graduate medical education program and appointed to the limited staff in accordance with these bylaws. The limited staff shall maintain compliance with the requirements of state law, including regulations adopted by the Ohio state medical board, or the limited staff member's respective licensing board.

Members of the limited staff shall possess a valid training certificate or an unrestricted Ohio license from the applicable state board based on eligibility criteria defined by that state board. All members of the limited staff shall be required to successfully obtain an Ohio training certificate prior to beginning training within a program.

(2) Responsibilities:

The limited staff shall:

- (a) Be responsible to respond to all questions and complete all forms as may be required by the credentials committee.
- (b) Participate fully in the teaching programs, conferences, and seminars of the clinical department in which he or she is appointed in accordance with accreditation standards and policies and procedures of the graduate medical education committee and approved clinical training programs.
- (c) Participate in the care of all patients assigned to the limited staff member under the appropriate supervision of a designated member of the attending medical staff in accordance with accreditation standards and policies and procedures of the clinical training programs. The clinical activities of the limited staff shall be determined by the program director appropriate for the level of education and training. Limited staff shall be permitted to perform only those services that they are authorized to perform by the member of the attending medical staff based on the competence of the limited staff to perform such services. The limited staff may admit or discharge patients only when acting on behalf of the attending, associate attending, clinical attending or community associate attending medical staff. The limited staff member shall follow all rules and regulations of the service to which he or she is assigned, as well as the general rules of the CHRI pertaining to limited staff.
- (d) Serve as full members of the various medical staff committees in accordance with established committee composition as described in these bylaws and/or rules and regulations of the medical staff. The limited staff member shall not be eligible to vote or hold elected office in the medical staff organization, but may vote on committees to which the limited staff member is assigned.
- (e) Be expected to make regular satisfactory professional progress including anticipated certification by the respective specialty or subspecialty program of post-doctoral training in which the limited staff member is enrolled. Evaluation of professional growth and appropriate humanistic qualities shall be made on a regular schedule by the clinical department chief, program director, teaching faculty or evaluation committee in accordance with accreditation standards and policies and procedures of the approved training programs.
- (f) Appeal by a member of the limited staff of probation, lack of reappointment, suspension or termination for failure to meet expectations for professional growth or failure to display appropriate humanistic qualities or

failure to successfully complete any other competency as required by the accreditation standards of an approved training program will be conducted and limited in accordance with written guidelines established by the respective academic department or training program and approved by the director of medical affairs and the Ohio state university's graduate medical education committee as delineated in the limited staff agreement. Alleged misconduct by a member of the limited staff, for reasons other than failure to meet expectations of professional growth as outlined above, shall be handled in accordance with rules 3335-111-05 and 3335-111-06 of the Administrative Code.

(3) Failure to meet reasonable expectations:

Failure to meet reasonable expectations may result in sanctions including but not limited to probation, lack of reappointment, suspension or termination. Termination of limited staff member status shall result in automatic termination of the limited staff member's residency or fellowship appointment pursuant to these bylaws.

(4) Temporary appointments:

(a) Limited staff members who are Ohio state university faculty may be granted an early commencement or an extension of appointment upon the recommendation of the chief of the clinical department, with prior concurrence of the associate dean for graduate medical education, when it is necessary for the limited staff member to begin his or her training program prior to or extend his or her training program beyond a regular appointment period. The appointment shall not exceed sixty days.

(b) Temporary appointments may be granted upon the recommendation of the chief of the clinical department, with prior concurrence of the associate dean for graduate medical education, for limited staff members who are not Ohio state university faculty but who, pursuant to education affiliate agreements approved by the university, need to satisfy approved graduate medical education clinical rotation requirements. These appointments shall not exceed a total of one hundred twenty days in any given post-graduate year. In such cases, the mandatory requirement for a faculty appointment may be waived. All other requirements for limited staff member appointment must be satisfied.

(5) Supervision:

Limited staff members shall be under the supervision of an attending, associate attending, clinical attending or community associate attending medical staff member. Limited staff members shall have no privileges as such but shall be able to care for patients under the supervision and responsibility of their attending, associate attending, clinical attending or community associate attending medical staff member. The care they extend will be

governed by these bylaws and the general rules and regulations of each clinical department. The practice of care shall be limited by the scope of privileges of their attending, associate attending, clinical attending or community associate attending medical staff member. Any concerns or problems that arise in the limited staff member's performance should be directed to the attending, associate attending, clinical attending or community associate attending medical staff member or the director of the training program.

- (a) Limited staff members may write orders for the care of patients under the supervision of the attending, associate attending, clinical attending or community associate attending medical staff member.
- (b) All records of limited staff member cases must document involvement of the attending, associate attending, clinical attending or community associate attending medical staff member in the supervision of the patient's care to include co-signature of the history and physical, operative report, and discharge summary.

(H) Associates to the medical staff.

(1) Qualifications:

Licensed health care professionals are those professionals who possess a license, certificate or other legal credential required by Ohio law to provide direct patient care in a hospital setting, but who are not acting as licensed independent practitioners.

(2) Due process:

Licensed health care professionals are subject to corrective action for violation of these rules, their certificate of authority, standard care agreement, utilization plan or the provisions of their licensure, including professional ethics. Corrective action may be requested by any member of the medical staff, the clinical department chief, the chairperson of an academic department, the section chief, the medical director of credentialing or the director of medical affairs. All requests shall be in writing and be submitted to the director of medical affairs.

The director of medical affairs shall appoint a three-person committee to review the situation and recommend appropriate corrective action, including termination or suspension of clinical privileges. The committee shall consist of at least one licensed health care professional licensed in the same field as the individual being reviewed, if available, and one medical staff member. The committee shall make a written recommendation to the director of medical affairs, who may accept, reject or modify the recommendation. The decision of the director of medical affairs shall be final.

(I) Temporary medical staff appointment.

- (1) Outside peer review. When peer review activities are being conducted by someone other than a current member of the medical staff, the chief medical officer or director of medical affairs

may admit a practitioner to the medical staff for a limited period of time. Such membership is solely for the purpose of conducting peer review in a particular evaluation and this temporary membership automatically expires upon the member's completion of duties in connection with such peer review. Such appointment does not include clinical privileges, and is for a limited purpose.

- (2) Proctoring. Temporary privileges may be extended to visiting physician or visiting medical faculty for special clinical or educational activities as permitted by the Ohio state medical or dental board. When medical staff members require proctoring for the purposes of gaining experience to become credentialed to perform a procedure, a visiting medical faculty or visiting physician may apply for temporary privileges pursuant to the medical staff proctoring policy.

(JK) Clinical privileges.

- (1) Delineation of clinical privileges:
 - (a) Every person practicing at the CHRI by virtue of medical staff membership, faculty appointment, contract or under authority granted in these bylaws shall, in connection with such practice, be entitled to exercise only those clinical privileges specifically applied for and granted to the staff member or other licensed allied health professional by the medical center board after recommendation from the medical staff administrative committee.
 - (b) Each clinical department and CHRI section shall develop specific clinical criteria and standards for the evaluation of privileges with emphasis on invasive or therapeutic procedures or treatment which represent significant risk to the patient or for which specific professional training or experience is required. Such criteria and standards are subject to the approval of the medical staff administrative committee and the medical center board.
 - (c) Requests for the exercise and delineation of clinical privileges must be made as part of each application for appointment or reappointment to the medical staff on the forms prescribed by the medical staff administrative committee. Every person in an administrative position who desires clinical privileges shall be subject to the same procedure as all other applicants. Requests for clinical privileges must be submitted to the chief of the clinical department in which the clinical privileges will be exercised. Clinical privileges requested other than during appointment or reappointment to the medical staff shall be submitted to the chief of the clinical department and such request must include documentation of relevant training or experience supportive of the request.
 - (d) The chief of the clinical department shall review each applicant's request for clinical privileges and shall make a recommendation regarding clinical privileges to the medical director of credentialing. Requests for clinical privileges shall be evaluated based upon the applicant's

education, training, experience, demonstrated competence, references, and other relevant information including the direct observation and review of records of the applicant's performance by the clinical department in which the clinical privileges are exercised. Whenever possible, the review should be of primary source information. The applicant shall have the burden of establishing qualifications and competence in the clinical privileges requested and shall have the burden of production of adequate information for the proper evaluation of qualifications.

- (e) The applicant's request for clinical privileges and the recommendation of the clinical department chief shall be forwarded to the credentials committee and shall be processed in the same manner as applications for appointment and reappointment pursuant to rule 3335-111-04 of the Administrative Code.
 - (f) Medical staff members who are granted new or initial privileges are subject to FPPE, which is a six-month period of focused monitoring and evaluation of practitioner's professional performance. Following FPPE medical staff members with clinical privileges are subject to ongoing professional practice evaluation (OPPE), which information is factored into the decision to maintain existing privileges, to revise existing privileges, or to revoke an existing privilege prior to or at the time of renewal. FPPE and OPPE are fully detailed in medical staff policies that were approved by the medical staff administrative committee and the medical center board.
 - (g) Upon resignation, termination or expiration of the medical staff member's faculty appointment or employment with the university for any reason, such medical staff appointment and clinical privileges of the medical staff member shall automatically expire.
 - (h) Medical staff members authorize the CHRI and clinics to share amongst themselves credentialing, quality and peer review information pertaining to the medical staff member's clinical competence and/or professional conduct. Such information may be shared at initial appointment and/or reappointment and at any time during the medical staff member's medical staff appointment to the medical staff of the CHRI.
 - (i) Medical staff members authorize the CHRI to release, in good faith and without malice, information to managed care organizations, regulating agencies, accreditation bodies and other health care entities for the purposes of evaluating the medical staff member's qualifications pursuant to a request for appointment, clinical privileges, participation or other credentialing or quality matters.
- (2) Temporary and special privileges:
- (a) Temporary privileges may be extended to a doctor of medicine, osteopathic medicine, dental surgery,

psychologist, podiatry or to a licensed allied health professional upon completion of an application prescribed by the medical staff administrative committee, upon recommendation of the chief of the clinical department, and approval by the director of medical affairs. The director of medical affairs, acting as a member and on behalf of the medical center board, has been delegated responsibility by the medical center board to grant approval of temporary privileges. The temporary privileges granted shall be consistent with the applicant's training and experience and with clinical department guidelines. Prior to granting temporary privileges, primary source verification of licensure and current competence shall be required. Temporary privileges shall be limited to situations which fulfill an important patient care need and shall not be granted for a period not to exceed one hundred twenty days.

- (b) Temporary privileges may be extended to visiting medical faculty or for special activity as provided by the Ohio state medical or dental boards.
 - (c) Temporary privileges granted for locum tenens may be exercised for a maximum of one hundred twenty days, consecutive or not, any time during the twenty-four month period following the date they are granted.
 - (d) Practitioners granted temporary privileges will be restricted to the specific delineations for which the temporary privileges are granted. The practitioner will be under the supervision of the chair of the clinical department while exercising any temporary privileges granted.
 - (e) Practitioners exercising temporary privileges shall abide by these medical staff bylaws, rules and regulations, and hospital and medical staff policies.
 - (f) Special privileges -- upon receipt of a written request for specific temporary clinical privileges and the approval of the clinical department chief, the chairperson of the academic department and the director of medical affairs, an appropriately licensed or certified practitioner of documented competence, who is not an applicant for medical staff membership, may be granted special clinical privileges for the care of one or more specific patients. Such privileges shall be exercised in accordance with the conditions specified in rule 3335-111-04 of the Administrative Code.
 - (g) The temporary and special privileges must also be in conformity with accrediting bodies' standards and the rules and regulations of professional boards of Ohio.
- (3) Expedited privileges:

If the medical center board is not scheduled to convene in a timeframe that permits the timely consideration of the recommendation of a complete application by the medical staff

administrative committee, eligible applicants may be granted expedited privileges by the professional affairs committee of the medical center board. Certain restrictions apply to the appointment and granting of clinical privileges via the expedited process. These include but are not limited to: an involuntary termination of medical staff membership at another hospital, involuntary limitation, or reduction, denial or loss of clinical privileges, a history of professional liability actions resulting in a final judgment against the applicant, or a challenge by a state licensing board.

(4) Podiatric privileges:

- (a) Practitioners of podiatry may admit patients to the CHRI if such patients are being admitted solely to receive care that a podiatrist may provide without medical assistance, pursuant to the scope of the professional license of the podiatrist. Practitioners of podiatry must, in all other circumstances co-admit patients with a member of the medical staff who is a doctor of medicine or osteopathic medicine. A member of the medical staff who is a doctor of medicine or osteopathy shall:
 - (i) Be responsible for any medical problems that the patient has while an inpatient of the CHRI; and
 - (ii) Shall confirm the findings, conclusions and assessment of risk prior to high-risk diagnosis or therapeutic interventions defined by the medical staff.
- (b) Practitioners of podiatry shall be responsible for the podiatric care of the patient including the podiatric history and physical examination and all appropriate elements of the patient's record.
- (c) The podiatrist shall be responsible to the chief of the department of orthopaedics.

(5) Psychology privileges:

- (a) Psychologists shall be granted clinical privileges based upon their training, experience and demonstrated competence and judgment consistent with their license to practice. Psychologists shall not prescribe drugs, or perform surgical procedures, or in any other way practice outside the area of their approved clinical privileges or expertise unless otherwise authorized by law.
- (b) Psychologists may not admit patients to the CHRI, but may diagnose and treat a patient's psychological illness as part of the patient's comprehensive care while hospitalized. All patients admitted for psychological care shall receive the same medical appraisal as all other hospitalized patients. A member of the medical staff who is a doctor of medicine or osteopathic medicine shall admit the patient and shall be responsible for the history and physical and any medical care that may be required

during the hospitalization, and shall determine the appropriateness of any psychological therapy based on the total health status of the patient. Psychologists may provide consultation within their area of expertise on the care of patients within the CHRI. In ambulatory settings, psychologists shall diagnose and treat their patient's psychological illness. Psychologists shall ensure that their patients receive referral for appropriate medical care.

- (c) Psychologists shall be responsible to the chief of the clinical department in which they are appointed.
- (6) Dental privileges:
- (a) Practitioners of dentistry, who have not been granted clinical privileges as oral and maxillofacial surgeons, may admit patients to the CHRI if such patients are being admitted solely to receive care which a dentist may provide without medical assistance, pursuant to the scope of the professional license of the dentist. Practitioners of dentistry must, in all other circumstances, co-admit patients with a member of the medical staff who is a doctor of medicine or osteopathic medicine.
 - (b) A member of the medical staff who is a doctor of medicine or osteopathy:
 - (i) Shall be responsible for any medical problems that the patient has while an inpatient of the CHRI; and
 - (ii) Shall confirm the findings, conclusions and assessment of risk prior to high-risk diagnoses or therapeutic interventions defined by the medical staff.
 - (c) Practitioners of dentistry shall be responsible for the dental care of the patient including the dental history and physical examination and all appropriate elements of the patient's record.
- (7) Oral and maxillofacial surgical privileges:
- All patients admitted to the CHRI for oral and maxillofacial surgical care shall receive the same medical appraisal as all other hospitalized patients. Qualified oral and maxillofacial surgeons shall admit patients, shall be responsible for the plan of care for the patients, shall perform the medical history and physical examination, if they have such privileges, in order to assess the medical, surgical, and anesthetic risks of the proposed operative and other procedure(s), and shall be responsible for the medical care that may be required at the time of admission or that may arise during hospitalization.
- (8) Licensed allied health professionals:
- (a) Clinical privileges may be exercised by licensed allied

health professionals who are duly licensed in the state of Ohio and who are either:

- (i) Members of the faculty of the Ohio state university, or
 - (ii) Employees of the Ohio state university whose employment involves the exercise of clinical privileges, or
 - (iii) Employees of members of the medical staff.
- (b) A licensed allied health professional as used herein, shall not be eligible for medical staff membership but shall be eligible to exercise those clinical privileges granted pursuant to these bylaws and in accordance with applicable Ohio state law. If granted such privileges under this rule and in accordance with applicable Ohio state law, other licensed allied health professionals may perform all or part of the medical history and physical examination of the patient. Licensed health care professionals with privileges are subject to FPPE and OPPE.
- (c) Licensed allied health professionals shall apply and re-apply for clinical privileges on forms prescribed by the medical staff administrative committee and shall be processed in the same manner as provided in rule 3335-111-04 of the Administrative Code.
- (d) Licensed allied health professionals are not members of the medical staff, shall have no authority to admit or co-admit patients to the CHRI, and shall not be eligible to hold office, to vote on medical staff affairs, or to serve on standing committees of the medical staff unless specifically authorized by the medical staff administrative committee.
- (e) Each licensed allied health professional shall be individually assigned to a clinical department and shall be supervised by or collaborate with one or more members of the medical staff as required by Ohio law. The licensed health care professional's clinical privileges are contingent upon the collaborating/supervising medical staff member's privileges. In the event that the collaborating/supervising medical staff member loses privileges or resigns, the licensed allied health care professionals whom he or she has supervised shall be placed on administrative hold until another collaborating/supervising medical staff member is assigned. The new collaborating/supervising medical staff member shall be assigned in less than thirty days.
- (f) Licensed allied health professionals must comply with all limitations and restrictions imposed by their respective licenses, certifications, or legal credentials as required by Ohio law, and may only exercise those clinical privileges granted in accordance with provisions relating to their respective professions.

- (g) Only applicants who can document the following shall be qualified for clinical privileges as a licensed allied health professional:
 - (i) Current license, certification, or other legal credential required by Ohio law;
 - (ii) Certificate of authority, standard care arrangement/agreement, or utilization plan;
 - (iii) Education, training, professional background and experience, and professional competence;
 - (iv) Patient care quality indicators definition for initial appointment. This data will be in a format determined by the licensed allied health professional subcommittee and the quality management department of the Ohio state university medical center;
 - (v) Adherence to the ethics of the profession for which an individual holds a license, certification, or other legal credential required by Ohio law;
 - (vi) Evidence of required immunization;
 - (vii) Evidence of good personal and professional reputation as established by peer recommendations;
 - (viii) Satisfactory physical and mental health to perform requested clinical privileges; and
 - (ix) Ability to work with members of the medical staff and the CHRI employees.
- (h) The applicant shall have the burden to produce documentation with sufficient adequacy to assure the medical staff and the CHRI that any patient cared for by the licensed allied health professional seeking clinical privileges shall be given quality care, and that the efficient operation of the CHRI will not be disrupted by the applicant's care of patients in the CHRI.
- (i) By applying for clinical privileges as a licensed allied health professional, the applicant agrees to the following terms and conditions:
 - (i) The applicant has read the bylaws and rules and regulations of the medical staff of the CHRI and agrees to abide by all applicable terms of such bylaws and any applicable rules and regulations, including any subsequent amendments thereto, and any applicable CHRI policies that the CHRI may from time to time put into effect;

- (ii) The applicant releases from liability all individuals and organizations who provide information to the CHRI regarding the applicant and all members of the medical staff, the CHRI staff and the medical center board and the Ohio state university board of trustees for all acts in connection with investigating and evaluating the applicant;
 - (iii) The applicant shall not deceive a patient as to the identity of any practitioner providing treatment or service in the CHRI;
 - (iv) The applicant shall not make any statement or take any action that might cause a patient to believe that the licensed allied health professional is a member of the medical staff; and
 - (v) The applicant shall obtain and continue to maintain professional liability insurance in such amounts required by the medical staff.
- (j) Licensed allied health care professionals shall be subject to quality review and corrective action as outlined in this paragraph for violation of these bylaws, their certificate of authority, standard of care agreement, utilization plan, or the provisions of their licensure, including professional ethics. Review may be requested by any member of the medical staff, a chief of the clinical department, or by the medical director of quality or the chief quality officer. All requests shall be in writing and shall be submitted to the chief quality officer. The chief quality officer, unless delegated to the medical director of quality, shall appoint a three-person committee to review and make recommendations concerning appropriate action. The committee shall consist of at least one licensed allied health care professional and one medical staff member. The committee shall make a written recommendation to the chief quality officer, unless delegated to the medical director of quality, who may accept, reject, or modify the recommendation. The chief quality officer, unless delegated to the medical director of quality shall forward his or her recommendation to the director of medical affairs for final determination.
- (k) Appeal process.
 - (i) A licensed allied health care professional may submit a notice of appeal to the chairperson of the professional affairs committee within thirty days of receipt of written notice of any adverse corrective action pursuant to these bylaws.
 - (ii) If an appeal is not so requested within the thirty-day period, the licensed allied health care professional shall be deemed to have waived the right to appeal and to have conclusively accepted the decision of the

director of medical affairs.

- (iii) The appellate review shall be conducted by the chief of staff, the chair of the licensed health care professionals subcommittee and one medical staff member from the same discipline as the licensed allied health care professional under review. The licensed allied health care professional under review shall have the opportunity to present any additional information deemed relevant to the review and appeal of the decision.
- (iv) The affected licensed allied health care professional shall have access to the reports and records, including transcripts, if any, of the hearing committee and of the medical staff administrative committee and all other material, favorable or unfavorable, that has been considered by the chief quality officer. The licensed allied health care professional shall submit a written statement indicating those factual and procedural matters with which the member disagrees, specifying the reasons for such disagreement. This written statement may cover any matters raised at any step in the procedure to which the appeal is related, and legal counsel may assist in its preparation. Such written statement shall be submitted to the review committee no later than seven days following the date of the licensed allied health care professional's notice of appeal.
- (v) New or additional matters shall only be considered on appeal at the sole discretion of the professional affairs committee.
- (vi) Within thirty days following submission of the written statement by the licensed allied health care professional, the chief of staff shall make a final recommendation to the chair of the professional affairs committee of the medical center board. The professional affairs committee of the medical center board shall determine whether the adverse decision will stand or be modified and shall recommend to the Ohio state medical center board that the adverse decision be affirmed, modified or rejected, or to refer the matter back to the review committee for further review and recommendation. Such referral to the review committee may include a request for further investigation.
- (vii) Any final decision by the medical center board shall be communicated by the chief quality officer and by certified return receipt mail to the last known address of the licensed allied

health care professional as determined by university records. The chief quality officer shall also notify in writing the senior vice president for health sciences, the dean of the college of medicine, the chief executive officer of the CHRI and the vice president for health services and the chief of the applicable clinical department or departments. The chief quality officer, unless delegated to the medical director of quality, shall take immediate steps to implement the final decision.

(9) Emergency privileges:

In the case of an emergency, any member of the medical staff to the degree permitted by the member's license or certification and regardless of department or medical staff status shall be permitted to do everything possible to save the life of a patient using every facility of the CHRI necessary, including the calling for any consultation necessary or desirable. After the emergency situation resolves, the patient shall be assigned to an appropriate member of the medical staff. For the purposes of this paragraph, an "emergency" is defined as a condition that would result in serious permanent harm to a patient or in which the life of a patient is in immediate danger and any delay in administering treatment would add to that danger.

(10) Disaster privileges:

Disaster privileges may be granted in order to provide voluntary services during a local, state or national disaster in accordance with hospital/medical staff policy and only when the following two conditions are present: the emergency management plan has been activated and the hospital is unable to meet immediate patient needs. Such privileges may be granted by the director of medical affairs or the medical director of credentialing to fully licensed or certified, qualified individuals who at the time of the disaster are not members of the medical staff. These privileges will be limited in scope and will terminate once the disaster situation subsides or at the discretion of the director of medical affairs temporary privileges are granted thereafter.

(11) Telemedicine:

Telemedicine involves the use of electronic communication or other communication technologies to provide or support clinical care at a distance. Diagnosis and treatment of a patient may now be performed via telemedicine link.

(a) A member of the medical staff who wishes to utilize electronic technologies (telemedicine) to render care must so indicate on the application for clinical privileges form.

(b) A member of the medical staff may request to exercise via telemedicine the same clinical privileges he or she has already been granted. The credentials committee, the chief of the clinical service, medical director of credentialing, the director of medical affairs or the

medical staff administrative committee, and the medical center board shall have the prerogative of requiring documentation or making a determination of the appropriateness of the exercise of a particular specialty/subspecialty via telemedicine. (B/T 9/1/93, B/T 3/3/95, B/T 4/3/96, B/T 12/6/96, B/T 9/1/99, B/T 12/3/99, B/T 6/2/2000, B/T 4/5/2002, B/T 9/6/2002, B/T 2/6/2004, B/T 11/4/2005, 7/7/2006, 8/6/2006, B/T 2/6/2009 B/T 9/18/2009, 5/14/2010, 10/29/2011, 4/8/2011, 8/31/2012)

3335-111-08 Organization of the CHRI medical staff.

(A) The chief executive officer.

(1) Method of appointment:

The chief executive officer shall be appointed by the board of trustees of the Ohio state university upon recommendation of the president, senior vice president for health sciences, and the vice president for health services following consultation with the medical center board in accordance with university bylaws, rules and regulations. The chief executive officer shall be a member of the attending medical staff of the CHRI.

(2) Responsibilities:

The chief executive officer shall be responsible for the conduct of teaching, research, and CHRI service activities of the facility, including continuing compliance with all appropriate quality assurance standards, ethical codes, or other monitoring or regulatory requirements. The chief executive officer shall be a member of all committees of the CHRI.

(B) The director of medical affairs (physician-in-chief/chief medical officer of the James cancer hospital).

(1) Method of appointment:

The director of medical affairs shall be appointed by the senior vice president for health sciences upon recommendation by the chief executive officer. The director of medical affairs is the physician-in-chief and shall be the chief medical officer of the CHRI and must be a member of the attending medical staff of the CHRI.

(2) Responsibilities:

The director of medical affairs shall be responsible to the chief executive officer, the senior vice president for health sciences, the CHRI hospital board, and the medical center board for the quality of patient care provided in the CHRI. The director of medical affairs shall assist the chief executive officer in the administration of medical affairs including quality assurance and credentialing.

(C) The chief medical officer of the Ohio state university medical center.

The chief medical officer of the Ohio state university medical center is the senior medical officer for the medical center with the responsibility and authority for all health and medical care delivered at the medical center. The

chief medical officer is responsible for overall quality improvement and clinical leadership throughout the medical center, physician alignment, patient safety and medical staff development. The appointment, scope of authority, and responsibilities of the chief medical officer shall be as outlined in the Ohio state medical center board bylaws.

- (D) The chief quality officer of the Ohio state university medical center.

The chief quality and patient safety officer of the Ohio state university medical center is referred to herein these bylaws as the chief quality officer. The chief quality officer reports to the chief medical officer and works collaboratively with clinical leadership of the medical center, including director of medical affairs for the CHRI, nursing leadership and hospital administration. The chief quality officer provides leadership in the development and measurement of the medical center's approach to quality, patient safety and reduction of adverse events. The chief quality officer communicates and implements strategic, operational and programmatic plans and policies to promote a culture where patient safety is an important priority for medical and hospital staff.

- (E) Medical director of credentialing.

The medical director of credentialing for the James cancer hospital oversees the process for the credentialing of practitioners applying for membership and/or clinical privileges at the James cancer hospital. The medical director of credentialing shall provide guidance on specific practitioner application or privileging concerns as raised pursuant to these bylaws and shall recommend practitioners for membership and/or privileges at the James cancer hospital and facilitate the process for approving such membership and granting of clinical privileges.

- (F) The sections.

Each member of the attending, associate attending, clinical, limited, [physician scholar](#) and honorary staff shall be assigned to a CHRI section by the chief executive officer upon the recommendation of the appropriate academic department chairperson and the credentials committee.

There are four clinical sections: medical oncology, surgical oncology, radiation oncology and pathology. Appointment to a specific section is based on the clinical specialty of the applicant for medical staff membership. Each section is headed by a section chief who has the responsibility to oversee all research and clinical activities conducted by members of the section. Specifically, the section chief shall be responsible for the following: the development and implementation of policies and procedures that guide and support the provision of service; recommendations re: staffing needs and clinical privileges for all members appointed to the section; the orientation and continuing surveillance of the professional performance of all section members; recommendation for space and other resources needed. The section chief is appointed by the chief executive officer.

- (G) Clinical department chief.

- (1) Qualifications and responsibilities of the chief of the clinical department. The academic department chair shall ordinarily serve also as the chief of the clinical department. Each clinical department chief shall be qualified by education and experience appropriate to the discharge of the responsibilities of the position. Each clinical department chief must be board certified by an

appropriate specialty board or must establish comparable competence. The chief of the clinical department must be a medical staff member at the Ohio state university hospitals. Such qualifications shall be judged by the respective dean of the colleges of medicine or dentistry. Qualifications for chief of the clinical department generally shall include recognized clinical competence, sound judgment and well-developed administrative skills.

- (2) Procedure for appointment. Appointment or reappointment of chief of the clinical department shall be made by the dean of the respective colleges of medicine or dentistry in consultation with elected representatives of the medical staff and the chief medical officer of the Ohio state university medical center.
- (3) Term of appointment of the chief of the clinical department. The term of the appointment of the chief of the clinical department shall be concurrent with the chief's academic appointment but shall be no longer than four years. Prior to the end of said four-year term, a review shall be conducted by the dean of the college of medicine and such review shall serve as the basis for the recommendation for reappointment pursuant to paragraph (D)(2) of this rule.
- (4) Duties of the chief of the clinical department:
Each clinical department chief is responsible for the following:
 - (a) Clinically related activities of the department;
 - (b) Administratively related activities of the department, unless otherwise provided by the hospital;
 - (c) Continuing surveillance of the professional performance of all practitioners in the department who have delineated clinical privileges;
 - (d) Recommending to the medical staff the criteria for clinical privileges that are relevant to the care provided in the department;
 - (e) Recommending clinical privileges for each practitioner of the department based on relevant training and experience, current appraised competence, health status that does not present a risk to patients, and evidence of satisfactory performance with existing privileges;
 - (f) Assessing and recommending to the relevant hospital authority off-site sources for needed patient care, treatment, and services not provided by the department or the hospital;
 - (g) The integration of the department or service into the primary functions of the hospital, developing services that complement the medical center's mission and plan for clinical program development;
 - (h) The coordination and integration of interdepartmental and intradepartmental services;

- (i) The development and implementation of policies and procedures that guide and support the provision of care, treatment, and services. This includes the development, implementation, enforcement and updating of departmental policies and procedures that are consistent with the hospital's mission. The clinical department chief shall make such policies and procedures available to the medical staff;
- (j) The recommendations for a sufficient number of qualified and competent persons to provide care, treatment, and services, including call coverage for continuous high quality and safe care;
- (k) The determination of the qualifications and competence of department or service personnel who are not licensed independent practitioners and who provide patient care, treatment, and services;
- (l) The continuous assessment and improvement of the quality of care, treatment, and services;
- (m) The maintenance of quality control programs, as appropriate;
- (n) The orientation and continuing education of all persons in the department or service;
- (o) Recommending space and other resources needed by the department or service; and
- (p) Hold regular clinical department meetings and ensure open lines of communication are maintained in the clinical department. The agenda for the meetings shall include, but not be limited to, a discussion of the clinical activities of the department and communication of the decisions of the medical staff administrative committee. Minutes of the departmental meetings, including a record of attendance, shall be kept in the clinical department. (B/T 9/1/93, B/T 3/3/95, B/T 12/6/96, B/T 12/3/99, B/T 4/5/2002, B/T 9/6/2002, B/T 2/6/2004, B/T 11/4/2005, 7/7/2006, B/T 2/6/2009, B/T 9/18/2009, 5/14/2010, 2/11/2011, 4/8/2011, 8/31/2012)

3335-111-10 Administration of the medical staff of the CHRI.

Medical staff committees.

- (A) Appointments: Appointments to all medical staff committees except the medical staff administrative committee (MSAC) and the nominating committee will be made jointly by the chief of staff, chief of staff-elect, and the director of medical affairs with medical staff administrative committee ratification. Unless otherwise provided by the bylaws, all appointments to medical staff committees are for one year and may be renewed. The chairperson shall control the committee agenda, attendance of staff and guests and conduct the proceedings. A simple majority of appointed voting members shall constitute a quorum. All committee members appointed or elected to serve on a medical staff committee are expected to participate fully

in the activities of those committees. The chief of staff, director of medical affairs and the chief executive officer of the CHRI may serve on any medical staff committee as an ex-officio member without vote.

(B) The medical staff as a whole and each committee provided for by these medical staff bylaws is hereby designated as a peer review committee in accordance with the laws of the state of Ohio. The medical staff through its committees shall be responsible for evaluating, maintaining and monitoring the quality and utilization of patient care services provided by CHRI.

(C) Medical staff administrative committee:

(1) Composition:

(a) Voting membership includes: chief of staff, chief of staff-elect, immediate past chief of staff, section chiefs of medical oncology, radiation oncology, surgical oncology and pathology; division chiefs of hematology, gynecologic oncology, otolaryngology, surgical oncology, thoracic surgery, orthopaedic oncology and urology; clinical department chiefs of anesthesia, plastic surgery and radiology; CHRI medical director of quality, CHRI medical director of credentialing, CHRI chief executive officer, CHRI director of medical affairs, medical director of palliative medicine, director of the division of palliative medicine, chairperson of the cancer subcommittee, CCC director for clinical research, and CCC director for cancer control. Up to two additional at-large member(s) may be appointed to the MSAC at the recommendation of the chief executive officer of the CHRI, subject to the approval of the medical staff administrative committee and subject to review and renewal on a yearly basis. If a division or section head is a member by leadership position, he or she will also fulfill the role of division or section chief appointment. The director of medical affairs shall be the chairperson and the chief of staff shall be the vice-chairperson.

(b) Ex-officio non-voting membership includes: the CHRI executive director, the CHRI associate director for professional education, the CHRI chief nursing officer, the medical director of university hospital and/or the chief medical officer of the medical center, the dean of the Ohio state university college of medicine, the senior vice president for health sciences and the associate director for medical staff affairs.

(c) Any member of the committee who anticipates absence from a meeting of the committee may appoint a temporary substitute as a representative at the meeting. The temporary substitute will have all the rights of the absent member. The chief executive officer may invite any member of staff as the chief executive officer's representative at a meeting or to attend any meeting with the chief executive officer.

(d) All members of the committee shall attend, either in person or by proxy, a minimum of two-thirds of all committee meetings.

- (e) Any members may be removed from the medical staff administrative committee at the recommendation of the dean of the college of medicine, the director of medical affairs or the senior vice president for health sciences and subject to the review and approval of the medical staff administrative committee. A replacement will be appointed as outlined above to maintain the medical staff administrative committee's composition as stated above in this paragraph (1).
- (2) Duties:
- (a) To represent and to act on behalf of the medical staff, subject to such limitations as may be imposed by this chapter, and the bylaws or rules of the Ohio state university.
 - (b) To have primary authority for activities related to self-governance of the medical staff. Action approved by the medical staff administrative committee can be reviewed by the professional affairs committee pursuant to section 3335-43-13 of these bylaws.
 - (c) To receive and act upon commission and committee reports. To delegate appropriate staff business to committees while retaining the right of executive responsibility and authority over all medical staff committees. This shall include but is not limited to review of and action upon medical staff appointments and reappointments whenever timely action is necessary.
 - (d) To approve and implement policies of the medical staff.
 - (e) To recommend action to the chief executive officer on matters of medico-administrative nature.
 - (f) To fulfill the medical staff's accountability to the medical center board for medical care rendered to patients in the CHRI, and for professional conduct and activities of the medical staff, including recommendations concerning:
 - (i) Medical staff structure;
 - (ii) The mechanism to review credentials and to delineate clinical privileges;
 - (iii) The mechanism by which medical staff membership may be terminated or suspended;
 - (iv) Participation in the CHRI's performance improvement, quality and patient safety activities; and
 - (v) Corrective action and hearing procedures applicable to medical staff members and other licensed allied health professionals granted clinical privileges.
 - (g) To ensure the medical staff is kept abreast of the

accreditation process and informed of the accreditation status of the CHRI.

- (h) To review and act on medical staff appointments and reappointments.
- (i) To report to the medical staff all actions affecting the medical staff.
- (j) To inform the medical staff of all changes in committees, and the creation or elimination of such committees as circumstances shall require.
- (k) To create committees (for which membership is subsequently appointed pursuant to section 3335-111-10 of these bylaws) to meet the needs of the medical staff and comply with the requirements of accrediting agencies.
- (l) To establish and maintain rules and regulations governing the medical staff.
- (m) To oversee functions related to performance improvement of professional services provided by individuals with clinical privileges.
- (n) To perform other functions as are appropriate.

(3) Meetings:

The committee shall meet monthly and keep detailed minutes, which shall be distributed to each committee member before or at the next meeting of the committee.

(4) Voting:

At a properly constituted meeting, voting shall be by a simple majority of members present except in the case of termination or non-reappointment of medical staff membership or permanent suspension of clinical privileges, wherein two-thirds of members present shall be required.

(D) Credentialing committee of the hospitals of the Ohio state university:

(1) Composition:

The credentialing responsibilities of the medical staff are delegated to the credentialing committee of the hospitals of the Ohio state university, the composition of which shall include representation from the medical staff of each hospital.

The chief medical officer of the medical center shall appoint the credentialing committee of the hospitals of the Ohio state university. The director of medical affairs and medical director of credentialing shall make recommendation to the chief medical officer for representation on the credentialing committee of the hospitals of the Ohio state university.

The credentialing committee of the hospitals of the Ohio state

university shall meet at the call of its chair, whom shall be appointed by the chief medical officer of the medical center.

(2) Duties:

- (a) To review all applications for medical staff and licensed allied health professional appointment and reappointment, as well as all requests for delineation, renewal, or amendment of clinical privileges in the manner provided in these medical staff bylaws, including applicable time limits. During its evaluation, the credentialing committee of the hospitals of the Ohio state university will take into consideration the appropriateness of the setting where the requested privileges are to be conducted;
- (b) To review biennially all applications for reappointment or renewal of clinical privileges;
- (c) To review all requests for changes in medical staff membership;
- (d) To assure, through the chairperson of the committee, that all records of peer review activity taken by the committee, including committee minutes, are maintained in the strictest of confidence in accordance with the laws of the state of Ohio. The committee may conduct investigations and interview applicants as needed to discharge its duties. The committee may refer issues and receive issues as appropriate from other medical staff committees;
- (e) To make recommendations to the medical staff administrative committee through the medical director of credentialing regarding appointment applications and initial requests for clinical privileges. Such recommendations shall include the name, status, department (division/section), medical school and year of graduation, residency and fellowships, medical-related employment since graduation, board certification and recertification, licensure status as well as all other relevant information concerning the applicant's current competence, experience, qualifications, and ability to perform the clinical privileges requested;
- (f) To recommend to the medical staff administrative committee that certain applications for appointment be reviewed in executive session;
- (g) The committee, after review and investigation, may make recommendations to the director of medical affairs, chief of staff, or the chief of a clinical department, regarding the restriction or limitation of any medical staff member's clinical privileges, noncompliance with the credentialing process, or any other matter related to its responsibilities;
- (h) To review requests made for clinical privileges by other licensed allied health professionals as set forth in this

chapter.

- (i) To recommend eligibility criteria for the granting of medical staff membership and privileges.
 - (j) To develop, recommend, and consistently implement policy and procedures for all credentialing and privileging activities.
 - (k) To review, and where appropriate take action on, reports that are referred to it from other medical staff committees and medical staff members.
 - (l) To perform such other functions as requested by the medical staff administrative committee, professional affairs committee or medical center board.
- (3) Licensed ~~allied~~ health ~~care~~ professionals subcommittee:
- (a) This subcommittee shall consist of ~~other~~ licensed ~~allied~~ health ~~care~~ professionals who have been appointed in accordance with paragraph (A)(3) of rule 3335-111-09 of the Administrative Code. ~~and This subcommittee shall also include the be chaired by a~~ director of nursing ~~who shall serve as chair of the subcommittee. The subcommittee shall include a certified nurse midwife, a certified registered nurse anesthetist, a certified nurse practitioner, a clinical nurse specialist, and other appropriate licensed allied health professionals.~~
 - (b) Duties:
 - (i) To review, within thirty days of receipt, all completed applications as may be referred by the credentialing committee of the hospitals of the Ohio state university;
 - (ii) To review and investigate the character, qualifications and professional competence of the applicant;
 - (iii) To review the applicant's patient care quality indicator definitions on initial granting of clinical privileges and the performance based profile at the time of renewal;
 - (iv) To verify the accuracy of the information contained in the application; and
 - (v) To forward, following review of the application, a written recommendation for clinical privileges to the credentialing committee of the hospitals of the Ohio state university for review at its next regularly scheduled meeting.
 - (vi) To develop relevant policies and procedures regarding the scope of service and scope of

practice to be granted to each licensed allied health care professional specialty. These policies and procedures shall be ratified by the credentialing committee, and medical staff administrative committee and be approved by the medical center board.

(E) Medical staff bylaws committee:

(1) Composition.

The committee shall be composed of at least four members of the attending or associate attending staff pursuant to paragraph (A)(3) of rule 3335-111-09 of the Administrative Code. The chairperson shall always be the chief of staff-elect.

(2) Duties.

To review and recommend amendments to the medical staff administrative committee as necessary to maintain bylaws that reflect the structure and functions of the medical staff but not less than every two years. This committee will recommend changes to the medical staff administrative committee.

(F) Committee for licensed independent practitioner health.

(1) Composition:

The committee shall consist of medical staff members appointed in accordance with paragraph (A)(3) of rule 3335-111-09 of the Administrative Code.

(2) Duties:

(a) To consider issues of licensed independent practitioner health or impairment whenever a self-referral or referral is requested by an affected member or another member or committee of the medical staff, CHRI hospital staff, or any other individual.

(b) To provide appropriate counsel, referral, and monitoring until the rehabilitation is complete and periodically thereafter, if required, to enable the medical staff member to obtain appropriate diagnosis and treatment, and to provide appropriate standards of care.

(c) To consult regularly with the chief of staff, medical director of credentialing and director of medical affairs of the CHRI.

(d) To advise credentials and/or other appropriate medical staff committees on the credibility of a complaint, allegation or concern, including those affecting the quality and safety of patient care.

(e) It will be the responsibility of the chairperson of the committee to assure that all proceedings and records, including the identify of the person referring the case, are handled and maintained in the strictest of confidence

in accordance with the laws of the state of Ohio.

- (f) To educate CHRI hospital and the medical staff about illness and impairment recognition issues, including at risk criteria specific to licensed independent practitioners.

(G) Cancer subcommittee:

(1) Composition:

Required to be included as members of the cancer subcommittee are physician representatives from surgery, medical oncology, diagnostic radiology, radiation oncology, palliative medicine and pathology, the cancer liaison physician and nonphysician representatives from the cancer registry, administration, nursing, social services, and quality assurance. Other disciplines should be included as appropriate for the institution. The chairperson is appointed at the recommendation of the chief executive officer of the CHRI and the director of medical affairs, subject to the approval of the medical staff administrative committee and subject to review and renewal on a yearly basis.

(2) Duties:

- (a) Develop and evaluate the annual goals and objectives for the clinical, educational, and programmatic activities related to cancer.
- (b) Promote a coordinated, multidisciplinary approach to patient management.
- (c) Ensure that educational and consultative cancer conferences cover all major site and related issues.
- (d) Ensure that an active supportive care system is in place for patients, families, and staff.
- (e) Monitor quality management and improvement through completion of quality management studies that focus on quality, access to care, and outcomes.
- (f) Promote clinical research.
- (g) Supervise the cancer registry and ensure accurate and timely abstracting, staging, and follow-up reporting.
- (h) Perform quality control of registry data.
- (i) Encourage data usage and regular reporting.
- (j) Ensure content of the annual report meets requirements.
- (k) Publishes the annual report by November first of the following year.
- (l) Upholds medical ethical standards.

(m) Serve as cancer committee for commission on cancer

program of the american college of surgeons.

(3) Meetings:

- (a) The subcommittee shall meet at a minimum quarterly in collaboration with the medical staff administrative committee as a policy-advisory and administrative body with documentation of activities and specialties in attendance.
- (b) Any member anticipating an absence from the meeting should designate a representative to attend in their place.

(H) Ethics committee.

(1) Composition.

The committee is a joint committee and shall consist of members of the medical staff, nursing, hospital administration, and other persons representing both the CHRI and UH who, by reason of training, vocation, or interest, may make a contribution. Appointments will be made as provided by in this chapter. The chairperson shall be a physician who is a clinically active member of the medical staff of UH or the CHRI.

(2) Duties

- (a) To make recommendations for the review and development of guidelines or policies regarding ethical issues.
- (b) To provide ethical guidelines and information in response to requests from members of the medical staff, patients, patient's family or other representative, and staff members of the CHRI.
- (c) To provide a support mechanism for primary decision makers at the CHRI.
- (d) To provide educational resources on ethics to all health care providers at the CHRI.
- (e) To provide and enhance interaction between CHRI administration and staff, departmental ethics committees, pastoral care services, and members of the medical staff.

(I) Practitioner evaluation committee.

(1) Composition.

This multi-disciplinary peer review committee is composed of clinically-active practitioners. If additional expertise is needed, the practitioner evaluation committee may request the assistance from any medical staff member or recommend to the director of medical affairs an external review.

(2) Duties:

- (a) To meet regularly and keep minutes, which describe issues, opportunities to improve patient care, recommendations and actions to the chief quality officer, unless delegated to the medical director of quality and the chair of the clinical department, responsible parties, and expected completion dates. The minutes are maintained in the quality and patient safety office.
- (b) To ensure that ongoing and systematic monitoring, evaluation and process improvement is performed in each clinical department.
- (c) To develop and utilize objective criteria in practitioner peer review activities.
- (d) To ensure that the medical staff peer review process is effective.
- (e) To maintain confidentiality of its proceedings. These issues are not to be handled outside of the practitioner evaluation committee by any individual, clinical department, division, or committee.

(J) Professionalism consultation committee.

(1) Composition.

This multi-disciplinary peer review committee is composed of clinically-active practitioners and other individuals with expertise in professionalism.

(2) Duties.

- (a) Receive and review validity of complaints regarding concerns about professionalism of credentialed practitioners;
- (b) Treat, counsel and coach practitioners in a firm, fair and equitable manner;
- (c) Maintain confidentiality of the individual who files a report unless the person who submitted the report authorizes disclosure or disclosure is necessary to fulfill the institution's legal responsibility;
- (d) Ensure that all activities be treated as confidential and protected under applicable peer review and quality improvement standards in the Ohio Revised Code;
- (e) Forward all recommendations to the clinical department chief, director of medical affairs or his/her designee and, if applicable, to the chief nursing officer. (B/T 9/1/93, B/T 3/3/95, B/T 12/6/96, B/T 9/1/99, B/T 10/1/99, B/T 12/3/99, B/T 4/5/2002, B/T 9/6/2002, B/T 2/6/2004, B/T 11/4/2005, 7/7/2006, B/T 2/6/2009, 9/18/2009, 5/14/2010, 2/11/2011, 4/8/2011, 8/31/2012)

MEDICAL STAFF RULES AND REGULATIONS
Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
(As of August 31, 2012)

01 ETHICAL PLEDGE.

- (A) Each member of the medical staff and health care providers with clinical privileges shall pledge adherence to standard medical ethics, including:
- (1) Refraining from fee splitting or other inducements relating to patient referral;
 - (2) Providing for continuity of patient care;
 - (3) Refraining from delegating the responsibility for diagnosis or care of hospitalized patients to a medical or dental practitioner or other licensed healthcare professional who is not qualified to undertake this responsibility or who is not adequately supervised;
 - (4) Seeking consultation whenever necessary; and
 - (5) Never substituting physicians without the patient's knowledge or appropriate consent. (B/T 7/7/2006, B/T 8/31/2012)

02 ADMISSION PROCEDURES.

- (A) Except in an emergency, no patient shall be admitted to the hospital until after a provisional diagnosis has been stated by the patient's attending physician or by a member of the attending staff or a physician designee (who is appropriately credentialed), in the interest of assignment to the appropriate service area. The request for admission shall also include the following information:
- (1) Any facts essential for the protection of the general hospital population against unnecessary exposure to infectious and other communicable diseases.
 - (2) Any information which will warn responsible hospital personnel of any tendency of any patient to commit suicide or to injure others because of mental disturbance.
 - (3) Any information concerning physical condition or personality idiosyncrasy which might be objectionable to other patients who might be occupying the same or adjoining rooms.
- (B) It shall be the responsibility of the attending physician to notify hospital or medical staff personnel of the existence of mental or substance disorders and to order such precautionary measures as may be necessary to assure protection of the patient and the protection of others whenever a patient might be a source of danger. The attending physician is responsible to provide a comprehensive plan of care, including emergency care. (B/T 9/18/2009)

03 ATTENDING ASSIGNMENT.

- (A) All patients entering the Arthur G. James cancer hospital and Richard J. Solove research institute (CHRI) who have not requested the services of a member of the medical staff to be responsible for their care and treatment while a patient therein shall be assigned to a member of the attending staff of

the service concerned with the treatment of the disease, injury, or condition which necessitated the admission of the patient to the CHRI. This shall also apply to the transfer of patients within the services of the CHRI.

(B) Alternative attending medical staff member coverage.

Each division shall have a plan for medical coverage. Each member of the medical staff shall designate on his or her medical staff application one or more members of the attending or limited medical staff who have accepted this responsibility and who shall be called to attend his or her patients if the responsible attending medical staff member is not available, the director of medical affairs, section chiefs, department chair or his designee shall have authority to contact any member of the medical staff and arrange for coverage should the attending medical staff member and the alternate be unavailable.

(C) In the case of a medical or psychiatric emergency involving a patient, visitor or CHRI staff member in an inpatient or outpatient setting, any individual who is a member of the medical staff or who has been delineated privileges is permitted to do everything possible to save the life or prevent serious harm regardless of the individual's staff status or clinical privileges. (B/T 11/4/2005, 2/11/2011)

04 CONSULTATIONS.

(A) Consultation requirements.

When a patient care problem is identified that requires intervention during the hospital stay that is outside the medical staff member's area of training and experience, it is the responsibility of the medical staff member or his or her designee (with appropriate credentials) to obtain consultation by the appropriate specialist. The consultation may be ordered by the responsible medical practitioner, a member of the limited staff, or another licensed healthcare professional with appropriate clinical privileges as designated in these rules and regulations. If a consultation is ordered prior to 10 a.m., the consult shall occur on the same business day. If a consultation is ordered after 10 a.m., the consult shall occur within twenty-four hours. Each patient is continuously assessed and his or her plan for care if modified as necessary.

(B) Responsibility to monitor consultations.

It is the duty of the medical staff, through its clinical section chief and the medical staff administrative committee, to assure that members of the staff comply in the matter of requesting consultations as needed.

(C) Consultation contents.

A satisfactory consultation shall be rendered within one day of the request and shall include examination of the patient, examination of the medical record, and a written opinion signed by the consultant that is made a part of such record. If operative procedures are involved, the consultation note, except in an emergency, shall be recorded prior to the operation. (B/T 11/4/2005, B/T 7/7/2006, B/T 2/6/2009, B/T 9/18/2009, 4/8/2011)

05 ORDER WRITING PRIVILEGES.

(A) Definition of "patient orders".

- (1) A patient order(s) is a prescription for care or treatment of patients. An order can be given verbally, electronically or in writing to qualified personnel identified by category in paragraph (C) of this rule and shall be authenticated by the licensed medical practitioner, a member of the limited staff, or another licensed healthcare professional with appropriate clinical privileges. Patient orders may be given initially, renewed, discontinued or cancelled. Throughout these rules and regulations, the word "written" and its grammatical derivatives, as used to describe a non verbal order, refer to both written and electronically entered orders.
- (2) Electronic orders are equivalent and have the same authority as written orders. Electronic orders have been expressly structured to mirror these rules and regulations and all policy guidelines adopted by the medical staff and hospital administration.

(B) Responsible medical practitioner.

All patient care is the responsibility of the attending, associate attending, clinical attending, or community associate attending staff. Coverage may be provided by the limited staff or another licensed healthcare professional with appropriate clinical privileges under supervision. The licensed physician, dentist, podiatrist, or psychologist (under medical doctor supervision) with appropriate clinical privileges responsible for the hospitalization or outpatient care, and treatment of the patient is responsible for all orders for the patient. Attending, associate attending and clinical medical staff may designate members of the limited staff, or other licensed healthcare professionals with appropriate clinical privileges to write or electronically enter orders under their direction. The attending staff member may also designate members of the pre-M.D. medical student group to write orders, but in all cases these orders shall be signed by the physician, dentist, psychologist, podiatrist, or designated limited staff member who has the right to practice medicine, dentistry, psychology, or podiatry and who is responsible for that patient's care prior to the execution of the order. Supervising physicians may delegate to a medical staff member (who is appropriately credentialed) the ability to relay, enter, transcribe or write orders for routine laboratory, radiologic and diagnostic studies under their direction, but, in all cases, the order shall be co-signed by the supervising physician within 24 hours of the order being written. Community associate staff coverage may be provided by the limited staff under supervision.

- (C) Telephone and verbal orders may be given by the responsible attending physician, dentist, podiatrist, psychologist, member of the limited medical staff, or other licensed healthcare professionals with appropriate clinical privileges only to health care providers who have been approved in writing by title or category by the director of medical affairs, the chief of staff, and each chief of the clinical service where they will exercise clinical privileges, and only where said health care provider is exercising responsibilities which have been approved and delineated by job description for employees of the hospital, or by the customary medical staff credentialing process when the provider is not an employee of the hospital. Lists of the approved titles or categories of providers shall be maintained by the director of medical affairs. Verbal orders should be utilized infrequently. The individual giving the verbal or telephone order must verify the complete order by having the person receiving the information record and "read back" the complete order to assure the quality and safety of patient care. The job description or delineated privileges for each provider must indicate each provider's authority to receive telephone or verbal orders, including but not limited to the authority to receive orders for medications. The order is to be recorded and

authenticated by approved health care provider to whom it is given as "verbal order by _____," or "V.O. or T.O. by _____," giving the licensed healthcare practitioner's name and the time of the order, followed by the approved health care provider's signature and date, and read back in its entirety to the ordering physician, dentist, psychologist, podiatrist, designated limited staff member, or other licensed healthcare professionals with appropriate clinical privileges. All telephone and verbal orders for DEA schedule II controlled substances, patient seclusion, or patient restraint must be authenticated within twenty-four (24) hours by signature of a licensed physician, dentist, podiatrist, psychologist, or designated limited staff member or other licensed healthcare professionals with appropriate clinical privileges. All other verbal and telephone orders must be authenticated within forty-eight (48) hours by signature by a licensed physician, dentist, podiatrist, psychologist, limited staff member, or other licensed healthcare professionals with appropriate clinical privileges.

(D) Standing orders. Currently there are no standing orders in effect.

(E) Preprinted orders.

Preprinted order forms for patients must be reviewed, dated, timed and signed by a responsible medical practitioner, a limited staff member, or other licensed healthcare professionals with appropriate clinical privileges before becoming effective.

(F) Investigational drug orders.

Evidence of informed patient consent must be available to a nurse or pharmacist before an investigational agent is ordered and administered. Investigational drugs may be ordered only upon authorization of the principal or co-investigator or other delegated physician, dentist, or podiatrist named in FDA forms 1572 or 1573. Registered nurses or pharmacists who are knowledgeable about the investigational agents may administer the drugs to patients.

(G) Change of nursing service.

Level of care is defined as the type and frequency of medical and nursing interventions required to appropriately manage the medical and nursing care requirements of the patient. "Change of level of care" means official and physical movement (transfer) of a patient from an inpatient or observation care unit providing one level of care to another providing a different level of care, with or without change in attending physician, dentist, psychologist or podiatrist or clinical service. Orders effective before transfer must be reviewed, renewed or rewritten upon transfer by signature of a responsible medical practitioner. The new or renewed orders may be written before or when the patient arrives on the receiving unit and may become effective immediately.

In each case of "change of nursing service," it is the responsibility of the receiving nurse to establish the availability of renewed or new written orders. Prior orders will remain in effect until new orders are available. This should be done within eight hours of transfer.

(H) "Transfer of clinical service" means transfer of full patient responsibility from one attending physician, dentist, psychologist or podiatrist to another; the patient may remain on the same unit or a change in patient care area may also occur. Admission of a patient from an emergency service to the hospital as an inpatient involves "transfer of clinical service."

For the purposes of order writing, two essentials of "transfer of clinical service" are necessary:

- (1) The initial transfer order must indicate the release of responsibility and control of the patient, pending acceptance by the receiving service. The order may read--"transfer (or admit) to Dr., head and neck service."
- (2) Transfer of service may be completed only by the receiving service writing an order to the effect--"accept in transfer (or admission) to Dr., head and neck service."

Orders effective before the transfer must be renewed or rewritten upon transfer by signature of a responsible medical practitioner, a limited staff member, or other licensed healthcare professionals with appropriate clinical privileges. The new or renewed orders may be written before or at the time of transfer, and may become effective immediately. It is the responsibility of the receiving nurse to establish the availability of new or renewed orders. If new orders are unavailable, then the nurse may continue previous orders and immediately notify the responsible medical practitioner, a limited staff member, or other licensed healthcare professionals with appropriate clinical privileges

- (I) Patient orders and the "covering" medical practitioner.

"Coverage" of patient responsibilities for another physician, dentist or podiatrist for a brief period of time does not constitute or require "transfer of clinical service" unless so desired and agreed upon by the physician, dentist, or podiatrist and patient.

- (J) Hospital discharge/readmission orders.

Hospital discharge from standard inpatient units or day care unit to outpatient status requires appropriate discharge orders. Readmission to any inpatient unit requires new, rewritten, or renewed orders by signature of the responsible medical practitioner.

- (K) Do not resuscitate orders.

The order for do not resuscitate indicating that the patient should not undergo cardiopulmonary resuscitation may be written only by the attending physician or his delegate. Verbal orders for do not resuscitate will not be accepted under any circumstances. The order for do not resuscitate may be rescinded only by the attending physician or delegate and an order must be written to annul said order. Please refer to hospital policy 03-24 do not resuscitate orders for further details.

- (L) Hospital admission/observation orders.

Hospital admission/observation requires appropriate admission/observation orders. Admission to any inpatient unit or placing a patient in observation status requires new, rewritten/reentered or renewed orders by the responsible medical ~~practitioner~~ physician or limited staff member. (B/T 11/4/2005, B/T 7/7/2006, B/T 8/6/2005, B/T 2/6/2009, 9/18/2009, 2/11/2011, 4/8/2011)

06 DEATH PROCEDURES.

- (A) Every member of the medical staff shall be actively interested in securing

necropsies in every death on their service. No autopsy shall be performed without written consent, permission, or direction as prescribed by the laws of Ohio.

- (B) The death of a patient in the hospital within twenty-four hours of admission must be reported to the proper legal authorities under the laws of Ohio.
- (C) When a necropsy is performed, provisional anatomic diagnosis should be recorded in the medical record within three days and the complete protocol should be made a part of the record within sixty days.
- (D) Criteria for autopsy requests include the following:
 - (1) Coroner's cases when the coroner elects not to perform an autopsy. The county coroner has jurisdiction for performing an autopsy when death is the result of violence, casualty, or suicide, or occurs suddenly in a suspicious or unusual manner. Deaths occurring during surgery or within twenty-four (24) hours of admission to the hospital are also coroner's cases, and the decision whether to autopsy is the coroner's responsibility. When the coroner elects not to perform an autopsy, a request of an autopsy shall be made pursuant to paragraph (A) of this rule.
 - (2) Unexpected or unexplained deaths, where apparently due to natural causes or due to those occurring during or following any surgical, medical, or dental diagnostic procedures or therapies.
 - (3) Undiagnosed infectious disease where results may be of value in treating close contacts.
 - (4) All deaths in which the cause of death is not known with certainty on clinical grounds.
 - (5) Cases where there is question of disease related to occupational exposure.
 - (6) Organ donors (to rule out neoplastic or infectious disease).
 - (7) Cases in which autopsy may help to allay the concerns of the family or public regarding the death and to provide assurance to them regarding the same.
 - (8) Deaths in which autopsy may help to explain unknown or unanticipated medical complications to the attending.
 - (9) Deaths of patients who have participated in investigational therapy protocols.
 - (10) Deaths in which there is a need to enhance the education and knowledge of the medical staff and house staff. The attending practitioner shall be notified of the autopsies performed by the pathology department.
- (E) When an autopsy is performed, provisional anatomic diagnosis should be recorded in the medical record within three days and the complete protocol should be made a part of the record within sixty days. (B/T 11/4/2005)

07 EMERGENCY PREPAREDNESS.

(A) Emergency care.

Emergency care is considered to be treatment rendered to stabilize the patient prior to transport to the Ohio state university hospitals emergency department or other appropriate facility as the patient's condition dictates.

(B) Disaster preparedness.

In case of a civil, military, natural emergency or disaster, patients may be discharged from the CHRI, moved to other community hospitals, or moved to other facilities made available for the care and treatment of patients, by the order of the director of medical affairs of the CHRI or the director of medical affairs designated agent, to preserve life and health, to make room for more critically ill or injured patients sent to the hospitals from a disaster area or for the purpose of saving lives and to provide adequate medical care and treatment. (B/T 11/4/2005, B/T 2/6/2009)

08 SURGICAL CASE REVIEW (TISSUE COMMITTEES).

Surgical case review shall be performed on an on-going basis by each department regularly doing surgical procedures in conjunction with the clinical quality management committee. The review shall include indications for surgery and all cases in which there is a major discrepancy between preoperative and postoperative (including pathologic) diagnoses. Discrepancies between the clinical impression and tissue removed during a surgical procedure are identified by pathology and then referred to the appropriate department for review. A screening mechanism based on predetermined criteria may be established for cases involving no specimens. Written records of the evaluations and any action taken shall be maintained in the quality and operations improvement department, and be available to the director of medical affairs, the CHRI section chief, department chairperson or their designees. (B/T 11/4/2005)

09 TISSUE DISPOSITION.

All tissue and foreign bodies removed during a surgical procedure shall be sent to the pathology laboratory for examination except for the following categories. These exceptions may be invoked by the attending surgeon only when the quality of care is not compromised by the exception when another suitable means of verification of the removal is routinely employed and when there is an authenticated operative or other official report that documents the removal. The categories of specimens that may be exempted from pathological examination are the following:

- (A) Specimens that by their nature or condition do not permit fruitful examination, such as cataract, orthopedic appliance, foreign body, or portion of rib removed only to enhance operative exposure;
- (B) Therapeutic radioactive sources, the removal of which shall be guided by radiation safety monitoring requirements;
- (C) Traumatically injured members that have been amputated and for which examination for either medical or legal reasons is not deemed necessary;
- (D) Foreign bodies (for example bullets) that for legal reasons are given directly in the chain of custody to law enforcement representatives.

- (E) Specimens known to rarely if ever show pathological change, and removal of which is highly visible postoperatively.
- (F) Teeth, provided the number including fragments is recorded in the medical record.
- (G) Specimens for gross only examination.
- (H) Medical devices. Soft tissue accompanying medical devices may be submitted for microscopic examination if deemed appropriate by the pathologist.
- (I) Foreign bodies that are hard and cannot be decalcified. Accompanying soft tissue may be submitted for microscopic examination if deemed appropriate by the pathologist.
- (J) Portions of bone removed from feet for bunions/hammer toes, if microscopic exam deemed unnecessary by pathology.
- (K) Portions of rib removed for operative exposure only and not designated "disposal only." At the pathologist's discretion, marrow samples from such ribs may be submitted for microscopic examination.
- (L) Nasal bone and cartilage removed for deviated septum (does not apply if deviation due to neoplastic or inflammatory process). If soft tissue accompanies nasal bone and cartilage, it may be examined at pathologist's discretion. (B/T 11/4/2005)

10 MEDICAL RECORDS.

- (A) Each member of the medical staff shall conform to the following medical information management department policies:

- (1) Chart contents
 - (a) The attending physician shall be responsible for the preparation of a complete medical record for each patient. This record shall including the following:
 - (i) Identification and related data.
 - (ii) Statement of present complaint.
 - (iii) History of present illness.
 - (iv) Previous personal history.
 - (v) Family history.
 - (vi) Physical examination.
 - (vii) Special reports, as those from:
 - (a) The clinical laboratory, including examination of tissues and autopsy findings, when applicable.
 - (b) The x-ray department.

- (c) Consultants as verified by the attending medical staff member's signature.
- (viii) Provisional diagnosis.
- (ix) Medical and surgical treatments.
- (x) Progress notes.
- (xi) Memorandum copy of the death certificate when applicable.
- (xii) Discharge disposition, condition of patient at discharge and instructions given at that time.
- (xiii) Summary and final diagnosis as verified by the attending physician's signature.
- (xiv) Documentation of informed consent.
- (xv) The legal status of patients receiving mental health services.
- (xvi) Emergency care provided to the patient prior to arrival, if any.
- (xvii) Evidence of known advance directives.
- (xviii) All reassessments and any revisions of the treatment plan.
- (xix) Any and all orders related to the patient's care.
- (xx) Every medication dispensed to an inpatient at discharge.
- (xxi) Every dose of medication administered and any adverse drug reaction.
- (xxii) Any referrals and communications made to external or internal providers and to community agencies.
- (xxiii) Postoperative documentation records, the patient's vital signs and level of consciousness; medications, including IV fluids, blood and blood components; any unusual events or postoperative complications; and management of such events.
- (xxiv) An intra-operative anesthesia record.
- (xxv) A post anesthesia follow up report written within forty eight (48) hours after surgery by the individual who administers the anesthesia.
- (xxvi) Signed and dated reports of nuclear medicine

interpretations, consultation, and procedures.

(2) Deadlines and sanctions

- (a) A procedure note shall be entered in the record by the responsible attending medical staff member or the medical staff member's designee (who is appropriately credentialed) immediately upon completion of an invasive procedure. Procedure notes must be written for any surgical or medical procedures, irrespective of their repetitive nature, which involve material risk to the patient. Notes for procedures performed in the operating rooms must be finalized in the operating room information system by the attending surgeon. For any formal operative procedures, a note shall include pre-operative and post-operative diagnoses, procedure(s) performed and description of each procedure, surgeon(s), resident(s), anesthesiologist(s), surgical service, type of anesthesia (general or local), complications, estimated blood loss, any pertinent information not included on the O.R./anesthesia record, preliminary surgical findings, and specimens removed and disposition of each specimen. Where a formal operative procedure report is appropriate, the report must be completed immediately following the procedure. The operative/procedure report must be signed by the attending medical staff member. Any operative/procedure report not completed or any procedure note for procedures completed in the operating rooms not completed in the operating room information system by 10:00 a.m. the day following the procedure shall be deemed delinquent and the attending medical staff member responsible shall lose operating/procedure room and medical staff privileges the following day. The operating rooms and procedure rooms will not cancel cases scheduled before the suspension occurred. Effective with the suspension, the attending medical staff member will lose all privileges to schedule elective cases. Affected medical staff members shall receive telephone calls from the medical information management department indicating the delinquent operative/procedure reports.
- (b) Progress notes must provide a pertinent chronological report of the patient's course in the hospital and reflect any change in condition or results of treatment. A progress note must be completed by the attending medical staff member or his or her designated member of the limited medical staff or practitioner with appropriate privileges at least once every day. Each medical student or other licensed health care professional progress note in the medical records should be signed or counter-signed by a member of the attending, courtesy, or limited staff.
- (c) Birth certificates must be signed by the medical staff member who delivers the baby within one week of completion of the certificate. Fetal death certificates and death certificates must be signed and the cause of death

must be recorded by the medical staff member with a permanent Ohio license within 24 hours of death.

- (d) Outpatient visit notes and letters to referring physicians, when appropriate, shall be completed within three days of the patient's visit.
 - (e) All entries not previously defined must be signed within ten (10) business days of completion.
 - (f) Queries by clinical documentation specialists requesting clarification of a patient's diagnoses and procedures will be resolved within five business days of confirmed notification of request.
 - (g) Office visit encounters shall be closed within one week of the patient's visit.
- (3) Discharges
- (a) Patients shall be discharged only on written order of the responsible medical staff member, a limited staff member or other licensed healthcare professional with appropriate clinical privileges. At the time of ordering the patient's discharge or at the time of next visit to the hospital, if the attending medical staff member has authorized a member of the limited medical staff to sign the order of discharge, the attending medical staff member is responsible for certifying the principal diagnosis, secondary diagnosis, principal procedure, and other significant invasive procedures in the medical record by the time of discharge. If a principal diagnosis cannot be determined in the absence of outstanding test results, the attending medical staff member must record a "provisional" principal diagnosis by the time of discharge.
 - (b) The discharge summary for each patient must be completed by the responsible medical staff member who is appropriately credentialed or the member's designee (who is appropriately credentialed) before the patient's transfer to a non-OSU facility. All other discharge summaries must be completed by the responsible attending medical staff member or the member's designee, who is appropriately credentialed by the hospital, within three days of discharge. Electronic discharge instructions will suffice for the discharge summary if they contain the following: hospital course including reason for hospitalization and significant findings upon admission; principal and secondary diagnoses; relevant diagnostic test results; procedures performed and care, treatment and services provided to the patient; condition on discharge; medication list and medication instruction; the plan for follow-up tests and studies where results are still pending at discharge; coordination and planning for follow-up testing and physician appointments; plans for follow-up communication, and instructions. A complete summary is required on all patients who expire, regardless of

length of stay. Any discharge summary must be signed by the responsible attending medical staff member.

- (c) All medical records must be completed by the attending medical staff member or, when applicable, by his/her appropriately credentialed designee within twenty-one (21) days of discharge of the patient. Attending medical staff members who have incomplete records (of patients discharged for more than twenty-one days) assigned to them will have their admitting and operative privileges suspended until all records are completed. A list of delinquent records, by attending medical staff member, will be prepared and distributed by the medical records administrator once each week. The medical staff member will be given one week's notice of an intent to suspend. If an attempt is made by the attending medical staff member, or his/her appropriately credentialed designee when applicable, to complete the record, and the record is not available, the record is not counted against the attending medical staff member until the next list is prepared.
- (d) Records which are incomplete greater than twenty-one days after discharge or the patient's visit are defined as delinquent.

(4) Confidentiality.

Access to medical records is limited to use in the treatment of patients, research, and teaching. All medical staff members are required to maintain the confidentiality of medical records. Improper use or disclosure of patient information is subject to disciplinary action.

(5) Ownership.

Medical records of hospital sponsored care are the property of the hospital and shall not be removed from the hospital's jurisdiction and safekeeping except in accordance with a court order, subpoena, or statute.

(6) Records storage, security, and accessibility.

All patient's records, pathological examinations, slides, radiological films, photographic records, cardiographic records, laboratory reports, statistical evaluations, etc., are the property of the CHRI and shall not be taken from the CHRI except on court order, subpoena or statute duly filed with the medical record administrator or the hospital administration. The hospital administration may, under certain conditions, arrange for copies or reproductions of the above records to be made. Such copies may be removed from the hospital after the medical record administrator or the proper administrative authority has received a written receipt thereof. In the case of readmission of the patient, all previous records or copies thereof shall be available for the use of the attending medical staff member. Under normal circumstances, the original hospital records, pathological examinations, slides, radiological films, etc., will be maintained by the hospital for no less than five years. Microfilms, electronic tape recordings, and such other

acceptable storage techniques will be used to maintain patient's records, following the above prescribed five years.

- (7) Informed consent documentation.
 - (a) Where informed consent is required for a special procedure (such as surgical operation), documentation that such consent has been obtained must be made in the hospital record prior to the initiation of the procedure.
 - (b) In the case of limb amputation, a limb disposition form, in duplicate, must be signed prior to the operation.
- (8) Sterilization consent.

Prior to the performance of an operative procedure for the expressed purpose of sterilization of a (male or female) patient, the attending medical staff member shall be responsible for the completion of the legal forms provided by the hospital and signed by the patient. Patients who are enrolled in the Medicaid program must have their forms signed at least thirty (30) days prior to the procedure. Informed consent must also be obtained from one of the parents or the guardian of an unmarried minor.
- (9) Criteria changes.

The medical information management department shall make recommendations for changes in the criteria for record completion with approval of the medical staff.
- (10) Entries and authentication.
 - (a) Entries in the medical record can only be made by staff recommended by the medical information management department subject to the approval of the medical staff.
 - (b) All entries must be legible and complete and must be authenticated, dated and timed promptly by the person, identified by name and credentials, who is responsible for ordering, providing, or evaluating the service furnished.
 - (c) The electronic signature of medical record documents requires a signing password. At the time the password is issued, the individual is required to sign a statement that she/he will be the only person using the password. This statement will be maintained in the department responsible for the electronic signature.
 - (d) Signature stamps may not be used in the medical record.
- (11) Abbreviations.

Abbreviations, acronyms and symbols appearing on the non-approved abbreviations list may not be used in the medical record. (B/T 9/18/2009, 4/8/2011, 8/31/2012)

11 COMMITTEES.

In addition to the medical staff committees, the medical staff shall participate in the following hospital and monitoring functions: infection control, clinical quality management, safety, and disaster planning and in other leadership council for clinical quality, safety and service advisor policy groups.

Operating Room Committee

(A) The operating room committee shall have representation from all clinical departments utilizing the operating room. Representation will include: medical director of the CHRI operating room, the section or division chief, or their designee, of: surgery, gynecologic oncology, urology, otolaryngology, radiation oncology, thoracic surgery, surgical oncology, neurological surgery, orthopedic surgery, anesthesia, and plastic surgery; epidemiology/infection control, the medical director of perioperative services for the Ohio state university, the CHRI medical director of quality, the director of perioperative services of the CHRI operating room, the manager of perioperative services, the director of admitting, the operating room coordinator, and the CHRI director of operations. The committee chair will be a CHRI surgeon selected by the nominating committee and shall serve a two-year term beginning on the first of July. The committee shall meet monthly and carry out the following duties:

- (1) Develop written policies and procedures concerning the scope and provision of care in the surgical suite in cooperation with the departments and services concerned, including allocation of operating room resources. Allocation of operating room time will be done by the director of medical affairs and approved by the operating room committee.
- (2) Monitor quality concerns and consider problems and improvements in operating room functions brought to its attention by any of its members.
- (3) Monitor medical staff compliance with operating room policies established for patient safety, infection control, access and throughput, and smooth functioning of the operating rooms.
- (4) Maintain written records of actions taken, and results of those actions, and make these available to each committee member, the vice president of health services, the director of medical affairs, and the executive director of the CHRI.

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

A member of the surgical attending staff and a member of the anesthesiology staff shall be present in person for crucial periods of surgical procedures and anesthetization, shall be familiar with the progress of the procedure, and be immediately available at all times during the procedure.

Pharmacy and Therapeutics Committee (P & T Committee)

The P & T committee shall be appointed in conformity with the medical staff bylaws and have representation from medical staff, nursing, pharmacy department, and the hospital administration. The majority of members shall be members of the medical staff. The committee shall meet at least quarterly and carry out the following duties:

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- (A) Review the appropriateness, safety, and effectiveness of the prophylactic empiric and therapeutic use of drugs, including antibiotics, through the analysis of individual or aggregate patterns of drug practice.
- (B) Consider the welfare of patients as well as education, research and economic factors when analyzing the utilization of drugs and related products.
- (C) Advise on the use and control of experimental drugs.
- (D) Develop or approve policies and procedures relating to the selection, distribution, use, handling, and administration of drugs and diagnostic testing materials.
- (E) Review all significant untoward drug reactions.
- (F) Maintain the Formulary of Accepted Drugs with review of proposed additions and deletions and review of use of non-formulary drugs within the institution.
- (G) Maintain written reports of conclusions, recommendations, actions taken, and the results of actions taken, and report these at least quarterly to the medical staff administrative committee.
- (H) Create sub-committees, as follows: pharmacy and therapeutic and drug utilization executive sub-committee; formulary sub-committee; antibiotic usage sub-committee; medication safety and policy sub-committee; and the therapeutic drug monitoring sub-committee.
- (I) Establish methods by which serum blood levels may be used to improve the therapeutic activity of drugs.
- (J) Establish programs to educate health care providers to the appropriate methods of monitoring the therapeutic effect in drugs via serum drug assays.
- (K) Provide guidance to the therapeutic drug monitoring service at the CHRI.
- (L) Recommend the development of policies and procedures to the pharmacy and therapeutic and drug utilization executive subcommittee.

Transfusion and Isoimmunization Committee

- (A) The transfusion and isoimmunization committee has representation from physicians of the clinical departments frequently using blood products, nursing, transfusion service, and hospital administration. The majority of members shall be members of the medical staff. The committee shall meet at least quarterly and carry out the following duties:
 - (1) Evaluate the appropriateness of all transfusions, including the use of whole blood and blood components.
 - (2) Evaluate all confirmed or suspected transfusion reactions.
 - (3) Develop and recommend to the medical staff administrative committee policies and procedures relating to the distribution, use, handling, and administration of blood and blood components.
 - (4) Review the adequacy of transfusion services to meet the needs of patients.
 - (5) Review ordering practices for blood and blood products.

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- (6) Provide a liaison between the clinical departments, nursing services, hospital administration, and the transfusion service.
 - (7) Use clinically valid criteria for screening and more intensive evaluation of known or suspected problems in blood usage.
 - (8) Keep written records of meetings, conclusions, recommendations, and actions taken, and the results of actions taken, and make these available to each committee member and to the medical staff administrative committee.
- (B) Each member of the medical staff shall conform to the policies established by the transfusion committee, including the following:
- (1) All pregnant patients admitted for delivery or abortion shall be tested for Rh antigen.
 - (2) No medication may be added to blood or blood products.

Infection Control Committee

- (A) The committee members shall be appointed and shall also include representation from nursing, environmental services, and hospital administration. The chairperson will be a physician with experience and/or training in infectious diseases and carry out the following duties.
- (1) Oversee surveillance and institute any recommendations necessary for investigation, prevention, and containment of nosocomial and clinical infectious diseases of both patients and staff at all facilities operated by CHRI and subject to TJC standards.
 - (2) The chairperson of the committee and the hospital epidemiologist, in consultation with the director of medical affairs of the CHRI, will take necessary actions to prevent and control emerging spread or outbreaks of infections; isolate communicable and infectious patients as indicated; and obtain all necessary cultures in emergent situations when the responsible medical staff member is unavailable.

Leadership Council for Clinical Quality, Safety and Service

The leadership council for clinical quality, safety and service shall consist of members appointed pursuant to the university hospital's medical staff bylaws, and shall include the senior vice president for health sciences, the dean of the college of medicine and the chairperson of the professional affairs committee of the medical center board as ex officio members without a vote, and the director of medical affairs and chief of staff as voting members. The chief quality officer shall be the chairperson of the leadership council for clinical quality, safety and service. The leadership council for clinical quality, safety and service shall authorize policy groups to be formed to accomplish necessary hospital and medical staff functions on behalf of the CHRI and university hospitals.

CHRI representatives on the leadership council for clinical quality, safety and service shall be appointed as provided in the CHRI bylaws.

- (A) Duties include:
- (1) To design and implement systems and initiatives to enhance clinical care and outcomes throughout the integrated health care delivery systems.

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- (2) To serve as the oversight council for the clinical quality management and patient safety plan.
 - (3) To establish goals and priorities for clinical quality, safety and service on an annual basis.
- (B) Clinical quality and patient safety committee.
- (1) Composition

The members shall include physicians from various clinical areas and support services, the director of clinical quality management policy group, and representation from nursing and hospitals administration. The chairperson of the policy group will be a physician.
 - (2) Duties
 - (a) Coordinate the quality management related activities of the clinical sections or departments, the medical information management department, utilization review, infection control, pharmacy and therapeutics and drug utilization committee, transfusion and immunization, and other medical staff and hospital committees.
 - (b) Implement clinical improvement programs to achieve the goals of the CHRI quality management plan, as well as assure optimal compliance with accreditation standards and governmental regulations concerning performance improvement.
 - (c) Review, analyze, and evaluate on a continuing basis the performance of the medical staff and other health care providers; and advise the clinical section or department clinical quality sub-committees in defining, monitoring, and evaluating quality indicators of patient care and services.
 - (d) Serve as liaison between the CHRI and the Ohio peer review organizations through the chairperson of the policy group and the director of clinical quality.
 - (e) Make recommendations to the medical staff administrative committee on the establishment of and the adherence to standards of care designed to improve the quality of patient care delivered in the CHRI.
 - (f) Hear and determine issues concerning the quality of patient care rendered by members of the medical staff and hospitals staff, make appropriate recommendations and evaluate action plans when appropriate to the director of medical affairs, the chief of a clinical section or department, or hospitals administration.
 - (g) Appoint ad-hoc interdisciplinary teams to address hospital-wide quality management plan.
 - (h) Annually review and revise as necessary the hospital-wide clinical quality management plan.

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- (i) Report and coordinate with the leadership council for clinical quality, safety and service all quality improvement initiatives.
- (C) Clinical resource utilization policy group
 - (1) Composition

The members shall include physicians from various areas and support services, the director of clinical resource utilization policy group, and representation from nursing and hospitals administration. The chairperson of the policy group will be a physician.
 - (2) Duties
 - (a) Promote the most efficient and effective use of hospital facilities and services by participating in the review process and continued stay reviews on all hospitalized patients.
 - (b) Formulate and maintain a written resource management review plan for hospitals consistent with applicable governmental regulations and accreditation requirements.
 - (c) Conduct resource management studies by clinical service or by disease entity as requested or in response to variation from benchmark data would indicate.
 - (d) Report and recommend to the leadership council for clinical quality, safety and service changes in clinical practice patterns in compliance with applicable governmental regulations and accreditation requirements when the opportunity exists to improve the resource management.
- (D) Evidence-based practice policy group
 - (1) Composition

The members shall include physicians from various areas and support services, the director of the practice guidelines policy group, and representation from nursing and hospitals administration. The chairperson of the policy group will be a physician.
 - (2) Duties
 - (a) Oversee the planning, development, approval, implementation and periodic review of evidence-based medicine resources (i.e. clinical practice guidelines, quick reference guides, clinical pathways, and clinical algorithms) for use within the CHRI. Planning should be based on the prioritization criteria approved by the leadership council and review should focus on incorporating recent medical practice, literature or developments. Annual review should be done in cooperation with members of the medical staff with

specialized knowledge in the field of medicine related to the guidelines.

- (b) To report regularly to the leadership council for clinical quality, safety and service for approval of all new and periodically reviewed evidence-based medicine resources for use within the CHRI.
- (c) Oversee the development, approval and periodic review of the clinical elements of computerized ordersets and clinical rules to be used within the information system of the CHRI. Computerized ordersets and clinical rules related to specific practice guidelines should be forwarded to the leadership council for clinical quality, safety and service for approval. All other computerized value enhancement for approval. All other computerized ordersets and clinical rules should be forwarded to the leadership council for clinical quality, safety and service for information.
- (d) To initiate and support research projects when appropriate in support of the objectives of the leadership council for clinical quality, safety and service.
- (e) Oversee ongoing education of the medical staff (including specifically limited staff) and other appropriate hospital staff on the fundamental concepts and value of evidence-based practice and outcomes measurement and its relation to quality improvement.
- (f) Regularly report a summary of all actions to the leadership council for clinical quality, safety and service. (B/T 11/4/2005, B/T 7/7/2006, B/T 2/6/2009, B/T 9/18/2009, B/T 5/14/2010, 2/11/2011, 4/8/2011)

12 STANDARDS OF PRACTICE

- (A) Surgical schedules shall be reviewed by the attending surgeon prior to the day of surgery. Attending surgeons must notify the operating room prior to the first scheduled case that they are physically present in the hospital and immediately available to participate in the case. Attending surgeons may accomplish this by being physically present in the operating room or by calling the operating room to notify the staff of such immediate availability. The operating room must be informed of the attending surgeon's availability prior to anesthetizing the patient. The only exception is an emergency situation, where waiting might compromise the patient's safety.
- (B) All medical staff members must abide by the quality and safety protocols that may be defined by the medical staff administrative committee and the medical center board.
- (C) Inpatients must be seen daily by an attending physician, with no exceptions, to provide the opportunity of answering patient and family questions. (B/T 4/8/2011)

13 MECHANISM FOR CHANGING RULES AND REGULATIONS.

- (A) These rules and regulations may be amended pursuant to the medical staff bylaws section 3335-111-12.

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- (B) Amendments so accepted shall become effective when approved by the Ohio state medical center board.
- (C) These rules and regulations shall not conflict with the rules and regulations of the board of trustees of the Ohio state university.
- (D) Each member of the medical staff and those having delineated clinical privileges shall have access to an electronic copy of the rules and regulations upon finalization of the approved amendment changes. (11/4/2005, B/T 9/18/2009, 2/11/2011, 4/8/2011)

14 ADOPTION OF THE RULES AND REGULATIONS.

These rules and regulations shall be adopted by the medical staff administrative committee and forwarded for approval in successive order to the following: the professional affairs committee of the medical center board if it meets prior to the next scheduled medical center board meeting, the medical center board and The Ohio State University Board of Trustees. (B/T 7/7/2006, B/T 9/18/2009, 2/11/2011, 4/8/2011)

15 SANCTIONS

Each member of the medical staff shall abide by policies approved by the medical staff administrative committee of the CHRI. Failure to abide may result in suspension of some or all hospital privileges. (B/T 9/18/2009, 2/11/2011, 4/8/2011)

OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER BOARD BYLAWS

Chapter 3335-93

Establishment of the Ohio state university Wexner medical center board

3335-93-01 Ohio state university Wexner medical center board.

- (A) The body responsible to the Ohio state university board of trustees for oversight of the Ohio state university Wexner medical center shall be the Ohio state university Wexner medical center board (herein called "university Wexner medical center board"). Such oversight shall encompass the areas of quality patient care services, strategic management and planning, development of policy, financial performance, compliance programs, and support for the academic programs of the university's health sciences colleges, all as detailed in rule 3335-93-02 of the Administrative Code. The university Wexner medical center board shall report to the board of trustees through its medical affairs committee.
- (B) The university Wexner medical center board shall be composed of 134 voting members:
- (1) five public members who shall be the chairs of the five hospital boards established in Chapter 3335-104 of the Administrative Code, ex officio with vote;
 - (2) six public members appointed by the Ohio state university board of trustees in consultation with the president of the university;
 - (3) the president of the Ohio state university, ex officio with vote; ~~and~~
 - ~~(4) the senior vice president for health sciences of the Ohio state university, ex officio with vote; and~~
 - (5) the chief ~~medical officer of the medical center, ex officio with vote.~~
- (C) In addition, the following University officials shall be ex-officio non-voting members of the university Wexner medical center board:
- (1) the vice president for health services;
 - (2) the dean of the college of medicine;
 - (3) the chief financial officer of the medical center;
 - ~~(4) the chief medical officer of the medical center;~~
 - ~~(5)~~ the chief nursing executive of the medical center;
 - ~~(6)~~ the chief executive officer of the James cancer hospital;
 - ~~(7)~~ the director of medical affairs of the James cancer hospital;
 - ~~(8)~~ the chair of the medical affairs committee of the board of trustees;
 - ~~(9)~~ the ~~chair of the Ohio state university physicians board~~ chief executive officer of the university faculty practice group;
 - ~~(10)~~ the chief financial officer of the Ohio state university; ~~and~~
 - ~~(11)~~ (140) the general counsel of the Ohio state university.
- (D) Insofar as is feasible, the selection criteria shall ensure that the medical center board membership will include persons with business expertise, persons with legal expertise, persons with knowledge of health care delivery, persons knowledgeable about the mission of the university's academic medical center, and persons who can assist the medical center in its outreach and relationships with the public, communities and patients served,

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and governmental entities. Selection processes shall incorporate the diversity policies of the university.

- (E) The term of office for the five public members shall be three years, except that the terms of the initial members shall be staggered, with two serving for three years, two serving for two years, and one serving for one year. At the discretion of the Ohio state university board of trustees, any public member may serve three consecutive terms.
- (F) From time to time, the board of trustees may appoint individuals who have provided extraordinary service or support on the [university Wexner](#) medical center board or on a [Wexner](#) medical center hospital board as members of the [university Wexner](#) medical center emeritus board.
- (G) The president of the Ohio state university shall serve as the university's primary administrative contact with the [university Wexner](#) medical center board and shall interpret proposals and recommend actions of the [university Wexner](#) medical center board to the university's board of trustees. (B/T 10/29/2010)

3335-93-02 Powers and duties.

The Ohio state university board of trustees retains its ultimate authority over, and responsibility for, the Ohio state university [Wexner](#) medical center, including but not limited to determination of policy for its fiscal health, its personnel policies, and the definition of the medical center's mission. Within that context, the board of trustees hereby delegates to the [university Wexner](#) medical center board the authority and responsibility set forth herein, consistent with Ohio law. In accordance with that authority and responsibility, the university [Wexner](#) medical center board will be responsible for, subject to the authority and periodic review of the university board of trustees, the following:

- (A) Assuring the quality of patient care throughout the medical center, including the delivery of patient services and formation of quality assessment and improvement mechanisms and monitoring the achievement of quality standards and goals.
- (B) Oversight of the medical center's unique mission to support the health sciences academic programs of the university.
- (C) Monitoring the implementation of the university [Wexner](#) medical center integrity and compliance programs as adopted by the Ohio state university board of trustees.
- (D) Establishing educational programs for [university Wexner](#) medical center board members and annually assessing its performance. and providing a summary of such self evaluations to the university board of trustees.
- (E) Oversight of the accreditation and licensure process.
- (F) Approval of medical and dental staff appointments, clinical privileges, and disciplinary actions upon the recommendation of the appropriate officials, medical staff, and medical staff administrative committee of either the University Hospitals or the Arthur G. James cancer hospital and Richard J. Solove research institute "James cancer hospital".
- (G) Upon recommendation by the medical staff of university hospitals or the medical staff of the James cancer hospital, approval of medical staff bylaws

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amendments and recommendation thereof to the Ohio state university board of trustees.

- (H) Review and recommendation of operating and capital budgets to the Ohio state university board of trustees.
- (I) Monitoring financial performance including the achievement of financial goals and targets.
- (J) Creating committees as it deems necessary from time to time, consistent with its powers and duties in this rule.
- (K) Developing, recommending to the university board of trustees as appropriate, and monitoring strategic plans, including safety, security, and disaster plans, consistent with the approved strategic plan for the university [Wexner](#) medical center.
- (L) Approval of the purpose and governance documents of any organization to be established as an auxiliary service organization to the university [Wexner](#) medical center.
- (M) Monitoring and assisting the medical center in its relationships with the public, affected communities, government entities, and public and private organizations.
- (N) Monitoring and annually evaluating the performance of medical center leadership as determined by the board in consultation with the president and the senior vice president for health sciences. (B/T 10/29/2010)

3335-93-03 Accountability.

To ensure that the Ohio state university board of trustees meets its governance obligations under all applicable laws and regulations, the [university Wexner](#) medical center board will be accountable, through the president, the senior vice president for health sciences, and the vice president for health services to the Ohio state university board of trustees.

The appointment of the chief executive officer or executive director of each hospital defined in Chapter 3335-104 of the Administrative Code shall be subject to the approval of the Ohio state university board of trustees upon recommendation of the president, the senior vice president for health sciences, and the vice president for health services, following consultation with the [university Wexner](#) medical center board.

The president of the university shall be responsible to the Ohio state university board of trustees for the conduct of the academic programs and for ensuring that the medical center and the hospitals are operated in a manner consistent with university policy and state and federal law.

3335-93-04 Meetings and notice.

- (A) Regular meetings. Regular meetings of the [university Wexner](#) medical center board shall be held at least six times each year, on a schedule established by the board [of trustees](#), at times which shall be set and publicly announced and/or at such other time or place as may be announced by the chair.
- (B) Special meetings. Special meetings may be called at the direction of the chair, the president of the university, or the chair of the board of trustees, and shall be called by the chair at the request of three members of the board,

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provided that notice of any special meeting shall be given to all board members not less than five days prior to the meeting. The notice shall state the time, place, and purpose of the meeting.

- (C) Except as otherwise specified in these bylaws, all meetings of the university Wexner medical center board and its committees shall be conducted in accordance with the latest revision of "Robert's Rules of Order."
- (D) Meetings of the university Wexner medical center board shall be open to the public, except for executive sessions called for reasons permissible under Ohio law.

3335-93-05 Quorum.

A majority of the Seven voting members of the board ~~then in office~~ shall constitute a quorum for the conduct of business at any meeting of the university Wexner medical center board. If a quorum is present, a majority vote of those members present and voting shall be required for approval of any action by the board.

3335-93-06 Vacancies.

Whenever a vacancy occurs on the university Wexner medical center board, the secretary of the board shall immediately notify the president of the university so that the Ohio state university board of trustees may appoint a new member as soon as possible to fill the unexpired term.

3335-93-07 Removal.

- (A) The university Wexner medical center board may recommend to the Ohio state university board of trustees that a ~~citizen public~~ member of the university Wexner medical center board be removed or suspended. Recommendations for suspension or removal by the board shall be made directly to the Ohio state university board of trustees which has sole authority to appoint and remove members of the university Wexner medical center board.
- (B) Any university Wexner medical center board member who has ~~three two~~ unexcused absences for ~~three two~~ successive meetings, or ~~five three~~ unexcused absences in a calendar year, as determined by the chair, shall be automatically removed.

3335-93-08 Indemnification of university Wexner medical center board members.

Members of the university Wexner medical center board shall be entitled to legal defense and indemnification against any claims or liabilities which might arise from the performance of their duties on behalf of the university Wexner medical center board to the full extent permitted by Ohio law.

3335-93-09 Compensation of university Wexner medical center board and board committee members.

No university Wexner medical center board member shall receive compensation for services rendered in the capacity as a board member. However, nothing herein shall be construed to preclude any board member or committee member from receiving reimbursement for actual expenses incurred in the course of such service.

3335-93-10 Confidentiality and conflicts of interest.

In addition to any restrictions or obligations set forth in chapter 102 or section 2921.42 of the Revised Code, members of the university Wexner medical center board and its

committees have a duty of loyalty and fidelity to the university and the university [Wexner](#) medical center, and they must govern its affairs honestly, exercising their best care, skill and judgment for the benefit of the university [Wexner](#) medical center so as to avoid conflicts of interest and the appearance of impropriety. Members of the board and its committees shall disclose to the chair of the university [Wexner](#) medical center board any situation wherein such person has a conflict of interest that could possibly cause that person to act in other than the best interest of the university [Wexner](#) medical center. In any such situation the member shall abstain from acquiring any information developed by the university [Wexner](#) medical center and from participating in any discussions or voting related to such situation. All members of the [university Wexner](#) medical center board and its committees shall keep confidential all sensitive information of every kind including the strategic goals of groups, entities or subdivisions within the university [Wexner](#) medical center to the extent permitted by law. Members of the board and its committees also shall abide by all confidentiality and conflict of interest policies and programs adopted by the Ohio state university board of trustees from time to time.

Chapter 3335-95

OFFICERS OF THE BOARD

3335-95-01 Officers.

The officers of the [university Wexner](#) medical center board shall consist of a chair, vice chair, secretary, assistant secretary and such other officers as the board may deem advisable. The chair and vice chair, who shall be selected from among the public members of the board, shall be appointed annually by the Ohio state university board of trustees upon recommendation of the president. The associate general counsel of the Ohio state university [Wexner](#) medical center shall serve as secretary of the board. No officer other than the secretary and the assistant secretary may serve more than two successive terms. (B/T 10/29/2010)

3335-95-02 Chair.

The chair of the board shall appoint all committee members and the assistant secretary; shall preside at all meetings of the board; and shall be responsible for approving the agenda for board meetings. The chair shall have such other duties and authority as may be prescribed elsewhere in these bylaws or from time to time by the [university Wexner](#) medical center board. (B/T 10/29/2010)

3335-95-03 Vice chair.

During the absence of the chair or the chair's inability to act, the vice chair shall perform the duties and exercise the powers of the chair.

3335-95-04 Secretary.

The secretary shall be responsible for producing and maintaining minutes of board meetings, and being the custodian of and responsible for the official books and records of the [university Wexner](#) medical center board. In addition, the secretary shall perform such other duties as from time to time may be assigned to him or her by the board or by the chair. The assistant secretary of the board shall be responsible for the management of all operational and administrative functions for the office of the [university Wexner](#) medical center board. In the absence of the secretary, or if a vacancy in the secretary position exists, the assistant secretary shall perform the duties of the secretary of the board. (B/T 10/29/2010)

Chapter 3335-97

COMMITTEES

3335-97-01 Establishment of committees.

The board shall establish a professional affairs committee and such other committees as the board may deem appropriate from time to time. The chair of the board shall appoint the members of the board's committees; the president of the university may designate any officer of the university to attend meetings of board committees as an ex-officio member without vote.

3335-97-02 Professional affairs committee.

- (A) Responsibilities. The professional affairs committee shall be responsible for the following specific duties:
- (1) Overseeing all patient care activity in all facilities that are a part of the medical center, including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians' office facilities.
 - (2) Monitoring quality assurance performance in accordance with the standards set by the university [Wexner](#) medical center for all programs identified in paragraph (A)(1) of this rule
 - (3) Receiving reports from the university hospitals medical staff administrative committee and the James cancer hospital medical staff administrative committee regarding credentialing and recommending action on these reports to the [university Wexner](#) medical center board.
 - (4) Monitoring the achievement of accreditation and licensure requirements.
 - (5) Reviewing and recommending to the [university Wexner](#) medical center board medical staff bylaws changes and changes to medical staff rules and regulations.
 - (6) Approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying minimum approved criteria as determined by the [university Wexner](#) medical center board and are recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James cancer hospital medical staff administrative committee.
 - (7) Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice.
 - ~~(8) [Conducting peer review activities and recommending professional review actions to the university Wexner](#) medical center board.~~
 - ~~(9) [Reviewing and resolving any petitions by the medical staffs for amendments to any rule, regulation or policy presented by the chief of staff on behalf of the medical staff pursuant to the medical staff bylaws and communicating such resolutions to the university hospitals medical staff administrative committee and the James cancer hospital medical staff administrative committee for further dissemination to the medical staffs.](#)~~

- (910) Such other responsibilities as assigned by the chair of the university Wexner medical center board.
- (B) Composition. The committee shall consist of ~~seven members~~: ~~three-four~~ board members, appointed annually by the chair of the university Wexner medical center board, one of whom shall be appointed as chair of the committee; the chief medical officer of the medical center; the director of medical affairs of the James cancer hospital; the medical director of credentialing for the James cancer hospital; the chief of the medical staff of the university hospitals; and the chief of the medical staff of the James cancer hospital. With respect to items coming before the committee as detailed in paragraph (A) of this rule, at least two (2) voting members of the university Wexner medical center board must be present; and the chief medical officer of the medical center and chief of the medical staff of university hospitals shall vote only with respect to those items involving the university hospitals, and the director of medical affairs of the James cancer hospital; the medical director of credentialing for the James cancer hospital and chief of the medical staff of the James cancer hospital shall vote only with respect to those items involving the James cancer hospital.
- (C) Meetings. The professional affairs committee shall meet during the months the university Wexner medical center board does not have a regular meeting scheduled or at the call of the chair and shall advise the university Wexner medical center board of its activities as the board requests. The professional affairs committee shall act on behalf of the university Wexner medical center board in order to maintain the continuity of operations of the hospitals of the Ohio state university and the university hospitals and James cancer hospital medical staffs; to review and to approve medical staff membership and to grant appropriate clinical privileges for practitioners in accordance with applicable laws, accreditation requirements, bylaws and rules established by the university board of trustees, university Wexner medical center board and university hospitals and James medical staffs. (B/T 10/29/2010)

Chapter 3335-99

RELATIONSHIP OF THE UNIVERSITY WEXNER MEDICAL CENTER BOARD TO HEALTH SCIENCES ACADEMIC PROGRAMS

3335-99-01 Relationship to health sciences academic programs.

The health sciences colleges of the university carry out a significant portion of their educational and research activity in facilities of the university Wexner medical center. Although the university Wexner medical center board has not been delegated specific responsibilities for academic programs, it shall lend its best efforts to assure that the programs of the health sciences colleges are effectively supported in collaboration with the medical center's patient care programs. The senior vice president for health sciences and vice president for health services shall be charged with maintaining an effective liaison between the health sciences colleges and the university Wexner medical center board to assure excellence in both academic and patient care programs.

Chapter 3335-101

MEDICAL STAFF

3335-101-01 General.

The university Wexner medical center board shall hold the medical staff organization of university hospitals and the medical staff organization of the James cancer hospital

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accountable to the [university Wexner](#) medical center board for establishing and maintaining standards of medical care for their respective facilities. As provided in rule 3335-101-04 of the Administrative Code, revisions to medical staff bylaws are subject to review and approval by the [university Wexner](#) medical center board before they are submitted to the Ohio state university board of trustees for adoption. (B/T 10/29/2010)

3335-101-02 Medical staff.

For purposes of this chapter, the words "medical staff" shall include all physicians, psychologists, podiatrists, and dentists who are authorized to attend patients in any medical care facility or program administered by the university [Wexner](#) medical center, and may include such other professionals as the medical staff bylaws designate.

3335-101-03 Medical staff organization.

The organization of the medical staffs of the university [Wexner](#) medical center shall discharge those duties and responsibilities assigned to them by the [university Wexner](#) medical center board and is subject to the approval and authorization of the [university Wexner](#) medical center board. Those duties and responsibilities include the following purposes:

- (A) To monitor the quality of medical care and make recommendations to the [university Wexner](#) medical center board to ensure that all patients – admitted to or treated at any of the facilities, departments, or services of university hospitals or the James cancer hospital – receive high quality medical care.
- (B) To recommend, through the appropriate medical staff administrative committee, to the professional affairs committee of the [university Wexner](#) medical center board the appointment or reappointment of an applicant to the medical staff of university hospitals or the James cancer hospital, the clinical privileges such applicant shall enjoy in the facilities of or associated with university hospitals or the James cancer hospital, and appropriate professional review action that may be necessary in connection with any member of the medical staff.
- (C) To represent the medical staffs of university hospitals and the James cancer hospital and to provide the means whereby issues concerning the medical staffs and university hospitals and the James cancer hospital are discussed within the medical staff organization and among representatives of the medical staff, the [university Wexner](#) medical center board, and the medical center administration.
- (D) To establish and enforce medical staff bylaws and establish specific rules and regulations governing actions of members of the medical staffs. (B/T 10/29/2010)

3335-101-04 Medical staff bylaws.

The medical staff organization shall recommend to the professional affairs committee and the [university Wexner](#) medical center board amendments to medical staff bylaws, rules, and regulations that set forth the medical staff organization and the governance process for maintaining such bylaws, rules, and regulations to accomplish the purposes set forth in rule 3335-101-03 of the Administrative Code. When such medical staff bylaws, rules, and regulations are adopted by the [university Wexner](#) medical center board and the Ohio state university board of trustees, they shall become effective and be part of the medical staff bylaws, rules, and regulations of the medical center and the hospital and other facilities to which they apply. The medical staff organizations shall also be responsible for reviewing these bylaws, rules, and regulations periodically and

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recommending appropriate revisions to the professional affairs committee and [university Wexner](#) medical center board. (B/T 10/29/2010)

3335-101-05 Appointment to the medical staff and assignment of clinical privileges.

Upon recommendation of the medical staff of university hospitals or the James cancer hospital and in accordance with the medical staff bylaws, the [university Wexner](#) medical center board may appoint physicians, dentists, psychologists, and podiatrists meeting the qualifications prescribed in the medical staff bylaws, to membership on the medical staff of the university hospitals and the James cancer hospital and shall grant clinical privileges to such persons. Appointment to the medical staff carries with it full responsibility for the treatment of patients of the university [Wexner](#) medical center subject to such limitations as may be imposed by the [university Wexner](#) medical center board or the medical staff bylaws, rules, and regulations of the medical staff. Appointment and reappointment to the medical staff shall be for a period not to exceed two years and shall be renewable in accordance with the reappointment procedure set forth in the medical staff bylaws. The chief medical officer of the medical center and director -of medical affairs for the James cancer hospital, acting as members of and on behalf of the [university Wexner](#) medical center board, are of temporary clinical privileges. The granting of temporary privileges shall be limited to situations which fulfill temporary clinical privileges. The granting of temporary privileges shall be limited to situations which fulfill an important patient care need, and shall not be granted for a period of more than ninety days.

3335-101-06 Medical staff administrative committees.

- (A) Purpose. The medical staff administrative committee for the university hospitals medical staff and the medical staff administrative committee for the James cancer hospital each shall establish and maintain means of accountability to the university Wexner medical center board, in accordance with their respective medical staff bylaws. Each medical staff administrative committee shall concern itself primarily with the quality of medical care within the facilities of, or associated with, the university [Wexner](#) medical center. Each medical staff administrative committee shall receive and act upon all medical staff committee reports and make recommendations regarding medical staff status and clinical privileges to the [university Wexner](#) medical center board, through the board's professional affairs committee. Other specific duties of the medical staff administrative committee are identified in the medical staff bylaws.
- (B) **Composition.** The composition of the medical staff administrative committee of the university hospitals medical staff shall be determined in accordance with the university hospitals medical staff bylaws and the chief medical officer of the medical center shall serve as chair of the medical staff administrative committee. The composition of the medical staff administrative committee of the James cancer hospital medical staff shall be determined in accordance with the James cancer hospital medical staff bylaws and the James cancer hospital chief of the medical staff shall serve as chair of the James cancer hospital medical staff administrative committee.
- (C) **Meetings.** Each medical staff administrative committee shall meet monthly. Minutes of the meetings shall be provided to all members of the professional affairs committee of the [university Wexner](#) medical center board, the senior vice president for health sciences, the dean of the college of medicine, the dean of the college of dentistry, and the deans of other professional colleges whose faculty have appointment on the medical and dental staffs. (B/T 10/29/2010)

3335-101-07 Hospitals clinical departments.

- (A) Appointment of the chief of each clinical department of each hospital as defined in Chapter 3335-104 of the Administrative Code is subject to approval by the [university Wexner](#) medical center board on the recommendation of the dean of the applicable professional college and the senior vice president for health sciences. All such appointments shall be periodically reviewed by the [university Wexner](#) medical center board. Any vacancy in the position of chief of a clinical department may be filled on an interim basis by the dean of the appropriate professional college, after consultation with the [university Wexner](#) medical center board. (In standard practice, the chief of a clinical department will be the chair of the corresponding academic department.)
- (B) The [university Wexner](#) medical center board may delegate, through approval of the medical staff bylaws or by appropriate board resolution, to the chiefs of the clinical departments responsibility for maintaining the quality of medical care in their services, and for recommending an applicant's appointment or reappointment to the appropriate medical staff and privileges for such an applicant.
- (C) The senior vice president of health sciences shall recommend a candidate for the appointment of the chief medical officer of the medical center to the [university Wexner](#) medical center board and the Ohio state university board of trustees. The Ohio state university board of trustees shall appoint the chief medical officer of the medical center. The chief medical officer of the medical center shall report to the vice president for health services, the senior vice president for health sciences and to the [university Wexner](#) medical center board. In matters relating to medical care in the university hospitals, members of the clinical departments of the university hospitals are accountable to the clinical chiefs, and medical directors who are accountable to the chief medical officer of the medical center.
- (D) The chief medical officer is the senior medical officer for the medical center with the responsibility and authority for all health and medical care delivered at the medical center. The chief medical officer is responsible for overall quality improvement and clinical leadership throughout the medical center, physician alignment, patient safety and medical staff development. The chief medical officer is a key member of the senior management team and is expected to participate in all strategic, operational and policy decisions as a senior corporate officer of the medical center. The chief medical officer is accountable for developing and managing systems and forums that foster the transfer of knowledge, information and process improvement methodologies to administrative and clinical leadership and staff. The chief medical officer has the authority and responsibility of the organization of clinical service to optimize high quality care.
- (E) The senior vice president for health sciences shall appoint a medical director for each of the university hospitals, university hospitals east, Harding hospital, and Ross heart hospital. The medical director of each hospital shall report to the chief executive officer or executive director of the respective hospital, to the chief medical officer of the medical center, and to the [university Wexner](#) medical center board. In matters relating to medical care in the hospitals, members of the clinical departments of the hospitals are accountable to the clinical chiefs, who are accountable to the medical directors.
- (F) The senior vice president for health sciences shall appoint a director of medical affairs for the James cancer hospital who shall be the chief medical

officer of the James cancer hospital. The director of medical affairs shall report to the chief executive officer of the James cancer hospital, the James cancer hospital board and to the [university Wexner](#) medical center board. In matters relating to medical care in the James cancer hospital, members of the clinical departments of the hospitals are accountable to the clinical chiefs, who are accountable to the director of medical affairs.

- (G) The chief medical officer of the medical center, the director of medical affairs of the James cancer hospital and the medical directors of each hospital shall each be a physician and shall maintain an appointment as an attending staff member of his or her respective medical staff. The chief medical officer of the medical center, medical directors of each hospital and director of medical affairs shall have authority as conferred by the senior vice president for health sciences and the [university Wexner](#) medical center board; including the responsibility for clinical research and education programs and services, supervision of patient and clinical activity; and responsibility for the clinical organization of his or her respective hospital. The chief medical officer of the medical center and director of medical affairs shall direct and supervise the medical staff quality assurance, utilization review, and credentialing activity. The chief medical officer of the medical center, medical directors of each hospital and director of medical affairs shall establish priorities, jointly with the chief executive officer or executive director of his or her respective hospital, for capital medical equipment, clinical space, and the establishment of new clinical programs, or the revision of existing clinical programs. (B/T 10/29/2010)

Chapter 3335-103

AMENDMENTS TO BOARD BYLAWS

3335-103-01 Amendments to board bylaws.

These bylaws may be amended or replaced in whole or in part only by the Ohio state university board of trustees, upon the recommendation of the [university Wexner](#) medical center board and the president of the university. (B/T 10/29/2010)

Chapter 3335-104

MEDICAL CENTER HOSPITAL BOARDS

3335-104-01 Establishment of medical center hospital boards.

From time to time, the Ohio state university board of trustees may establish one or more boards dedicated to the unique mission of each hospital as a component of the [university Wexner](#) medical center. Each hospital board shall be composed of from nine seven to 45 ten public members who shall be appointed, and are subject to removal, by the Ohio state university board of trustees in consultation with the president of the university and the senior vice president for health sciences. The term of office for each public member of a hospital board, other than an ex-officio member, shall be three years. The president of the university or his or her designee, the senior vice president for health sciences, chief medical officer of the medical center and the vice president for health services shall be ex officio voting members of each such hospital board. The director of medical affairs of the James cancer hospital shall be an ex officio voting member of the James cancer hospital board. The chief executive officer or executive director, medical director, and chief of the medical staff of each of the hospitals shall be ex-officio non-voting members of that hospital board. At the discretion of the Ohio state university board of trustees, any public member may serve three consecutive terms.

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Each hospital board shall meet at least four times a year at the call of the chair of the board; other meetings of a hospital board shall be held at the call of the chair of the [university Wexner](#) medical center board or the senior vice president for health sciences. Meetings of each hospital board shall be open to the public, except for executive sessions called for reasons permissible under Ohio law. A majority of the voting members of the board then in office shall constitute a quorum for the conduct of the board's business. If a quorum is present, a majority vote of those members present and voting shall be required for approval of any action of the board. The chair of each hospital board shall periodically report the activities of the board to the [university Wexner](#) medical center board. (B/T 10/29/2010)

3335-104-02 Indemnification of hospital board members.

Members of a hospital board shall be provided legal defense and indemnification against any claims or liabilities which might arise from the performance of their duties on behalf of the board to the full extent permitted by Ohio law.

3335-104-03 Compensation of hospital board and board committee members.

No member of a hospital board shall receive compensation for services rendered in the capacity as a board member. However, nothing herein shall be construed to preclude any board member or committee member from receiving reimbursement for actual expenses incurred in the course of such service.

3335-104-04 Confidentiality and conflicts of interest.

In addition to any restrictions or obligations set forth in chapter 102 or section 2921.42 of the Revised Code, members of a [university Wexner](#) medical center hospital board and its committees have a duty of loyalty and fidelity to the university and the [university Wexner](#) medical center, and they must govern its affairs honestly, exercising their best care, skill and judgment for the benefit of the [university Wexner](#) medical center so as to avoid conflicts of interest and the appearance of impropriety. Members of the board and its committees shall disclose to the board on which they serve and to the [university Wexner](#) medical center board any situation wherein such person has a conflict of interest that could possibly cause that person to act in other than the best interest of the [university Wexner](#) medical center. In any such situation the member shall abstain from acquiring any information developed by the [university Wexner](#) medical center and from participating in any discussions or voting related to such situation. All members of the board and its committees shall keep confidential all sensitive information of every kind including the strategic goals of groups, entities or subdivisions within the [university Wexner](#) medical center to the extent permitted by law. Members of the board and its committees also shall abide by all confidentiality and conflict of interest policies and programs adopted by the Ohio state university board of trustees from time to time.

3335-104-05 Officers.

The officers of a medical center hospital board shall consist of a chair, vice chair, secretary, and such other officers as the board may deem advisable. The chair and vice chair shall be elected from among the voting public members of the board. No officer may serve more than two successive one-year terms. The chair of the board shall appoint all committee members; shall preside at all meetings of the board; and shall be responsible for approving the agenda for board meetings. During the absence of the chair or the chair's inability to act, the vice chair shall perform the duties and exercise the powers of the chair. The secretary shall be the chief executive officer or executive director, as appropriate, of the hospital and may serve indefinitely. (B/T 10/29/2010)

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3335-104-06 University hospitals board.

- (A) There is hereby created the University hospitals board, as a medical center hospital board responsible to the university Wexner medical center board. The university hospitals board shall:
- (1) Review, recommend, approve and monitor strategic initiatives for university hospitals.
 - (2) Monitor financial performance of university hospitals, including the achievement of financial goals and targets consistent with those set by the university Wexner medical center board.
 - (3) Approve and monitor quality assessment and improvement mechanisms for university hospitals.
 - (4) Perform such other responsibilities as agreed upon by the Ohio state university Wexner medical center board and the Ohio state university board of trustees.
- (B) The senior vice president for health sciences and the chief executive officer of university hospital shall solicit nominations for university hospitals board membership from the board and from the community at large.
- ~~(C) In addition to the positions specified in rule 3335-104-01 of the Administrative Code, the chair of the board of Ohio state university physicians chief executive officer of the faculty practice group and chief nursing officer for university hospitals and Ross heart hospital shall be an ex officio non-voting members of the university hospitals board.~~
- (D) The chief executive officer of university hospitals shall have such authority as may be conferred by the senior vice president for health sciences, the vice president for health services, the university hospitals board and the university Wexner medical center board. The chief executive officer shall be responsible for the operation and all administrative activities of university hospitals. The chief executive officer shall coordinate and prioritize matters of capital medical equipment, clinical space, and clinical programs with the chief medical officer of the medical center and medical directors. (B/T 10/29/2010)

3335-104-07 James cancer hospital board.

- (A) There is hereby created the James cancer hospital board, as a Wexner medical center hospital board responsible to the university Wexner medical center board. The James cancer hospital board shall:
- (1) Review, recommend, approve and monitor strategic initiatives for the James cancer hospital.
 - (2) Monitor financial performance of the James cancer hospital, including the achievement of financial goals and targets consistent with those set by the university Wexner medical center board.
 - (3) Approve and monitor quality assessment and improvement mechanisms for the James cancer hospital.
 - (4) Perform such other responsibilities as agreed upon by the Ohio state university Wexner medical center board and the Ohio state university board of trustees.

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(B) The senior vice president for health sciences and the chief executive officer of the James cancer hospital shall solicit nominations for the James cancer hospital board membership from the board and from the community at large.

(C) In addition to the positions specified in rule 3335-104-01 of the Administrative Code, the chief nursing officer for the James cancer hospital shall be an ex officio non-voting member of the James cancer hospital board.

(D) The chief executive officer of the James cancer hospital shall have such authority as may be conferred by the president of the Ohio state university, the senior vice president for health sciences, the James cancer hospital board and the university Wexner medical center board. The chief executive officer shall be responsible for the operation and all administrative activities of the James cancer hospital. (B/T 10/29/2010)

3335-104-08 OSU-Ohio state university Harding hospital board.

(A) There is hereby created the OSU-Ohio state university Harding hospital board, as a medical center hospital board responsible to the university Wexner medical center board. The OSU-Ohio state university Harding hospital board shall:

(1) Review, recommend, approve and monitor strategic initiatives for behavioral health services.

(2) Monitor financial performance of OSU-Ohio state university Harding including the achievement of financial goals and targets consistent with those set by the university Wexner medical center board.

(3) Approve and monitor quality assessment and improvement mechanisms specifically for behavioral health services.

(4) Perform such other responsibilities as agreed upon by the Ohio state university Wexner medical center board and the Ohio state university board of trustees.

(B) The senior vice president for health sciences and the executive director for OSU-Ohio state university Harding hospital shall solicit nominations for the OSU-Ohio state university Harding hospital board from the board and from the community at large, including soliciting nominations for four members of the board from the Harding Heritage foundation. ~~(B/T 10/29/2010)~~

(C) In addition to the positions specified in rule 3335-104-01 of the Administrative Code, the chief of psychiatry and chief nursing officer of the Ohio SstateU university Harding hospital shall be ex officio non-voting members the OSUOhio state university Harding hospital board. (B/T 10/29/2010, 02/01/2013)

3335-104-09 University hospitals east board.

(A) There is hereby created the university hospitals east board, as a medical center hospital board responsible to the university Wexner medical center board. The university hospitals east board shall:

(1) Review, recommend, approve and monitor strategic initiatives for university hospitals east.

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- (2) Monitor the financial performance of university hospitals east including the achievement of financial goals and targets consistent with those set by the university Wexner medical center board.
 - (3) Approve and monitor quality assessment and improvement mechanisms for university hospitals east.
 - (4) Perform such other responsibilities as agreed upon by the university Wexner medical center board and the Ohio state university board of trustees.
- (B) The senior vice president for health sciences and the executive director for university hospitals east shall solicit nominations for the university hospitals east board from the board and from the community at large.
- (C) In addition to the positions specified in rule 3335-104-01 of the Administrative Code, the chief of orthopaedics and the chief nursing officer for university hospitals east shall be ~~an~~-ex officio non-voting members of the university hospitals east board. (B/T 10/29/2010)

3335-104-10 Ross heart hospital board.

- (A) There is hereby created the Ross heart hospital board, as a medical center hospital board responsible to the university Wexner medical center board. The Ross heart hospital board shall:
- (1) Review, recommend, approve and monitor strategic initiatives for cardiovascular services.
 - (2) Monitor financial performance of the Ross heart hospital including the achievement of financial goals and targets consistent with those set by the university Wexner medical center board.
 - (3) Approve and monitor quality assessment and improvement mechanisms specifically for cardiovascular services consistent with those established for university hospitals.
 - (4) Perform such other responsibilities as agreed upon by the university Wexner medical center board and the Ohio state university board of trustees.
- (B) The senior vice president for health sciences and the executive director for Ross heart hospital shall solicit nominations for the Ross heart hospital board from the board and from the community at large.
- (C) In addition to the positions specified in rule 3335-104-01 of the Administrative Code, the Director of the Ohio state university heart center and the chief nursing officer for university hospitals and Ross heart hospital shall be ~~an~~-ex officio non-voting members of the Ross heart hospital board. (B/T 10/29/2010)

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

3335-3-32 Associate and assistant deans or directors, coordinators, and other officials.

Each college, ~~the federation of the colleges of the arts and sciences~~, the graduate school, and each regional campus may have associate and assistant deans or directors, coordinators, or such administrative officials as are needed to carry out the programs of each unit. These persons shall be appointed pursuant to the procedures outlined in rule 3335-5-02 of the Administrative Code and shall be responsible to the principal administrative official of the educational unit, and shall have such responsibilities and authorities as may be delegated to them from time to time by that official.

3335-3-36 Centers and institutes.

(1st paragraph) no change

(2nd paragraph) University centers typically will have a substantial research/scholarship component to their mission, but also may be involved in instruction, and/or related service. Their internal funding (initial and continuing) is drawn fully, or in large part, from central university funds (i.e. office of the president, office of academic affairs, office of research, ~~colleges of the arts and sciences~~). The leadership of the center will report to one or more of those offices.

3335-5-08 Absence from duty.

Absence of any member of the teaching staff from ordinary service in the university, for any cause other than sickness, must be with the knowledge and approval of his or her chair or director and of the dean of the college, or, in the case of faculty assigned to a regional campus, the dean and director of that campus. ~~Absences -and, if for longer than ten consecutive business days, with the approval of must also be approved by the executive vice president and provost. For faculty assigned to a regional campus, the dean and director of that campus and the coordinating dean for regional campuses must also be notified and approve the absence.~~ Sick leave is granted on approval of the appropriate administrative official when notification is given as soon as practicable, presumably on the first day of absence.

3335-5-14 Powers.

The several college faculties shall have, subject only to the separate powers of the faculty of a school (see rule 3335-3-34 of the Administrative Code) and of the faculty of the college of arts and sciences (see rule 3335-5-27 of the Administrative Code), the following general powers:

3335-5-19 Faculty.

(A) through (C) no change

(D) "Auxiliary faculty": persons with adjunct titles, clinical titles, visiting titles, and lecturer titles; also professors, associate professors, assistant professors, and instructors who serve on appointments totaling less than ~~fifty-50 per cent-percent~~ service to the university. Persons with regular faculty titles may not hold auxiliary titles. Persons holding auxiliary titles are not eligible for tenure, may not vote at any level of

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governance, and may not participate in promotion and tenure matters. Auxiliary faculty appointments may be made for a maximum of three consecutive years and, with the exception of visiting titles, may be renewed.

(1) The titles of adjunct professor, adjunct associate professor, adjunct assistant professor, and adjunct instructor shall be used to confer faculty status on individuals who have credentials comparable to regular faculty of equivalent rank, who provide significant, uncompensated service to the instructional and/or research programs of the university and who need a faculty title to perform that service. Significant service would include teaching the equivalent of one or more courses, advising graduate students or serving on graduate committees, and serving as a co-investigator on a research project. Such individuals may be either nonuniversity employees or university employees compensated on a noninstructional budget. Adjunct appointments are made for the period in which the uncompensated service is provided, ~~not to exceed one year.~~ Renewal of adjunct appointments is contingent upon continued significant contributions. Procedures for the promotion of adjunct faculty members shall be the same as for promotion of regular faculty.

3335-5-26 Membership.

The faculty of the college of arts and sciences shall consist of all faculty members of the five colleges in the arts and sciences legacy colleges of the former federation of the colleges of the arts and sciences, including arts, biological sciences, humanities, mathematical and physical sciences, and social and behavioral sciences. (see rule 3335-3-28 of the Administrative Code).

3335-5-27 Powers.

The faculty of the college of arts and sciences shall have jurisdiction over:

(A) All programs for the "untagged" bachelor's degrees, subject only to approval by the council on academic affairs and the university senate. Such degrees shall be awarded only upon the recommendation of the faculty of the college of arts and sciences.

(B) The general education requirements for all programs in the colleges of the arts and sciences, and joint responsibility for planning the general education requirements for colleges outside the college of arts and sciences on a cooperative basis. Jurisdiction for the general education requirements for colleges outside the college of arts and sciences shall lie with the university senate through the council on academic affairs, and not with the faculty of the college of arts and sciences.

3335-5-28 Meetings.

The faculty of the college of arts and sciences shall meet upon call of the chair of the coordinating council of deans or in accordance with rules established by the faculty.

3335-5-33 Membership.

(A) no change

(B) Faculty members: ~~Twelve~~ members of the graduate faculty shall be appointed for terms of three years by the vice provost for graduate studies and dean of the graduate school in consultation with the executive deans and senate faculty leadership (the chair and vice-chair of faculty council, the chair of the senate steering committee, and the

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university senate secretary). Three of the twelve shall be members of the university senate. Graduate faculty members should have experience as a graduate studies committee chair, department chair, or other significant involvement in graduate education. Nine of the twelve graduate faculty members shall be nominated by executive deans from lists solicited from the faculty of their respective colleges in the following manner: three by the executive dean of the colleges of the arts and sciences; three by the executive dean of the health sciences; three by the executive dean of the professional colleges. Three of the twelve graduate faculty members shall be appointed by the vice provost for graduate studies and dean of the graduate school.
3335-5-48.1 Council on academic affairs.

(A) no change

(B) Duties and responsibilities.

(1) through (2) no change

(3) Foster, as needed for interdisciplinary programs involving two or more academic areas, the establishment of faculty coordinating units reporting to the council. These units shall perform coordinative functions similar to those of the faculty of the college of arts and sciences (see rule 3335-5-27 of the Administrative Code) and shall serve the interdisciplinary interest of academic programs both within and among the several colleges of the university.

3335-5-48.12 Faculty compensation and benefits committee.

(A) Membership.

(1) no change

(2) Two administrators

(a) The executive vice president and provost, or designee.

(b) The ~~associate~~ vice president for human resources, or designee.

3335-9-30 Requirements for an undergraduate baccalaureate degree.

(A) no change

(B) Have been enrolled in the college, ~~the federation of the colleges of the arts and sciences~~, or the school recommending that degree during the last semester, summer term, or session necessary to complete degree requirements. The executive committee of the college, the federation of the colleges of the arts and sciences, or the school recommending the degree may, on petition by the student, waive this requirement.

3335-9-32.1 Requirements for certificate of study.

(A) To obtain a certificate a student must:

(1) Have been or be enrolled in the university during the last semester, summer term, or session of work necessary to complete the certificate

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requirement. In addition, the student must meet any residency requirement established by the college, ~~the federation of the colleges of the arts and sciences,~~ or the school recommending the certificate.

(2) through (5) no change

(6) Have filed an application for the certificate in accordance with rules prescribed by the college, ~~federation of the colleges of the arts and sciences,~~ or school.

(APPENDIX XXVII)

Academic Affairs and Student Life Committee
Charter

1) Charge

The academic affairs and student life committee shall consider and make recommendations to the board regarding matters pertaining to the teaching, research, and public service programs of the university and its faculty, staff and students. Matters to be brought before the committee may include, but shall not be limited to: faculty and staff matters; educational policy; academic structure and organization; student welfare and housing; collective bargaining; university rules and bylaws; conferring of degrees, certificates, awards, and other honors; the university system of Ohio; regional campuses; athletics; and any other matter assigned to the committee by the board or the chair of the board.

The committee shall also regularly report to the board on the progress being made toward the university strategic goals that are within the committee's purview.

2) Composition

The committee shall consist of at least seven trustees, including one of the student trustees, a member of the university faculty; and up to two additional non-trustee members. The faculty member and any other non-trustee members shall be appointed following the 2008 guidelines for non-trustee committee appointments.

3) Administrative liaison

Executive vice president and provost

4) Subcommittees

Agricultural affairs

Advancement Committee
Charter

1) Charge

The advancement committee shall consider and make recommendations to the board on matters of policy and strategy pertaining to the university-wide integration of fund raising, alumni relations, communications, marketing and related efforts (known as advancement) to foster positive relationships with students, alumni, and other key audiences; provide multiple opportunities for engagement; and generate involvement with and support for the mission of the university. The committee shall advise relevant university officers and monitor progress, performance, and the integration of fund raising efforts, alumni relations, communications and marketing strategies as originally outlined in the 2012 advancement framework planning team report.

The committee shall also regularly report to the board on the progress being made toward the university strategic goals that are within the committee's purview.

2) Composition

The committee shall consist of at least five trustees, two members of the alumni association governing board, and two members of the university foundation board. The alumni association shall nominate its representatives for a one-year appointment, renewable for up to three years, and forward those nominations to the chair of the board. The university foundation board shall nominate its representatives for a one-year appointment renewable for up to three years, and forward those nominations to the chair of the board. Additional non-trustee members may be appointed to ensure expertise in the marketing/communications area. Any additional non-trustee members shall be appointed following the 2008 guidelines for non-trustee committee appointments.

3) Administrative liaison:

Senior vice president for advancement

4) Subcommittees

None

Audit and Compliance Committee
Charter

1) Charge

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

The committee shall also regularly report to the board on the progress being made toward the university strategic goals that are within the committee's purview.

2) Composition

The committee shall consist of at least five trustees and up to three additional non-trustee members. Any non-trustee members shall be appointed following the 2008 guidelines for non-trustee committee appointments.

3) Administrative liaison

Senior vice president for legal affairs

4) Subcommittees

None

Finance Committee
Charter

1) Charge

The finance committee shall consider and make recommendations to the board regarding matters pertaining to the financial, business, and administrative management of the university. Matters to be brought before the committee may include, but shall not be limited to: capital and operating budgets and policies, issuance of debt, tuition and fees, university master planning, development and maintenance of facilities, real property matters, security and safety of the campuses, purchasing policies, self-insurance trust, the research foundation, commercialization, managed health care systems, and any other matter assigned to the committee by the board or the chair of the board.

The committee shall also regularly report to the board on the progress being made toward the university strategic goals that are within the committee's purview.

2) Composition

The committee shall consist of at least seven trustees, including one of the student trustees, and up to three additional non-trustee members. Any non-trustee members shall be appointed following the 2008 guidelines for non-trustee committee appointments.

3) Administrative liaison

Senior vice president for finance and chief financial officer

4) Subcommittees

Physical environment

Governance Committee
Charter

1) Charge

The governance committee shall consider and make recommendations to the board regarding matters pertaining to the organization of the board and the involvement and role of trustees. The committee shall also coordinate the annual evaluation of the president, and shall provide oversight and counsel to the president regarding matters related to the senior leadership of the university. Matters to be brought before the committee may include, but shall not be limited to: board structure and operation, trustee and charter trustee selection processes, trustee orientation, review of the chair of the board, expectations regarding trustee comportment, organization of the board office, roles and responsibilities of senior leadership positions, position specifications and necessary qualifications, compensation strategy and comparative data, transition plans, and any other matter assigned to the committee by the board or the chair of the board.

The committee shall also regularly report to the board on the progress being made toward the university strategic goals that are within the committee's purview.

2) Composition

The committee shall consist of at least five trustees, including one of the student trustees.

3) Administrative liaison

Secretary of the board of trustees

4) Subcommittees

None

Medical Affairs Committee
Charter

1) Charge

The medical affairs committee shall consider and make recommendations to the board regarding matters pertaining to the university medical center and related health care entities and programs. Matters to be brought before the committee may include, but shall not be limited to: faculty and staff matters, medical center budget and capital plans, medical center system plans and operations, medical center strategic plans, clinical activities and plans and patient care matters, James cancer hospital board, university hospitals board, university hospitals east board, OSU Harding hospital board, Ross heart hospital board, Ohio state university physicians, and any other matter assigned to the committee by the board or the chair of the board.

The committee shall also regularly report to the board on the progress being made toward the university strategic goals that are within the committee's purview.

2) Composition

The committee shall consist of at least five trustees and up to three additional non-trustee members. Any non-trustee members shall be appointed following the 2008 guidelines for non-trustee committee appointments.

3) Administrative liaison

Senior vice president for health sciences

4) Subcommittees

None

(APPENDIX XXVIII)

HONORARY DEGREES

Leonard Berkowitz received his Ph.D. in psychology from the University of Michigan in 1951, and has been on the faculty at the University of Wisconsin since that time. He also has been a visiting professor at Stanford University and Cornell University. From 1969 to 1993 he was the Vilas Research Professor in Psychology, and since his retirement in 1993 he has been Vilas Research Professor in Psychology Emeritus.

At age 86, Professor Berkowitz is one of the top social scientists alive today. His theorizing and research has cut across many social science disciplines, including psychology, sociology, political science, and communication. He was elected to the American Academy of Arts and Sciences. He is listed among the 100 most influential psychologists of the 20th century. His contributions have been recognized both with distinguished awards for basic theoretical research (American Psychological Society's James McKeen Cattell Award, Society of Experimental Social Psychology's Distinguished Scientist Award) as well as distinguished awards for applying research to important public issues (American Psychological Association's Distinguished Scientific Award for the Applications of Psychology).

Professor Berkowitz is the founding Editor for the seminal series *Advances in Experimental Social Psychology*, and continued as Editor for 22 years. This series, more than any other, has defined the field of social psychology. Indeed, the impact factor for this series is higher than for any other social psychology journal (5-year impact factor=9.056), as well as for any journal in several other branches of psychology (e.g., applied, developmental, educational psychology). Indeed, only 5 other psychology journals (of 611 total psychology journals) have higher impact factors than this series.

Professor Berkowitz's research over the past 60 years has focused on the causes and consequences of human aggression. Unlike some scientific fields, the field of human aggression is relevant to every person on earth. His 1993 book titled *Aggression: Its Causes, Consequences, and Control* is the most influential book in the field and is the standard against which all other aggression books are measured (the two editions of this book have been cited about 3200 times). His book was explicitly written with an eye towards applying well-tested theories to solve real world aggression problems. He has revived important theories like the 1939 frustration-aggression hypothesis, and has been debunking false theories like catharsis, which proposes that behaving aggressively or even watching others behave aggressively drains angry feelings and aggressive impulses into harmless channels. His experiments on media-related aggression are among the most rigorous and carefully conducted experiments in any field of social science. He has testified before numerous Congressional and U.S. Surgeon General Committees on the effects of violent media (e.g., TV programs, movies, video games). Professor Berkowitz has made so many major contributions to so many aspects of human aggression that it is hard to imagine what the field would be like without him.

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Albert H. Soloway was born on May 29, 1925 in Worcester, Massachusetts. A U.S. Navy veteran of World War II, he obtained the Bachelor of Science degree cum laude in Chemistry in 1948 from Worcester Polytechnic Institute. For his graduate studies, Soloway entered the Department of Chemistry at the University of Rochester and in 1951 the Ph.D. in Organic Chemistry was conferred. Between 1951 and 1969, Dr. Soloway gained considerable research experience at Sloan-Kettering Institute for Cancer Research, Eastman Kodak and in the Department of Surgery at Harvard Medical School. In the early 1960s, Dr. Soloway founded the Cambridge Medical Technology Corporation in Billerica, Massachusetts. He was the first President, the Treasurer, and the Director of the company for 14 years. In 1966 Dr. Soloway moved to a faculty position at Northeastern University, College of Pharmacy. As a Dean and Director of the Graduate School, Soloway instituted quality education and research at the college. In 1977, after an extensive nationwide search, Dr. Soloway was selected as the Dean of the College of Pharmacy at The Ohio State University. Dean Soloway has been a pioneer in developing a new class of Boron containing drugs which could be selectively deposited in brain tumors. Boron Neutron Capture Therapy specifically destroys brain cancer in patients. He has published widely and been known internationally for his contributions. For this outstanding research, Dean Soloway received the Busa Award in 1994. At the college, he encouraged scholarship, research, teaching and service to the community. During his time the post-baccalaureate Doctor of Pharmacy program for pharmacy students was instituted. Soloway maintained high academic standards. Best relations were established with the alumni who received awards for their contributions. The College of Pharmacy has maintained the top academic position amongst the professional schools. As a Dean, Soloway has achieved a unique position in the history of the college and the university. His principal motto in life has been The Golden Rule, to treat others as you would like others to treat you.

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(APPENDIX XXIX)

Appointment/Reappointment of Chairpersons/Directors

CLARK S. LARSEN **, Chair, Department of Anthropology effective June 1, 2013 through May 31, 2017

MORGAN Y. LIU, Interim Chair, Department of Near Eastern Languages and Cultures effective January 1, 2013 through August 31, 2013

Professional Improvement Leaves

DEBRA GUATELLI-STEINBERG, Professor, Department of Anthropology effective Autumn Semester 2013

RICHARD J. LUNDMAN, Professor, Department of Sociology effective Autumn Semester 2013 and Spring Semester 2014

EDWARD J. MALECKI, Professor, Department of Geography effective Spring Semester 2014

GAIL A. MCKOON, Professor, Department of Psychology effective Autumn Semester 2013

JAMES D. PECK, Professor, Department of Economics effective Spring Semester 2014

ANDREW D. WARD, Professor, Department of Food, Agricultural and Biological Engineering effective Spring Semester 2013

MATHEW C. COLEMAN, Associate Professor, Department of Geography effective Autumn Semester 2013 and Spring Semester 2014

IMED E. DAMI, Associate Professor, Department of Horticulture and Crop Science effective Spring Semester 2013 and Summer Term 2013

WILLIAM D. DUPOR, Associate Professor, Department of Economics, effective Autumn Semester 2013 and Spring Semester 2014

JENNIFER MITZEN, Associate Professor, Department of Political Science effective Spring Semester 2014

ALEXANDER A. PETROV, Associate Professor, Department of Psychology effective Autumn Semester 2013

TOWNSAND PRICE-SPRATLEN, Associate Professor, Department of Sociology effective Autumn Semester 2013 and Spring Semester 2014

CHRISTINA M. ROUP, Associate Professor, Department of Speech and Hearing effective Spring Semester 2014

DANIEL R. STRUNK, Associate Professor, Department of Psychology effective Spring Semester 2014

Emeritus Titles

KENNETH K. CHAN, College of Pharmacy with the title Professor Emeritus effective February 1, 2013

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MALCOLM H. COCHRAN, Department of Art with the title Professor Emeritus effective February 1, 2013

ANITA W. HOY, School of Educational Policy and Leadership with the title Professor Emeritus effective February 1, 2013

WAYNE K. HOY, School of Educational Policy and Leadership with the title Professor Emeritus effective February 1, 2013

GEORGE S. KRAKOWKA, Department of Veterinary Biosciences with the title Professor Emeritus effective February 1, 2013

CARL V. LEIER, Department of Internal Medicine with the title Professor Emeritus effective February 1, 2013

DONALD C. MAHAN, Department of Animal Sciences with the title Professor Emeritus effective February 1, 2013

RICHARD W. O'SHAUGHNESSY, Department of Obstetrics and Gynecology with the title Professor Emeritus effective February 1, 2013

MATTHEW S. PLATZ, Department of Chemistry and Biochemistry with the title Distinguished University Professor Emeritus effective February 1, 2013

SHARON L. SEILING, Department of Consumer Sciences with the title Professor Emeritus effective February 1, 2013

DANIEL K. STRUVE, Department of Horticulture and Crop Science with the title Professor Emeritus effective February 1, 2013

ROBERT H. WAGONER, Department of Materials Science Engineering with the title Professor Emeritus effective February 1, 2013

PAUL A. WEBER, Department of Ophthalmology with the title Professor Emeritus effective March 1, 2013

THOMAS G. WILSON, Department of Evolution, Ecology and Organismal Biology with the title Professor Emeritus effective February 1, 2013

WILLIAM V. ACKERMAN, Department of Geography with the title Associate Professor Emeritus effective February, 1, 2013

DIANE K. GERKEN, Department of Veterinary Biosciences with the title Associate Professor Emeritus effective February 1, 2013

BEVERLY A. McCLURE, College of Dentistry with the title Associate Professor Emeritus effective February 1, 2013

DALE D. VANDRE, Department of Physiology and Cell Biology with the title Associate Professor Emeritus effective February 1, 2013

** Reappointments

2013 DISTINGUISHED SERVICE AWARDS

Carole A. Anderson

Carole A. Anderson has dedicated more than 25 years to The Ohio State University, both as a respected administrator and a distinguished professor in the health sciences. She has played a role in broadly influencing university policy and shaping nursing education through a number of leadership positions and faculty appointments. Dr. Anderson is a professor of psychiatry in the College of Medicine and a professor in the College of Nursing. As an administrator, she has served as dean of both the College of Nursing and the College of Dentistry, as interim dean of the Graduate School, and as executive dean of Health Sciences, in addition to serving as vice provost for Academic Administration and assistant vice president for Health Sciences.

Dr. Anderson is a fellow of the American Academy of Nursing and a past editor of the Academy's journal, *Nursing Outlook*. She is also a charter member and two-term chair of the Scientific Review Group of the National Institute of Nursing Research, and serves on the National Advisory Council of the National Institute of Health's National Institute for Dental and Craniofacial Research.

Rudine Sims Bishop

Rudine Sims Bishop is professor emerita in the College of Education and Human Ecology at The Ohio State University. An influential scholar of multicultural children's literature, Dr. Sims Bishop is known widely for her pivotal book *Shadow and Substance: African American Experience in Contemporary Children's Literature*. Since retiring in 2002, Dr. Sims Bishop has continued to write and publish highly regarded works of scholarship.

For her contributions to the field of children's literature, Dr. Sims Bishop has garnered significant national recognition. She was inducted into the Reading Hall of Fame in 2001, awarded the National Council of Teachers of English Distinguished Service Award and Outstanding Educator in English Language Arts Award, and received the Arbutnot Award, which is given to an outstanding college or university teacher of children's or young adult literature. Dr. Sims Bishop has been asked to serve on the selection committees for the Caldecott and Newbery medals, which are awarded annually to excellent children's books.

William P. Blair, III

William Blair has been a tireless ambassador for The Ohio State University for nearly 50 years. He holds three degrees from Ohio State -a bachelor's and master's in political science and a law degree - and is the founder and president of the William P. Blair Company in Canton, a firm focused on legislative lobbying. Since graduating from Ohio State, William has been an advocate for advancing the university's interests in state government. He currently supports the Alumni Advocates Steering Committee, chairs the Government Affairs Advisory Group, and serves on the President's Club Advisory Board. He is also a strong supporter of the Moritz College of Law, where he created the Blair Scholars program, and serves on the Moritz College of Law Campaign Committee. In 2012, he received the Dan Heinlen Award from The Ohio State University Alumni Association.

William also has been a longtime champion of the arts and business in his community. In 2009, Governor Ted Strickland made William an Ohio Commodore for his contributions to economic development in the state. He also serves on the boards of the National First Ladies' Library, the Cleveland International Piano Competition, and Apollo's Fire, Cleveland's Baroque Orchestra, in addition to serving on the Executive Committee of the Canton Symphony Orchestra.

Ruann F. Ernst

Ruann Ernst has spent the measure of her career creating opportunities for others. A highly successful businesswoman, Ruann has served in senior leadership roles for many international companies, including Hewlett-Packard Company, General Electric Information Services, and Digital Island. In 2003, she spearheaded and founded Healthy LifeStars, a nonprofit focused on ending childhood obesity, and continues to volunteer in the community.

An enduring advocate for education, Ruann earned bachelor, master, and doctorate degrees from Ohio State. She has led many transformative projects at her alma mater through her work on the Dean's Advisory Council for Fisher College of Business, the Alumni Association's Board of Directors, and as vice chair of the University's Foundation Board. In addition to mentoring countless students at Ohio State, she has leveraged her corporate and community relationships to raise more than \$3 million for the College of Engineering, while also establishing The Ruann F. Ernst and William C. Riffle Scholarship Fund at Fisher. She received the Ralph Davenport Mershon Award in 2000 for her exceptional leadership and service to the University.

George A. Skestos

George Skestos is one of Ohio State's most engaged and dedicated partners. He has demonstrated three decades of leadership and philanthropy at the University and in the Central Ohio community. In addition to being the founder of Homewood Corporation, a construction and land development company in Columbus, George has served numerous businesses and organizations, including Huntington Bancshares, the Ohio Housing Commission, and the Central Ohio Regional Airport Authority.

George's commitment to Ohio State includes volunteer leadership at the highest level, personal engagement as a University ambassador, and singular philanthropic support. From 1991–2002, George served on The Ohio State University Board of Trustees, including one year as chair. During that time, he provided critical guidance in campus building projects, including the historic Stadium renovation and the Schottenstein Center. He currently serves on the boards of University Hospital, University Hospital East, and the Wexner Medical Center. Along with his wife, Tina, George founded both the IHS Foundation, of which he is currently president and trustee, and the Salem Lutheran Foundation, which he serves as trustee. In June 2012, he was named a trustee of the New College of Florida.

Justine "Tina" Skestos

Justine "Tina" Skestos is a devoted public servant and Ohio State ambassador. A champion for women's initiatives at Ohio State, Tina previously served as a member of the National Council for OSU Women, and she continues to be an active supporter of the Critical Difference for Women and Women & Philanthropy programs at the University. Among her many community involvements, she has held leadership roles at BalletMet, the Columbus Symphony Orchestra, and the Greater Columbus Arts Council.

Tina is a valued volunteer in the College of Veterinary Medicine and continues to serve the veterinary college through her leadership on the Dean's Advisory Council. She has also been a past member of the Medical Center campaign committee, a founding member (along with George) of an annual art history lecture series, and is an Oval Society recognized donor. Both Tina and her husband, George, are generous supporters of The Ohio State University, have given their time and treasure to the Wexner Medical Center, Wexner Center for the Arts, the College of Arts and Sciences, Department of Athletics, and the College of Veterinary Medicine, among others.

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Daniel J. Wampler

Dan Wampler's relationship with The Ohio State University spans more than 30 years, beginning when he was an undergraduate student. When he launched his own company years later, the two-time graduate of Ohio State partnered with the University's Food Industries Center. Within a few years, Sensus LLC was one of the nation's premier natural product extraction companies.

Dan has continued to give back to the University community in myriad ways. He has served in leadership roles on the University's Foundation Board of Directors and as the inaugural chair of the Food Innovation Center Advisory Board. Most notable is his support of the College of Food, Agricultural, and Environmental Sciences. In addition to mentoring students, Dan and his wife, Lisa, established the Lisa and Dan Wampler Endowment Fellowship for Food and Health Research to fund graduate research, as well as an endowment that supports emerging priorities for the college. He was instrumental in the building of Parker Food Science and Technology, serving as co-chair of a capital campaign that raised \$12 million – nearly double the original goal. He is also the co-chair of the college's newest campaign.

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(APPENDIX XXXI)

UNIVERSITY FOUNDATION REPORT

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
<u>Change in Description of Named Endowed Fund</u>		
The Maria A. Melnyk Franks Memorial Scholarship Fund		
The Shepherd Scholarship Award Fund		
<u>Change in Name and Description of Named Endowed Fund</u>		
From: The Mary Lundie Stewart Vorman Scholarship Fund		
To: The Mary Lundie Stewart Vorman Loan Fund		
From: The Glendine Huggins Wadlington Memorial Fund		
To: The George and Glendine Wadlington Memorial Scholarship Fund		
<u>Establishment of Named Endowed Dean's Chair</u>		
Monte Ahuja Endowed Dean's Chair (Is being established February 1, 2013 with gifts from Monte Ahuja and The Ahuja Foundation; used to support a named, endowed dean in the College of Engineering who will have the privilege to allocate the annual distribution at his/her sole discretion for the continued growth and development of the College. The dean shall use the title "Monte Ahuja Endowed Dean's Chair" and his/her office will be known as the "Office of the Dean, Endowed by Monte Ahuja.")	\$1,700,000.00	\$3,500,000.00
<u>Establishment of Named Endowed Professorship</u>		
Henry L. Cox Endowed Professorship (Is being established February 1, 2013 with an estate gift from Dr. Henry L. Cox; used to provide an endowed professorship position in the College of Arts and Sciences.)	\$780,000.00	\$780,000.00
<u>Establishment of Named Endowed Funds</u>		
Michael and Judith Heschel Undergraduate Scholarship Fund (Is being established February 1, 2013 with a gift from Michael and Judith Heschel; used to provide scholarship support to recruit and retain undergraduate student(s) pursuing a business major/minor with a major/minor in an area of Science, Technology, Engineering, or Mathematics.)	\$500,000.00	\$500,000.00
Wrestling Head Coach Support Fund (Is being established February 1, 2013 with a gift from Alex Porter; used to support the wrestling program: ninety percent shall be used to offset the cost of the head coach's salary and ten percent shall be used at the discretion of the head coach of the wrestling team.)	\$500,000.00	\$1,000,000.00

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Ransom Family Scholarship Fund (Is being established February 1, 2013 with gifts from Buss and Eric Ransom; used to equally support three Ransom Scholars who are Ohio residents born in the State of Ohio, enrolled in the Knowlton School of Architecture, majoring in Architecture, and demonstrating strong growth potential, leadership skills, and evidence of breadth of capabilities beyond the classroom; preference given to students admitted to the School's Honors and Scholars Program.)	\$300,000.00	\$300,000.00
The E. Gordon Gee Ohio State Scholarship Fund (Is being established February 1, 2013 with gifts from E. Gordon Gee; used to provide up to four renewable scholarships equal to the cost of in-state tuition for full-time undergraduate students attending the Columbus Campus with the intent to support one student at each class level.)	\$256,000.00	\$1,000,000.00
The Earle and Ann Klosterman Endowed Graduate Award Fund (Is being established February 1, 2013 with a gift from Earle Klosterman; used to support graduate students in the Department of Animal Sciences in the College of Food, Agricultural, and Environmental Sciences who are in good academic standing and conducting their research with beef cattle at the Ohio Agricultural Research and Development Center.)	\$200,000.00	\$200,000.00
The Pat and Bobby Moser Scholars Endowment Fund (Is being established February 1, 2013 with gifts from friends and colleagues in honor of the Mosers; used to support the Moser Scholars Program in the College of Food, Agricultural, and Environmental Sciences including, but not limited to, scholarships for cost of education and for study abroad, assistantships and internships in OSU Extension, enrichment beyond the classroom activities, visiting scholars, research awards, and operations.)	\$89,023.30	\$50,000.00+
Heit Family Physical Activity and Outreach Initiative Endowment Fund (Is being established February 1, 2013 with gifts from Philip and Sheryl W. Heit; used only for collaborative undertakings between Sports Health and Performance Institute and the Comprehensive Cancer Center, the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the Richard M. Ross Heart Hospital, and the OSU Heart and Vascular Center to support projects related to women's health focusing on the prevention and education of cancer and heart disease.)	\$80,000.00	\$250,000.00
The Anthem Blue Cross Blue Shield Of Ohio Athletic Scholarship Fund (Is being established February 1, 2013 with a gift from Anthem Blue Cross Blue Shield of Ohio; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the women's swimming team and is pursuing an undergraduate degree at The Ohio State University with preference given to a student-athlete pursuing a career in the health/allied medical profession.)	\$60,000.00	\$150,000.00

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The Holly and Greg Cush Family Women's Swimming Support Fund (Is being established February 1, 2013 with a gift from Dr. and Mrs. Greg Cush; used to supplement the discretionary budget of the women's swimming program.)	\$60,000.00	\$150,000.00
The Allan R. Millett Scholarship Fund (Is being established February 1, 2013 with gifts from several donors and friends in honor of Allan R. Millett; used to support a study abroad scholarship for history majors with preference given to undergraduate students.)	\$56,885.00	\$50,000.00+
Lowe Family-Marion County GoBuck\$ Challenge Fund (Is being established February 1, 2013 with gifts from Ann and Arthur Lowe; used to support an incentive program that provides tuition vouchers for students attending the Marion County District Schools, exclusive of Marion City Schools, who meet attendance and/or achievement goals.)	\$56,748.00	\$275,000.00
The Ken Jameson Memorial Cheerleading Scholarship Fund (Is being established February 1, 2013 with a gift from Betsy Jameson; shall supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the spirit squad and is pursuing an undergraduate degree at The Ohio State University.)	\$54,581.12	\$50,000.00+
The Timothy Joseph Paskell Undergraduate Scholarship Fund (Is being established February 1, 2013 with gifts from friends, family, and colleagues in memory of Timothy Paskell; used to provide scholarship support to undergraduate student(s) at the Max M. Fisher College of Business with preference given to residents of Ohio.)	\$50,283.20	\$50,000.00+
Nurturing Nursing Profession Fund (Is being established February 1, 2013 with gifts from Tara Lancione, family, and friends; used to provide scholarship support to undergraduate students enrolled in the College of Nursing who demonstrate financial need and have a minimum 3.0 grade point average.)	\$50,036.84	\$50,000.00+
The Acarology Department Foundation Endowment Fund (Is being established February 1, 2013 with gifts from the Acarology Development Foundation and its donors; used to provide up to three need-based scholarships per year to students training in acarology with preference given to those focusing on taxonomy.)	\$50,000.00	\$50,000.00+
The Dr. William M. Busey Endowed Summer Research Fund (Is being established February 1, 2013 with a gift from his wife, Mrs. Betty Hamilton Busey, and their children, Mrs. Lee Busey Crain and Mr. Samuel Hamilton Busey; used to provide support for a student enrolled in the College of Veterinary Medicine Summer Research Program pursuing projects related to pathology.)	\$50,000.00	\$50,000.00

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The Mark Eisenman '72 Endowed Scholarship Fund in Civil Engineering (Is being established February 1, 2013 with a gift from Dorie-Ellen Eisenman; used to provide scholarship support for an undergraduate student enrolled in the College of Engineering majoring in Civil Engineering who displays leadership skills, diplomacy, and a dedication to the profession with preference given to students with financial need.)	\$50,000.00	\$50,000.00
The Barbara K. Fergus Women in Leadership Lecture Series (Is being established February 1, 2013 with gifts from Barbara Koch Fergus; used to host an annual lecture that will bring in leading women from all walks – corporate, political, not-for-profit, et al., to educate and enlighten on the global challenges and leadership roles associated with women's and world issues with the intent of bringing the community together in a free and open exchange of ideas and ideologies, creating a dialogue that is informative and inspirational.)	\$50,000.00	\$250,000.00
The Malcolm D. Jeffrey Glioblastoma Research and Caregiver Support Fund (Is being established February 1, 2013 with gifts given in his memory from his daughter, Lynne M. Jeffrey; used by the Department of Neurological Surgery for medical research to improve treatment of glioblastoma, provide outreach programs/activities for patients, and support for caregivers including, but not limited to, research supplies, equipment, personnel, lab space, research awards to fellows, cost of fees/travel for educational conferences or other training, patient/caregiver education, referral mechanisms to respite or hospice resources in the community, etc.)	\$50,000.00	\$50,000.00+
Ruth Little Strader and Jack D. Strader Alumnae Scholarship Housing Fund (Is being established February 1, 2013 with a gift from Ruth Little Strader and Jack D. Strader; used to provide living expenses for the Alumnae Scholarship House Scholars.)	\$50,000.00	\$50,000.00
Grayce Sills Archive Endowment Fund (Is being established February 1, 2013 with gifts from Grayce Sills and her friends and colleagues; used to support improvements and special events for the Grayce Sills records located at the Medical Heritage Center.)	\$38,666.00	\$25,000.00+
The Dr. Bob Murphy Athletic Fund (Is being established February 1, 2013 with gifts from family and friends of Dr. Bob Murphy; used to supplement the budget of the Athletic Training Program.)	\$25,000.00	\$25,000.00
Musser Endowed Fund (Is being established February 1, 2013 with gifts from Dr. Jon Brian Musser; used to support the Technology Center in the College of Dentistry.)	\$25,000.00	\$25,000.00
<u>Change in Description of Named Endowed Fund</u> The Milton H. and Karen L. Hendricks Scholarship Fund The Wolfe Study Abroad Scholarships Endowed Fund		
TOTAL	\$5,182,223.46	

* Reflects gifts received as of December 31, 2012

The Maria A. Melnyk Franks Memorial Scholarship Fund

The Maria A. Melnyk Franks Memorial Scholarship Fund was established August 30, 1995, by the Board of Trustees of The Ohio State University with gifts from Richard L. Franks (BA 1977) and friends, in memory of Maria A. Melnyk Franks. The description was revised August 30, 2000, and May 14, 2010, and is being revised again February 1, 2013.

The annual distribution shall provide three \$250 scholarships for students actively involved in music and music study: one for an outstanding undergraduate or graduate piano major; one for an outstanding undergraduate or graduate music major who is an active member of The Ohio State University Men's Glee Club; and one for an outstanding undergraduate or graduate student who is an active member of The Ohio State University Marching Band from any school or department. If there are no candidates majoring in piano, it is the desire of the donor that the award is given to a student majoring in French horn. Scholarship recipients must maintain a minimum grade point average as stipulated by School of Music and University policies; scholarships may be renewed up to four years as long as the recipients maintain eligibility. Scholarship recipients shall be selected by the director of the School of Music with recommendations from the directors of The Ohio State University Marching Band and The Ohio State University Men's Glee Club, in consultation with Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from members of the Franks family (Richard L. Franks, Charles R. Franks, Charles A. Franks, and Stacey R. Franks, or their heirs) and the director of the School of Music with recommendations from the directors of The Ohio State University Marching Band and The Ohio State University Men's Glee Club.

The Shepherd Scholarship Award Fund

The J. M. Shepherd Scholarship Fund was established April 3, 1987, by the Board of Trustees of The Ohio State University, with gifts from J. M. Shepherd (BCerE 1958; MBA 1959). The name and description were revised December 1, 1989. The description is being further revised on February 1, 2013.

The annual distribution shall be used to provide one scholarship award to a graduate of Withrow High School (Cincinnati, Ohio) who intends to enroll in the College of Engineering. The recipient shall have evidence of financial need for the first year's selection only and promise of academic achievement in any engineering discipline. This scholarship can be renewed annually until graduation as long as each recipient maintains progress toward a degree and a grade point average of 3.0. If there are no eligible Withrow graduates, the award should be made available to any deserving engineering student, with preference to a graduate of any other Cincinnati public high

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school. The award recipient shall be selected by the dean of the College of Engineering or his or her designee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Engineering, in consultation with Student Financial Aid.

The Mary Lundie Stewart Vorman Loan Fund

The Mary Lundie Stewart Vorman Scholarship Fund was established March 5, 2004, by the Board of Trustees of The Ohio State University with a gift from the estate of Helen Vorman Anderson (BS in Ed 1923, MA 1931) formerly of Salinas, California, in memory of her mother, Mary Lundie Stewart Vorman. The name and description are being revised on February 1, 2013.

The annual distribution from this fund shall provide undergraduate or graduate awards, on a loan basis, for the study of Celtic literature with an emphasis on Scottish literature, to candidates who demonstrate financial need. It is the hope of the donor that the award will provide at least 25%, but not more than the 90%, of the recipient's financial needs. Each award should be limited to one academic year. The award may be extended for a second academic year if the chair of the Department of English determines that the recipient exhibits outstanding academic achievement and ambition.

Award recipients and loan terms shall be determined by the Department of English, in consultation with Student Financial Aid and with approval by the executive dean of the College of Arts and Sciences. The College of Arts and Sciences shall monitor the recipients to ensure compliance with the terms of the loan and notify the Bursar's Office regarding collection of the loans. Loan repayments will be collected and processed by the Bursar's Office. All loan payments will be returned to the principal of the endowment.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select award recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in

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subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences, in consultation with the chair of the Department of English.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, per the donor's wishes, the market value of the principal shall be transferred to University of Edinburgh in Scotland.

The George and Glendine Wadlington Memorial Scholarship Fund

The Glendine Huggins Wadlington Memorial Fund was established June 6, 1996, by the Board of Trustees of The Ohio State University with gifts from family, friends, and co-workers in memory of Glendine Huggins Wadlington. The description was revised May 14, 2010. The name and description are being revised on February 1, 2013.

The annual distribution from this fund shall be divided, with 50% going to the Ohio 4-H Foundation for service to developmentally disabled youth; and 50% going to the College of Education and Human Ecology to provide scholarships or financial aid to one or more students with financial need from Preble County, Ohio, who are preparing for teacher certification in special education of, but not limited to, developmentally challenged or gifted youth. Scholarship recipients should have demonstrated strong character and outstanding service to school and community. Recipients will be administered by the College of Education and Human Ecology, in consultation Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the dean of the College of Education and Human Ecology and from the director of Ohio 4-H.

Monte Ahuja Endowed Dean's Chair

It is proposed that the Monte Ahuja Endowed Dean's Chair in the College of Engineering be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Monte Ahuja and The Ahuja Foundation.

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The annual distribution from this fund shall support a named, endowed dean in the College of Engineering who will have the privilege to allocate the annual distribution at his/her sole discretion, for the continued growth and development of the College. The College of Engineering's Office of the Dean will be known as the "Office of the Dean, Endowed by Monte Ahuja" with the name displayed at the office entrance. The dean shall use the title "Monte Ahuja Endowed Dean's Chair" on all correspondence, external publications, and student recruitment and marketing material appropriate for the College and University after consultation with The Ahuja Foundation. Appointment to the position shall be recommended by the Provost and approved by the University's Board of Trustees.

Any unused distribution from this endowed fund shall be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and the Provost.

Amount Establishing Endowment: \$1,700,000.00

Total Commitment: \$3,500,000.00

Henry L. Cox Endowed Professorship

It is proposed that the Henry L. Cox Endowed Professorship in the College of Arts and Sciences be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Dr. Henry L. Cox (MS 1951, PhD 1955).

The annual distribution from this fund shall be used to provide an endowed professorship position in the College of Arts and Sciences. To qualify, a candidate must be a faculty member in the Department of Astronomy and the Department of Physics performing exceptional, cutting-edge research.

Appointment to the position shall be approved by the University's Board of Trustees as recommended by the executive dean of the College of Arts and Sciences, in consultation with the chair of the Department of Astronomy and the chair of the Department of Physics. The term of appointment shall be five years. During that time, the recipient shall be known as *The Henry L. Cox Professor*.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences, in consultation with the chair of the Department of Astronomy and the chair of the Department of Physics.

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

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Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the executive dean of the College of Arts and Sciences, in consultation with the chair of the Department of Astronomy and the chair of the Department of Physics.

Amount Establishing Endowment: \$780,000.00 (grandfathered)
Total Commitment: \$780,000.00

Michael and Judith Heschel Undergraduate Scholarship Fund

It is proposed that the Michael and Judith Heschel Undergraduate Scholarship Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Michael (BS 1964, MS 1965, MS 1967) and Judith Heschel of Marco Island, Florida.

The annual distribution from this fund shall provide scholarship support to recruit and retain undergraduate student(s) pursuing a business major (or minor) with a major (or minor) in an area of STEM (Science, Technology, Engineering, Mathematics). If no candidates meet the selection criteria, the scholarship(s) can be awarded to undergraduate student(s) enrolled in the Max M. Fisher College of Business. Scholarship recipients shall be selected by the College's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean of the Max M. Fisher College of Business.

Amount Establishing Endowment: \$500,000.00
Total Commitment: \$500,000.00

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Wrestling Head Coach Support Fund

It is proposed that the Wrestling Head Coach Support Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation with a gift from Alex Porter of New York, New York.

The annual distribution from this fund shall be used to support the wrestling program. Ninety percent (90%) shall be used to offset the cost of the head coach's salary. Ten percent (10%) shall be used at the discretion of the head coach of the wrestling team.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of Athletics.

Amount Establishing Endowment: \$500,000.00

Total Commitment: \$1,000,000.00

Ransom Family Scholarship Fund

It is proposed that the Ransom Family Scholarship Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Buss and Eric Ransom, long-time friends and supporters of the Knowlton School of Architecture from Columbus, Ohio.

A 1961 Ohio State graduate (BS Engineering/Architecture), Horace Russell "Buss" Ransom is founder and president of HR Ransom, Inc. After graduation, Buss worked for a number of architectural firms before forming his own company in 1972. The firm was known for designing and building high-quality developments, including land development; offices; commercial, single and multi-family residences; and condominiums. His innovative designs led the way for riverfront development in and around Columbus. He received the Building Industries' Washburn-Schofield Award, and the Honor Award from the American Institute of Architects. Some of his notable developments include the Quarry on the Scioto, Scioto Pointe, Quarry Place, and The Woods at Muirfield Village. He has been an industry spokesman for the building community presiding over the local and state associations representing the home building industry. Buss received a Distinguished Alumni Award from Ohio State's College of Engineering and has been a member of the Knowlton School of Architecture Advisory Committee and the College of Engineering External Advisory Council.

The annual distribution from this fund shall be used to equally support three (3) Ransom Scholars who are enrolled in the Knowlton School of Architecture and majoring in architecture. To qualify, candidates must have been born in the state of Ohio and be a resident of Ohio. Additionally, candidates must demonstrate strong growth potential, leadership skills, and evidence of breadth of capabilities beyond the

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classroom. Preference shall be given to students admitted to the School's Honors and Scholars Program.

Scholarships will be awarded to one (1) incoming sophomore, one (1) incoming junior, and one (1) incoming senior student each fall semester. Scholarships may be renewed as long as a 3.4 cumulative grade point average (GPA) is maintained for Honors Program recipients and a 3.2 cumulative GPA is maintained for Scholars Program recipients. Recipients shall be selected by the director of the Knowlton School of Architecture, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of the Knowlton School of Architecture.

Amount Establishing Endowment: \$300,000.00

Total Commitment: \$300,000.00

The E. Gordon Gee Ohio State Scholarship Fund

It is proposed that the E. Gordon Gee Ohio State Scholarship Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from E. Gordon Gee.

The annual distribution from this fund shall provide up to four renewable scholarships equal to the cost of in-state tuition for full-time undergraduate students attending the Columbus Campus. The fund is intended to support one student at each class level. The director of Student Financial Aid or his/her designee shall contact the donor during his lifetime prior to the selection of each new scholarship recipient to identify the preferred degree program or area of study to be targeted. The scholarships shall be distributed equally over the terms of the academic school year and are renewable for four years or until completion of a baccalaureate degree, whichever comes first.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

Until the principal of the fund reaches \$1,000,000, the annual distribution shall be reinvested into the endowment principal or distributed to provide one or more scholarships described above as determined by the director of Student Financial Aid, in consultation with the donor. Thereafter, in any given year that the endowment

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distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Student Financial Aid.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of Student Financial Aid.

Amount Establishing Endowment: \$256,000.00

Total Commitment: \$1,000,000.00

The Earle and Ann Klosterman Endowed Graduate Award Fund

It is proposed that the Earle and Ann Klosterman Endowed Graduate Award Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Earle Klosterman of Wooster, Ohio.

The annual distribution from this fund shall be used to support graduate students in the Department of Animal Sciences in the College of Food, Agricultural, and Environmental Sciences. The award shall be given to students in good academic standing and conducting their research with beef cattle at the Ohio Agricultural Research and Development Center (OARDC). The award may be granted to the same student in successive years until their degree and/or research are successfully completed. Recipients shall be selected by the chair of Animal Sciences and the chair of the Animal Sciences Graduate Studies Committee in accordance with guidelines established by the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences or his/her designee.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any selection criteria should the criteria be found, in whole or part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully expended, the unused portion may be reinvested in the endowment principal or held in the distribution account to be used in subsequent years and only for the purposes of the endowment at the direction of the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of

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Trustees. In making this alternate designation, the Board shall seek advice from the donor, if possible, and the vice president for Agricultural Administration and executive dean for Food, Agricultural, and Environmental Sciences or his/her designee.

Amount Establishing Endowment: \$200,000.00

Total Commitment: \$200,000.00

The Pat and Bobby Moser Scholars Endowment Fund

It is proposed that the Pat and Bobby Moser Scholars Endowment Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends and colleagues honoring the Mosers for their dedication and service to the College of Food, Agricultural, and Environmental Sciences, and the agricultural community throughout Ohio.

The annual distribution from this fund shall be used to support the Moser Scholars Program in the College of Food, Agricultural, and Environmental Sciences. Program expenses may include, but are not limited to, scholarships for cost of education and for study abroad, assistantships and internships in OSU Extension, enrichment beyond the classroom activities, visiting scholars, research awards, and operations. Undergraduate and graduate students are eligible to participate in the Moser Scholars Program.

Scholarship recipients shall be selected by the College's scholarship selection committee in accordance with guidelines and procedures established by the dean of the College or his/her designee for scholarship administration, in consultation with department scholarship selection committees, as appropriate, and with Student Financial Aid.

Other awards shall be made in accordance with guidelines and procedures for the Moser Scholars Program as established by the dean of the College or his/her designee.

All expenditures from this fund must be in accordance with guidelines and procedures for the Moser Scholars Program and approved by the dean of the College or his/her designee.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the

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honorees, Pat and Bobby Moser, if possible, and the vice president for agricultural administration and dean of the College of Food, Agricultural, and Environmental Sciences.

Amount Establishing the Endowment: \$89,023.30

Total Commitment: \$50,000.00+

Heit Family Physical Activity and Outreach Initiative Endowment Fund

It is proposed that the Heit Family Physical Activity and Outreach Initiative Endowment Fund be established on February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from Philip and Sheryl W. Heit of New Albany, Ohio.

The annual distribution from this fund shall establish the *Heit Family Physical Activity and Outreach Initiative* as an ongoing program in the Sports Health and Performance Institute (SHPI) that disseminates educational and research information on how sports health (i.e., athletic or physical activity performance) impacts overall health/wellness, or injury and disease prevention. Distributions from the Heit endowment fund are to be used only for collaborative undertakings between SHPI and the Comprehensive Cancer Center, the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the Richard M. Ross Heart Hospital, and the OSU Heart and Vascular Center to support projects related to women's health focusing on the prevention and education of cancer and heart disease.

Allocation and approval of expenditures shall be made by the director of Research of the SHPI and by the two executive co-directors of the OSU Sports Medicine program, in consultation with the dean of the College of Medicine and with the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice of the donors (or their representatives) and the dean of the College of Medicine, in consultation with the director of SHPI, executive co-directors of OSU Sports Medicine, and the senior vice president for Health Sciences.

Amount Establishing Endowment: \$80,000

Total Commitment: \$250,000.00

The Anthem Blue Cross Blue Shield of Ohio Athletic Scholarship Fund

It is proposed that the Anthem Blue Cross Blue Shield of Ohio Athletic Scholarship Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Anthem Blue Cross Blue Shield of Ohio of Cincinnati, Ohio.

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The annual distribution from this fund shall supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the women's swimming team and is pursuing an undergraduate degree at The Ohio State University. Preference will be given to a student-athlete pursuing a career in the health/allied medical profession. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with the Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and the director of the Department of Athletics.

Amount Establishing Endowment: \$60,000.00

Total Commitment: \$150,000.00

The Holly and Greg Cush Family Women's Swimming Support Fund

It is proposed that the Holly (BS 1991, MS 1998) and Greg Cush Family Women's Swimming Support Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation with a gift from Dr. and Mrs. Greg Cush of New Albany, Ohio.

The annual distribution from this fund shall be used to supplement the discretionary budget of the women's swimming program. Expenditures shall be approved by the head coach.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of Athletics.

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Amount Establishing Endowment: \$60,000.00

Total Commitment: \$150,000.00

The Allan R. Millett Scholarship Fund

It is proposed that the Allan R. Millett Scholarship Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from several donors and friends in honor of Allan R. Millett (MA 1963, PhD 1966).

The annual distribution from this fund shall be used to support a study abroad scholarship for history majors with preference given to undergraduate students. Recipients shall be selected by the chair of the Department of History, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences, in consultation with the chair of the Department of History.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative the donors, if possible, and the executive dean of the College of Arts and Sciences, in consultation with the chair of the Department of History.

Amount Establishing Endowment: \$56,885.00

Total Commitment: \$50,000.00+

Lowe Family-Marion County GoBuck\$ Challenge Fund

It is proposed that the Lowe Family-Marion County GoBuck\$ Challenge Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Ann and Arthur Lowe.

The annual distribution from this fund shall be used to support an incentive program for students attending the Marion County District Schools, exclusive of the Marion City Schools. These districts include Elgin, Ridgedale, Pleasant, River Valley, and Marion Catholic Schools. The program provides tuition vouchers to Ohio State University at Marion for students meeting specified attendance and/or achievement goals. Scholarship recipients shall be selected by the dean and director of Ohio State Marion, in consultation with Student Financial Aid.

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The University will establish an advisory committee at the time the fund is endowed. The advisory committee's duties shall be to make recommendations to the dean and director of Ohio State Marion regarding the criteria for awarding tuition vouchers, the appropriate grade levels and frequency of distribution, and other business related to the operation of the GoBuck\$ Marion County program. The committee shall include a representative of the Marion County Schools, one or both donors or their donor representatives, and University representatives such as the director of Community Relations and the director of Admissions and Financial Aid. The committee's role shall be advisory with final operational and spending authority residing with the dean and director and/or the Chief Financial Officer of The Ohio State University at Marion.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion shall be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean and director of The Ohio State University at Marion, in consultation with the fund's Advisory 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 donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean and director of The Ohio State University at Marion.

Amount Establishing Endowment: \$56,748.00

Total Commitment: \$275,000.00

The Ken Jameson Memorial Cheerleading Scholarship Fund

It is proposed that the Ken Jameson (BA 1975) Memorial Cheerleading Scholarship Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Betsy Jameson (BS 1976) from Cincinnati, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the spirit squad and is pursuing an undergraduate degree at The Ohio State University. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the boards shall seek advice from the donor, if possible, and the director of the Department of Athletics.

Amount Establishing Endowment: \$54,581.12

Total Commitment: \$50,000.00+

The Timothy Joseph Paskell Undergraduate Scholarship Fund

It is proposed that the Timothy Joseph Paskell Undergraduate Scholarship Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, and colleagues in memory of Timothy Paskell (BSBA 1977).

Tim Paskell was a very successful business executive and a devoted family man who treated everyone he met with respect and kindness regardless of their financial stature. As a businessman, he made major contributions to several large businesses including Unilever, Hartz, and Walmart. Tim focused on the importance of each person he came into contact with, taking time to get to know them as individuals from the CEO to the janitor. As a family man, the care and well-being of his family was Tim's top priority. He was passionate about many interests including The Ohio State University and its athletics program. Tim was a role model of the kind of person each of us could be if we made the effort; he lived his life to the fullest and he will live on in the hearts of his family and friends.

The annual distribution from this fund shall be used to provide scholarship support to an undergraduate student(s) at the Max M. Fisher College of Business with preference given to residents of Ohio. Selection of the recipient(s) shall be made by the director of the College's Undergraduate Programs Office, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that

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the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Nanci Paskell, should she be alive, and the dean of the Max M. Fisher College of Business.

Amount Establishing Endowment: \$50,283.20
Total Commitment: \$50,000.00+

Nurturing Nursing Profession Fund

It is proposed that the Nurturing Nursing Profession be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Tara Lancione, family, and friends.

The annual distribution from the fund shall provide scholarship support to undergraduate students enrolled in the College of Nursing who demonstrate financial need and have a minimum 3.0 grade point average. Scholarship recipients shall be selected by the College's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Tara Lancione, if possible, and the dean of the College of Nursing.

Amount Establishing Endowed Fund: \$50,036.84
Total Commitment: \$50,000.00+

The Acarology Development Foundation Endowment Fund

It is proposed that the Acarology Development Foundation Endowment Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Acarology Development Foundation and its donors.

The annual distribution from this fund shall be used to provide up to three need-based scholarships per year to students training in acarology with preference given to those focusing on taxonomy. The recipients shall be selected by the chair of the Department of Evolution, Ecology and Organismal Biology, in consultation with professor in-charge of the acarology lab and Student Financial Aid. If acarology will not be taught during

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summer any year in the future, an award will be provided to student(s) of taxonomy researching in acarology.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and the chair of the Department of Evolution, Ecology, and Organismal Biology.

Amount Establishing Endowment: \$50,000.00
Total Commitment: \$50,000.00+

The Dr. William M. Busey Endowed Summer Research Fund

It is proposed that the Dr. William M. Busey (DVM 1958) Endowed Summer Research Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Mrs. Betty Hamilton Busey, wife of Dr. William M. Busey, and their children, Mrs. Lee Busey Crain and Mr. Samuel Hamilton Busey, in loving memory of Dr. William M. Busey's dedication and commitment to the field of veterinary research.

Dr. Busey was a true visionary in the field of veterinary pathology and was passionate about ensuring the future of veterinary researchers. The scarcity of veterinary pathologists and the need for committed researchers in veterinary medicine is what encouraged Dr. Busey to start a stipend for the Summer Research Program. "This is a chance for us to develop research and bring a lot of skill to the research labs," he said. "I am very loyal to Ohio State; it is one of the leading veterinary schools in the world and has a very strong research interest and research capability."

The annual distribution from this fund shall provide support for a student enrolled in the College of Veterinary Medicine Summer Research Program pursuing projects related to pathology. Recipients shall be named *The Dr. William M. Busey Fellow*. Recipients shall be selected by a faculty committee involved with the Summer Research Program.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Veterinary Medicine.

Amount Establishing Endowment: \$50,000.00

Total Commitment: \$50,000.00

The Mark Eisenman '72 Endowed Scholarship Fund in Civil Engineering

It is proposed that the Mark Eisenman '72 (BS 1972) Endowed Scholarship Fund in Civil Engineering be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dorie-Ellen Eisenman (BS in Education 1972) from Worthington, Ohio.

Mark Eisenman earned his bachelor of science in civil engineering from Ohio State in 1972. While attending Ohio State, he met his wife, Dorie-Ellen. Dorie-Ellen and Mark have three children: Brian, Kelly, and Tracie.

Mark was proud of his professional accomplishments. During his career, Mark was president of Korda/Nemeth Engineering, Inc. He designed, or supervised the design of, many of the buildings on his alma mater's campus, including the Hagerty Hall Renovation, the Math and Sciences Library, the Peter and Clara Scott Mechanical Engineering Building, the Psychology Building, the Sisson Hall addition and renovation, the Wetlands Research and Education Building, and buildings on the regional campuses. In 2008, Mark was posthumously awarded the Meritorious Service Citation by the dean of Ohio State's College of Engineering.

In addition to his accomplished career, Mark was devoted to his community service work. He served as president of the Dublin-Worthington Rotary Club, vice president of the Worthington Arts Council, and chairman of the Worthington Chautauqua committee. He was instrumental in his company's sponsorship of the Mini Baja Design Competition.

The annual distribution from this fund shall be used to provide scholarship support for an undergraduate student enrolled in the College of Engineering majoring in civil engineering who displays leadership skills, diplomacy, and a dedication to the profession. Preference shall be given to students with financial need. Recipients shall be selected by the chair of the Department of Civil, Environmental, and Geodetic Engineering and the College's dean of Undergraduate Education and Student Services, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Engineering and the chair of the Department of Civil, Environmental, and Geodetic Engineering.

Amount Establishing Endowment: \$50,000.00

Total Commitment: \$50,000.00

The Barbara K. Fergus Women in Leadership Lecture Series

It is proposed that the Barbara K. Fergus Women in Leadership Lecture Series be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Barbara Koch Fergus (BS 1957).

The annual distribution from this fund shall be used to host an annual lecture that will bring in leading women from all walks – corporate, political, not-for-profit, et al., to educate and enlighten on the global challenges and leadership roles associated with women's and world issues. It is intended to bring the community together in a free and open exchange of ideas and ideologies, creating a dialogue that is informative and inspirational. Expenditures shall be approved by the director of the John Glenn School of Public Affairs.

Any unused distribution from this endowed fund shall be reinvested in the endowment principal.

In the event that the John Glenn School of Public Affairs at The Ohio State University becomes a named college of The Ohio State University, or becomes a part of the OSU College of Arts and Sciences, or is incorporated into any of the colleges, the endowed fund for "The Barbara K. Fergus Women in Leadership Lecture Series" will continue to be part of the new structure of the John Glenn School of Public Affairs at The Ohio State University. In the event that the John Glenn School of Public Affairs is abolished, the endowed fund should be utilized for women's leadership in the College of Arts and Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of the John Glenn School of Public Affairs.

Amount Establishing Endowment: \$50,000.00

Total Commitment: \$250,000.00

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The Malcolm D. Jeffrey Glioblastoma Research and Caregiver Support Fund

It is proposed that the Malcolm D. Jeffrey Glioblastoma Research and Caregiver Support Fund be established February 1, 2013 by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts given in memory of Malcolm D. Jeffrey from his daughter, Lynne M. Jeffrey, of Columbus, Ohio.

The annual distribution from this fund shall be used by the Department of Neurological Surgery for medical research to improve treatment of glioblastoma, provide outreach programs/activities for patients, and support for caregivers. Funds may be used for, but not limited to: research supplies, equipment, personnel, lab space, research awards to fellows, cost of fees/travel for educational conferences or other training, patient/caregiver education, referral mechanisms to respite or hospice resources in the community, etc.

Allocation of the annual distribution shall be split equally each year between medical research and caregiver support projects and shall be approved by the chair of the Department of Neurological Surgery, in consultation with the dean of the College of Medicine and with the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the department.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donor (or her representative) and the chair of the Department of Neurological Surgery, in consultation with the dean of the College of Medicine and with the senior vice president for Health Sciences.

Amount Establishing Endowment: \$50,000.00

Total Commitment: \$50,000.00+

Ruth Little Strader and Jack D. Strader Alumnae Scholarship Housing Fund

It is proposed that the Ruth Little Strader and Jack D. Strader Alumnae Scholarship Housing Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Ruth Little Strader (BS in Home Economics 1951) and Jack D. Strader (BS in Agriculture 1949, MS in Agriculture 1950) of Columbus, Ohio.

The annual distribution from this fund shall provide living expenses for the Alumnae Scholarship House Scholars as approved by the OSU Alumni Association, in consultation with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the OSU Alumni Association.

Amount Establishing Endowment: \$50,000.00

Total Commitment: \$50,000.00

Grayce Sills Archive Endowment Fund

It is proposed that the Grayce Sills Archive Endowment Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Grayce Sills (MA 1964, PhD 1968) and her friends and colleagues.

The annual distribution from this fund shall support improvements and special events for the Grayce Sills records located at the Medical Heritage Center; expenses shall be recommended by the Center's director and approved by the dean of the College of Nursing.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Nursing, in consultation with the director of the Medical Heritage Center.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Grayce Sills, should she be alive, and the dean of the College of Nursing, in consultation with the director of the Medical Heritage Center.

Amount Establishing Endowment: \$38,666.00 (grandfathered)

Total Commitment: \$25,000.00+

The Dr. Bob Murphy Athletic Fund

It is proposed that the Dr. Bob Murphy Athletic Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from family and friends of Dr. Bob Murphy.

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The annual distribution from this fund shall be used to supplement the budget of the Athletic Training Program at the discretion of the director of Athletics.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal. The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and the director of Athletics.

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

Musser Endowed Fund

It is proposed that the Musser Endowed Fund be established February 1, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Jon Brian Musser (DDS 1976).

The annual distribution from this fund shall support the Technology Center in the College of Dentistry as recommended by the director of the Center and approved by the dean of the College.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Dentistry.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should he be alive, and the dean of the College of Dentistry.

Amount Establishing Endowment: \$25,000.00 (grandfathered)
Total Commitment: \$50,000.00

The Milton H. and Karen L. Hendricks Scholarship Fund

It is proposed that the Milton H. and Karen L. Hendricks Scholarship Fund be established November 5, 1999, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Milton H.

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Hendricks and Karen L. Hendricks (BSChE 1971) of Cincinnati, Ohio. The description is being revised on February 1, 2013.

The annual distribution shall be used to provide one scholarship annually for a student majoring in chemical engineering, up to the cost of full-time Ohio resident tuition and fees. Preference shall be given with particular attention to, but not limited to, female students. In addition, the candidate must maintain at least a 3.3 cumulative grade point average (GPA) and be a leader or contributing member of a campus student organization, professional organization, or community organization. Recipients shall be selected by the chair of the Department of Chemical Engineering and the College of Engineering's dean of Undergraduate Education, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean of the College of Engineering.

The Wolfe Study Abroad Scholarships Endowed Fund

It is proposed that the Wolfe Study Abroad Scholarships Endowed Fund be established September 1, 1999, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the Dispatch Printing Company of Columbus, Ohio. The description is being revised on February 1, 2013.

The annual distribution from this fund shall provide one-time, study abroad scholarships for undergraduate students attending The Ohio State University who are participating in approved May session, summer, semester, or academic year study abroad programs. To qualify, candidates must have a minimum 2.75 overall grade point average and come from a hometown in the state of Ohio with preference given to those from Central Ohio. Recipients shall be selected by a faculty review committee set up by the Office of International Affairs, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in

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subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Study Abroad Programs in the Office of International Affairs.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and the director of the Study Abroad Programs in the Office of International Affairs.



**BUT FOR
OHIO
STATE**

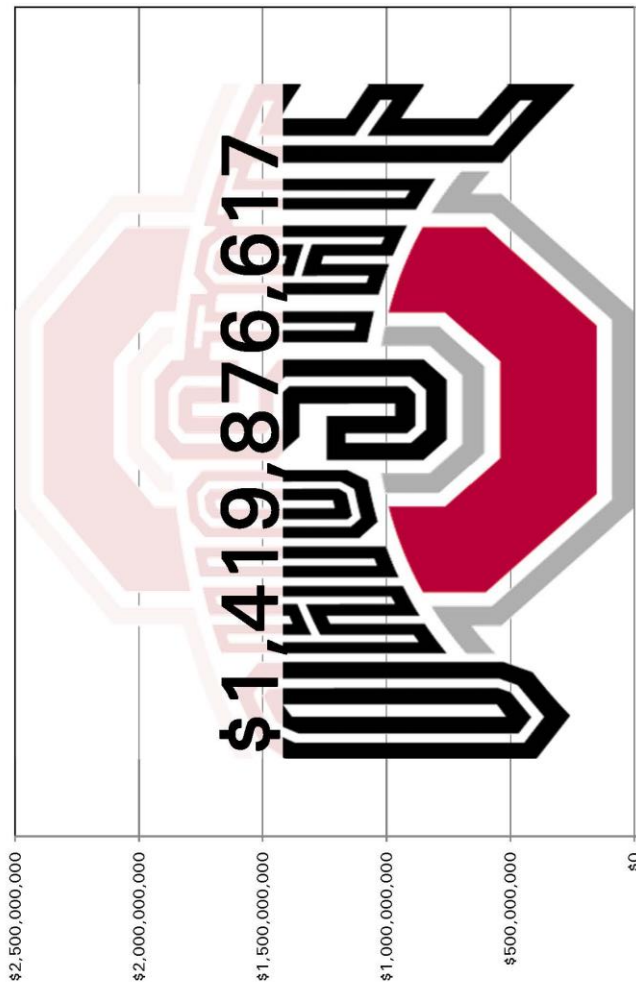
The Ohio State University Foundation

But for Ohio State Campaign

Dashboard Report

1/1/2009 through 12/31/2012 = \$1,419,876,617

I. Campaign Progress



BUT FOR OHIO STATE

The Ohio State University Foundation
But for Ohio State Campaign
Campaign Progress vs. Time
1/1/2009 through 12/31/2012 = \$1,419,876,617





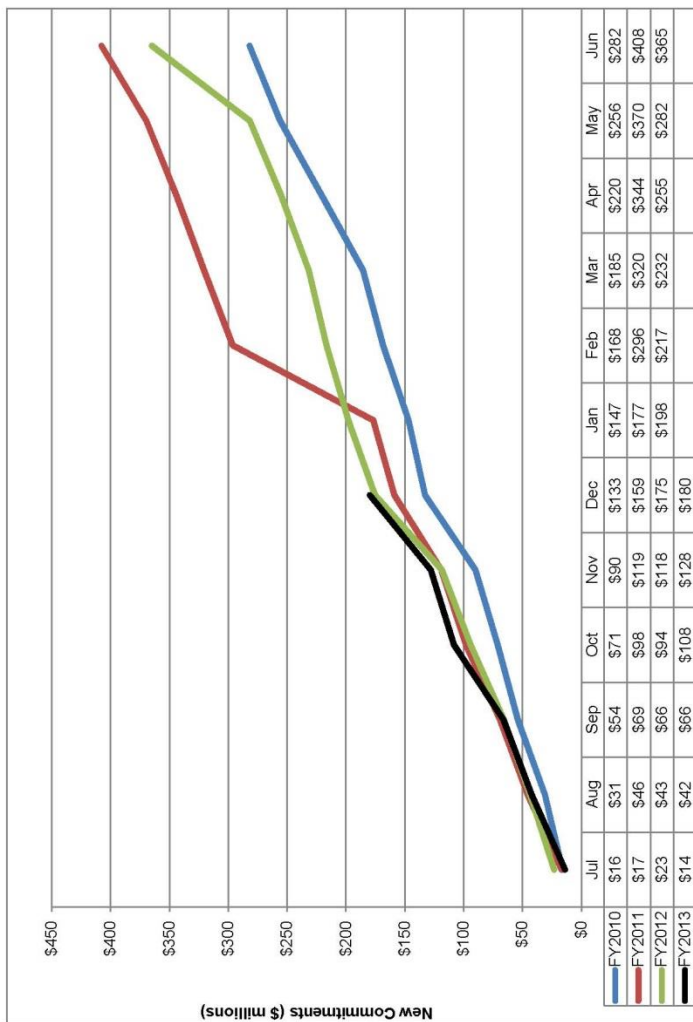
The Ohio State University Foundation
But for Ohio State Campaign
Campaign Activity
 1/1/2009 through 12/31/2012



	Campaign Activity	Working Goal	% Achieved	vs. Time Elapsed
Outright Gifts and Pledges				
Cash and Securities	\$496,802,903			
Real Estate	\$5,334,436			
Gifts-in-Kind	\$26,668,966			
Pledges	\$365,330,616			
Total Outright Gifts and Pledges	<u>\$894,136,921</u>	\$1,350,000,000	66.23%	12.89%
Planned Gifts				
Revocable Planned Gifts	\$130,187,454			
Irrevocable Planned Gifts	\$25,300,985			
Total Planned Gifts	<u>\$155,488,439</u>	\$375,000,000	41.46%	-11.88%
Private Grants (OSP)	\$370,251,258	\$775,000,000	47.77%	-5.57%
Total Campaign Activity	<u>\$1,419,876,617</u>	<u>\$2,500,000,000</u>	56.80%	3.45%
		Time Elapsed	53.34%	

Report Notes
 Counting is done consistent with the Campaign Counting Guidelines
 Totals include \$57.25 million in commitments made prior to January 1, 2009


 The Ohio State University Foundation
 FY 2013 New Fundraising Activity Report
New Fundraising Activity by Fiscal Year
 7/1/2012 through 12/31/2012





The Ohio State University Foundation
 FY 2013 New Fundraising Activity Report
New Fundraising Activity Progress
 7/1/2012 through 12/31/2012

	Activity	Goal	% Achieved	7/1/2011 through 12/31/2011	% Change
Outright Gifts and Pledges					
	Cash and Securities			\$54,124,444	15.32%
	Real Estate			\$2,850,000	-100.00%
	Gifts-in-Kind			\$3,214,313	-10.19%
	Pledges			\$36,985,372	20.95%
	Matching Gift			\$754,971	5.02%
	Recurring			\$1,438,126	5.32%
	Total Outright Gifts and Pledges	\$213,287,753	52.67%	\$99,367,226	13.06%
Planned Gifts					
	Irrevocable Planned Gifts			\$5,520,188	-12.65%
	Revocable Planned Gifts			\$19,363,724	23.46%
	Total Planned Gifts	\$54,321,747	52.89%	\$24,883,911	
	Private Grants (OSP)	\$92,390,500	41.87%	\$51,095,772	-24.29%
	Total Fundraising Activity	\$360,000,000	49.93%	\$175,346,909	2.52%
	Time Elapsed		50.27%		

The Ohio State University Foundation
 FY 2013 New Fundraising Activity Report
New Fundraising Activity Progress - Unit
 7/1/2012 through 12/31/2012

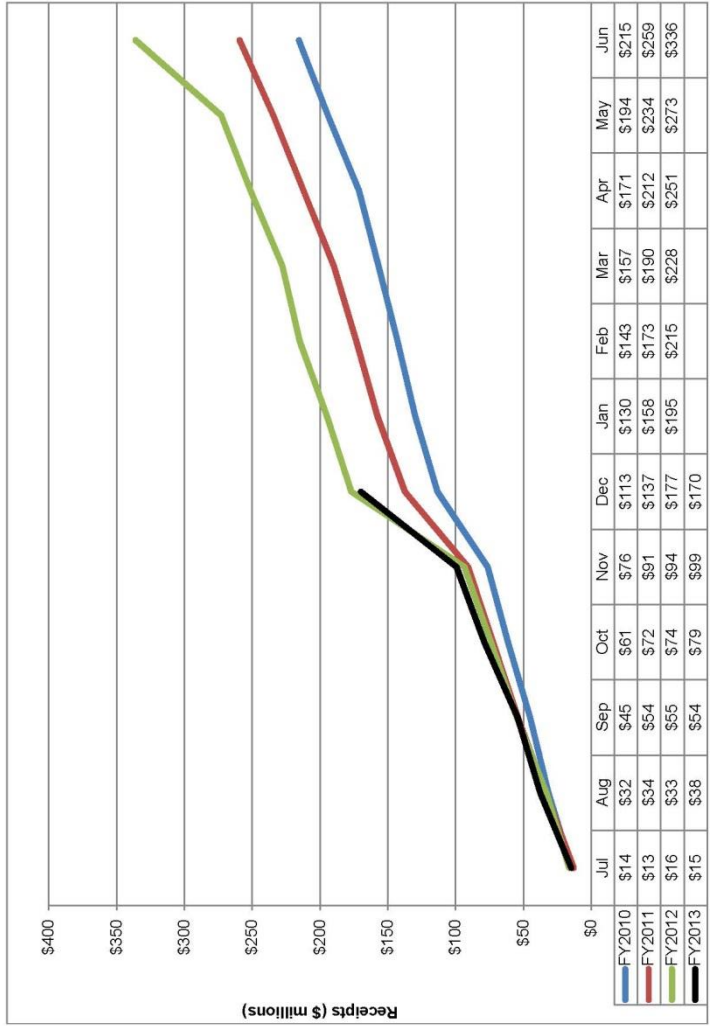



Unit	Outright Gifts and Pledges	Planned Gifts	OSU Foundation Activity	Private Grants (OSP)	Total Fundraising Activity	Goal	% Achieved
Academic Affairs	\$4,448,640	\$3,882,595	\$9,331,236	\$139,068	\$8,470,293	\$9,017,982	93.93%
Alumni Association	\$600,588	\$320,000	\$920,588	\$0	\$920,588	\$1,600,000	57.54%
Arts and Sciences (Colleges of the)	\$3,589,636	\$6,790,935	\$10,380,471	\$5,656,121	\$15,036,592	\$24,775,000	64.33%
Athletics	\$25,486,879	\$505,634	\$25,972,513	\$0	\$25,972,513	\$42,000,000	61.84%
Business (Fisher College of)	\$5,887,982	\$1,220,384	\$5,068,365	\$0	\$5,068,365	\$7,000,000	47.58%
Cancer (James / Solove)	\$23,147,390	\$4,518,055	\$27,665,385	\$6,004,624	\$33,669,909	\$60,000,000	56.12%
Dentistry (College of)	\$591,634	\$37,500	\$629,034	\$93,843	\$722,877	\$2,769,000	26.11%
Education and Human Ecology (College of)	\$1,119,721	\$704,918	\$1,824,639	\$871,030	\$2,695,669	\$7,760,615	34.78%
Engineering (College of)	\$10,446,260	\$1,209,103	\$11,655,363	\$10,869,811	\$22,544,179	\$38,024,000	59.29%
Food, Agricultural and Enviro. Sciences (College of)	\$5,122,938	\$1,081,150	\$7,204,089	\$3,921,778	\$11,125,867	\$20,551,080	54.14%
Heart (Ross)	\$953,932	\$0	\$953,932	\$1,455,064	\$2,408,996	\$10,277,000	23.44%
Kirwan Institute	\$555,000	\$0	\$555,000	\$0	\$555,000	\$1,400,000	39.64%
Law (Michael E. Moritz College of)	\$2,046,078	\$300,000	\$2,346,078	\$100,000	\$2,446,078	\$5,100,000	47.96%
Medical Center (Wexner)	\$4,361,813	\$7,426,203	\$5,778,016	\$3,660,352	\$9,438,368	\$18,748,000	50.34%
Medicine (College of)	\$5,052,687	\$681,575	\$5,734,162	\$1,277,628	\$7,011,790	\$10,400,000	67.42%
Neurosciences	\$4,416,193	\$25,000	\$4,441,193	\$2,569,121	\$7,010,284	\$13,174,000	53.21%
Nursing (College of)	\$261,215	\$696,000	\$947,215	\$186,886	\$1,134,101	\$1,500,000	75.61%
Optometry (College of)	\$226,041	\$1,017,470	\$1,243,511	\$113,780	\$1,357,291	\$1,843,000	73.65%
OSU Lima	\$199,924	\$0	\$199,924	\$0	\$199,924	\$727,700	27.47%
OSU Mansfield	\$74,266	\$0	\$74,266	\$100,358	\$174,623	\$3,500,000	4.98%
OSU Marion	\$703,445	\$0	\$703,445	\$0	\$703,445	\$1,583,609	44.42%
OSU Newark	\$588,218	\$0	\$588,218	\$0	\$588,218	\$331,000	177.71%
Pharmacy (College of)	\$581,820	\$107,510	\$689,330	\$418,623	\$1,107,953	\$1,881,000	58.90%
Public Health (College of)	\$149,522	\$0	\$149,522	\$107,259	\$256,781	\$1,383,000	19.26%
Social Work (College of)	\$167,096	\$146,844	\$313,939	\$25,000	\$338,939	\$1,400,000	24.21%
Student Life	\$695,573	\$229,897	\$915,470	\$5,000	\$920,470	\$1,000,000	92.05%
University-wide Fundraising	\$2,105,200	\$2,824,678	\$5,029,777	\$376,818	\$5,406,595	\$35,264,004	15.32%
Veterinary Medicine (College of)	\$2,127,969	\$774,165	\$2,902,134	\$81,996	\$3,714,130	\$11,900,000	32.30%
Wexner Center for the Arts	\$2,634,409	\$0	\$2,634,409	\$4,000	\$2,638,409	\$8,760,000	30.09%
WOSU Public Stations	\$2,072,266	\$129,500	\$2,201,766	\$0	\$2,201,766	\$6,750,000	32.62%
Total	\$112,344,042	\$28,728,921	\$141,072,963	\$38,687,158	\$179,760,121	\$360,000,000	49.93%

Time Elapsed

50.27%


 The Ohio State University Foundation
 FY 2013 Philanthropic Receipts Report
Philanthropic Receipts by Fiscal Year
 7/1/2012 through 12/31/2012





 The Ohio State University Foundation
 FY 2013 Philanthropic Receipts Report
Philanthropic Receipts
 7/1/2012 through 12/31/2012

	7/1/2012 through 12/31/2012	7/1/2011 through 12/31/2011	% Change
Outright Gift Receipts			
Cash and Securities	\$64,715,976	\$56,316,744	14.91%
Real Estate	\$0	\$0	0.00%
Gifts-in-Kind	\$2,886,918	\$3,214,313	-10.19%
Outright Gift Receipts	\$67,602,895	\$62,381,057	8.37%
Pledge Receipts	\$53,260,054	\$51,422,904	3.57%
Planned Gift Receipts			
Revocable Planned Gifts	\$5,553,190	\$6,468,222	-14.15%
Irrevocable Planned Gifts	\$4,822,090	\$5,520,188	-12.65%
Planned Gift Receipts	\$10,375,280	\$11,988,409	-13.46%
Private Grant (OSP) Receipts	\$38,687,158	\$51,095,772	-24.29%
Philanthropic Receipts Total	\$169,925,386	\$176,888,142	-3.94%



**The Ohio State University
Partners Achieving Community Transformation Business Plan**

February 2013



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Partners Achieving Community Transformation
Christopher Culley, Elizabeth Seely, and Dr. Steven G. Gabbe

In 2010, The Ohio State University began a transformational community development initiative with the City of Columbus and the Columbus Metropolitan Housing Authority. Together with our partners, Ohio State made a commitment to revitalize and renew one of the city's most historic neighborhoods—the Near East Side, home of University Hospital East and CarePoint East.

Funded by the OSU Wexner Medical Center expansion's \$35 million jobs-growth tax incentive from the City of Columbus, Ohio State has committed \$10 million and a 10-year investment to the physical and programmatic transformation of the Near East Side.

This initiative is fittingly named PACT, or Partners Achieving Community Transformation. PACT is more than a commitment; it brings to life Ohio State's distinctive responsibility to strengthen the lives of all Columbus citizens. Our responsibility to improve civic culture and engage residents is embedded in the University's land-grant DNA.

PACT is nearing a critical milestone, which is why we bring this update to the OSU Board of Trustees. After two years of planning with significant community involvement, PACT has a blueprint for how it can most effectively impact the Near East Side neighborhood.

Stakeholders from community, government, and business helped PACT identify areas of great importance. PACT's future work will focus heavily on Taylor Avenue, which is the home of the University's current Near East Side assets. This avenue has the potential to become a physical gateway to the neighborhood.

PACT's leaders have proposed a plan to evolve the partnership program to a University-affiliated entity. This alignment will help the organization realize its fullest potential. With targeted areas of impact and a new internal structure, PACT will be well-positioned to strategically navigate the University's investment in this historic neighborhood.

Christopher Culley
Senior Vice President and General Counsel, The Ohio State University

Elizabeth Seely
Executive Director, University Hospital East
Ohio State's Wexner Medical Center

Dr. Steven G. Gabbe
Senior Vice President for Health Sciences, The Ohio State University
Chief Executive Officer, Ohio State's Wexner Medical Center



1. Executive Summary

Partners Achieving Community Transformation (“PACT”) is a partnership between The Ohio State University, Columbus Metropolitan Housing Authority, and the City of Columbus. The goal of PACT is to recreate a vibrant and thriving community in the Near East Side neighborhood of Columbus, Ohio, specifically areas within the 43203 and parts of the 43205 zip codes.

During the organization’s planning phase, PACT organized five subcommittees to provide community-based input and recommendations to be considered for inclusion in the *Blueprint for Community Investment*. Comprised of community leaders, local business partners, and community members, planning efforts focused on five topic areas important to the community and central to PACT’s mission: jobs and economic impact; safe, vibrant, and accessible neighborhoods; health and wellness; housing; and, education. As a result of this work, a series of recommendations and priorities were developed and published in June of 2012. These recommendations have shaped the direction of PACT and guided the focus of investments within the community.

Led by interim director Trudy Bartley and building upon the efforts of Dawn Tyler Lee, PACT has received financial commitments from the three founding partners to aid with the implementation of the recommendations and priorities. Working with the planning firm Goody Clancy, PACT is in the process of developing a final *Blueprint for Community Investment*. The finalized *Blueprint* will be released in April of 2013 and outline the catalytic community projects occurring on the Near East Side to further PACT’s mission to create a healthy, financially and environmentally sustainable community where residents have access to safe and affordable housing, quality healthcare and education, and employment opportunities.

To facilitate the implementation of the *Blueprint for Community Investment*, the governance and organizational structure of PACT has been examined and redesigned. Focusing on the upcoming implementation and coordination roles of PACT, the organization will be restructured as a non-profit corporation (Ohio 501(c)(3)) governed by a board of directors consisting of the founding partners, community members, and other supporters of PACT. In addition to the new governing board, the organizational structure of PACT will be adjusted to support the planning and coordinating purpose the entity will serve on the Near East Side.

The financials for PACT over the next five years will include the fixed administrative costs necessary to support the organizational structure; however, as new partners identify areas and projects for investment, PACT will provide support to and work with the partners to coordinate the investments. As a founding partner, Ohio State has committed \$10 million over the next 10 years and is working with Goody Clancy to determine housing, educational, and development opportunities. Acknowledging the presence of Ohio State University Hospital East and CarePoint East, the first area identified by Ohio State for implementing catalytic projects is Taylor Avenue. Envisioned as a medical corridor, the planning along Taylor Avenue has involved discussions for creating an adult education center, providing homeowner assistance



programs, and developing a medical STEM school at East High School. In addition to Taylor Avenue, other PACT partners are beginning to identify areas of investment, including Poindexter Village and the Mount Vernon business district.

Moving forward, the founding PACT partners will continue to identify opportunities and needs within the Near East Side neighborhood. PACT's leadership role within the community will be benefited by a new governance and organizational structure. This structure, along with the partners and projects it will bring, will transition PACT from a planning body to a coordination and implementation entity. Key to this successful transition is the establishment of PACT as an affiliated entity, which will compliment and further Ohio State's mission and vision and help PACT fulfill its mission for the Near East Side neighborhood.



PACT Geographic Area: I-71 to Broad Street, Woodland Avenue to I-670

2. Goals and Objectives

PACT is a partnership between the Ohio State University ("Ohio State"), Columbus Metropolitan Housing Authority ("CMHA"), and the City of Columbus ("the City") to create a healthy, financially and environmentally sustainable community on the Near East Side of Columbus. Since its inception two years ago, community members have been actively engaged with PACT through committees that provide feedback on and give shape to neighborhood initiatives. The feedback and planning will cumulate in release of the final the *Blueprint for Community Investment* in April of 2013. Among the goals of PACT are:



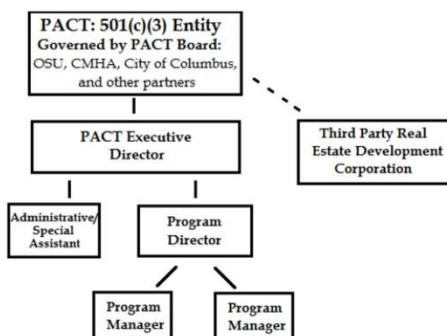
- To promote a healthy, culturally and economically diverse community.
- To be a catalyst for continuing and expanding redevelopment efforts in the surrounding area and promote and protect commercial and retail development within the defined geography.
- To provide recreational opportunities for children and families.
- To provide education, job training and employment opportunities.
- To include stakeholders in major decisions throughout the redevelopment process.

To best achieve these goals and provide support to the Near East Side neighborhood, PACT needs to adjust its existing organizational structure to prepare for its transformation into an implementation and coordination organization. The goals of PACT and its focus on the needs of the community will remain the same over time. However, as PACT shifts from planning to executing the *Blueprint for Community Investment*, the purpose of PACT will also shift to place a greater emphasis on program management, real estate development, and community outreach.

3. Proposed Organizational and Governing Board Structure

3.1 Governance Structure

To help achieve partnership goals for PACT, a new governance structure has been designed to facilitate PACT's successful transition from a planning body to implementing a strategic vision for a redeveloped Near East Side neighborhood. Under this new model, PACT will be restructured as a non-profit corporation (Ohio 501(c)(3)) governed by a board of directors consisting of representatives from Ohio State, CMHA, the City, and other potential partners yet to be identified.



The PACT board will initially be comprised of two representatives from each of the three founding members, Ohio State, CMHA, and the City, and one community member. The initial board members have been identified as:



- Christopher Culley, Senior Vice President and General Counsel for Ohio State, and Elizabeth Seely, Executive Director of The Ohio State University Hospital East, for Ohio State,
- Bryan Brown, Senior Vice President of Planning and Business Development for CMHA, and Hal Keller, Chief Executive Officer of Ohio Capital Corporation for Housing, for CMHA,
- Boyce Safford, Director of Development for the City of Columbus, and Larry Price, President and Chief Executive Office for L.Price & Associates, for the City, and
- Al Edmonson, President of the Mount Vernon District Improvement Association, to represent the community.

The primary responsibilities of this initial board will be to identify other significant financial partners and additional potential board members, while preparing to shift from planning to implementing the *Blueprint for Community Investment*. As other significant financial partners are identified and the needs of the organization evolve, it is proposed that the PACT board ultimately grow to eleven members. Under such a model, six members would represent community leadership (including the City and CMHA), two members would represent Ohio State, and three members would represent major financial partners of PACT.

The PACT board will primarily serve as the governing body for PACT and provide oversight of the financial investments in the Near East Side neighborhood, though additional roles and responsibilities will be considered. The three founding members of PACT have approved the new board governance structure and the Office of Legal Affairs is working with outside counsel to complete the incorporation process. A draft of the proposed Code of Regulations for PACT is included within this proposal.

3.2 Organizational Structure

PACT’s current organization consists of three layers of management, comprised of the PACT partners, an oversight committee, and an advisory committee. The role of the committees is to work with the subcommittees, which are organized around the five focus areas identified in the *Blueprint for Community Investment*. This structure has facilitated the planning process; however, as the organization begins implementation, a different organizational structure is needed.



Within the next six months, the new PACT board will be charged with identifying and hiring a new permanent Executive Director to replace Dawn Tyler Lee, who transitioned to a new



position with United Way of Central Ohio. The PACT Executive Director will be responsible for hiring staff to implement programs and projects funded by the board. Such programs and projects will relate to specific areas of community investment such as: education and workforce development; health and wellness; education; and safe, vibrant and accessible neighborhoods.

The recommended responsibilities for the Executive Director include, but are not limited to: managing the day-to-day operations of PACT; executing the implementation strategy as outlined in the *Blueprint for Community Investment*; building partnerships and advocating for PACT on a local and national level; leveraging financial and in kind resources for identified PACT programs; working with the third party real estate development company; and, managing the Program Director and Managers.

The search for the Executive Director has been initiated and three search firms are being interviewed to lead the search. The current timeline includes interviewing potential Executive Director candidates in February and March of 2013 and announcing the Executive Director in April of 2013. Trudy Bartley will continue to serve as the interim Executive Director until a new leader for PACT has been identified.

Once the Executive Director has been selected and approved by the board, the Executive Director will work with the board to identify a Program Director and Program Managers. The Program Director will be responsible for PACT's communications, marketing, and outreach, as well as PACT messaging to internal and external stake holders and managing grant submissions and the existing PACT Community Advisory Groups. Two Program Managers will be tasked with the implementation of specific programmatic activities and strategies included in the *Blueprint for Community Investment*. Though a Program Director will be hired soon after the Executive Director, the hiring of the two Program Managers will be delayed to allow PACT to apply for grant monies to fund the positions.

Finally, as with other similar affiliated entities, PACT will be associated with a to-be-determined third party real estate development corporation that will coordinate and manage the development and land acquisition for partners. Though partners will not be required to use the PACT real estate development corporation, the corporation will be available for partners that are able to provide funding for projects but lack access to a development corporation for implementation.

4. Projected Budget and Business Plan

4.1 Projected Budget

The three founding members—Ohio State, CMHA, and the City—provided the initial funding for PACT. Each founding partner entered into a memorandum of understanding to form PACT and committed a total contribution of \$250,000 per year for 2011-2016 for the administrative operations of the PACT office. Of the total funding contribution, \$100,000 was provided by Ohio State, \$100,000 was provided by the City, and \$50,000 was provided by CMHA. In addition to funds from the founding partners, PACT received a "Choice Neighborhoods Planning



Grant” from the United States Department of Housing and Urban Development for \$300,000, which has been utilized in part to retain the planning consultant Goody Clancy.

PACT Budgets for FY 2011 and FY 2012

	FY2011	FY2012
Salary Costs	\$ 74, 834.00	\$ 254,617.00
Benefits	\$ 20,571.00	\$ 69,453.00
Total Salary & Benefits	\$ 95,405.00	\$ 324,070.00
Supplies	\$ 15,782.00	\$ 12,500.00
Services	\$ 11,163.00	\$ 154,000.00
Total Budget	\$ 122,350.00	\$490,570.00

Over the last two fiscal years, the total expenditures for PACT have totaled \$612,920.00. The individual memorandums of understanding executed with Ohio State, CMHA, and the City have provided PACT with a total of \$500,000.000, with \$300,000 provided by the City and CMHA and \$200,000 provided by Ohio State. For operational costs, PACT has a total deficit of \$112,920.00. Additionally, PACT has expended \$500,000 to retain Goody Clancy. However, \$200,000 has been provided by CMHA from the Choice Planning Grant to fund Goody Clancy, leaving an outstanding balance of \$300,000. The remaining PACT expenditures and Goody Clancy contract funds total \$412,920.00 in debt consideration. It has been determined that this debt will be eliminated through a portion of \$10 million in job growth incentive funds invested by Ohio State.

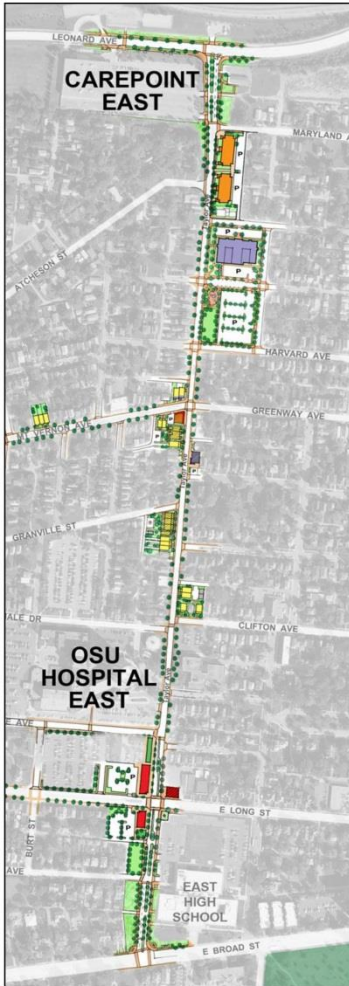
Moving forward, the partners will continue to provide funding to PACT for the administrative needs of the organization. A proposed budget, included below, has been projected based upon the FY 2011 and 2012 data and through a comparison with the Campus Partners operations budget for 2012. Additional staffing may be contemplated as needs evolve and as new stable funding streams are identified. The proposed budget is designed to provide PACT with the needed organizational support and access to supplies and services required if PACT is to truly serve as an implementation and coordinating body for the Near East Side neighborhood.

Proposed PACT Annual Budget

• Personnel Costs	
– Executive Director	\$175,000.00
– Communications & Marketing Director	\$ 70,000.00
– Administrative/Special Assistant	<u>\$ 30,000.00</u>
– Total Salary Costs	\$275,000.00
• Benefits (30.5%)	<u>\$ 83,875.00</u>
– Total Salary & Benefits	\$358,875.00
• Supplies	\$ 12,000.00
• Services	<u>\$120,000.00</u>
Total Budget Projection	\$490,875.00



Acknowledging the increased administrative costs, new memoranda of understanding are in the process of being approved by the founding partner organizations. The commitment, which increases the contribution of Ohio State and the City to \$200,000.00 and CMHA to \$100,000.00 for fiscal years 2013-2016, will provide funds to PACT for a total budget of \$500,000.00 and ensure that debt is not incurred.



4.2 Five Year Business Plan

Because the purpose of PACT is to be a coordination and implementation organization, the business costs associated with PACT will be limited to the administrative cost of running the organization's office. Over the next five years, PACT will receive support from the founding partners and other potential partners to meet its administrative needs. As an organization, PACT will not receive or hold any funds invested by partners in the Near East Side neighborhood. Instead, it will be the role of PACT to attract new partners, identify potential opportunities for investment, and provide coordination and implementation support for all partners and community members in furtherance PACT's mission.

4.3 Ohio State Catalytic Projects

In addition to the administrative costs, partners will also fund projects central to the mission of PACT—to provide access to safe and affordable housing, quality healthcare and education, and employment opportunities. Each founding partner has identified funding contributions and catalytic projects to further this mission. As a founding partner, Ohio State has committed \$10 million over 10 years to community reinvestment in the Near East Side of Columbus. The \$10 million committed by Ohio State is a portion of the \$35 million Jobs Growth Incentive Agreement entered into between the City and The Ohio State University Wexner Medical Center approved by Columbus City Council in December of 2010. Of the \$10 million, \$9 million has been dedicated to physical development and \$1 million will be provided for programmatic development. As additional financial partners are



identified, the affiliate will serve as the avenue for partners to work together and with the community to identify both developmental and programmatic projects to further the mission of PACT and benefit the Near East Side community.

The purpose of the affiliate will be to aid partners in identifying and implementing catalytic projects within the Near East Side neighborhood. Working with the City and CMHA to identify areas of need, Ohio State will primarily direct its funding to the development of the Taylor Avenue corridor. Since identifying Taylor Avenue, Ohio State has worked with a planning firm, Goody Clancy, to develop housing, educational opportunities, and other plans for the area.

The overall vision for Ohio State's catalytic projects has been developed by working with the community and recognizing the presence of Ohio State's current Near East Side investments, Ohio State University Hospital East and CarePoint East, at the north and south end of Taylor Avenue. The \$10 million in funds provided by Ohio State for projects will be continually reinvested in the neighborhood. The proposed projects focus on three major sites: the former Pilgrim Elementary School; the intersection of Taylor Avenue and East Long Street; and, East High School.

Though plans are not finalized, tentative plans for each site have been proposed and examined by Ohio State. At the former Pilgrim Elementary site, the plans include the rehabilitation and possible new construction to create an adult education center. Discussions are currently in progress with the Columbus City Schools and Columbus State to identify potential programs for and contributions from additional partners to aid in the development of the Pilgrim site.

The plans for the second area of focus, the intersection of Taylor Avenue and East Long Street, includes bringing needed services and resources to the neighborhood, including creating additional retail nodes. Finally, at East High School, located at Taylor Avenue and Broad Street, Ohio State would like to develop a medical STEM program for high school students. This project, which will require coordination with Columbus City Schools and the College of Medicine, will aid in establishing Taylor Avenue as a medical corridor on the Near East Side. Additional plans for the Near East Side neighborhood include bringing a grocery store to the neighborhood and provide housing support for neighborhood residents.

5. Risk Assessment

As PACT transitions into its new governance and organizational structure, the risks to both PACT and Ohio State will be moderate. Though Ohio State has committed a \$10 million investment for the funding of catalytic projects, Ohio State will remain in control of the funding and will ultimately decide in what projects the funds will be invested in over time. The role of PACT will be to facilitate investment, coordinate projects occurring on the Near East Side, and help partners utilize the *Blueprint for Community Investment* when determining projects and programming to implement. PACT will have resources available for use, for example the third party development corporation, where partners would prefer to both coordinate and implement catalytic projects through the organization. However, the funding provided to PACT will be limited to administrative costs required to run the office.

February 1, 2013 meeting, Board of Trustees



Because the funding is limited to administrative costs, the area of greatest risk to Ohio State is the potential reputational harm that could be created by personnel employed by and associated with PACT. Further, because of PACT's coordinating and managing function, failed projects and neighborhood dissatisfaction with projects could be blamed on Ohio State. However, the PACT board of directors, on which has Ohio State representation, will retain authority to hire and fire the PACT Executive Director, as well as review and provide guidance on the implementation and coordination activities of PACT. The governance of PACT is structured to ensure and facilitate reporting from the organization and the third party real estate development company to the PACT board of directors.

February 1, 2013 meeting, Board of Trustees



6. Proposed Memorandum of Agreement (See Attached)



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Memorandum of Agreement

by and between
Partners Achieving Community Transformation
and
The Ohio State University

THIS MEMORANDUM OF AGREEMENT (“Agreement”) is entered into as of this 14 day of January, 2013, by and between The Ohio State University (“University”) and Partners Achieving Community Transformation (“AFFILIATE”).

WHEREAS, AFFILIATE was organized and incorporated in 2013; list purpose of affiliate as stated in articles of incorporation;

WHEREAS, Partners Achieving Community Transformation is a partnership comprised of The Ohio State University, the City of Columbus, Columbus Metropolitan Housing Authority, and other partners dedicated to creating a healthy, financially and environmentally sustainable community on the Near East Side of Columbus;

WHEREAS, the University was organized in 1870 as an instrumentality of the State of Ohio and serves as Ohio’s flagship research university, employing thousands of Ohioans;

WHEREAS, The Ohio State University has been a founding member of Partners Achieving Community Transformation dedicated to the organization’s mission and the Near East Side of Columbus is home to The Ohio State University Hospital East and CarePoint East;

WHEREAS, AFFILIATE is an affiliated entity of the University;



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WHEREAS, the University has a vital interest in and recognizes the value and contributions of each of the University's affiliated entities;

WHEREAS, the University's Board of Trustees adopted a Policy on Affiliated Entities in June, 2008;

WHEREAS, pursuant to the Policy on Affiliated Entities, the University and AFFILIATE wish to memorialize their relationship;

WHEREAS, this Agreement is intended to set forth policies and procedures that will contribute to the coordination of the Parties' mutual activities:

NOW THEREFORE, In consideration of the mutual commitments herein contained, the parties agree as follows:

Article I

AFFILIATE Support of University Policy on Affiliated Entities Guiding Principles

AFFILIATE acknowledges and affirms that as an affiliated entity of the University, it supports the following guiding principles of the Policy on Affiliated Entities:

1. The creation and activities of affiliates must promote, sponsor, or complement educational, scientific, research, charitable, health-care related, or cultural activities for the benefit of the University or one or more of its units.
2. To promote a more proactive relationship with affiliates, the University's relationship with each affiliate will be memorialized through a memorandum of agreement.
3. Affiliates will be monitored by the Board of Trustees through a regular reporting process.
4. Affiliates shall provide for at least one University representative with full voting rights on its governing board.
5. Affiliates must use sound fiscal and accounting procedures.
6. Affiliates must be managed in a manner consistent with their own enabling documents and the University's purpose, mission, and procedures, as specifically set forth in this policy.
7. Affiliates must adhere to high standards of ethics and conflicts of interest.
8. The University's relationship with an affiliate is not necessarily intended to be perpetual, and relationships with affiliates will be examined at least every five years to determine whether the affiliate/relationship will be continued or whether a sunset provision is appropriate.



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AFFILIATE and the University affirm that this Agreement is intended to implement the principles with respect to AFFILIATE.

Article II

University/AFFILIATE Relationship

- A. Corporate Status of AFFILIATE. AFFILIATE is a separate non-profit corporation incorporated in the State of Ohio, exempt from federal income tax under Internal Revenue Code § 501(c)(3). AFFILIATE shall take all actions necessary to maintain this status.
- B. General Governance Responsibilities. The University's Board of Trustees is responsible for: (1) overseeing the mission, leadership, and operations of the University; (2) setting priorities and long-term plans for the University; (3) the performance and oversight of all aspects of operations of the University; and (4) the employment, compensation, and evaluation of all University employees, including the President.

AFFILIATE'S Board of Directors is responsible for: (1) the control and management of all assets of AFFILIATE; (2) the performance and oversight of all aspects of its operations based on a comprehensive code of regulations.

These lists of responsibilities are not meant to be exhaustive or exclusive.

- C. Liability. The University and AFFILIATE acknowledge that each is a separate entity and agree that neither will be liable, nor will be held out by the other as liable, for any of the other's contracts, torts, or other acts or omissions, or those of the other's trustees, directors, officers, members, staff, or activity participants.
- D. Legal Representation. AFFILIATE shall retain its own legal counsel. The University's Office of Legal Affairs will advise any University officials involved in AFFILIATE within the scope of their employment.
- E. Discernable Identity. All correspondence, solicitations, activities, and advertisements concerning AFFILIATE shall be clearly discernable as being from AFFILIATE and not from the University alone, unless done on behalf of and with written consent from the University. Any use of University marks will be governed by Article VI, Section D of this Agreement.
- F. Primary Contacts. For the purposes of this Agreement and until changed by the University President, the primary University contact for AFFILIATE shall be the SENIOR



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ADMINISTRATIVE OFFICIAL – Senior Vice President and General Counsel, currently SENIOR ADMINISTRATIVE OFFICIAL – Christopher M. Culley. For purposes of this Agreement and until changed by the AFFILIATE Board of Directors, the primary AFFILIATE contact for the University shall be its CEO OR EQUIVALENT, currently CEO OR EQUIVALENT – Trudy Bartley.

Article III Governance

- A. Ex Officio Directors. The University's Board of Trustees or its designee, which is the Office of the President, shall appoint two directors to serve on AFFILIATE's Board of Directors as enumerated in AFFILIATE's Code of Regulations § 2.02 as follows: the Senior Vice President and General Counsel, currently Christopher Culley, and the Executive Director of The Ohio State University Hospital East, currently Elizabeth Seeley. These two directors shall be referred to in this agreement as "Directors." According to § 2.02(B) of the Code of Regulations, one Director shall serve for an appointed term of two (2) years and one Director shall server for an appointed term of three (3) years. Any change in the size or composition of the AFFILIATE Board of Directors shall never be less than three (3) nor greater than fifteen (15) Directors.
- B. Appointment of Chair. The Chair of the AFFILIATE Board of Directors shall be a member of the Board of Directors and the Executive Committee in accordance with the AFFILIATE Code of Regulations.
- C. Disposition of Assets Upon Dissolution. AFFILIATE'S governing documents shall include a provision requiring that in the event of its dissolution, the assets of AFFILIATE shall be distributed to The Ohio State University.
- D. Audit Committee. AFFILIATE shall establish an audit/finance committee of no less than three members who shall report to the AFFILIATE Board of Directors. At least one member shall be independent of AFFILIATE and the University.
- E. Written Policies. The Board of Directors of AFFILIATE shall adopt written policies for ethics, conflicts of interest, whistleblowers, and other such policies. At AFFILIATE'S request, the University shall provide templates for each policy for the Board of Directors' consideration.
- F. Insurance. Officers and staff members of AFFILIATE shall be bonded as appropriate in amounts to be determined by the Board of Directors of AFFILIATE. General liability insurance and directors and officers' liability insurance shall be obtained in amounts determined by the Board of Directors to be reasonable and appropriate.



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Article IV

Financial Transactions and Accounting Practices

- A. Audit. AFFILIATE shall have an annual audit conducted by an independent certified public accountant. A copy of the audit report, management comments, and management's response shall be made available to the University upon request.
- B. Inspection of Books. With the AFFILIATE Board of Directors' approval, which shall not be unreasonably withheld, the University President or his/her designee may inspect and audit AFFILIATE books and records at reasonable times.
- C. Accounting System. AFFILIATE shall have in place an accounting system to assure financial activities are carried out and reported in accordance with generally accepted business and accounting practices.
- D. Cost Recovery, Generally. The University is entitled to recover its costs incurred for personnel, use of facilities, or other services provided to AFFILIATE; AFFILIATE is entitled to recover costs incurred for personnel, use of facilities, or other services provided to the University. Such cost recovery shall be in accordance with a separate agreement entered into by the University and AFFILIATE.
- E. Transactions Between University and AFFILIATE. Transactions between the University and AFFILIATE shall meet the normal tests for ordinary business transactions, including proper documentation and approvals. Transactions exceeding \$250,000 in goods and/or services shall be memorialized in a separate agreement. Special attention shall be given to avoiding direct or indirect conflicts of interest between the University and AFFILIATE and those with whom AFFILIATE does business.
- F. IRS Requirements. In accordance with IRS regulations governing tax exempt organizations, no substantial part of the activities of AFFILIATE shall consist of carrying on propaganda, or otherwise attempting to influence legislation, or participating or intervening in any political campaign or on behalf of any candidate for public office.
- G. Payments to University Employees. No salaries, consulting fees, loans, or perquisites shall be paid to a University employee by AFFILIATE without the prior written approval of the University President or his/her designee. Compensation plans for University employees which set a defined rate or percentage payment may be submitted for approval annually in lieu of specific dollar amounts.
- H. Transfer of Assets. Any transfer of assets by the University to AFFILIATE, or by AFFILIATE to the University, for management or investment shall be formalized in a separate



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Agreement so the fiduciary requirements of the respective governing boards are complied with and to assure, among other things, that any restrictions governing the future disposition of funds are observed.

- I. Major Financial Events. AFFILIATE shall notify the University President or his/her designee, at the earliest possible date, of any proposed purchase or sale of real estate and any material debt to be incurred for permanent or working capital, and coordinate its efforts with those of the University and other affiliates.
- J. Purchasing and Procurement. AFFILIATE shall adopt and observe the following guidelines governing its purchasing and procurement of goods and services:
 1. AFFILIATE is not required to comply with the University Board of Trustees policy on purchasing. However, AFFILIATE may deem it advisable and appropriate to employ competitive practices in procuring goods and services. AFFILIATE should also adopt a policy promoting minority business development.
 2. AFFILIATE shall not purchase goods and services on behalf of any University unit with the expectation of reimbursement from that unit, because such a transaction may conflict with the University Board of Trustees policy on purchasing. Goods and services may be purchased by affiliates as a gift for the University subject to the normal review and approval for gift acceptance.

Article V

Personnel Policies

AFFILIATE shall adopt the following guidelines governing the appointment, compensation, and retention of its personnel:

- A. Non-discrimination. AFFILIATE shall not discriminate on the basis of age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status. Notwithstanding these requirements, AFFILIATE'S programs that exist primarily for the disbursement of funds to members of a minority class, such as scholarship funds, may restrict eligibility on that basis to the extent authorized by law. In determining cases of discrimination it is not sufficient to look merely to the articles of incorporation or code of regulations of AFFILIATE; actual practices and operations also are relevant.
- B. Appointment and retention. The appointment and re-appointment of the chief executive officer ("AFFILIATE executives") shall be subject to approval of the AFFILIATE Board and memorialized in an appropriate letter of appointment. Prior to approval, the



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AFFILIATE Board shall notify the University President regarding the proposed or conditional appointment and/or re-appointment.

- C. Compensation. Except for any OSU Employees, the AFFILIATE shall set compensation standards annually, including salary ranges and fringe benefits, for all AFFILIATE staff. Compensation plans for staff which set a defined rate or percentage payment may be submitted for approval annually in lieu of specific dollar amounts.

Article VI

Support Provided by University

- A. Employees.
1. University may permit its employees to serve as AFFILIATE employees upon mutually agreeable terms and subject to state law.
 2. University warrants and represents that employees of AFFILIATE shall be accorded privileges generally available to University employees, subject to eligibility and other requirements of specific operations.
- B. Services. Upon AFFILIATE'S request, the University may make administrative services available to aid AFFILIATE in its management and operation. As applicable, these services may include, but are not limited to:
1. IT support;
 2. UNITS;
 3. Traffic & Parking;
 4. Access to the University's financial systems to receive, disburse, and account for funds held. With respect to transactions processed through the University's financial system, AFFILIATE shall comply with the University's financial policies and procedures;
 5. Accounting services to include: monthly cash disbursements and receipts, accounts receivable and payable, bank reconciliation, monthly reporting and analysis, auditing, payroll, and budgeting;
 6. Investment, management, insurance, benefits administration and similar services;
 7. Central University services such as dining services, printing services, parking and transportation, and facilities management.
- C. Facilities. AFFILIATE is eligible to use the University's facilities, subject to availability and applicable policies and charges.



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- D. University Marks. University hereby grants AFFILIATE a non-exclusive right to use the University Marks specifically related to, and necessary for, its business operations and provision of services. AFFILIATE shall not assign the University Marks, or use them for any other purposes unless approved in writing by the University Office of Trademark and Licensing.

Article VII

Terms of the Memorandum of Agreement

- A. Periodic Meetings. To ensure effective and continuing implementation and achievement of the terms of this Agreement, the primary contacts shall hold periodic meetings to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities.
- B. Amendment and Modification. No amendment or modification of this Agreement shall be effective against either party unless such amendment or modification is set forth in writing and signed by both parties. It is understood and agreed that some proposed changes to this Agreement may require approvals from both the AFFILIATE Board of Directors and the University Board of Trustees.
- C. Term. The term of this Agreement shall commence on the date on which both parties sign the memorandum and continue until the Agreement is terminated pursuant to the terms contained herein.
- D. Termination. Either party may, upon 90 days prior written notice to the other, terminate this Agreement.
- E. Severability. In the event that any provision of this agreement shall be illegal or otherwise unenforceable, such provision shall be severed, and the balance of the Agreement shall continue in full force and effect.

IN WITNESS WHEREOF, the parties have caused this Memorandum of Agreement to be executed by their duly authorized officers as of the day and date first above written.

The Ohio State University:

Geoff Chatas
Senior Vice President, Business and Finance

Trudy Bartley
AFFILIATE CEO OR EQUIVALENT

February 1, 2013 meeting, Board of Trustees



7. Proposed by-laws (See Attached)

February 1, 2013 meeting, Board of Trustees



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CODE OF REGULATIONS
OF
PARTNERS ACHIEVING COMMUNITY TRANSFORMATION, INC.

ARTICLE I

The Corporation

Section 1.01. Name and Organizational Structure. Partners Achieving Community Transformation, Inc. (hereinafter the “Corporation”) is a nonprofit corporation organized and existing under the Ohio Nonprofit Corporation Law.

Section 1.02. Tax Status and Purposes. In accordance with the status of the Corporation as an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or corresponding provisions of any future United States internal revenue law) (the “Code”), the Corporation is organized and shall be operated exclusively for the purposes set forth in its Articles of Incorporation (the “Articles of Incorporation”), including, but not limited to, developing and assisting in the implementation of urban land-use plans designed to eliminate the existing blight, improve conditions and prevent future deterioration in the near east side Columbus, Ohio neighborhood, bounded to the north by Interstate 670, to the east by Woodland Avenue, to the south by East Broad Street and to the west by Interstate 71 (the “Development Area”).

ARTICLE II

Directors and Members

Section 2.01. Power and Authority of Directors; Members. Except as otherwise provided by applicable law, the Articles of Incorporation of the Corporation or these Regulations, all of the corporate powers and authority of the Corporation shall be vested in and exercised by its board of



directors. The initial members of its board of directors shall be those individuals designated as such in the Articles of Incorporation of the Corporation, if any, or as elected by the incorporator(s) of the Corporation in accordance with Section 1702.10 of the Ohio Revised Code, if any, who shall be deemed to be appointed as such as of the time of filing of the Articles of Incorporation with the Secretary of State of Ohio or as so elected by the incorporator(s), as the case may be. The directors serving hereunder shall have the power, authority and responsibilities of and shall perform the functions provided for directors under the Ohio Nonprofit Corporation Law. The directors shall be, for purposes of any statute or rule of law relating to corporations, the members of the Corporation and the directors shall have all rights and privileges of members, except as otherwise specifically provided in these Regulations.

Section 2.02. Provisions Relating to Directors.

A. Number. Unless changed in accordance with the provisions of these Regulations, the initial board of directors shall be comprised of seven (7) members. The number of directors may be fixed or changed by the board of directors from time to time, but shall never be less than three (3) nor greater than fifteen (15). No reduction in the number of directors shall of itself have the effect of shortening the term of any incumbent director.

B. Appointment, Election and Term of Directors. Unless otherwise designated or appointed as provided in Section 2.01 above, the initial directors shall be appointed and/or elected as follows:

(i) two (2) directors shall be appointed by the Mayor of the City of Columbus, Ohio (the "Mayor");

(ii) two (2) directors shall be appointed by the President of The Ohio State University (the "University President");



(iii) two (2) directors shall be appointed by the President of Columbus Metropolitan Housing Authority (the “CMHA President”) with the confirmation of board of directors of Columbus Metropolitan Housing Authority (the “CMHA Board”); and

(iv) one director shall be appointed by the incorporator(s) of the Corporation pursuant to Section 1702.10 of the Ohio Revised Code or, if not so appointed, elected by the affirmative vote of a majority of the directors appointed in accordance with Sections 2.02(B)(i), (ii) and (iii) above, and shall be an individual who resides or operates a business located in the Development Area.

Until changed in accordance with these Regulations, the directors shall be divided into two classes of three (3) and four (4) directors, respectively. In appointing and/or electing the first full board of directors, (i) one (1) director shall be appointed to serve for a term of two (2) years and one (1) director shall be appointed to serve for a term of three (3) years by the Mayor in accordance with Section 2.02(B)(i) above; (ii) one (1) director shall be appointed to serve for a term of two (2) years and one (1) director shall be appointed to serve for a term of three (3) years by the University President in accordance with Section 2.02(B)(ii) above; (iii) one (1) director shall be appointed to serve for a term of two (2) years and one (1) director shall be appointed to serve for a term of three (3) years by the CMHA President in accordance with Section 2.02(B)(iii) above; and (iv) one (1) director shall be appointed or elected to serve for a term of three (3) years by the incorporator(s) or the directors, as the case may be, in accordance with Section 2.02(B)(iv) above. Each initial director shall serve during his or her term and/or until his or her successor or replacement is duly appointed or elected in accordance with this Section 2.02(B), or his or her earlier resignation, removal from office or death. Thereafter, each successor director shall be appointed and/or elected by the Mayor or the University President or



the CMHA President (with the confirmation of the CMHA Board) or such other directors then in office who have been appointed in accordance with this Section 2.02(B), as the case may be, in the same number and manner as provided above for a term of three (3) years, and until his or her successor or replacement is duly appointed or elected in accordance with this Section 2.02(B), or his or her earlier resignation, removal from office or death; provided that, the authorized number of directors may be changed in accordance with Section 2.02(A) above and any vacancy created by an increase in the authorized number of directors as contemplated in Section 2.02(A) above shall be filled by the Corporation's board of directors unless otherwise directed by such board. A director may be re-appointed or re-elected by the person(s) or organization authorized to appoint or elect him or her in accordance with this Section 2.02(B), and all appointments, re-appointments, elections and/or re-elections of directors shall be made without regard to race, color, creed, national origin, disability, sex or sexual orientation.

C. Resignation and Removal; Vacancies. Any director, by notice in writing to the board of directors of the Corporation, may resign at any time. Except as otherwise provided in the Articles of Incorporation or these Regulations, any director may be removed from office, with or without cause, only by the (i) person(s) or organization authorized to appoint such director pursuant to Section 2.02(B) hereof, or (ii) affirmative vote of two-thirds (2/3) of the directors then in office at a meeting of the board of directors called for that purpose; provided that, notice of the place, date, time and purpose of such meeting is given to each director then in office at least seven days prior to the date of such meeting. The remaining term of any director who resigns or is removed from the board of directors shall be filled by the person(s) or organization authorized to appoint or elect such director under Section 2.02(B). In case of any such removal, another person may be appointed or elected as a director to fill the vacancy



created by such removal in accordance with the provisions hereof at the same meeting for the unexpired term of the director so removed.

Section 2.03. Quorum and Voting.

A. Quorum. Except as otherwise provided in the Articles of Incorporation or these Regulations, the presence in person of at least two-thirds (2/3) of the directors then in office shall constitute a quorum for the transaction of business at any meeting of the board of directors. In the absence of a quorum, or when a quorum is present, a meeting may be adjourned from time to time by the affirmative vote of a majority of the directors present in person at the meeting, without notice or other announcement at the meeting and without further notice to any absent director. At any adjourned meeting at which a quorum is present, any business may be transacted which might have been transacted at the adjourned meeting originally notified. A director who has a Conflict of Interest with respect to a Contract or Transaction (such capitalized terms in this sentence being used herein as defined in the Corporation's Policy on Conflicts of Interest and Disclosure of Certain Interests (the "Policy"), which is made part of these Regulations) shall be counted in determining the presence of a quorum for purposes of a vote on any such Contract or Transaction, even though the director may not vote thereon.

B. Voting. Except as otherwise provided in the Articles of Incorporation or these Regulations or otherwise required by law, each director then in office shall have one (1) vote, and the affirmative vote of a majority of the disinterested directors present at a meeting at which a quorum is present shall constitute the action of the board of directors. For purposes of Section 2.03 and 3.03 hereof, the term "disinterested" means that a director does not have a Conflict of Interest, as defined in the Policy, with respect to an action taken or to be taken by the board of directors. At a meeting of the board of directors at which directors are to be elected,



only persons nominated as candidates for election as directors shall be eligible for election as directors and the candidates receiving the greatest number of votes shall be elected. For the avoidance of doubt, those persons appointed to the board of directors by the Mayor, the University President and/or the CMHA President in accordance with these Regulations need not be elected also by the board of directors.

Section 2.04. Notice of Meetings of Board of Directors. Subject to the provisions contained in the Policy, notice of the place, date and time of each meeting of the board of directors shall be given to each director not more than twenty-one (21) calendar days nor less than two (2) business days before the date of such meeting. Any notice referred to in this Section 2.04 may be given by any reasonable means, including, but not limited to, personal delivery, telegram, telephone, teletype, electronic mail transmission, or United States regular mail, express mail or courier service with postage or fees prepaid, and, unless otherwise expressly required by these Regulations, need not specify the purposes of the meeting, except that if an amendment to the Articles of Incorporation or these Regulations is proposed a copy of such proposed amendment shall accompany said notice. Notice of any meeting given by personal delivery, telegram, telephone, teletype, electronic mail transmission, or United States regular mail, express mail or courier service with postage or fees prepaid shall be considered given when mailed or otherwise sent or delivered to the director in accordance with the director's most current personal information as specified in the records of the Corporation. The giving of notice with respect to a meeting of the board of directors shall be deemed to be waived by any director who attends and participates in such meeting, other than to protest at the beginning of such meeting the lack of proper notice of such meeting, and may be waived, in writing, by any director either before, at or after such meeting. Such writing shall be filed with or entered upon the records of the meeting. Notwithstanding the foregoing, in lieu of notice of



each meeting of the board of directors, the board of directors, from time to time, may approve a regular day and time or an established schedule for meetings of the board of directors and, in such case, no further notice of such meetings of the board of directors shall be required.

Section 2.05. Meetings of Directors.

A. Annual Meetings. The annual meeting of the board of directors for the election of directors to be elected by the board of directors, if any, in accordance with Section 2.02(B) hereof and for the transaction of such other business as may properly come before such meeting, shall be held on the first Monday in May of each year or on such other date or dates as may be fixed from time to time by the board of directors.

B. Regular Meetings. Regular meetings of the board of directors, including the annual meetings, shall be at such place (within or without the State of Ohio), and time and on such date as may be fixed by the board of directors, or by the Chairman of the Board or by the President as authorized by the board.

C. Special Meetings. Special meetings of the board of directors may be called by the Chairman of the Board or by the President, or by any three (3) directors who deliver to the Corporation's Secretary at least five (5) business days prior to the minimum notice period (as provided in Section 2.04) for a meeting to be called a written request for the calling of a meeting.

Section 2.06. Attendance and Participation at Meetings. Directors may attend and participate in any meeting of the board of directors through any communications equipment if all persons participating in the meeting can communicate with and can hear each other at the same time. Participation in a meeting pursuant to this provision shall constitute presence at such meeting.



Section 2.07. Action Without Meeting. Notwithstanding any provision hereof to the contrary, any action which might be taken at any meeting of the board of directors may be taken without such meeting by a writing or writings signed by all of the members of the board. The writing or writings evidencing such action taken without a meeting shall be filed with the Secretary of the Corporation and inserted by the Secretary in the permanent records relating to meetings of the board of directors. Any transmission by authorized communications equipment that contains an affirmative vote or approval of a director is a signed writing for purposes of this section. The date on which that transmission by authorized communications equipment is sent is the date on which the writing is signed for purposes of this section.

ARTICLE III

Committees

Section 3.01. Committees. The board of directors from time to time may create committees of the board consisting of one (1) or more directors and may appoint the members thereof. The board also may appoint advisory committees (or advisory boards) consisting of directors and/or persons who are not directors; provided that, at least one (1) director shall be a member of each such advisory committee (or advisory board). The board of directors may prescribe or may limit the powers and duties of any committee (including advisory committee or advisory board) of the board.

Section 3.02 Executive Committee. There shall be an Executive Committee of the board consisting of not less than three (3) directors, including the Chairman of the Board. Subject to the provisions of Section 3.03 below, the Executive Committee shall have and may exercise all powers of the board between meetings of the board. The Chairman of the Board shall serve as the chairman of the Executive Committee. The Executive Committee shall keep minutes of its



meetings and promptly transmit copies thereof to all members of the board. At each regular meeting of the board, the board may review any actions of the Executive Committee and may modify, ratify or rescind any such actions, subject to the contract rights of third parties.

Section 3.03. Committee Limitations.

A. Each board committee (including each advisory committee) shall serve at the pleasure of the board of directors, shall act only in the intervals between meetings of the board (except that a committee may make reports to the board during board meetings) and shall be subject to the control and direction of the board. Except as otherwise required by law, a majority of the members of each committee shall constitute a quorum for the transaction of business at any meeting of such committee and each committee shall act only by the affirmative vote of a majority of its disinterested members present at a meeting at which a quorum is present.

B. No committee shall have the authority to:

(1) approve any action for which the approval of the board of directors is required by the Ohio Nonprofit Corporation Law or any other applicable law or legal requirement; or

(2) fill vacancies on the board of directors or any committee thereof.

Section 3.04. Action Without Meeting and Committee Meetings. Notwithstanding any provision hereof to the contrary, any action which might be taken at any meeting of any committee may be taken without such meeting by a writing or writings signed by all of the members of such committee. The writing or writings evidencing such action taken without a meeting shall be filed with the chairman of such committee and inserted by the chairman in the permanent records relating to meetings of the committee. Any transmission by authorized communications equipment that contains an affirmative vote or approval of a member of such committee is a signed writing for



purposes of this section. The date on which that transmission by authorized communications equipment is sent is the date on which the writing is signed for purposed of this section.

Each committee of the board shall have the power to make rules and regulations for the conduct of its business; *provided that*, (i) not less than a majority of the members thereof shall be required to constitute a quorum for the transaction of business at any meeting and, (ii) except as otherwise expressly provided herein, each committee shall act by the affirmative vote of a majority of its disinterested members present at a meeting at which a quorum is present. A committee member who has a Conflict of Interest with respect to a Contract or Transaction (as such capitalized terms being used herein and defined in the Policy) shall be counted in determining the presence of a quorum for purposes of the vote on any such Contract or Transaction, even though such member may not vote thereon. Committee members may attend and participate in any meeting of the committee through any communications equipment if all persons participating in the meeting can communicate with and hear each other at the same time. Participation in a meeting pursuant to this provision shall constitute presence at such meeting.

ARTICLE IV

Officers

Section 4.01. Election. The officers of the Corporation shall consist of a Chairman of the Board, a Vice Chairman, a President, a Secretary, a Treasurer and such other officers as the directors may from time to time designate. Election of officers shall take place at each annual meeting of the board of directors or, if action is not then taken or if there is a vacancy, at any regular or special meeting for which notice is given as provided in Section 2.04. The same individual may be elected to more than one (1) office. All officers shall be elected by the board of directors for a



term of two (2) years or for such other term(s) as may be specified in the resolution or action of the board of directors electing such officer(s).

Section 4.02. Chairman of the Board. The Chairman of the Board shall be a member of the board of directors and the Executive Committee and shall preside at all meetings of the board and such committee. The Chairman of the Board shall have such other powers and duties as may be established from time to time by the board of directors.

Section 4.03. Vice Chairman. The Vice Chairman shall be a member of the board of directors and shall, in the absence or disability of the Chairman, perform all of the duties of the Chairman of the Board. The Vice Chairman shall have such other powers and duties as may be established from time to time by the board of directors.

Section 4.04. President. The President, subject to the direction of the board of directors, shall have general supervision, direction and control of the business and affairs of the Corporation and the other officers (except the Chairman of the Board and the Vice Chairman) of the Corporation. The President shall be an ex-officio member of all standing committees. The President shall have the general powers and duties usually vested in the chief executive officer of a nonprofit corporation under the laws of the State of Ohio and shall have such other powers and duties as may be prescribed from time to time by the board of directors.

Section 4.05 Secretary. The Secretary shall keep the minutes of the proceedings of the board of directors, shall be the custodian of all official books, records and papers of the Corporation and shall perform such other administrative duties as shall be necessary or desirable to carry out the purposes of the Corporation. The Secretary shall have such other duties as may be established from time to time by the President with the consent of the board of directors or by the board of directors.



Section 4.06. Treasurer. The Treasurer shall be the chief financial officer of the Corporation and shall perform such other administrative duties as shall be necessary or desirable to carry out the purposes of the Corporation. The Treasurer shall have such other duties as may be established from time to time by the President with the consent of the board of directors or by the board of directors.

ARTICLE V

Indemnification and Insurance

Section 5.01. Mandatory Indemnification. The Corporation shall indemnify any officer or director of the Corporation who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (including, without limitation, any action threatened or instituted by or in the right of the Corporation), by reason of the fact that he or she is or was a director, officer, employee or agent of the Corporation, or is or was serving at the request of the Corporation as a director, trustee, officer, employee, member, partner, or agent of, or volunteer for, another corporation (domestic or foreign, nonprofit or for profit), partnership, joint venture, trust or other enterprise, against expenses (including, without limitation, attorneys' fees, filing fees, court reporters' fees and transcript costs), judgments, fines and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit or proceeding if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the Corporation, and with respect to any criminal action or proceeding, he or she had no reasonable cause to believe his or her conduct was unlawful. A person claiming indemnification under this Section 5.01 shall be presumed, in respect of any act or omission giving rise to such claim for indemnification, to have



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

Section 5.02. Court-Approved Indemnification. Anything contained in these Regulations or elsewhere to the contrary notwithstanding:

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

B. the Corporation shall promptly make any such unpaid indemnification as is determined by a court to be proper as contemplated by this Section 5.02.



Section 5.03. Indemnification for Expenses. Anything contained in these Regulations or elsewhere to the contrary notwithstanding, to the extent that an officer or director of the Corporation has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Section 5.01, or in defense of any claim, issue or matter therein, he or she shall be promptly indemnified by the Corporation against expenses (including, without limitation, attorneys' fees, filing fees, court reporters' fees and transcript costs) actually and reasonably incurred by him or her in connection therewith.

Section 5.04. Determination Required. Any indemnification required under Section 5.01 and not precluded under Section 5.02 shall be made by the Corporation only upon a determination that such indemnification of the officer or director is proper under the circumstances because he or she has met the applicable standard of conduct set forth in Section 5.01. Such determination may be made only:

A. by the affirmative vote of a majority of the directors who constitute a quorum of the board of directors of the Corporation and who were not and are not parties to, or threatened with, any such action, suit or proceeding;

B. if such a quorum is not obtainable or if a majority of the disinterested directors so directs, in a written opinion by independent legal counsel other than an attorney retained previously by the Corporation, or a firm having associated with it an attorney who has been retained by or who has performed services for the Corporation, or any person to be indemnified, within the past five (5) years; or

C. by the Court of Common Pleas of Franklin County, Ohio or (if the Corporation is a party thereto) the court in which such action, suit or proceeding was brought, if any.



Any such determination may be made by a court under division (C) of this Section 5.04 at any time (including, without limitation, any time before, during or after the time when any such determination may be requested of, be under consideration by or have been denied or disregarded by the disinterested directors under division (A) or by independent legal counsel under division (B) of this Section 5.04). No decision for any reason to make any determination required under this Section 5.04, and no decision for any reason to deny any such determination, by the disinterested directors under division (A) or by independent legal counsel under division (B) of this Section 5.04 shall be evidence in rebuttal of the presumption recited in Section 5.01. Any determination made by the disinterested directors under division (A) or by independent legal counsel under division (B) of this Section 5.04 to make indemnification in respect of any claim, issue or matter asserted in an action or suit threatened or brought by or in the right of the Corporation shall be promptly communicated to the person who threatened or brought such action or suit, and within ten (10) days after receipt of such notification such person shall have the right to petition the Court of Common Pleas of Franklin County, Ohio, or the court in which such action or suit was brought, if any, to review the reasonableness of such determination.

Section 5.05. Advances for Expenses. Expenses (including, without limitation, attorneys' fees, filing fees, court reporters' fees and transcript costs) incurred in defending any action, suit or proceeding referred to in Section 5.01 shall be paid by the Corporation in advance of the final disposition of such action, suit or proceeding to or on behalf of the officer or director promptly as such expenses are incurred by him or her, but only if such officer or director shall first agree, in writing, to repay all amounts so paid in respect of any claim, issue or other matter asserted in such action, suit or proceeding in defense of which he or she shall not have been successful on the merits or otherwise:



A. if it shall ultimately be determined as provided in Section 5.04 that he or she is not entitled to be indemnified by the Corporation as provided under Section 5.01; or

B. if, in respect of any claim, issue or other matter asserted by or in the right of the Corporation in such action or suit, he or she shall have been adjudged to be liable for acting with reckless disregard for the best interests of the Corporation or misconduct (other than negligence) in the performance of his or her duties to the Corporation, unless and only to the extent that the Court of Common Pleas of Franklin County, Ohio, or the court in which such action or suit was brought, shall determine upon application that, despite such adjudication of liability, and in view of all the circumstances, he or she is fairly and reasonably entitled to all or part of such indemnification.

Section 5.06. ARTICLE V Not Exclusive. The indemnification provided by this ARTICLE V shall not be exclusive of, and shall be in addition to, any other rights to which any person seeking indemnification may be entitled under the Articles of Incorporation or these Regulations or any agreement, vote of disinterested directors, or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such office, shall continue as to a person who has ceased to be an officer or director of the Corporation and shall inure to the benefit of the heirs, executors, and administrators of such person.

Section 5.07. Insurance. The Corporation shall may purchase and maintain insurance or furnish similar protection, including but not limited to trust funds, letters of credit or self-insurance, on behalf of any person who is or was a director, officer, employee, or agent of, or volunteer for, the Corporation, or is or was serving at the request of the Corporation as a director, trustee, officer, employee, member, partner, agent or volunteer of another corporation (domestic or foreign, nonprofit or for profit), partnership, joint venture, trust or other enterprise, against any liability asserted against him or her and incurred by him or her in any such capacity, or arising out of his or



her status as such, whether or not the Corporation would have the obligation or the power to indemnify him or her against such liability under the provisions of this ARTICLE V. Insurance may be purchased from or maintained with a person in which the Corporation has a financial interest.

Section 5.08. Certain Definitions. For purposes of this ARTICLE V, and as examples and not by way of limitation:

A. A person claiming indemnification under this ARTICLE V shall be deemed to have been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Section 5.01, or in defense of any claim, issue or other matter therein, if such action, suit or proceeding shall be terminated as to such person, with or without prejudice, without the entry of a judgment or order against him or her, without a conviction of him or her, without the imposition of a fine upon him or her and without his or her payment or agreement to pay any amount in settlement thereof (whether or not any such termination is based upon a judicial or other determination of the lack of merit of the claims made against him or her or otherwise results in a vindication of him or her);

B. References to an "other enterprise" shall include, but shall not be limited to, employee benefit plans; references to a "fine" shall include any excise taxes assessed on a person with respect to an employee benefit plan; and references to "serving at the request of the Corporation" shall include any service as a director, officer, employee, or agent of, or volunteer for, the Corporation which imposes duties on, or involves services by, such director, officer, employee, agent or volunteer with respect to an employee benefit plan, its participants or beneficiaries; and a person who acted in good faith and in a manner he or she reasonably believed to be in the best interests of the participants and beneficiaries of an employee benefit plan shall be deemed to have



acted in a manner “not opposed to the best interests of the Corporation” within the meaning of that term as used in this ARTICLE V;

C. The term “volunteer” shall mean a director, officer or agent of the Corporation, or another person associated with the Corporation, who (i) performs services for or on behalf of, and under the authority or auspices of, the Corporation, and (ii) does not receive compensation, either directly or indirectly, for performing those services. Compensation does not include (i) payment or reimbursement to a volunteer for actual and necessary expenses that are incurred by the volunteer in connection with the services performed for the Corporation; (ii) insurance premiums paid on behalf of the volunteer and amounts paid, advanced or reimbursed pursuant to this ARTICLE V, Section 1702.12(E) of the Ohio Revised Code or any indemnification agreement, resolution or similar arrangement; or (iii) modest perquisites.

Section 5.09. Venue. Any action, suit or proceeding to determine a claim for indemnification under this ARTICLE V may be maintained by the person claiming such indemnification, or by the Corporation, in the Court of Common Pleas of Franklin County, Ohio. The Corporation and (by claiming such indemnification) each such person consents to the exercise of jurisdiction over its or his or her person by the Court of Common Pleas of Franklin County, Ohio, in any such action, suit or proceeding.



ARTICLE VI

Miscellaneous

Section 6.01. Fiscal Year. The fiscal year of the Corporation shall end on the last day of December, or on such other date as may be fixed from time to time by the board of directors.

Section 6.02. Annual Financial Audit. At the close of each fiscal year, the Treasurer shall take steps to ensure that an audit is conducted with respect to the Corporation's financial affairs for the year. At the conclusion of each annual audit, the Treasurer shall submit the audit results and reports to the board of directors.

Section 6.03. Amendments. Unless otherwise provided in the Articles of Incorporation or these Regulations, these Regulations may be amended, in whole or in part, or new Regulations may be adopted, by the board of directors of the Corporation at a meeting called for that purpose by the affirmative vote of at least two-thirds (2/3) of the directors then in office or in a writing or writings signed by all of the members of the board of directors in accordance with Section 2.07 hereof, except that Sections 2.02 and 2.03 of these Regulations may not be amended without the prior written consent of the Mayor, the University President and the CMHA President.

**THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES
FINANCE COMMITTEE**

January 31, 2013

TOPICS: Football and Men's Basketball Ticket Prices
Golf Course Membership and Daily Green Fees

CONTEXT:

Ohio State is one of the few institutions in the country whose athletics programs are self-sustaining. We do not use funds from non-athletic sources to pay for athletic programs. Our programs support more than 1,000 student-athletes and help them succeed both on the field and off, including achievement of an 81 percent graduation rate. Funds generated from ticket sales are used to support scholarships for 600 student-athletes.

As an essential part of Ohio State, the Athletics Department contributes financially to the university's academic mission, returning about 25 percent of its budget each year to the university to support libraries, scholarships and other academic needs. Additionally, the Athletics Department is responsible for maintaining the world-class facilities that allow us to attract the best and brightest student-athletes, coaches and athletics staff – and to field championship teams. In the face of rising operating costs for next fiscal year, the Athletic Council and University administrators have reviewed and recommended increases in the price of football and men's basketball tickets and golf course membership fees.

RECOMMENDATION:

For football tickets (2013 football season) –

- Increase the Reserved Public football ticket price by \$9 per game for designated non-Premier home football games.
- Option to designate up to two home football games as "Premier Games" and price those Reserved Public tickets between \$79 and up to a maximum \$125 and \$150 per game, respectively, or up to a maximum \$175 for a single Premier Game identified in a single season.
- Increase the Student football ticket price by \$2 per game. Student tickets will not be subject to the Premier Game pricing.

For Men's Basketball Tickets (2013-2014 basketball season) –

- For Conference games only, an increase of \$6 per game for Personal Seat License (PSL) and Reserved Public tickets in the lower bowl seats, and an increase of \$4 per game for Reserved Public tickets in the upper bowl seats.
- For Conference games only, an increase of \$4.50 per game for Faculty/Staff tickets in the lower bowl seats, and an increase of \$3 per game for Faculty/Staff tickets in the upper bowl seats.
- For Conference games only, an increase of \$1 per game for Student tickets in all seat locations.
- Option to designate up to five (5) select Non-Conference or Conference home games as "Premier Games" and price the Personal Seat License seats at \$47, Reserved Public lower bowl seats at \$46, Reserved Public upper bowl seats at \$25, Faculty/Staff lower bowl seats at \$37, Faculty/Staff upper bowl seats at \$20, and Student tickets at \$13 per game.

February 1, 2013 meeting, Board of Trustees

- There will be no price increase for all Non-Conference games, except for those designated as "Premier Games".

For 2013 Golf Course Membership Dues and Green Fees (Fiscal Year 2014) –

- A 1.5% increase is proposed for annual membership dues for Alumni/Affiliates, Faculty/Staff, OSU Student and OSU Affiliate Family membership categories.
- Daily green fees for all groups, the food and beverage minimum and the annual tournament fee remains unchanged.

CONSIDERATIONS:

Football Tickets:

- The proposed single game ticket price is the first increase requested in three seasons since 2010.
- The proposed \$79 single game ticket price is the top of the Big Ten Conference, however, it remains below the premier game prices charged by other conference institutions and comparable high-profile athletic programs.
- We are introducing the option of "Premier Game" ticket pricing that has been in use by other Big Ten institutions and various athletic programs across the country. In our experience the Ohio State Buckeyes, as the visiting team, has been the premium-priced game for other conference institutions and high-profile opponents. Following the conclusion of the football season, the Department of Athletics (in consultation with Athletic Council) would have the option to identify up to two home game opponents in the next season as "Premier Games" and price those games within the range identified.
- The student ticket price increases \$2 for the 2013 season, but the \$34 student ticket price is 43% of the reserved public ticket price.

Men's Basketball Tickets:

- The proposed single game ticket price increase is the first increase requested in two seasons since 2011-2012. The requested ticket price increase is for conference games only. There will be no price increase for most non-conference games. This proposed increase will keep our price in line with the top basketball programs at benchmark universities.
- We are introducing the option of "Premier Game" ticket pricing in basketball that has been in use by other Big Ten institutions and various athletic programs across the country. Each spring, the Department of Athletics (in consultation with Athletic Council) would have the option to identify up to five home game opponents in the next season as "Premier Games".

Golf Course Fees:

- Alumni/Affiliates, Faculty/Staff, OSU Student and OSU Affiliate Family membership dues will increase 1.5% for 2013, but the new dues continue to be 50% of the average 2012 membership for similar public courses in this area.
- Daily green fees will be unchanged from last year.

REQUESTED OF FINANCE COMMITTEE:

Approval

February 1, 2013 meeting, Board of Trustees

(APPENDIX XXXIV)

Background on New 350 Block Meal Plan

Beginning with the conversion to semesters, the Office of Student Life implemented new meal plans for Fall Semester 2012, replacing the swipe program. These new plans included a 600 Block Meal Plan and a 450 Block Meal Plan. At the end of Fall Semester, many students who had purchased the 450 Block Meal Plan had a significant number of blocks remaining. Students were refunded \$3 per block and the cash was posted to their BuckId account.

After assessing the situation, it was determined that an additional plan with fewer blocks was needed. A plan was developed for a 350 Block Meal Plan to be implemented for Spring Semester 2013. The 350 block meal plan has been priced between the previously approved 450 block and the traditional plan adjusted for volume discount. Given that this meal plan is a new service level with a new fee it is necessary for the Board of Trustees to approve the fee.

See the attached chart which outlines the meal plans to be offered beginning Spring Semester 2013.

The Ohio State University FY 2013 Room and Board Rates as Approved by the Board of Trustees

Predominate Undergraduate Room and Board Rates

Room	FY 2012	FY 2013	Change
Rate I (air-conditioned doubles w/suite bath, singles, Neilwood & Worthington/Neil apts)	\$6,810	\$7,220	6.0%
Rate II (air-conditioned quads w/suite bath, semi-private baths, doubles w/corridor bath)	\$5,685	\$6,020	5.9%
Rate III (non air-conditioned doubles, triples, and quads w/corridor bath)	\$5,295	\$5,620	6.1%

Board	FY 2012	FY 2013	Change
Deluxe (250 meal swipes/quarter plus \$300 Buck ID flex spending)	\$5,235		
Buckeye (200 meal swipes/quarter plus \$300 Buck ID flex spending)	\$4,980		
Scarlet (150 meal swipes/quarter plus \$300 Buck ID flex spending)	\$4,470		
Carmen (125 meal swipes/quarter plus \$300 Buck ID flex spending)	\$4,080		
Gray (100 meal swipes/quarter plus \$300 Buck ID flex spending)	\$3,675		
Traditional (19 meals/week no Buck ID flex spending)	\$3,375		

New Meal Plans for FY 2013

Students will have improved meal plan options available Autumn semester when more flexible block plans replace the current swipe plans. Meal plans will have more blocks available, each with an approximate value of \$4.45. Menu pricing will determine the number of blocks used for each purchase, enabling students to use only one block for a smaller meal instead of the full value swipe used today. Enhancements to the Traditional plan will increase attractiveness and flexibility for students. In addition to the current 19 meals per week, the plan will have an additional 2 blocks available for use at any dining location.

Unlimited (included \$300 Buck ID flex spending)	\$5,300
600 Block (600 blocks/semester plus \$300 Buck ID flex spending)	\$5,100
450 Block (450 blocks/semester plus \$300 Buck ID flex spending)	\$4,350
Traditional (19 meals plus 2 blocks per week no Buck ID flex spending)	\$3,475

Room and Board Combined

	FY 2012	FY 2013	Change
Rate I with base meal plan	\$10,185	\$10,695	5.0%
Rate II with base meal plan	\$9,060	\$9,495	4.8%
Rate III with base meal plan	\$8,670	\$9,095	4.9%

Proposed new Block Plan

\$50 Block (350 blocks/semester plus \$300 Buck ID flex spending) \$3,700

February 1, 2013 meeting, Board of Trustees

(APPENDIX XXXV)

**The Ohio State University Board of Trustees
Finance Committee**

January 31, 2013

Topic:

May Session and Summer Session Room and Board for Fiscal Year 2013

Content:

Establishing specific room and board charges for May Session and Summer Session for Fiscal Year 2013 now will allow students to plan for their summer room and board needs.

Summary:

- Approval of May Session room and board rates for the Columbus campus, the Agricultural Technical Institute, Mansfield Campus and Newark Campus
- Approval of Summer Session room and board rates for the Columbus campus, the Agricultural Technical Institute, Mansfield Campus and Newark Campus

Requested of Finance Committee:

Approval of the attached resolution regarding Fiscal Year 2013 May Session and Summer Session room and board rates.

February 1, 2013 meeting, Board of Trustees

**Proposed Fiscal Year 2013 May Session and Summer
Session Room and Board Rates**

The Summer Term as constructed with the implementation of the semesters consists of a May Session that is four weeks and a Summer Session that is nine weeks. Given that this structure is different than the Autumn and Spring Semesters, it is necessary to implement specific fees for these unique terms.

May Session

Given that individual students can have significantly different needs based on the coursework they choose for May Session, it was decided that the May Session Room rates would be based on a daily, weekly or full term plan and May Session Board rates would be either daily or an 80 Block Meal Plan for the Columbus Campus. The Regional Campuses will have the same Board rates, but the room rates are specific to their campuses. See the attached chart for rates. It is anticipated that many students will be participating in study abroad programs and may only spend a limited amount of time on campus and other courses may not utilize the full four week timeframe.

The Board Plan for the May Session will be optional.

Summer Session

There will be two Summer Session room rates for the Columbus Campus. There will be three options for Board plans that include a set amount of blocks and BuckID flex spending cash. The Regional Campuses will have the same Board rates, but the room rates are specific to their campuses. See the attached chart for details.

The Board Plan for the Summer Session will be optional.

Summer Term

If a student chooses to attend both May Session and Summer Session, that student will pay the total of the options they choose for May Session and for the Summer Session for the Summer Term.

The May Session and Summer Sessions rates are proportional to the Fiscal Year 2013 Semester Room Rate I or Room Rate II on the Columbus Campus and to the Fiscal Year 2013 Semester Rates at each of the regional campuses. May Session and Summer Session is 13 weeks, or 76%, of the 17 weeks in Spring Semester. The total rate for the May Session and Summer Session equals 75% of the total Semester Rate at each campus.

The Ohio State University
Proposed FY 2013 May Session and Summer Session Room and Board Rates

Room	Spring Semester 2013	May/Summer 2013
Columbus Campus		
May Session		
Daily Rate (6 days or less)		\$35
Weekly Rate		\$210
Full May Session		\$800
Summer Session Room Rate I		\$1,910
Summer Session Room Rate II		\$1,460
Summer Term Room Rate I		\$2,710
Summer Term Room Rate II		\$2,260
Spring Semester Room Rate I	\$3,610	
Spring Semester Room Rate II	\$3,010	
ATI		
May Session		\$800
Summer Session		\$1,600
Spring Semester Rate	\$3,200	
Mansfield		
May Session		\$800
Summer Session		\$1,525
Spring Semester Rate	\$3,100	
Newark		
May Session		\$800
Summer Session		\$1,810
Spring Semester Rate	\$3,480	
Board - Same plans for Columbus and Regional Campuses		
	Spring Semester 2013	May/Summer 2013
May Session - Columbus and Regional Campuses		
Daily Rate (3 blocks per day)		\$14.25
80 Block (80 blocks plus \$25 BuckID flex spending)		\$400
Summer Session - Columbus and Regional Campuses		
80 Block (80 blocks plus \$25 BuckID flex spending)		\$400
160 Block (160 blocks plus \$50 Buck ID flex spending)		\$780
196 Block (196 blocks plus \$120 BuckID flex spending)		\$1,000
Spring Semester - Columbus Campus		
Unlimited	\$2,650	
600 Block (600/semester plus \$300 BuckID flex spending)	\$2,550	
450 Block (450 blocks/semester plus \$300 BuckID flex spending)	\$2,175	
350 Block (350 blocks/semester plus \$300 BuckID flex spending)	\$1,850	
Traditional (19 meals plus 2 blocks per week; no BuckID flex spending)	\$1,738	
Spring Semester - Regional Campuses		
80 Block (80 blocks plus \$25 BuckID flex spending)	\$400	
160 Block (160 blocks plus \$50 Buck ID flex spending)	\$780	

Project Data Sheet for Board of Trustees Approval

Infrastructure Master Plan Update

OSU-120715

Project Location: N/A

N/A GSF

- **approval requested and amount**
professional services \$0.34M
- **project budget**
professional services \$0.34M
project contingency \$0.02M
total project budget \$0.36M
- **funding sources**
repair and renovation funds
- **project schedule**
study start 02/13
study completion 05/13



- **project scope**
 - update the Infrastructure Master Plan that was developed in 2006 to align with the Ohio State Framework, which was completed in 2010
 - develop plans to provide heating and cooling for potential developments in five campus areas – Health Sciences District, St. John Arena and North Resident District, Academic Core North, Herrick Drive Research Corridor, and River Housing District
 - systems to be considered are steam, chilled water, gas, domestic water, telecommunications, district electrical service and infrastructure tunnels
- **approval requested**
 - approval is requested to enter into professional services contracts

-
- **project team**
University project manager: Glen Yoder
A/E – feasibility study: tbd

Project Data Sheet for Board of Trustees Approval

OARDC – Replace Agronomy and Forestry Greenhouses

OSU-120212

Project Location: Agronomy Field Greenhouse

16,340 GSF

- **approval requested and amount**

construction increase	\$4.3M
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- **project budget**

construction w/contingency	\$4.3M
other costs (fees, equip, etc.)	\$0.3M
<hr/>	
total project budget	\$4.6M
- **funding sources**

insurance settlement funds, general funds
- **project schedule**

BoT approval	02/12
design	06/12 – 05/13
construction	06/13 – 03/14



- **project scope**
 - construct replacement greenhouses at Williams Hall that were heavily damaged by the September 2010 tornado
 - the project will also construct a headhouse
 - existing greenhouses have already been demolished
 - replacement of this facility supports the campus priority of providing modern research facilities
 - this project will be delivered as a design/build with a criteria architect/engineer and a design/build firm
- **approval requested**
 - approval is requested to increase construction contracts; the total project cost increased from \$4.1M to \$4.6M; the project estimate was refined by the criteria architect, resulting in an increase to the project cost to best achieve the project scope
 - the increase will be covered by department general funds

-
- **project team:**

University project manager:	Riek Van Deusen
criteria architect:	SFA Architects
design/build:	tb.d

BACKGROUND

**APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACT THE OHIO STATE
UNIVERSITY WEXNER MEDICAL CENTER RHODES, DOAN, JAMES CANCER CENTER
RENOVATION PLANNING**

The new Cancer Hospital and Critical Care Tower remains on target for a substantial completion date of September 2014. The move out of the existing James Cancer Hospital occurs throughout the remainder of 2014. The facility is to be largely vacated at that time. It will then be 25 years old, having opened in 1989.

This contract engages national thought leaders in planning and programming to work with user groups in developing functional and space programs for a Brain and Spine Hospital in the vacated James. Similar programming will occur for an embedded Women and Infants program in the portions of Rhodes, Doan and the vacated James which best leverage current spaces and previous investments. All beds will become private. Programming of Rhodes Hall upgrades also includes the creation of all private patient room accommodations, as well as an identity for OSUWMC's flagship University hospital.

Services include review and analysis of previous planning work, analysis of existing facilities, accommodation of OSUWMC's three core mission groups in programmed spaces, application of best practices and benchmarking related to Top Tier Academic Facilities and their programs (Neurosciences, Transplant, Women and Infants, General and Specialty Medical Surgical Services), cost estimating and scheduling. Deliverables utilize the University's template for a Program of Requirements.

These planning services seek for existing facilities a level of 'reasonable comparability' to the new buildings. This involves patient satisfiers and public amenities, workplace of choice investments for staff, improved way finding, and the inclusion of some academic and research spaces. The basic strategy uses Doan to support Rhodes once demand allows Doan beds to be decommissioned. Standardization is encouraged over customization for operating economies, with private rooms arrayed in 12 bed groupings. This planning is viewed as a key step in a longer term reinvestment strategy where the Ross Heart Hospital is the metric for 'reasonable comparability'.

Timing of this approval allows for the Program of Requirements and related deliverables on or about June 30, 2013. This then permits subsequent reviews and approvals, professional selection, and A/E services such that construction occurs when the building is vacant.

Project Data Sheet for Board of Trustees Approval

Smith Lab Rehabilitation

OSU-090442

Project Location: Smith Laboratory

133,735 / 219,438 GSF

• approval requested and amount	
construction	\$10.8M
• project budget	
construction w/contingency	\$10.8M
professional services	\$1.4M
other costs (commissioning)	\$0.4M
total project budget	\$12.6M



- **funding sources**
state appropriations, general funds, university debt

• project schedule	
BoT design approval	04/09
design/bidding	04/11 – 03/13
construction	03/13 – 04/14

- **project scope**
 - mechanical upgrades to the HVAC in the 1957 and 1967 additions; upgrades to the fire alarm and sprinkler systems throughout the building
 - HVAC work includes improvements to duct work, terminal boxes and controls
 - chilled water will be supplied from the chilled water plant and replace the building chillers
 - project work will be phase based on building occupancy and uses
 - the project will be delivered using the CM at Risk method
- **approval requested**
 - approval is requested to enter into construction contracts

• project team	
University project manager:	Mark Scott
AE/design architect:	Prater Engineering Associates
CM at Risk	Gilbane Building Co.

Project Data Sheet for Board of Trustees Approval

Steam and Condensate Distribution System Upgrades Phase 3

OSU-1308009

Project Location: N/A

N/A GSF

- **approval requested and amount**

professional services	\$1.3M
construction	\$7.1M
- **project budget**

professional services	\$1.3M
construction w/ contingency	\$7.1M
total project budget	\$8.4M
- **funding sources**

University debt
- **project schedule**

design/bidding	05/13 – 12/13
construction	01/14 – 12/14



- **Framework context**
 - this project is consistent with the Framework principles to improve existing campus infrastructure and provide for future growth
- **project scope**
 - address steam and condensate issues in the Midwest campus area; due to failures in the existing system, condensate is not being returned to these areas resulting in increased energy costs
 - provide return condensate from James Cancer Center, Postle Hall, Jennings Hall and Arnoff Laboratory.
- **approval requested**
 - approval is requested to enter into professional services and construction contracts

-
- **project team**

University project manager:	Kevin Koesters
AE/design architect:	tbd
major contractors	tbd

**LONG-TERM GROUND LEASE BETWEEN THE OHIO STATE UNIVERSITY AND
BIOHIO RESEARCH PARK CORPORATION - OARDC WOOSTER CAMPUS**

Background

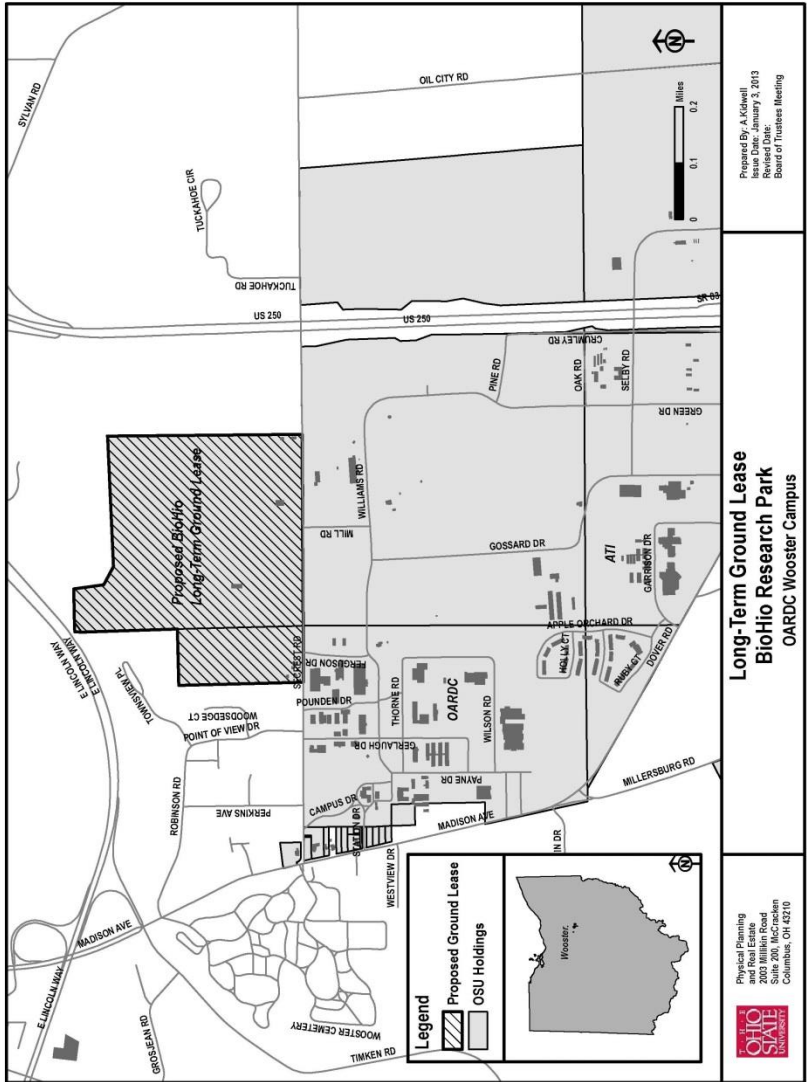
In 2010, The Ohio State University's Ohio Agricultural Research and Development Center (OARDC) recommended to the Board of Trustees, together with local, regional, and state partners, the establishment of BioHio as an agbiosciences research park associated with the Wooster campus. Upon Trustee approval the BioHio Research Park Corporation (BRPC) was established as a University affiliate, to support the research, development and commercialization of agbioscience and related technologies. In support of the mission of BioHio, the University is proposing a lease of approximately 90 acres of land at the Wooster campus to the BRPC.

Terms of Lease

The proposed lease is for an initial term of 40 years at an annual rent rate of \$1.00, and subject to two 10 year renewal options. Development of the land shall conform to an initial comprehensive Master Development Plan to be prepared by BRPC and approved by the University. The renewals are subject to University approval of the BRPC's updated Master Development Plan. Rent for the renewal terms shall be negotiated prior to the commencement of such renewal terms. The proposed lease is subject to cancellation by either party by giving 6 months prior notice. The Lease would terminate as to those undeveloped portions of the leased premises. Existing leases would revert to the University.

The terms of the lease are subject to certain performance measures acceptable to the University. All building, facilities and other improvements are to be constructed by the BRPC at its sole cost and expense and subject to University approval prior to construction. The University shall have no responsibility for any costs associated with the operation and maintenance related to the leased premises. The BRPC will notify OSU of any proposed subleases, subject to objection based upon incompatibility of the proposed sublessee's operation with purposes of the Ground Lease, incompatibility with surrounding area, competition with OSU programs or regulatory issues, or environmental concerns.

The total term of the proposed lease requires Board approval to enter into a forty-year ground lease of approximately 90 acres of land to the BRPC, with options to renew the lease for two 10 year periods, under terms and conditions acceptable to the University. If the request is approved OSU Legal Affairs will prepare the 40 year Ground Lease.



(APPENDIX XXXVIII)

**ROADWAY EASEMENT BETWEEN
THE OHIO STATE UNIVERSITY AND THE CITY OF WOOSTER,
SECRET ROAD AND MADISON AVENUE, WOOSTER, OHIO 44691**

BACKGROUND

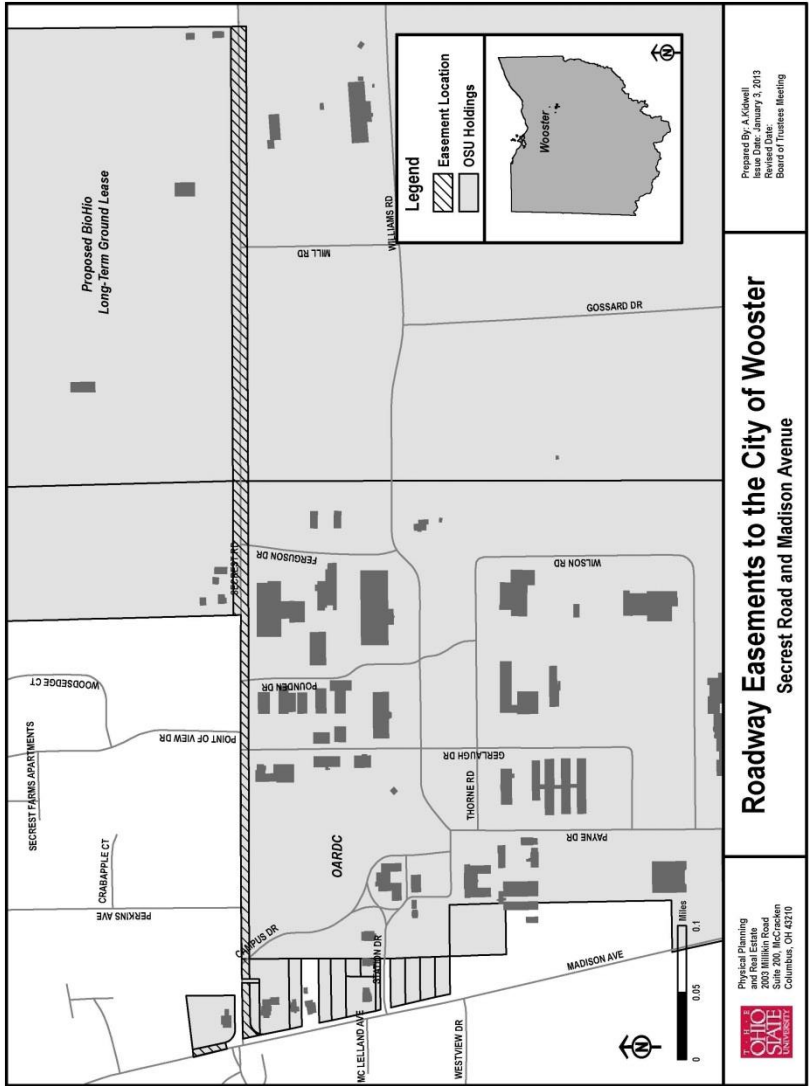
The City of Wooster, Ohio requested easements along Secret Road and Madison Avenue at the north boundary of the OARDC campus, being 0.001 acres, 0.169 acres, 1.279 acres, 1.246 acres, 1.246 acres, 0.346 acres, and 0.055 acres for the final placement of the reconstructed Secret Road. OSU Board Resolution 2008-129 originally granted approval for the transfer of 25 year road right-of-way easements to the City of Wooster for the long-term maintenance and operation of Secret Road, Wooster, Ohio. However, the 0.055 acre tract was inadvertently omitted from this original conveyance. In addition, the University recently acquired property on Madison Avenue, and as result of its proximity to the above tracts, wishes to include transfer of road right-of-way for this newly acquired 0.084 acres in this action.

The Offices of Physical Planning and Real Estate and Legal Affairs recommend amending the original conveyance (Resolution 2008-129) from a 25 year road right-of-way easement to a perpetual roadway easement. If approved, this will eliminate the need for future Board action.

The series of perpetual roadway easement tracts include:

- a. 0.001 acres – south side of Secret Road
- b. 0.169 acres – south side of Secret Road
- c. 1.279 acres – south side of Secret Road
- d. 1.246 acres – north side of Secret Road
- e. 1.246 acres – south side of Secret Road
- f. 0.346 acres – north side of Secret Road
- g. 0.055 acres – south side of Secret Road
- h. 0.084 acres – west side of Madison Avenue (just north of the Secret Road intersection)

The proposed easement will largely benefit the BioHio Research Park, a 90 acre site established to support the research, development, and commercialization of agbioscience and related technologies. In support of the future infrastructure needs of the Research Park consideration for the roadway easement is \$1.00.



February 1, 2013 meeting, Board of Trustees

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

Columbus, Ohio, March 8, 2013

Pursuant to paragraph (B) of bylaw 3335-1-01 of the Administrative Code of the Ohio State University, the Board met upon the call of the Chairman, Mr. Robert H. Schottenstein, in a special meeting on Friday, March 8, 2013, at 2:05 pm, at The Ohio State University Longaberger Alumni House, Columbus, Ohio.

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Minutes of the last meeting were approved.

March 8, 2013 meeting, Board of Trustees

The Chairman, Mr. Robert H. Schottenstein, called a special meeting of the Board of Trustees to order on Friday, March 8, 2013 at 2:05 pm. He requested the Secretary to call the roll.

Present: Robert H. Schottenstein, Chairman, John C. Fisher, Brian K. Hicks, Alan W. Brass, Algenon L. Marbley, Janet B. Reid, Jeffrey Wadsworth, Clark Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Benjamin T. Reinke, G. Gilbert Cloyd, and Corbett A. Price.

Mr. Schottenstein:

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

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board recess into Executive Session to consult with legal counsel regarding a pending or imminent court action; to discuss personnel matters regarding the appointment, employment, compensation and discipline of public officials; and to discuss matters required to be kept confidential based on federal or state statute. May I have a second?

Upon motion of Mr. Schottenstein, seconded by Mr. Hicks, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Fisher, Hicks, Brass, Marbley, Reid, Wadsworth, Kellogg, Smucker, Shumate, and Krueger.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

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Thereupon the Board adjourned to meet Friday, April 5, 2013, at The Ohio State University, Longaberger Alumni House, Columbus, OH.

Attest:

Robert H. Schottenstein
Chairman

David G. Horn
Secretary

April 5, 2013 meeting, Board of Trustees

The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Thursday, April 4, 2013 at 8:38 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Evann K. Heidersbach, Benjamin T. Reinke, G. Gilbert Cloyd, and Corbett A. Price.
Late arrival: John C. Fisher

Mr. Schottenstein:

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

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board recess into Executive Session to consider matters required to be kept confidential by Federal and State statues and to discuss personnel matters regarding the appointment of public officials. May I have a second?

Upon motion of Mr. Schottenstein, seconded by Mr. Gasser, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, Smucker, Shumate, Krueger, and Gasser.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

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Mr. Schottenstein:

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

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

Thank you. So that we are able to conduct the business of this meeting in an orderly fashion, we ask that the ringers on all of your cell phones be turned off at this time and ask that everyone here observe proper rules of decorum so that we can conduct the business at hand.

The minutes of the February and March meetings of the Board of Trustees were distributed to all members of the Board, and if there are no additions or corrections, the minutes are approved as distributed.

April 5, 2013 meeting, Board of Trustees

Now I would like to call on one of our Student Trustees, Ben Reinke for the Student Recognition Awards, Ben.

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STUDENT RECOGNITION AWARDS

Mr. Reinke:

Thank you Mr. Chairman.

Katie, could you come up?

Typically we have two students here and I am going to read two bios for you today and introduce two students. Unfortunately our first student is actually at a grad-student interview today so she couldn't join us. We are hoping she'll be here for the June meeting but it all depends on which grad school she gets in to. We are going to go ahead and introduce her today.

Our first student is Maegan Miller. She has been nominated by Divisional Dean Gifford Weary to represent the College of Arts and Sciences, Division of Social and Behavioral Sciences. Maegan unfortunately cannot be with us today.

She is an amazing undergraduate student at Ohio State, who will be graduating this spring with a Bachelor of Arts, with Honors and Research distinction, in Geography and with a minor in Political Science. She is completing her Honors Thesis with Dr. Matthew Coleman, Associate Professor of Geography, titled: "America's Nicest City? The contentious politics of care and punishment of the homeless in Columbus, OH." Maegan has completed a stunning portfolio inside and outside of the classroom in her four years at OSU. She has studied abroad in Indonesia, completed the Gerald Ford School of Public Policy Summer Fellowship at the University of Michigan, and interned over the summer at Kaleidoscope LGBTQ Youth Center and Community Refugee and Immigration Services. Maegan has also enriched her educational experience through research endeavors and through service on campus. She has been published in the *Journal of Politics and International Affairs* and has presented her research at two conferences on OSU's campus, including at the Denman undergraduate research forum, and has a paper presentation accepted at a graduate conference at the City University of New York. Maegan has served as president of the Geography Club; Editor of the Pulse, an independent student newspaper; served at the Girl's Circle Program; and at the Dowd Center of the Homeless Families Foundation. Maegan's accomplishments will serve her well in graduate school next year, and she is truly deserving of this recognition and we wish her the best at her interview today.

Our second student, Katie Howard, is another outstanding student from Ohio State. She has been nominated by Divisional Dean Mark Shanda from the College of Arts and Sciences Division of Arts and Humanities. Katie will be graduating this spring, Magna Cum Laude, with a Bachelor of Arts with a double major in Theatre and Journalism and a minor in Dance. Her extensive studies have included classroom courses within The College of the Arts and Sciences, as well as hands-on experiences within and outside of the University.

During her time at Ohio State, Katie has been involved in extra-curricular activities starting as an Undergraduate Student Government Intern in 2009 as a freshman. This is actually when Katie and I first met. She was an amazing contributor to the USG Intern class and worked to make our event "Hot Dogs with the Top Dogs" a great success. During the 2010-2011 academic year, Katie continued her student government involvement when she was elected as the College of the Arts and Sciences Senator, representing Arts and Sciences constituents and serving on USG

April 5, 2013 meeting, Board of Trustees

committees. Katie continued her involvement on campus as an OSU Ambassador, leading prospective students and families on tours of campus. She has also enriched her experience in media on campus, in the Columbus community, and throughout the United States. Katie interned with the Columbus NBC-affiliate station, NBC4; wrote for the *The Lantern*; and assisted the BuckeyeTV Staff during spring 2010 and 2011 as a co-anchor and reporter. Her performance experiences within her theatre degree and dance minor have taken her beyond Ohio State. She has had many "Intensives" with the Radio City Rocketts at Radio City Music Hall, and participated in the Disney College Program representing Ohio State as a character performer at Walt Disney World in Orlando, Florida during fall quarter 2010. Most recently, Katie participated in the first College of the Arts and Sciences Los Angeles Experience. Over spring break, she traveled to Los Angeles, networking with directors, producers, and OSU alumni to gain insight into Hollywood and the Film/Television Industry.

Katie says that in the last four years at Ohio State she has met many people who have gone above and beyond to ensure her success. No matter where opportunities take Katie, she will always remember *But for Ohio State*, she wouldn't have had the educational, life-long learning opportunities that have enriched her life while being a student at The Ohio State University. Katie is anxiously waiting to hear about her employment this year through the Disney Company or connections she made on the LA Experience. Katie has been an incredibly impressive student at Ohio State and her great work at OSU over the past four years will serve her well in her budding performance career. Congratulations Katie.

Ms. Howard:

Thank you. Good morning. I would like to take this time to express my deep appreciation for receiving this award to the Board of Trustees, President Gee, and to the Deans of the College of Arts and Sciences. Exactly one month from today, I will officially graduate from The Ohio State University.

As I think back over the past four years over all of my opportunities and the people that I have met, each encounter has led to an amazing experience. Your trust in my future success is represented through this award.

Thank you and Go Bucks!

-0-

Mr. Schottenstein:

Before I call on President Gee to give his report to the Board, I would like to make a comment. I think I speak on behalf of the entire Board in saying that at these Board meetings, we conduct a lot of business. Nothing is more impactful or inspirational than the Student Recognition Awards and hearing about the accomplishments of our students, which we do at every meeting. I mentioned yesterday, and I want to mention it again, the student accomplishments across this campus are unbelievable. In particular just this past week, and every year we do this and I had the privilege of attending, we had our recognition event for scholar student athletes at Ohio State. Other universities do it to but at Ohio State, we recognize all student athletes who maintain at least a 3.0 GPA in addition to their performance on the field, in the swimming pool, on the track, or whatever sport they participate in. The interesting thing about the event and one of the reasons I am mentioning it and our Athletic Director Gene Smith is sitting in the audience and could attest to this because no one was more proud that evening than him. You could not have held that event in this room. In fact, the only room on this campus that you could have had the event was the Archie Griffin Ballroom which is the largest room to hold any kind of meeting on the Ohio State campus. At this student athlete recognition event, over 500 of our

April 5, 2013 meeting, Board of Trustees

student athletes had over a 3.0 GPA. I don't know if I am right about this but I don't think there is another public or private university in the country that could boast that accomplishment. We know how hard they work in training and participating in intercollegiate sports and so-forth, but every single sport was represented. All of the coaches for the men's and women's teams were there. It was a real prideful night for Ohio State and I am reminded of that with the wonderful accomplishments of the student who was recognized this morning.

With that, I would like to call on President Gee for your report.

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PRESIDENT'S REPORT

President Gee:

Thank you Mr. Chairman.

That really leads into my own thinking, spring is finally breaking, I hope. Walking across the Oval this week, I recalled the old saying that March comes in like a lion, unfortunately it has not left, we are hopeful for that. As we all know, it has been a remarkably brisk and busy spring.

We are a forward-thinking and continually-moving University. Our wingspan, literally, extends across the state and around the world. I just want to underscore that we are truly one of the most intellectually vibrant institutions in this country. To indicate the pulse of our campus, let me share a few highlights of the past few weeks.

The University hosted world-renowned conservationist Jane Goodall, Pulitzer Prize-winning author and energy expert Daniel Yergin and, on Sunday, we welcome back the extraordinary artist and architect Maya Lin to the Wexner Center where she is redoing her wonderful sculpture.

Last week, more than 700 of our undergraduates presented their research at our annual Denman Forum. This forum is in its 18th year and I can remember when it started. We held the first forum in a telephone booth. Now with 700 of our undergraduates, it is the largest of its kind in the country, and represents nearly every college and department on campus. It is a remarkable, remarkable undertaking.

Our students are studying everything from health care in Appalachia to tree growth in Ecuador. It is a remarkable showcase of the collective brainpower of our young scholars.

Next weekend, we will take our *But For Ohio State* campaign on the road to another great Ohio city, Cincinnati. That same day, we will play our Spring Game at Paul Brown Stadium and we are going to win. It's only fitting of course in Paul Brown Stadium since Paul Brown coached our football team from 1940 to 1943.

Ohio State serves and belongs to all Ohioans as we continue to remind ourselves and this campaign, which we will kick-off in Cincinnati, will enable our University to benefit citizens from all corners of our state for generations to come.

As you know, private giving has never been more critical to Ohio State's land-grant mission to transform lives. I want to take this opportunity to mention a very recent gift which just occurred yesterday from three generations of a Columbus-area family.

We announced a gift of \$13.5 million from the Crane family, which will establish the largest and most comprehensive sports medicine facility in the country. This is an

April 5, 2013 meeting, Board of Trustees

extraordinary gesture from truly an extraordinary family, and publically and privately, we are so grateful to that family.

You know, in addition to private giving, we have been doing everything possible to provide the highest quality education at an affordable cost for our students. Our state government has given us a unique opportunity to partner with them as we move forward, to ensure that more students cross the finish line. But we know we must continue to do more and look for other ways to make Ohio State more affordable and more accessible. In that regard, you will hear about this in more depth. As we heard at our Board meeting yesterday Mr. Chairman, this is one of the premier issues of our time at this institution and you will hear from our Chief Financial Officer, Geoff Chatas, a little bit later.

The reason that we must do more for more students is readily apparent every day on our campuses. Last month, we learned that four of our students have been recognized as Goldwater Scholars; five Ohio State graduates have been awarded National Science Foundation Graduate Research Fellowships; and Henry Peller, a junior from Roseville, Ohio, has received a Udall Scholarship to fund a self-designed environmental major.

Before I move on, I also want to report some other great news about our faculty. Three faculty members in the Department of Computer Science and Engineering earned Faculty Early CAREER awards. To our Board, these are the most promising young scientists and engineers in the country and three of our faculty have earned that.

Theatre professor Ana Puga has been selected as a Fulbright Scholar and Joseph Heremans is the latest faculty member to join the National Academy of Engineering.

Our magnificent recreational facility has been listed among "The 25 Most Amazing Campus Student Recreation Centers" in the country, and Fisher College of Business made the largest advancement of any school in Bloomberg Business Week's 2013 report.

On a more somber note, I want to acknowledge the passing of Professor Emerita Donna Evans, a retired dean of Education at Ohio State, and, more recently, a trustee member at Central State University. Dr. Evans was a long-time teacher, administrator, and educational advocate, and we will more formally recognize her contributions to Ohio State and the wider community at a future meeting.

Looking ahead, the pace of our University continues with much pomp and circumstance. Early next month, Ohio State and The Columbus Association for the Performing Arts will present the Royal Shakespeare Company production of "Julius Caesar". The first time the company, even though we are their American home, is performing now Columbus. It is the South African version that they have brought, which has received international acclaim and we are so grateful to be able to have them come and be with us.

On May 5, we will celebrate the largest Commencement in University history with some 12,000 graduates in Ohio Stadium, and with the President of the United States to boot.

Finally, last week marked the second consecutive Elite Eight appearance of our men's basketball team, so I want to congratulate Coach Matta and his players on an exceptional season. They were a formidable force this year, and made us all proud.

What is even more impressive is the character of our student athletes off the court, as we have just heard from our Chairman. The fact is that more than 500 Buckeyes were named scholar athletes and our student athletes volunteered for nearly 5,000

April 5, 2013 meeting, Board of Trustees

hours of community service.

Case in point, I want to share this letter to The Lantern by junior Deshaun Thomas. It was published this week and as you know, Deshaun was just selected as the John Wooden All-American. I will read just a bit of it, this is from Deshaun: "As a basketball player at Ohio State, I am both proud and honored that our University follows our sport the way they do. I know that athletes in other sports who do not get much press coverage are also winning championships. Logan Stieber won his second-consecutive national championship in wrestling. Senior Marco Canevari secured the gold medal in men's fencing. Gymnasts Sarah Miller and Aly Marohn captured the Big Ten Championship on the balance beam. All athletes at Ohio State work very hard at being the best they can be at their sport. They all deserve to be celebrated."

Now, I could not agree more with Deshaun. This letter represents just one more reminder why I believe that every day we are taught by our students, and why it is such a great privilege for me to serve this University.

Thank you. That is my report Mr. Chairman.

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Mr. Schottenstein:

Great report. Any questions or comments from members of the Board?

At this time I'd like to call on our Chief Financial Officer, Geoff Chatas, who will be making a presentation on one of the issues you outlined Dr. Gee; one of the most important issues of our day which is the ever challenging need to balance affordability, access, and tuition. With that, I will turn it over to you Mr. Chatas.

Mr. Chatas:

Thank you Mr. Schottenstein. Good morning everyone and thank you for giving me a few minutes to talk about a very important issue that President Gee eluded to, student affordability.

Over the last few years we have been engaged in a discussion about a strategic academic plan which involves reinvestment into our faculty and our students. Today I want to focus for a minute on the question of student affordability and resource generation. Over the coming months we will be engaging in a dialog about this topic and so today I want to sort of set the table and lay some parameters out that will allow us to have a very useful discussion and dialog about the future of ensuring that we have both access and excellence at Ohio State.

Powerpoint Presentation

Just a quick set of numbers, it's telling. This is a 25-year view and I graduated from college in 1985 interestingly and this tuition fee looks reasonably familiar: \$1,600 was our tuition in-state. At Ohio State we had 54,000 students enrolled. Our state support was about \$200 million and the University's budget in total including the Medical Center, was under \$500 million. Today, we have a few more students, 56,387, a few more faculty, and tuition this year is over \$10,000, \$10,037 to be exact. State support has gone up. I know people talk about the state not keeping pace but the fact is the actual dollars have gone up and so have our cost. In total, when you look across all of the support we get from the State of Ohio, its approaching \$500 million. Our budget this year exceeded \$5.2 billion. I put this up because there are two issues that I think are important to point out. The first is the growth in that tuition number has exceeded inflation. It would have been about

April 5, 2013 meeting, Board of Trustees

\$4,800 if you'd taken just the rate of inflation from 1985 to 2013. Ask the question, what has happened in terms of our cost structure that has added that extra \$6,000. That will be an area of discussion. The second is, as you project this forward and as the Board knows a few years ago we did our first long-term strategic plan, we are now looking out 10 – 15 – 20 years, we want to make sure we have an ability to not see this same trend continue where that tuition rate would be something over \$100,000 and the debt burden would be something approaching \$250 million if you did nothing. Now remember those are in today's dollars so when you adjust them for inflation, it would come down but it's a trend that is not sustainable.

I mentioned that we have done much already on the affordability front. This is from the Center on Budget and Policy Priorities and it shows the percent change in tuition at public colleges and universities, adjusted for inflation from 2008 to 2013. You can see, when compared to other states in the nation, the State of Ohio has been able to keep tuition increases far lower than the national average over the last six years. You all recall we had a period where we had no increases for three years at our public university. At the same time, again from the Center on Budget and Policy Priorities, we can see how State support and funding cuts have impacted the universities and you can see some substantial numbers here in certain states. Ohio remains kind of in the middle of the pack. Even during a period of declining state funding, the state has done a reasonably good job of remaining a good partner to higher education.

What have we done in the past few years? This chart shows the \$213 million of scholarship and grant sources at the University, 60% which are institutionally funded. An important note, we have increased, we have tripled institutionally funded financial aid from \$42 million to \$129 million from 2003 to 2013.

Mr. Schottenstein:

Geoff, maybe you ought to explain with a little more clarity what you mean by institutionally funded.

Mr. Chatas:

Yes, I will, thank you. Institutionally funded financial aid is financial aid that we provide to students that does not involve dollars coming from an outside source, albeit a gift to the University or federal gift aid or income from an endowment. The term that many will use is that it is a reduction or discount to the tuition price that we charge our students that is then funded internally. That is important because the individual colleges then have to make up the cost of providing that discount to the students because as their costs grow over time and we reduced their funding by the \$87 million we added to the institutional aid; it creates challenges for the colleges.

That has led us to look at a number of strategies in three buckets that are important to securing the ability to both increase that financial aid and do it with true third-party dollars so that we can have a sustainable flow of money to fund those scholarships, including our development and advancement efforts, gifts to the University, and what we can do internally to generate new resources.

As we outlined in our strategic plan a few years ago, the three buckets of activity on the financial front remain consistent: new revenue generation; managing our expenses; and looking at the businesses we are in, and if they are not core to what we do, looking for an outside partner to manage those businesses and redeploy the assets. These are some of the examples over the last three years of what we have done and are doing to ensure we have adequate resources. We issued a half a billion dollars of century bonds which will be used to reinvest in our academic core over the coming century. We signed a first of its kind affinity agreement with Huntington Bank which provided \$25 million in the first year, a million dollars that we

April 5, 2013 meeting, Board of Trustees

just received, all invested back into our students and our faculty. We leased our parking operations for \$483 million which has been placed back into the endowment and is on track to generate about \$50 million of income this year, some which will be placed back into the endowment for the future and about half of it will be spent on current initiatives. I will remind everyone that is for hiring new faculty in our Discovery Themes, for student scholarships including the Eminence Scholarships, for sustainability and for investment in the arts.

We also have seen robust growth, in percentage terms, in the revenues from our Technology Commercialization efforts. I would say it's in its early days and the absolute numbers are quite small but we are seeing significant improvement in taking the amazing ideas from our students and faculty and get them to market more quickly. And the ongoing piece, which will be a significant part of our discussion, is the focus on expenses which is how we procure things, how we buy things. We are on target this year to save \$30 million just through initial efforts such as procuring things like managing copying machines, certain janitorial services as well other categories, office supplies and more importantly our review of expenses is leading to a very thorough plan to look at how to drive down cost by driving efficiencies, in what I would term as some of the administrative things we do every day at Ohio State.

This is all important. I will remind everyone as we look at the quantum of debt our students have to take on to attend Ohio State, we are certainly not at the high end of the Big Ten, we are just below the average with four institutions having their students with less debt than we have. You can see the trend and the growth in numbers each year and if I were to take it back 10 years, you would see this growth in absolute terms. It is really the focus of the prior efforts we've talked about to generate the resources to ensure that we can work on strategies to get this number to go down in absolute terms over time so that our students can leave in a strong and healthy financial position as well as academic position.

I will end with what more can we do? Well, it really is focusing on these core financial strategies that will be the center of our discussions in the coming Board meetings; continuing to focus on growing revenues and reducing expenses with one simple goal, to reinvest in our academic core. Today I have been focusing purely on students but I remind the Board that it is also focused on our faculty and our facilities and making sure that we have the adequate resources to focus on both access and excellence. With that, I am happy to take any questions.

Mr. Schottenstein:

Great report. I want to say one thing and then invite comments from other Trustees.

A lot of people ask what does the Board do, what does the Board focus on, what happens at these Board meetings? One of the biggest answers is this, this exact issue; the need to balance affordability while pushing quality by being smart stewards, of how we manage our resources. I don't know if any trustees want to comment on this; Mr. Jurgensen who chairs our Finance Committee, Dr. Wadsworth who chairs Academic Affairs, or if anyone wants to make any comments.

Mr. Jurgensen:

If you come from the business world and you sit on a Board of a university, almost every time you are on campus, you get insight into why universities and companies are not the same. There are some very real and some very stark differences between a higher education institution and a big company. Having said that, there are also lots of examples where things that we have learned in business or have had to take on in the area of expense efficiencies, can apply very well in a university setting. Universities have some of the exact challenges with how they are organized and how they source things. One of the things I would say about Ohio State and it is

not unique to Ohio State but it's very real, we have been organized in a very independent way. That brings with it a level of redundancy across things which, one could argue, are not really mission critical to what we do. I think a number of people on the Board whose own companies have gone through similar kinds of exercises that Geoff is talking about can lend some insight on to how we can find some savings. I think across north of a \$5 billion budget, and this applies both to the academic part of the University as well as the Medical Center, we are literally talking about hundreds of millions of dollars. It's not at all insignificant, but it won't be easy either. The hard part is not so much identifying what the possibilities might be, the hard part is the behavioral change that needs to accompany those ideas. They will cause people to have to live their life differently. Probably the best manifestation of this for me is when Dr. Gee, some numbers of years ago, put us down the road to be "One University". On one level, as simple as that might sound, it's not simple at all. It speaks directly to this issue. It will provide the cultural context that will enable us to free up these financial resources. Then our responsibility is when we do free up these resources, we resist the temptation to go out and spend them on things. This model of putting money in to the endowment and creating financial resources to provide ongoing annual support works as long as you don't invade the principle. Sometimes there is a temptation when people see large endowments at the University, or they see a lot of cash on our balance sheet; somebody will come up with an idea for another building, another program, or another whatever. Not that they are not good ideas, but if we truly want to remain committed to investing into faculty and students, we are going to need to resist the temptation to spend it when we generate it; a lot of work but a lot of promise as well.

Mr. Schottenstein:

Does Jeff or any other Trustee want to comment on these issues; these are among the most pressing issues of the day.

Dr. Wadsworth:

I will just echo some of the things that Jerry said. I do believe that higher education is in a transition and that major changes are going to be happening in the next decade. I think we have done a good job of using innovative methods and resources to grow the revenue. I think that has been very impressive. We all go through it in business. You have got to have growth and you have got to cut costs. Hopefully if you do that and stay agile and alert, you can keep up with the ever changing economic times. Reducing expenses is tough; it's a tough thing to do. I think that is the next phase we need to get into. Chairing the Academic Affairs and Student Life Committee, I am constantly reminded of why we are here and education is so very important to make it affordable and high quality. That requires investment so we have to both cut costs and also invest. That is something everyone has to do and it is a very critical time to make sure we do it right.

Mr. Schottenstein:

Gil.

Dr. Cloyd:

Thank you Mr. Chairman. I would like to build off of the comments that Jerry and Jeff provided and come back to a comment that President Gee made in his report.

That is his strong personal desire to see this University really become the leader in defining how a major university can address the triad of high quality, access, and affordability that many people see as variables that you can't bring together and win on all three fronts. I don't think there is a more important mission in post-secondary, graduate, and professional education today than figuring out how to do that

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consistently. I think if we can look at the academic core and what is comes down to, one of the things I am encouraged by, and again President Gee I am encouraged by your leadership in this fashion when you said put students first the first day you walked back on this campus. So whether they are undergraduate, whether they are graduate, or they are professional students, if we keep that goal in our mind and define how we achieve that for the students, I think it will be very helpful with the perspectives and the cautions that you have provided Jerry, that the investments we make that we are always coming back and saying is it really targeted to that mission; whether it's an investment in faculty, whether it's an investment in facilities, or equipment and feeling very confident that that is what we are doing. I can't stop until I underscore the concern that Jerry raised which I think is very real. When you start having available cash it becomes very easy not to be as discriminating as you should be in defining how to invest it. I think that will be one of the challenges the University leadership is going to face and I think, as a Board, that we need to feel good about with the kinds of investments we are making.

Mr. Schottenstein:

Monte.

Judge Marbley:

I would like to add to what Gil said because our mandate has already been carefully defined for us. We are a land-grant university. Our mission is a bit more nuanced than it would be if we were a for-profit business or even if we were a private university. I think that one of the things of which I am most proud of serving on this Board is that we have been true to that mission through the leadership of Dr. Gee where we hold the line on tuition increases and the like because our charge is to provide the highest quality of education at the lowest cost. There is nothing more compelling than each year at graduation when Gordon talks about this being the "University of the American Dream" and when he indicates how many students are first time college graduates. That indicates that we have taken the step toward fulfilling our land-grant mission and so whenever we doubt why we have to do what Geoff is leading us in doing, all we have to do is go back to the Morrill Act and then we understand why. That's all I have Mr. Chairman.

Mr. Schottenstein:

Ben.

Mr. Reinke:

I want to reiterate what Dr. Cloyd said in the context of there is a very large discussion going on nationally about the value of higher education. I think that some of the things that have been said here indicate that we believe that the value of an Ohio State degree is very high and that we are trying to drive down the costs so that ratio of quality to cost of a degree is as large of a ratio as possible. Within that context, as Dr. Cloyd mentioned, there are these competing forces and the old paradigm is that you can choose one or the other; you can try to be low-cost or you can be high-quality. Part of the reason that I am very proud of what we are doing on the Board is that we are planning on taking a very long range look at this issue and continue to work on this with Geoff's leadership to find the most creative solution and do the right thing; to ensure that we are high quality and low cost and find the right path to increase that ratio by doing both things at the same time.

Mr. Schottenstein:

Alex.

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Mr. Shumate:

I would like to echo and support the comments that have been made. I do think that it is important to keep in mind that the University has been very focused on using the funds that we have been raising for our core mission and our core goals. You'll note that when we did receive the additional revenue recently for example with parking privatization that was focused on faculty, focused on students in terms of the use of those funds. I agree that we need to be forever vigilant but I also think it is important to recognize the fine job that the University has done in keeping the focus and providing the support that is necessary to achieve our core goals.

Mr. Schottenstein:

Any comments from other Trustees? I will just add this, because as others in this room constantly remind me, the job of this Board is not to manage the University but to see to it that the University is properly managed. As it relates to these issues, they are challenging, they are the issues of the day. But the great work, superb work, the exemplary work that Gordon, you and Geoff Chatas have spearheaded in this regard, we are up to the challenge. We will continue to focus on this. I can't thank you enough for putting us into a position where we can not only debate it but debate it with the confidence knowing that we have a team on the field that can execute.

President Gee:

Mr. Chairman, just a couple of points. First of all, thank you. This is the issue of the times. If we strip everything away, the issue of how one loses weight and gains muscle; this is it. We are very fortunate with our Provost, with Dr. Alutto and now Dr. Steinmetz and the great partnership that they have with Geoff is something that I am deeply appreciative of. The other point, and I want to come back to Alex's point, we have been doing this for some time. We are one of the first that has really talked about this. The second thing is, these I give great deference to, this Board and to the people of the State; many institutions are talking about doing this because they have to. We are talking about doing this because we want to and because it is the right thing to do. We come to it from a position of strength which means we can make good decisions; we don't have to make decisions of the moment. That is an extraordinary gift that we have so we do not want to lose that momentum nor that time nor that opportunity.

Mr. Jurgensen:

One thing that I am really encouraged about and it came out of a conversation I had the other day with Dr. Steinmetz. This notion of quality that Dr. Cloyd refers to is a term that gets used a lot. What's the market clearing definition of quality? How would I know if I got a quality education or one that didn't have high quality? What would I look to?

The reality in the market place today particularly in America is that simply having a college degree is necessary but not sufficient. It matters where you went to college, it matters what you studied there, what you majored in, and it really matters how well did you do. One of the things that I found very encouraging from Dr. Steinmetz was his belief and the notion that higher education needs to pay signification attention to outcomes, not just input. Not just what the average ACT of the incoming freshman class is, but what is happening to Ohio State graduates. He talked about requiring every Dean to know what has happened to everyone you've graduated over the last 10 years. Where are they today? Did they get a job? Are they pursuing the vocation and avocation that they came here to study and be prepared to do? What is happening to them? In one measure at least, that is the acid test of quality. When you walk out with \$24,000 in debt, the clock is ticking and that interest clock is ticking and you need to pay it back. The only way you are going to do that is if there is a

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high correlation between the quality of that preparation and what it is that you are able to do with it in the market.

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COMMITTEE REPORTS

Mr. Schottenstein:

That is a great report Geoff. This is a process and we are in the middle of this journey and it will continue and I appreciate all of the great work that you, Gordon, our Provost, and our Provost to be have done in support of these efforts.

With that, we will move into our committee reports. First, the Advancement Committee chaired by Linda Kass and Gil Cloyd.

Dr. Cloyd:

The Advancement Committee met yesterday. Our first item of business was to welcome a new non-trustee committee member to the Advancement Committee, Mr. Alan VanderMolen who is Vice Chairman of DJE Holdings and President and CEO of Edelman Global Practices. Obviously from the Edelman Association, Alan is deeply steeped in the kinds of experience and expertise that will be very helpful to our advancement work. Beyond that, he was also a very active participant in the development of our advancement framework planning report which is really the broad-brush outline of how we want to approach advancement. Even more importantly, he is a passionate Buckeye. He is a great addition to our committee and we are very pleased to have him agree to join us. Just as a kind of dedicated person he is, Alan stayed over so that he could see this meeting this morning to understand a little more about Ohio State. Alan, I would like for you to stand up because I don't know if all of the Board members have met you.

Mr. Eicher provided a report on our development activities and I would like to cover a few highlights. In terms of new fundraising activities through February of this year, we have achieved \$223 million versus our \$360 million goal, so we are very close. We are 63% achieved in 66% of the time. As they have taken an early look at the March results which we have not reported formally yet, we have positive trends there.

We also discussed the status of our development campaign, which as you know is to raise \$2.5 billion by June 2016. The campaign through February had raised \$1.46 billion. He got an early March look , it looks like we are up to \$1.49 billion, so we have got about a billion dollars to go and we are actually a little bit ahead of pace if you draw a linear line from when we started to what we need to complete the campaign. Good progress there.

We have two areas in our development activities that are getting particularly close attention at this point in time affecting both what we are doing during the year and as we look at the campaign in total. One is our private grants which are down somewhat this year. Mr. Eicher and Dr. Whitacre are taking deeper dives on that to understand exactly what is our status, what our realities are, and what we can do to enhance our results with the private grants.

The second one is our principle gifts. Principle gifts are vernacular; they are gifts of \$5 million or more. They are very important in our campaign activity because we have the model of what we want, what size of gifts we need to get to achieve our total campaign goal, and the principle gifts comprise 26% in our model of what we need to have to achieve the goal. We are a little bit behind right now. I wouldn't say significantly and we have received 26 such gifts to date but again this is going to be

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an area that we are going to give very close attention to and a very high priority to deliver those results.

Secondly as a part of Mr. Eicher's report, we have five namings on the consent agenda and this includes the gifts related to the marvelous gift from the Crane family that President Gee has already outlined: The Early Learning Research Collaborative, The Sports Medicine Institute, and the Advanced Language Institute. The foundation report and the five namings are on the consent agenda and the committee has recommended them for approval.

Mr. Eicher then provided an update on where we are in the Advancement scorecard and we are overall on track and I think doing well on the engagement and financial goals that we have. As we have talked in the past, the three awareness goals that we have were really new territory for us, we have been in the process of doing various studies and early measurements. We expect to have all of the data in hand from this to establish our baselines in May so the plan is for those three goals is to get a brief update at our June meeting and then plan to do a deep dive at the August meeting on these three goals. Since this is such new territory, the issue of how do we create the awareness with the stakeholders, we anticipate that some modifications and some adjustments are probably going to be needed once we have the information in hand.

Ms. Church provided an update on our visual identity work and there is really great progress here. This includes both our logo but also importantly a broadly based brand identity architecture all consistent to getting to the "One University". They have established a very large based brand identity guideline team that is working across the University, who in May will really develop architectural guidelines that will give guidance to all of the units. This will be online so that as people look at what they have done in the past, how they can see it integrated into the brand identity approach that we want to have for the university.

In addition to that, I really want to compliment Ms. Church and in particular Ms. Aberegg. The approach they have taken in working with the units; it's a very collegial interaction. Working with each individual unit with the materials they have today, understanding what we want to achieve so that all of the units can then develop an architecture that will be consistent with "One University" but allow them to have the best presentation of their unit to their particular stakeholders.

Finally, the other part to our identity work gets into the messaging that we will have coming back to what we have developed as the overall institutional positioning statement. That work will begin this summer. Anticipating the visual identity work should be all completed by the fall of 2014 consistent with the guidelines for the expectations we set out in the framework planning report and I think by the end of the year we will start to see really good progress on the messaging.

That concludes my report Mr. Chairman.

Mr. Schottenstein:

Great report. Any questions for Dr. Cloyd?

I have a comment I want to make on this. This has to do with understanding how well we are doing on our awareness goal and brand identity. This past week on the television show, *Jeopardy*, which I suspect everybody in this room is familiar with *Jeopardy*; one of their categories was Ohio History. The answer that came up had to do with the land-grant university. My son sent me this. The contestant said Ohio State and Alex Trebek said no, "The Ohio State University", but they still gave him credit. So, we are making progress.

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The next committee report, Alan Brass, Medical Affairs.

Mr. Brass:

Thank you Mr. Chairman. I will give a synopsis of what happened in Medical Affairs yesterday. I would like to ask Steve to come up and show a really quick video that hit NBC news nationally and I think the Board will find it intriguing.

Dr. Gabbe:

Thanks so much Mr. Brass. I think many of you saw the announcement that President Obama made that significant dollars will be spent on a project to map the human brain. There was coverage in the Dispatch by Misti Crane and Ali Rezaei who leads our Neuroscience Institute. It was featured and noted that he is already collaborating with the Ohio Supercomputer Center. Ali's work with Doug Scharre in treating early Alzheimer's disease with deep brain stimulation was covered by NBC both on *The Today Show* and *NBC Nightly News*. We want to show you that clip. I think it is very moving. Thank you.

Video Presentation

Dr. Gabbe:

So that's a first; we were the first to do that here at the Wexner Medical Center. Hopkins is now pursuing it. It's a very exciting opportunity. Thank you.

Mr. Brass:

Steve, do you want to make any additional comments or a couple opening comments and I will pick up from there.

Dr. Gabbe:

Sure. In line with the Neurosciences, we received notification that we are now one of the country's 25 comprehensive stroke centers. This is awarded by the Joint Commission, the American Heart Association and the American Stroke Association. That is a great recognition for Michel Torbey, Eric Sauvageau, and their team. We were also notified that we now have three Beacon Award Nursing Units. The Beacon Award is given to the outstanding critical care nursing units by the American Association of Critical Care Nursing. You know, of over 5,000 hospitals in the United States, only 20 have three or more Beacon units like us and that's a great credit to Dr. Mary Nash, Beth Steinberg, and their great teams.

We welcome this week Dr. Ryan Nash from the University of Alabama to be the first Hagop Mekhjian Chair in Medical Ethics and Professionalism and to direct the OSU Medical Center's Center for Bioethics. There are very few Medical Centers in the country that have an endowed chair or a Center for Bioethics as we do.

Finally, Becker's, which reviews hospitals around the country, named us one of the 100 great hospitals in the country. Probably not surprising since in the last few weeks they named Dr. Mekhjian as one of the 100 great Chief Medical Officers and Phyllis Teater as one of the 100 great Chief Informatics Officers but it's good company to be in.

President Gee:

Do they also name University Presidents in that?

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Dr. Gabbe:

I will check the list. If they do, I am sure you are on it.

Mr. Brass:

Thank you Steve.

I will pick up on a couple of other points and then we will move on. I thought I would cycle back on the practice plan. One of the biggest things we did was move our physicians into the practice plan and into our University Medical System. We now are at 93% of all the physicians in that new program and we anticipate we will be at 100% at the end of this year. I think that is going very well.

From a fundraising standpoint, we had a goal of \$75 million as related to the new building and I am happy to tell you we are now at \$13 million yet outstanding and we will in fact complete that goal by the time we open up that hospital. That being a specific goal related to that specific project but we are tracking it very carefully.

The financials, the best thing I can say on the financials, we are having the best year that the Medical Center has ever had. That is saying something as it relates to what's happening with health care and health care reform and all of the competitive programs and revenue reduction programs. We track EBIDA, we are ahead on budget. We track our days cash on hand, we track our debt to service coverage; all of it is looking very well. Our revenue over expenses bottom line net is up 16% over budget. We are having an outstanding year at the Medical Center as it relates to finances. That credit goes right back to the quality of our staff. The recruitment that Dr. Gabbe and our Medical School are doing; the nursing quality that we just heard about with Dr. Nash; and what others are achieving is driving our volumes and driving our entire enterprise.

I think the next thing we did was take a look at our construction program. I would like to start off by saying at this point, while we are sitting here, we are now 60% done with that project. By the end of the year we will be at 70% of that project. By the end of the year, we will have spent or contracted \$900 million of the \$1.1 billion project. In June, I anticipate that the Board will be asked for the balance of the money to continue the contract awards. That project is on schedule for a 2014 program to be opened. If you haven't looked at the building recently, I'd encourage you to take a little ride around. The outside is closed up. Our construction team is in the inside dry walling and starting the finish work of that building. The Cramblett Building in front has been taken down. That opens up the entire area in front of our new medical building. It's absolutely going to be gorgeous when it is finished because that will allow for the new entrance to the emergency rooms, new entrance to the main hospital, a lot of green space so that the campus itself will take on an entirely new look as part of our architectural framework plan. Our loading docks are going in and so-on.

Our big project at the Medical Center I think is moving along very well. Like I have said before, I have been involved with the construction of a lot of medical facilities and this one has gone as smoothly as any of them. Our contractors are doing a good job. Remember, we took on a new approach to this building with our state as it related to our bidding process. We started with a \$80 million contingency on this project. Immediately we were able to put \$25 million of that contingency back as it relates to "we just won't need it" because of the bidding process. Where we stand right now, that would give us a balance of \$55 million in contingency and when it is all said and done, I think we will in fact have contingency left over. This project has not used a lot of contingency funds. I think our overall program has gone very well.

The next item of importance is the Strategic Plan continues to move forward for the

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Medical Center. We are finishing up a six year plan that we are under now. We are moving to a 10-year horizon as it relates to a new Strategic Plan. We will in fact be testing that plan in a lot of different ways over the next couple months and we hope that at the August Board meeting, we will be able to take a look at ratifying that plan. Part of that is to take a look at our governance model as relates to the Medical Center system, its committees, its structure; both our Board of Trustee members should be on that as well as community individuals who have expertise in health care that can help us along as relates to strategic thinking. A big event about to happen which will be a new strategic plan for the Medical Center that will carry them for the next decade.

Mr. Chairman, there are two action items on the consent agenda today. The first is for an Expedited Credentialing process and the reason for that is the Board only meets every other month and there is a need for us to approve physicians and other Allied Health Professionals in between the cycle and then the Board will ratify it the following meeting. The last is the consent agenda item for a sublease at our new facility that is going to start construction next month. That is our New Albany Medical Center and the sublease is for our Integrated Wellness Partners that is part of that system as well.

Unless there are questions, that completes the Medical Affairs report.

Dr. Cloyd:

Alan, a question, and I know it's the governance structure and I know that is something that is being worked at this point in time, but when you talk about participants, are we going to be open to what I will call external people on the Governance Board that could be from anywhere in the nation who bring a level of expertise and experience? I am trying to think of the way this Board has taken the approach to Charter Trustees, will we look at it in that kind of perspective; high quality people that may not be in the state of Ohio but can bring help will also be possible members of the Governance Board?

Mr. Brass:

That's a really good question Gil. I think the short answer is yes. I think that could happen from one of two ways; one is, if we do bring a Charter member on this Board that has that type of expertise that we need, obviously we could ask him to serve on the new Health Center Board or whatever we end up calling it. We are thinking and looking at renaming that in light of its bigger approach. I would think that is one way in which we could bring that expertise. The second is if in fact when we are finished with this project review as it relates to governance, we could also have individuals, be that physicians, or executives, or other Board members from other big and large systems that could in fact bring some expertise and invite them to be a member of that Medical Center System.

Dr. Cloyd:

I think that is very good and I will say it this way, even beyond the expertise in a Governance Board like this, I think just as most public corporations have people that can come from many different perspectives. If they are not under the tent on every individual activity that is going on beyond their expertise and acumen they have, I think there is a benefit of a little more of an external view to provide input and oversight to the process.

Mr. Brass:

I agree Gil and I remind us all that the Medical Center's mission is a three part type mission, its patient care, its education, and its research. When we think about the

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Medical Center, we should not be just thinking clinical. We should be thinking who is there that can help us with our research or our education endeavors as well; maybe someone from NIH. Those are the ways we should be thinking.

Comments are good, thank you.

Mr. Schottenstein:

Any other questions for Alan?

That's a great report. Judge Marbley, Audit and Compliance.

Judge Marbley:

Thank you Mr. Chairman. The Audit and Compliance Committee met yesterday. We began with a presentation from Senior Vice President for Administration and Planning, Mr. Jay Kasey regarding the creation of a new affiliated entity; University Development Strategies, Inc. This affiliate will focus on providing support and expertise to the University in strategic planning on a broad array of real estate planning initiatives at the University and its surrounding neighborhoods consistent with President Gee's "One University" framework plan. The committee voted to recommend the approval of the creation of this affiliate and this is before us today on the consent agenda.

We next heard from Mr. Rick Stover, a partner with Pricewaterhouse Coopers (PWC), the University's external auditing firm, and he delivered the External Audit Plan for fiscal year 2013.

As part of PWC's responsibilities under generally accepted accounting standards, PWC is required to communicate with the members of the University's Audit and Compliance Committee on certain matters regarding the results and scope of the external audits.

Mr. Stover outlined the fiscal year 2013 External Audit Plan and identified the scope of the audit, new areas of focus for 2013 and significant risk and audit emphasis areas.

Among the new areas of examination during fiscal year 2013 will be the University's parking agreement and related party transactions to examine inner-University transactions. The areas of potential risk identified included the Universities healthcare components and a focus during the upcoming year will be on the examination and testing of healthcare component systems and assessing the controls that are currently in place.

An audit of the full set of financials for Athletics will also be performed in compliance with NCAA regulations agreed upon procedures of the NCAA Intercollegiate Athletics Program and Athletic Booster information will be examined.

A timeline for the planning and reporting and delivery of the external audit reports for the entirety of fiscal year 2013 was also presented to and reviewed by the committee.

Finally, we heard a presentation from Mr. Gates Garrity-Rokous, who is the Vice President and Chief Compliance Officer regarding the Office of Compliance and Integrity. He updated the committee on the status of his team and his focus on creating a team that will drive the centralized compliance process while ensuring independence of the office. As part of his compliance team, the committee welcomed Mr. Chris Glaros as the new Assistant Vice President and Compliance Operations Leader. He is basically going to be the COO of that office. Mr. Garrity-

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Rokous also provided an update on the creation of the new Public Records office and its processes and procedures that have been developed and employed to respond fully and timely to the various public records requests that come to the university. You will recall that we hired a person who was the Chief Public Records lawyer for Attorney General DeWine so we have a Public Records Office or segment that is second to none.

The records review process utilized by the Compliance Office will be empowered for future use with other compliance office issues response processes including investigations and regulatory contacts.

Mr. Chairman that concludes my summation.

Mr. Schottenstein:

Any questions? Yes, Gil.

Dr. Cloyd:

Yes, Judge Marbley, this past week there has been a lot of press for a variety of reasons of NCAA and their regulation book and I learned for the first time that it was over 700 pages and that there are a lot of changes that are going to be occurring this year. The question I have is; is there any anticipated change that is going to cause a major change we have to make in our compliance structure and approach from what we have talked in the past or is the structure and the approach that we have established in the past basically going to take care of any kind of significant changes that the NCAA makes this year in their regulations?

Judge Marbley:

I will give you a two-part answer Dr. Cloyd. First, one of the things that Gates has done, he has partnered with our Athletic Director Gene Smith who is here. Gene you can respond to that if you wish, and as a result of that partnership they have undertaken to make sure there is an educational component in place; not only for our student athletes, but also for our coaches, including the ones who are involved in recruiting. They will know all of the nuances of any change in regulations. They change their regulations annually or they add to them or modify them and so it is incumbent upon Gates' office in conjunction with Gene's office, the Department of Athletics, to make sure that all of our people are up to speed on any changes or new interpretations of the regulations. Gene, is there anything you wish to add to that?

Mr. Smith:

I will add that you are exactly right Judge Marbley. Actually, the changes that are occurring are a result of de-regulation. Hopefully those 700 plus pages will reduce to another number that is easier to manage. I think our structure that we have set up is a leading structure in the industry and will be able to respond to new legislation or any governance changes at the NCAA that emerges over the next few years so I think we are in good shape.

Dr. Cloyd:

Great, thank you very much.

Mr. Schottenstein:

I would like to say one other thing if I could Judge Marbley. I sat through the Audit and Compliance Committee meeting and listened to our new Chief Compliance Officer Gates Garrity-Rokous' report and frankly was very pleased at not just what

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appears to be a highly collaborative, and let's face it, it needs to be collaborative, way at which he is working across the entire span of the University. It appears to be a very thoughtful org chart to bring us to centralization and he has made a lot of progress. The tone and his demeanor, I think, is not just strong but it's balanced. It's one thing to create a structure; it's another thing to have people that can manage it. I think that we have made an enormous amount of progress in a short period of time on both fronts.

Judge Marbley:

Yes. He has done a wonderful job of identifying our risk areas, prioritizing them and then establishing a communications network within our various units. What you would be even more proud of and you don't get to see this but we talk every other week and he gives us an update. The various colleges and units within the university have been so collaborative and working with him to make sure we can be proactive as opposed to reactive to issues that arise in the compliance area.

Mr. Schottenstein:

Any other comments? Ok. Academic Affairs, Jeff Wadsworth.

Dr. Wadsworth:

Thank you Mr. Chairman. We began our meeting with the endorsement of the adoption of uniform statewide standards for remediation-free status. The second item was a revision to the university nonsmoking policy to a tobacco free policy. This actually approves the University developing such a policy with the intent of implementation on August 1st of this year. It has involved 26 work groups, 500 emails, so this isn't something that has been done in isolation. I would also note that the Wexner Medical Center adopted such a policy in 2006 and we at Battelle on the other side of King Avenue also have a tobacco free policy, implemented at about the same time as the Wexner Medical Center as a matter of fact.

We are putting in place assistance programs to help with cessation and the associated stress that comes with doing that. The University's overall wellness program is embracing this.

Next we endorsed various amendments to the Rules of the University Faculty, a number of routine personnel actions, approval of degrees and certificates for spring semester, and the awarding of Honorary Degrees to photojournalist Annie Leibowitz, vocalist Nancy Wilson, and President Gee, you will be pleased that we approved the third one which is to the other President, President Obama. You are in good company.

President Gee:

Thank you very much.

Dr. Wadsworth:

You are welcome.

President Gee:

He thanks you also.

Dr. Wadsworth:

I am sure he will.

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Mr. Schottenstein:

It was unanimous.

Dr. Wadsworth:

Certainly was.

Now for those of you who read the Dispatch this morning, there were a couple of interesting stories; I will focus on one of them. There was a very nice story about the ice-core work that was done by Professors Lonnie Thompson and Ellen Mosley-Thompson. They have dug up a new set of ice-cores that correlate in different geographical regions with previous work that really sets the standard for understanding global climate change. I want to take a moment to express my own immense... I am just truly in awe of the work they have done. In a sense, these ice-cores capture the history of the world. Some of those ice-cores come from regions that no longer have ice. So I keep asking about back-up generators; how many do we have because people could be coming a hundred years from today and studying because every year a layer of dust and then ice forms and various botanical material. You can go back in time and study. This work is not world class, its world leading. It is an absolutely world leading piece of work and it represents two careers. We were delighted to hear a resolution to award the Sullivant Medal, which is only given every five years, and I will give you a quote, it's for "recognition by means of a practically imperishable record, of an admittedly notable achievement on the part of a son or daughter of the University." This goes to Professors Lonnie Thompson and Ellen Mosley-Thompson and quite rightly so.

We had three brief discussions. The first was the College of Food, Agricultural and Environmental Sciences (FAES) by Dr. Bruce McPheron, our new Dean. He discussed the state of his College. This is a really important area, it has been historically, but it is into the future. One of the more well established databases is on human population and there is no doubt that over the next 40 years, the human population is going to increase rapidly from about seven to nine billion. That brings with it incredible stresses on the production of food which then causes incredible pressures on water and on energy, then there will be concomitant issues around national security and conflict. Solving the food problem through agricultural innovation as well as the bringing together of different sciences is key to not only the future of Ohio but of the world.

Talking of Ohio, one out of six Ohioans have been "food insecure" in the last year. We think of ourselves as being a pretty healthy state but actually one in six people are hungry. That is something we want to solve as well.

All of this works right at the heart of the discovery themes. We are confident we can make major advances. There are issues and Dean McPheron quite correctly brought these to the committee. I would like to quickly comment on them.

One is something that our President and our Provost to-be have struggled with which is bringing together distinct areas under one college. He wants to build a one college brand and mentality for the four distinct areas under the Dean's areas of responsibilities. The second is there is a lot of, quite frankly, 20th Century infrastructure in place that needs to be upgraded. We come back to our investment decisions and the tough ones we have to make, where are we going to invest? We need to think about that and there is work underway to plan and help us think about that.

In the budget model that depends on volatile state appropriations, we have got to make sure the college is financially able to participate and is adding value through extension. Extension programs reach a quarter of a million Ohio youth each year,

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which is fantastic; some very powerful things here.

We asked about the international dimension to the college and it's very strong. This college has an international reputation that is very powerful. I was pleased to note that 40% of their students graduating have had an international experience. They are heading up to 100% Gordon. 100% have had an internship, which we all think is very powerful in producing students that are ready for the work force. A very good review and we are going to be following up in a number of areas.

The next area was on our Second Year Transformational Experience Program or STEP; which I think we are all getting used to that acronym. It was presented by Dr. Javaune Adams-Gaston, who I think is in the audience, and her colleague Professor Leslie Alexander. We are very interested in following this program. This was approved as a pilot for the 2013-2014 academic year. The first question was how many people would sign up for it: how many second year students would sign up for it; how many faculty would? We are delighted to report that the 1,000 student slots were met by a request from 1,500 students and the number of faculty slots of 50 was exceeded also so we have a very vibrant energetic group of people wanting to take this pilot program on. We are seeing a very strong start.

One of the key aspects of the program is to facilitate faculty student interaction. Here is an interesting piece of data; a survey revealed that 50%, one out of two students nationwide had not had an interaction with a faculty member outside the classroom. This is a great shame, because for many of us, we reflect on our own backgrounds and it was a faculty member or two who had an influence on our choices and how we made decisions. Absent that, I think we are missing a piece of education. That is something that we are really focused on in this program.

There are six experiential education opportunities: studying abroad, internships, service learning, undergraduate research, leadership, and artistic creative endeavors. We are off and running and faculty involvement will be overseen by the usual committees. By 2016 all of Ohio State's second year students will be included in STEP.

The third and last area was a discussion by our Vice President of Research, Caroline Whitacre, and we asked her to come and tell us about the impact of sequestration the federal grant portfolio. Just a quick reminder, sequestration was designed to be such a bad idea that it would never be implemented; lets invent something that is so "dopey", no one will ever sign up and implement. But here we are; it's being implemented. As a result, it has a bunch of bad consequences because it basically does an across the Board cut instead of allowing people to select what is the most appropriate places.

It's a total of \$1.3 trillion over eight years. That translates to \$85 billion this year. We are half-way through this year so there are only six months left to make those cuts which means it doubles the impact.

That's the problem statement.

It turns out that we are going to lose about \$13-\$14 million out of a budget of about \$70-\$80 million which is actually less than we predicted. Some of the implementation steps haven't been put in place the way they were intended to be or reported to be. We have seen a 20% reduction in National Science Foundation grants this year in anticipation of the sequester and the National Institutes of Health has reduced the amount they will fund. It turns out, there are different ways of implementing the cuts but they are all pretty broad based. We are all holding our breath a little bit to hope that we don't see a major impact in the programs here. The fact is budgets are going down and we need to get ready.

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In that regard, I am pleased to say that we are working together between Battelle and Ohio State in developing a proposal center here at the university modeled on the ones we use to try to go after larger federal grants in a very systematic way and we are hoping to have success in that.

That's my report Mr. Chairman and all of those items I mentioned are on the consent agenda.

President Gee:

Can I just make one comment because I want to come back to something? First of all, we really blessed to have hired one of the most forward thinking leaders of agriculture and its related activities in the 21st century, Bruce McPheron. Jack was very instrumental in that hiring by the way and our partner in that regard. One of the things you mentioned and I want to combine this with the power of Ohio State that we have never really fully understood.

The Punjab Agricultural University was really established partly by Ohio State. Punjab Agricultural University, the premier of its kind in India, was central in the Green Revolution, which was the feeding of India. This revolution literally impacted a billion people. We went to Brazil and we went to ESALQ (Luiz de Queiroz College of Agriculture) which is the Premier Agricultural University in Brazil. About a third of their faculty are Ohio State graduates. We could have held a faculty meeting there. ESALQ has been instrumental in Brazil now and expects to move to the front ranks by the year 2020. Brazil will be feeding the world because of their tremendous agricultural activity. So the annotated consequences of the power of one college in terms of its worldwide impact is something that we need to cherish and understand.

Dr. Wadsworth:

Indeed.

Mr. Schottenstein:

Other comments? Dr. Cloyd.

Dr. Cloyd:

Thank you Mr. Chairman. I guess this is a comment because there is not an easy answer to a question you would make. In response to the challenge you had mentioned that Dean McPheron is taking on now with four colleges in FAES and how do you get the power of "One". We face it broadly as a University but getting the right balance of what's the power of the "One" versus the continued importance of individuality because we are so diverse and some of the subject matter is so different. This is a huge sociology challenge and I hope we are bringing the best thinking that you can capture at this University or elsewhere. As we go through that process to get to the right balance because in the end, we will have the power of the greater unit but we don't want to be homogenous. We have got to have the right diversity to really be the outstanding institution we want to be.

Dr. Wadsworth:

I think there are a couple of good models at Ohio State on how it's being done. The Dean, I think, is going to do a good job with it.

Mr. Schottenstein:

Yes, Jack.

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Mr. Fisher:

Thanks for your report Jeff. I would like to add the subject matter of water to this whole discussion. Right now at this point in time, unfortunately the State of Ohio is recognized nationally right now for what has been going on over the last couple of years in Grand Lake St. Marys relative to toxic algae growth. Now it has spread to the western part of the Lake Erie basin. We have a window of opportunity here in the next several years to enhance our overall research engagement. What we do at a land-grant university through our College of Food, Agricultural and Environmental Sciences but in collaboration with several disciplines to do a lot of great things in the water area. Ohio is blessed with an abundant supply of water. How we use it for transportation; for recreation; to fishing; to use in agriculture and manufacturing processes for food; all of these take a lot of water. We are now dealing with oil and gas in Eastern Ohio. Fracking takes a lot of water. Now is the time for us to step up and be fully engaged in dealing with our water resource.

Dr. Wadsworth:

I am pleased to tell you that a new company is being spun out called the Window Water Company to treat the water from fracking so that it can be appropriately reintroduced. There is some very powerful work going on in the state in that technology area. You are right. I think a lot of people who have studied the broad area all end up saying "it's all about water". Ultimately, it's all about water.

President Gee:

Mr. Chairman, if I can make one comment. I want to really come back to Dr. Cloyd's comment. I think that it is so critical. I think everyone around this table and certainly the Administration is committed to the power of "One University". If we turn it into the command and control system, if we crush creativity and individuality, then we have lost the very issue we are trying to create. I think that the line of differences, diversity and equations of brilliance being recognized at the same time using our power to bring that together; it's a sociological shift. It's also a cultural shift about how we think about ourselves. As you know, one of our major focuses is on talent and culture but trying to keep it within that boundary. There is a difference between being centrally centralized and centrally driven. We have to draw those lines very distinctively. The Board needs to really hold our feet to the fire on that one.

Mr. Schottenstein:

Any other comments on Jeff's report?

Mr. Jurgensen:

Last point. All of this is required in order to have an honest and continuous examination of what you value. It's easy to take the argument for and against decentralization to illogical extremes. Almost always, they get smoked out by identifying what people's assumptions are about what is most important and what is valued the most. This really lies as the heart of getting the University more efficient without becoming less effective and if we became homogeneous we would be less effective. You really need to come at this with how do we make it a win-win? Probably the central principle that people have to get comfortable with in this regard is how they can be held accountable but not responsible for every single thing that goes on. In other words, they have to rely on another part of the University. They have to rely on a matrix. If they can't rely on a matrix because there is a basic fracture in trust, then Gordon, you will never get there.

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President Gee:

You have said it exactly right.

Mr. Schottenstein:

Just one additional comment I would like to make. Underscoring what you said Gordon concerning our new Dean of FAES, Dean McPheron, and I think I speak for those at the Academic Affairs Committee yesterday who were there to hear his report. We talked earlier about the challenge we have in terms of tuition and affordability and how we manage our resources and as much as we would like to do everything, we can't. We have to make decisions on what we want to do just as much as make decisions on what maybe we shouldn't be doing. I do think that in terms of our history, our mission, our land-grant roots that have been mentioned earlier today, our awareness and also our opportunity, this Board, I believe as I said I speak for everyone, we are really impressed by and inspired by his presentation and his leadership. The challenge that he laid down with not just where we are with this in a really good place and historically where we have been but in terms of where we can go and where we can take this. Ohio State's leadership position in this area that is really, you could argue, is central to our core and almost any other part of this University. We are really lucky. I think we are in the right place in the right time with the right person. It's a very exciting time for that part our university on a lot of fronts. In a few moments, we will be paying tribute to some out-going Trustees. One of whom, Jack Fisher, has been pounding the drum as hard as any member of this Board on this issue for the last number of years and the Board gets it.

Ok. Jerry, the Finance Committee.

Mr. Jurgensen:

Thank you Mr. Chairman. Yesterday was a day of reviewing a lot of information about a lot of different things; a lot of financial scorecards and physical scorecards related to construction projects and what not.

Mr. Brass already discussed numbers relative to the Medical Center. On the academic side of the house, I would simple say that for the first seven months of the fiscal year, revenues are up about 7% and expenses are up about 7%. Both of those are consistent with how we planned the year to unfold so I have nothing exceptionally positive or negative to say about the numbers.

A normal reoccurring task for us is to consider the issue of waivers of competitive bidding. We have policies and procedures here about how we go to market to buy things. From time-to-time for appropriate reasons, we need waivers of those rules and procedures. We did that 16 times in this quarter. That's in line with our historical practice.

Ms. Ready presented the Project Status Report. The nice thing about Ohio State is it doesn't matter which direction you look; you will see a crane. Her department follows every one of those projects very closely. We have nothing that appears, at this moment in time, that would create a budget problem, timing problem, or anything of that like, so, all are on track.

Mr. Kasey presented an update on our Framework Plan which really takes the entirety of the Ohio State campus, breaks it into districts, and attempts to look out five to six years. We do this on a recurring basis so every year is an update, drop a year, add a year five out to try to get a handle on capital requirements and capital needs. We started the presentation having Mr. Chatas remind us of our overall financial position at the moment. I think the quick way for all of us to think about it is that no new requests for debt will come our way until one year after the new hospital

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is opened. That doesn't mean that we are absolutely, entirely, totally out of debt capacity, but where we are really is in a place and we have an understanding with the rating agencies that we will sit tight until we bring the major capital investment which is a billion dollar addition to the Medical Center online and get through that first year.

On the Physical Environment Scorecard, the noteworthy item there is that Mr. Kasey pointed out is that we continue to look very hard at the issue of energy utilization across the campus and continue to try to find ways to become more efficient in that regard. They have had a lot of success to date in that. Actually, I think this goes back to the Framework Plan in the beginning and the things that we talked about when that effort first unfolded. I think kudos to Mr. Ratner and that whole efforts because taking that total University approach to buildings and where things should be and how they should be located rather than our old model of letting everybody do their own thing wherever, whenever, is that enables you to look at the energy grid and things like that. It's going to translate into real money.

We went through six items for action, all of which Dr. Gee will go through on the consent agenda; they all looked fine to us.

That concludes my remarks.

Mr. Schottenstein:

Good report. Any questions, comments for Jerry? Thank you.

Lastly, our Governance Committee, Alex Shumate.

Mr. Shumate:

Mr. Chairman, we have two action items coming from our meeting yesterday on the consent agenda. Item three is the Ratification of Committee Appointments and it includes the appointment of Mr. VanderMolen as a member of our Advancement Committee. Also Mr. Chairman, part of our responsibility is the annual election of Officers of the Board consistent with our By-laws that specify that the officers of the Board shall be elected at either the February or April meeting. Specifically the rule that govern this provision reads as follows: "All officers shall take office at the adjournment of the April meeting of the Board or on April 1 if there is no April Board meeting, and shall hold their office through the following April meeting of the Board of trustees". The Governance Committee, in conjunction with the Board, established traits and qualities that we as a Board looked for in our Chair. The chair shall be elected to a one-year term, and if eligible under his or her term as trustee, may serve a second and a third year. As you know we identified last year the following traits and I want to emphasize that these are in addition to walking on water. The Chair of the Board must build consensus, be collaborative and inclusive and also be an effective communicator who advances good governance practices. We also emphasize that the Chair should be visible within the University community and advocate on behalf of the University.

I am very pleased to report after the committee review and analysis a determination was made unanimously that our current Chair not only met these expectations but indeed exceeded them.

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ELECTION OF OFFICERS

Resolution No. 2013-67

On behalf of the Governance Committee, I would like to place in nomination:

Robert H. Schottenstein as Chair of the Board

Also, I would like to place in nomination:

Alan W. Brass as Vice Chair of the Board, and

David G. Horn as Secretary of the Board

Upon motion of Mr. Shumate, seconded by Judge Marbley, the Board of Trustees adopted the foregoing motion by a unanimous show of hands.

Mr. Schottenstein:

Thank you Mr. Shumate, appreciate it.

The consent agenda is now before the Board. I would like to call on our President to report it to the Board.

President Gee:

Thank you very much Mr. Chairman. First of all congratulations to you. I think that we all recognize this has been a superb year for the University. A University is only as good as its Board and we have a superb Board. Just hearing these reports today reminds me of that. It requires dedicated leadership and you have provided that and more. Bobby you are incredibly capable and have led us forward in ways that none of us could possibly imagine right now. I think that we want to acknowledge that.

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CONSENT AGENDA

Today, we have a total of 22 resolutions on the Consent Agenda. Therefore, we are seeking approval for the following:

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 2013-68

Synopsis: Approval of the following amendments to the *Rules of the University Faculty*, is proposed.

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the *Rules of the University Faculty* as approved by the University Senate; and

WHEREAS the proposed changes in the *Rules of the University Faculty* were approved by the University Senate on January 10, 2013:

NOW THEREFORE

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BE IT RESOLVED, That the Board of Trustees hereby approves the attached amendments to the *Rules of the University Faculty* be adopted as recommended by the University Senate.

(See Appendix XXXIX for background information, page 791)

RESOLUTIONS IN MEMORIAM

Resolution No. 2013-69

Synopsis: Approval of Resolutions in Memoriam is proposed.

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

S. Earl Brown

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 22, 2012, of S. Earl Brown, Professor Emeritus in the Department of Geography.

Professor Brown was a graduate of West Chester Pennsylvania State Teachers College and of the University of Wisconsin where he received a Master of Science and PhD Degree. He was a veteran of the European Theater in World War II. Professor Brown retired in 1989 from The Ohio State University where he was employed for 32 years serving as Professor in the Department of Geography. He was the recipient of the University's Distinguished Teaching Award in 1967. Many students who recall their education in the Department of Geography do so because of the inspiring and thoughtful lectures of Professor Brown. To this day his explanations on topics such as industrial location and economic geography are remembered and influential. Professor Brown later served as Acting Dean and Dean of the College of Social and Behavioral Sciences. He was a member of various University committees providing a steady hand and insightful comments to achieve the best outcome, both for the University and its students.

Prior to his service at Ohio State he was on the faculty at Indiana University. In 1967 he was a Visiting Professor at the University of Natal, Pietermaritzburg, South Africa.

Professor Brown especially liked a quote from Henry Adams, "A teacher affects eternity; he can never tell where his influence stops". Professor Brown was a truly gifted professor who exhibited great care and concern for all of his students. He is remembered fondly for his academic and personal mentoring as students pursued their degrees. Professor Brown's teaching, indeed his life, reflected a generous spirit, a loving kindness and a genuine concern for all of those who needed him. His thoughtfulness was legendary...thank you cards, birthday cards, congratulatory cards and an annual Christmas card list that extended back the full length of his career. He never forgot his students, colleagues, and friends and was grateful to them for their enduring friendships.

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

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Sidney Chafetz

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 12, 2013, of Sidney Chafetz, Professor Emeritus of Art in the College of Arts and Sciences.

Professor Chafetz enrolled at the Rhode Island School of Design in 1940. He was drafted into the U.S. Army two years later and served until 1945. After being injured in the Battle of the Bulge as a soldier in the famed 99th Infantry Division, he returned to school and graduated in 1947. He then continued his professional training at L'Ecole Americaine des Beaux Arts in Fontainebleau and the Académie Julian in Paris. Professor Chafetz began teaching at The Ohio State University in 1948. He was instrumental in establishing and nurturing the printmaking program in the Department of Art. He retired in 1982 to concentrate on his own work. Countless friends and lifelong students knew him as encouraging, demanding, erudite, and witty.

Professor Chafetz was passionately interested in politics, justice, education, and literature and almost equally fond of puns, jokes, and bawdy humor. To him, being an artist meant "using satire to stab at pomposity, whether in my own field of academe or in our political world" and "honoring the great poets and writers who speak to the human condition". These beliefs permeated his art. Professor Chafetz believed his art should challenge viewers never to forget "the evil mere mortals can do when they abuse power".

He produced memorable images chronicling political foibles and outrages from the 1950s through the first decade of the 21st century; "academic satires" of life on a large Midwestern college campus; countless portraits of authors and poets as varied as Sholem Aleichem and Amy Lowell; and moving prints celebrating his immigrant ancestors and heritage as a Jewish American.

Professor Chafetz remained active as a working and exhibiting artist throughout his life, with ideas for new projects percolating even in his last days. His appreciation for literature sparked his longtime involvement with Ohio State's Logan Elm Press. His prints are held in private and corporate collections worldwide, and in such museums as the Cincinnati Art Museum, the Cleveland Museum of Art, the Library of Congress, the Museum of Modern Art, the New York Public Library, and the Columbus Museum of Art, a major repository of his work.

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

Mathew Herban III

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on Friday, February 16, 2013 of Mathew Herban III, Associate Professor Emeritus in the Department of History of Art.

Professor Herban held a Bachelor of Arts degree in English from American University and a Master of Arts degree from Boston University. He received his PhD in History of Art from the University of Pennsylvania in 1972 for a dissertation on the late 19th century French painter Maurice Denis. Professor Herban taught at the University of Maryland and Mary Washington College of the University of Virginia before coming to Ohio State in 1973. His teaching and scholarship interests focused on 19th and 20th century European art, with a special emphasis on the art of Paul Gauguin.

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Professor Herban taught at Ohio State for 25 years, during which time he supervised no fewer than ten doctoral theses and served as the primary advisor of nine masters students. He was also a popular teacher among undergraduates; in 1987 received the Arts and Sciences Student Council Award for Outstanding Achievement in Teaching. He developed a number of specialized courses during his long career at Ohio State, most notably "The Art of Paris", which featured a study-abroad component.

Mathew Herban was an active member of the University community and served on numerous department, college, and University committees, including the University Senate, the International Studies Advisory Committee, the University Gallery Advisory Committee, and the Graduate Council. He was also an impassioned proponent for the arts in the community at large; serving along with his wife Tricia, as art columnist for the Columbus Citizen-Journal from 1979 to 1985.

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

Thorvald Kristoffersen

The Board of Trustees of the Ohio State University expresses its sorrow upon the death on January 25, 2013, of Thorvald (Kris) Kristoffersen, Professor Emeritus of the Department of Food Science and Technology in the College of Food, Agricultural and Environmental Sciences.

Professor Kristoffersen held a Bachelor of Science degree from the Royal Veterinary and Agricultural College, Copenhagen, Denmark and his Master of Science and Doctor of Philosophy degrees from Iowa State University. He joined the faculty of the Ohio State University in 1955, where he taught and conducted scholarship for over 27 years. Professor Kristoffersen was a Professor of Dairy Technology from 1955 to 1970. He oversaw the formation and growth of the Department of Food Science and Nutrition from 1970 to 1984. His teaching and scholarship were in the field of the science and technology of cultured dairy products and food lipids. He retired from the University in 1984 as a Professor Emeritus.

He was an internationally recognized authority on the chemistry of cheese ripening and received the Lewis-Pfiser Award in recognition of outstanding cheese research. He served for over twenty years as a member of the Board of Directors of the Swiss Cheese Association. Professor Kristoffersen was also active in a number of professional organizations, including the American Dairy Science Association where he served on the Editorial Board of the Journal of Dairy Science, as Chair of the Dairy Food Division, and on a variety of sub-committees. He was also active in the Institute of Food Technologists, and the International Association of Milk, Food and Environmental Sanitarians.

Kris was a very active member of the University community, and served on numerous departmental, college and University committees, including the College of Food, Agricultural and Environmental Sciences instruction committee, the University Conference Committee of the Teaching Staff, the Graduate Council, as Chair of the University's Distinguished Teaching Awards Committee, three years on University Senate and three years on the Council of Student Affairs.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Thorvald Kristoffersen its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed in the minutes of the Board of

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Trustees and that a copy be tendered to the family as an expression of the Board's heartfelt sympathy.

Richard R. Lanese

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 23, 2012, of Richard R. Lanese, Professor Emeritus of Epidemiology and Public Health in the Colleges of Public Health.

After serving in the US Marine corps, Professor Lanese received his PhD in psychology. He was a full professor at The Ohio State University College of Medicine in the Department of Preventive Medicine, which evolved into what is now the College of Public Health. His areas of expertise were epidemiology and public health. He retired in 1995 as Professor Emeritus.

During his time at Ohio State Professor Lanese was dedicated to serving the academic community. Included in his leadership roles were terms as president of Ohio State's Faculty Club, Chair of the University Senate Steering Committee, and Chair of the University Athletic Council. Professor Lanese influenced his students in their understanding of how to approach a problem and think critically towards its resolution. A strong supporter of ethics in research, he was an early member of the University's Institutional Review Board to ensure ethics in human research within the biomedical sciences. Externally, Professor Lanese served in community leadership roles, consulting with nonprofit organizations, private businesses and government agencies on health-related matters.

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

Leopold Liss

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 1, 2013, of Leopold Liss, Professor Emeritus in the Department of Pathology.

Dr. Liss received his Baccalaureate in Humanities in Lwow, Poland, 1941; and his Doctorate of Medicine from Ruperta Carola University, Heidelberg, Germany, 1950. He was Professor Emeritus in the Department of Pathology and served as a Professor in the Departments of Pathology, Neurology, Psychiatry, Veterinary Medicine and Faculty of the Graduate School. Dr. Liss also served as the Former Director of the Division of Neuropathology, Director of the OSU Cognitive Disorders Clinic, and Co-Director of the Office of Gerontology at Ohio State. Dr. Liss was an established authority on dementia and as such organized symposia and authored hundreds of publications. He was a co-founder of the National Association of the Alzheimer's Disease and Related Disorders Association, Vice-President of the American Association of Neuropathologists and co-founder of the Columbus Alzheimer's Association. He also served on the State of Ohio Governor's Task Force on Alzheimer's disease. For the past 21 years, Dr. Liss provided distinguished service as the Medical Director of the Columbus Alzheimer Care Center.

His passion and dedication were honored with numerous awards including the Genesis Award from the National Alzheimer's Association; Educator of the Year from the Ohio Network of Educational Consultants; Distinguished Research Leadership Award from

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the Ohio Research Council on Aging; and Humanitarian Award from the Alzheimer's Disease Association, Miami Valley Chapter.

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

James Pantalos

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 11, 2013, of James Pantalos, Professor Emeritus in the College of Social Work.

Professor Pantalos served in the 15th Air Force in North Africa and in Southern Italy during WWII. Following his service he earned a Bachelor of Social Work degree from Miami University in Oxford, Ohio, and a Master of Social Work from Carnegie Tech in Pittsburgh. He worked at Columbus State Hospital and the Columbus City Health Department before joining the faculty of the School of Social Work at The Ohio State University in 1963.

Professor Pantalos was an enthusiastic and dedicated teacher who was devoted to his students. As a social work faculty member, Professor Pantalos trained a generation of social work practitioners with rigorous expectations and an enduring commitment to the most vulnerable members of society. Countless social work students considered him both a friend and a mentor. The entire community benefitted from services provided by Professor Pantalos's students.

Professor Pantalos was well respected by many students, faculty, staff, and the community. Social work alumni have commented on his enthusiasm, his vision, and his commitment to each of his students. Many of them attribute their professional success to Professor Pantalos.

Professor Pantalos retired in 1985; however he continued to serve students as the faculty advisor to Alpha Phi Omega well beyond his retirement. Professor Pantalos served his community throughout his life. He was an adult volunteer at COSI for many years and a member of the Annunciation Greek Orthodox Cathedral.

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

Charles O. Ross

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 12, 2013, of Charles O. Ross, Associate Professor Emeritus in the College of Social Work.

Professor Ross earned a BA in English from Stillman College and an MA in Social Work from the University of Chicago. Prior to his arrival in Columbus Professor Ross worked as a case worker and community advocate in Indiana, served as the director of community participation for the Welfare Council of Metropolitan Chicago, and as a faculty member at the University of Chicago. A highly sought political advisor, Professor

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Ross was involved in the campaigns of the first African American mayors to be elected in both Gary, Indiana and Chicago.

Professor Ross joined the faculty at The Ohio State University in 1970 as the first chairperson of the Black Studies Department. He was a fierce advocate for greater opportunity for African American students, faculty, and staff at the University and led a number of protest meetings to call attention to inequities. Although Professor Ross was removed from this position after his first year, he remained a faculty member in the College of Social Work until his retirement in 2005.

Professor Ross taught his students the importance of advocacy and activism on behalf of disenfranchised groups. His students became engaged in important community issues, and understood from Professor Ross the importance of grass roots politics in achieving change on behalf of oppressed groups. Professor Ross was a champion of the minority and low-income student. He also set very high expectations for those students and held them accountable for achieving personal and professional advancement. Professor Ross was honored by social work students as a recipient of the outstanding faculty member award.

On behalf of the University community, The Board of Trustees expresses to the family of Professor Charles O. Ross 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 sympathy.

John C. Rule

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 12, 2013, of John C. Rule, Professor Emeritus of History.

Professor Rule held graduate degrees from Stanford University and Harvard University. While working on his PhD at Harvard, he held a Fulbright fellowship in Paris from 1953-1954, and a Sheldon Traveling Fellowship in 1957. During this time, he worked in the Bibliothèque Nationale and the Archives Nationales and began the continuing archival work that was the basis of his scholarship for the rest of his career.

Following a stint as an instructor at Northeastern University, he was appointed an Instructor in history at The Ohio State University in 1958. Two years later, he was put on the tenure track and rose from Assistant Professor to Professor in 1968. He served Ohio State until his retirement in 1995. He was one of our outstanding teachers, remembered warmly by generations of students, both undergraduate and graduate. He was also one of the pillars of the University as a committee member and as a faculty member who socialized and moved across disciplinary lines, for years holding a joint appointment in the French Department and serving on the editorial board of The Ohio State University Press.

Professor Rule was one of the leading historians of seventeenth and eighteenth-century French history and was recognized as a leader of the American School of Louis XIV studies. His publications on the Old Regime in France were prolific, from his edited work, *Louis XIV and the Craft of Kingship* (1970), to *Bureaucracy Under Louis XIV: The Department of Colbert de Torcy*, his final work, co-authored with Ben Trotter, that connects modern ideas of bureaucracy to the institutions and precedents set up by Louis XIV. His scholarship was recognized over the years by grants from the American Philosophical Society, the National Science Foundation, the National Endowment for the Humanities, the Newberry Library, and the Folger Library.

Professor Rule served the scholarly community in many ways. He was active in national and regional associations, and he presented papers all over Europe, the

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United States, and Australia. From 1963 to 1969, he was national secretary of the Society for French Historical Studies, which he also served as co-president in 1990. In 1974 he served as president of the American Society for Eighteenth Century Studies, Midwest Section and he served on numerous editorial boards. From 1975 to 1986 he was associate editor of French Historical Studies.

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

Robert F. Schwartz

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 23, 2013, of Robert F. Schwartz, Professor Emeritus of Art in the College of Arts and Sciences.

Professor Schwartz attended the Columbus Art School on scholarship from 1956-57. He held a BFA degree in painting and graphics and an MA degree in painting, with minors in graphics and motion picture photography both from Ohio State.

Professor Schwartz came to the Columbus campus in 1971, following three years at the Newark Campus, where he established art and history of art programs. As a faculty member of what is now the Department of Art, he served students in the painting and drawing area. He was a devoted teacher and valued colleague.

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

Alfred E. Stockum

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 8, 2013, of Alfred E. Stockum, Associate Professor Emeritus of Radiology in the College of Medicine.

Alfred E. Stockum was born on July 31, 1928 in New Concord, Ohio. After high school he enlisted in the Air Force for two years, becoming a Staff Sergeant and radar repair instructor, thereby earning the money for higher education. Following his discharge, he enrolled in Mount Union College, completing two years and then transferring to The Ohio State University where he received a BS degree in 1953 and a Medical Degree from the College of Medicine in 1958. Upon graduation he began a pediatric internship and residency at St. Luke's Hospital in Cleveland, Ohio where he met his wife Mary Ann who was an Emergency Room nurse. He completed a residency in Radiology at Ohio State from 1961 to 1964 and then a Fellowship in Pediatric Radiology at Los Angeles Children's Hospital.

Al joined the faculty at The Ohio State University Hospital and became an attending radiologist from 1965-1995 where he advanced to the rank of Associate Professor. It was during this time that he developed his expertise in the evolving forefront field of Interventional Radiology. His calm demeanor, positive attitude, and quiet, caring nature was a great asset for a specialty that was dealing with high risk and difficult patients. He was kind and well-liked by all. His advice was eagerly sought after by attendings of other specialties and the medical students, technologists, and staff alike. His

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contribution to the education of young students was recognized with many awards not only from the Department of Radiology, but also from residents of other departments such as Surgery and Medicine. In spite of his busy schedule, Dr. Stockum led the corporate affairs of the Department of Radiology as the President of University Radiologists, Inc. Upon his retirement he was awarded the title of Associate Professor Emeritus for his many contributions to The Ohio State University and its Medical Center. Dr. Stockum held many roles in his church, Boulevard Presbyterian, where the congregation and Pastor held a beautiful and fitting Memorial, which many friends and colleagues gave testimony to his life well lived.

He and his wife of fifty-three years Mary Ann established The Dr. Alfred and Mary Ann Stockum Medical Student Scholarship Fund (666865) to support the education of worthy medical students. Contributions can be made c/o Office of Development and Alumni Affairs, The Ohio State University, 660 Ackerman Road, P.O. Box 183112 Columbus, Ohio 43218-3112.

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

Ann M. Sullivan

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 11, 2013 of Ann M. Sullivan, Instructor Emeritus in the University Libraries.

Instructor Sullivan was born on July 24, 1923, in Columbus, Ohio. She received a Bachelor of Arts degree in sociology from the College of Saint Mary of the Springs, Columbus, Ohio, in 1944 and a Master of Arts degree in Library Science from Marywood College (now Marywood University), Scranton, Pennsylvania in 1952. She was the recipient of a scholarship to Marywood College in support of her graduate studies. Prior to her appointment in October 1953 by The Ohio State University Libraries, she served as a branch assistant at the Columbus Public Library and as a cataloger and reference librarian at the College of Saint Mary of the Springs. She retired from Ohio State in December 1979, after serving for twenty six years with the Libraries, and was awarded emeritus status in January 1980.

Instructor Sullivan served meritoriously as a cataloger of monographs and serials at The Ohio State University Libraries, with special proficiency in foreign language materials published in French, Spanish, and Portuguese. William Studer, Director of University Libraries, noted her outstanding contributions to the work of University Libraries. He commended her for using her expertise to create easy access to library materials for patrons, for her active involvement in her profession and continuous efforts to develop new professional skills. Throughout her career, Instructor Sullivan maintained involvement with key professional associations: the American Library Association, the Ohio Library Association, and the Catholic Library Association. She served her local community through involvement in the Clintonville Women's Club and the Immaculate Conception Catholic Church.

On behalf of the University Community, the Board of Trustees expresses to the family of Instructor Ann M. Sullivan 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.

RATIFICATION OF COMMITTEE APPOINTMENTS 2012-2013

Resolution No. 2013-70

BE IT RESOLVED, That the ratification of committee appointments for 2012-2013 are as follows:

Academic Affairs and Student Life Committee:

Jeffrey Wadsworth, Chair
John C. Fisher, Vice Chair
Algenon L. Marbley
Linda S. Kass
Janet B. Reid
Clark C. Kellogg
Timothy P. Smucker
Cheryl L. Krueger
Benjamin T. Reinke
Kevin G. Boyle (Faculty Member)
Robert H. Schottenstein (ex officio)

Advancement Committee

G. Gilbert Cloyd, Co-Chair (Charter Trustee)
Linda S. Kass, Co-Chair
John C. Fisher
Clark C. Kellogg
Timothy P. Smucker
Michael J. Gasser
Benjamin T. Reinke
John W. Kessler
Nancy Kramer
ALAN VANDERMOLEN
Christopher A. Ito (Alumni Assn Member)
Larry Moore (Alumni Assn Member)
John B. Gerlach (Foundation Brd Member)
David T. Kollat (Foundation Brd Member)
Robert H. Schottenstein (ex officio)

Audit and Compliance Committee:

Algenon L. Marbley, Chair
John C. Fisher, Vice Chair
Ronald A. Ratner
William G. Jurgensen
Clark C. Kellogg
Cheryl L. Krueger
Michael J. Gasser

Benjamin T. Reinke
James Gilmour
Lawrence A. Hilsheimer
Amy Chronis
Craig S. Morford
Robert H. Schottenstein (ex officio)

Finance Committee:

William G. Jurgensen, Chair
Ronald A. Ratner, Vice Chair
Brian K. Hicks
Alan W. Brass
Alex Shumate
Michael J. Gasser
Evann K. Heidersbach
G. Gilbert Cloyd (Charter Trustee)
Corbett A. Price (Charter Trustee)
Jo Ann Davidson
Robert H. Schottenstein (ex officio)

Medical Affairs Committee:

Alan W. Brass, Chair
Corbett A. Price, Vice Chair (Charter Trustee)
Brian K. Hicks
Algenon L. Marbley
Janet B. Reid
William G. Jurgensen
Jeffrey Wadsworth
Cheryl L. Krueger
Evann K. Heidersbach
Robert H. Schottenstein (ex officio)

Governance Committee:

Alex Shumate, Chair
Janet B. Reid, Vice Chair
Alan W. Brass
Linda S. Kass
Jeffrey Wadsworth
Timothy P. Smucker
Evann K. Heidersbach
G. Gilbert Cloyd (Charter Trustee)
Robert H. Schottenstein (ex officio)

ADOPTION OF UNIFORM STATEWIDE STANDARDS FOR REMEDIATION-FREE STATUS

Resolution No. 2013-71

Synopsis: Approval to adopt uniform statewide standards for remediation-free status as established by the presidents of Ohio's public colleges and universities in December 2012, is proposed.

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WHEREAS approximately one-third of all recent public high school graduates who enter a public college or university in Ohio must enroll in at least one remedial course in English or mathematics; and

WHEREAS the state of Ohio wishes to reduce the number of college and career bound students who need non-credit bearing remedial courses before they can begin their credit bearing work; and

WHEREAS Ohio House Bill 153 (FY12-FY13 operating budget bill) required that the presidents of all state institutions of higher education jointly establish uniform statewide standards for students to be considered remediation-free for college level English, writing, mathematics, and science; and

WHEREAS the presidents of Ohio's public colleges and universities established standards for remediation-free status in December 2012; and

WHEREAS Ohio House Bill 153 (FY12-FY13 operating budget bill) provided that the managing authority of each state institution of higher education adopt the remediation-free status standards into the institution's policies:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the adoption of the uniform statewide standards for remediation-free status for The Ohio State University.

(See Appendix XL for background information, page 792)

REVISION TO THE UNIVERSITY NONSMOKING POLICY

Resolution No. 2013-72

Synopsis: Approval to revise the University Nonsmoking Policy to a Tobacco Free Policy, is proposed.

WHEREAS the University desires to become the world's healthiest university; and

WHEREAS in furtherance of this commitment, the University recognizes the need to reduce and eventually eliminate the use of tobacco on university owned or controlled property; and

WHEREAS the Wexner Medical Center at The Ohio State University and contiguous Health Science Colleges were approved to become Tobacco Free in 2006; and

WHEREAS the University has engaged in a broad-based discussion with faculty, staff, students, and community members, and the Senior Management Council supports a Tobacco Free university; and

WHEREAS the University's Office of Human Resources is proposing to revise the Nonsmoking Policy 7.20 into a Tobacco Free policy; and

WHEREAS the University is currently soliciting approval on a draft Tobacco Free policy, is consulting with University Senate and other constituent groups, and will secure approval through the University Policy Process and all appropriate management committees prior to implementation of this policy; and

WHEREAS in July 2012 the Ohio Board of Regents, with the support of the Chancellor, recommended that each Board of Trustees of the University System of Ohio implement its own policy to establish its campus as Tobacco Free:

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NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the University's developing and adopting a Tobacco Free Policy following the process prescribed by the University Policy Process, with a proposed effective date of August 1, 2013; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves for the University to make further changes to the policy and procedure adopted pursuant to this resolution as needed from time to time; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that as a part of the general health improvement programs of the University, voluntary tobacco cessation and stress reduction services for faculty, staff, and students will be made available as the University transitions to a Tobacco Free environment.

(See Appendix XLI for background information, page 796)

PERSONNEL ACTIONS

Resolution No. 2013-73

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the Personnel Budget Records of the University since the February 1, 2013, meeting of the Board, including the following Appointments, Reappointments, Appointment/Reappointment of Chairpersons, Professional Improvement Leaves, Leave of Absence without Salary, Emeritus Titles and Promotion to Professor with Tenure.

Appointments

Name: MELINDA D. CHURCH
Title: Vice President of Marketing and Communications
Office: University Advancement
Term: March 3, 2013 through March 2, 2018

Name: SHARON L. DAVIES
Title: Professor (The Gregory H. Williams Chair in Civil Rights and Civil Liberties)
College: The Michael E. Moritz College of Law
Term: July 1, 2013 through June 30, 2018

Name: ANDRAEA A. DOUGLASS*
Title: Vice President for Talent, Culture and Human Resources
Office: Human Resources
Term: February 25, 2013 through February 24, 2016

Name: GUOQIANG LI
Title: Associate Professor (The Irene D. Hirsch Chair in Ophthalmology)
College: Medicine
Term: March 1, 2013 through February 28, 2017

Name: OCTAVIO RAMILO
Title: Professor (The Henry G. Cramblett Chair in Medicine)
College: Medicine
Term: November 1, 2009 through October 31, 2014

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Name: GREGORY S. ROSE
Title: Interim Dean and Director
Regional Campus: The Ohio State University – Lima
Term: July 1, 2013 through June 30, 2014

* New personnel to University

Reappointments

Name: CHERYL L. ACHTERBERG
Title: Dean
College: Education and Human Ecology
Term: July 1, 2013 through June 30, 2018

Name: JAMES N. ALLEN
Title: Professor (The Battelle Professorship in Inhalation Therapeutics)
College: Medicine
Term: July 1, 2012 through June 30, 2016

Name: ARNAB CHAKRAVARTI
Title: Professor (The Max Morehouse Chair in Cancer Research)
College: Medicine
Term: April 1, 2013 through June 30, 2017

Name: MARY B. FONTANA
Title: Associate Professor (The Harry C. and Mary Elizabeth Powelson Professorship in Medicine)
College: Medicine
Term: July 1, 2013 through June 30, 2017

Name: GERALD S. FRANKEL
Title: Professor (The Det Norske Veritas (DNV) Designated Chair in Materials Science and Engineering)
College: Engineering
Term: July 1, 2013 through June 30, 2018

Name: MAURA L. GILLISON
Title: Professor (The Jeg Coughlin Chair in Cancer Research)
Center/Institute: Comprehensive Cancer Center/The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: January 1, 2013 through December 31, 2017

Name: ROBERT J. GUSTAFSON
Title: Professor (The Honda Designated Professorship in Engineering)
College: Engineering
Term: July 1, 2012 through June 30, 2017

Name: JANICE KIECOLT-GLASER
Title: Professor (The S. Robert Davis Chair of Medicine)
College: Medicine
Term: July 1, 2012 through June 30, 2016

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Name: HERBERT B. NEWTON
Title: Professor (The Esther Dardinger Endowed Chair in Neuro-Oncology)
Center/Institute: Comprehensive Cancer Center/The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: July 1, 2012 through June 30, 2016

Name: DAVID E. SCHULLER
Title: Professor (The John W. Wolfe Chair in Cancer Research)
Center/Institute: Comprehensive Cancer Center/The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term: July 1, 2012 through June 30, 2016

Name: THEODOROS N. TEKNOS
Title: Professor (The David E. Schuller, M.D. and Carole Schuller Chair in Otolaryngology)
College: Medicine
Term: August 1, 2012 through July 31, 2016

(See Appendix XLII for background information, page 798)

DEGREES AND CERTIFICATES

Resolution No. 2013-74

Synopsis: Approval of Degrees and Certificates for spring semester, is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees, the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on May 5, 2013, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

(See Appendix XLIII for background information, page 801)

HONORARY DEGREES

Resolution No. 2013-75

Synopsis: The awarding of honorary degrees, is proposed.

WHEREAS pursuant to paragraph (B)(4) of rule 3335-1-03 of the Administrative Code, the President, after consultation with the Steering Committee of the University Senate, recommends to the Board of Trustees the awarding of honorary degrees as listed below:

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Annie Leibovitz	Doctor of Arts
Barack H. Obama	Doctor of Laws
Nancy Wilson	Doctor of Music

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the above honorary degrees be awarded in accordance with the recommendation at a time convenient to the University and the recipient.

(See Appendix XLIV for background information, page 963)

JOSEPH SULLIVANT MEDAL AWARD

Resolution No. 2013-76

Synopsis: Approval of the awarding of the Joseph Sullivant Medal, is proposed.

WHEREAS the Joseph Sullivant Medal is awarded once every five years as a memorial to the eminent services of Joseph Sullivant who, as a member of the first Board of Trustees, contributed significantly in determining the character and future of The Ohio State University; and

WHEREAS pursuant to the procedure established by this Board of Trustees, nominations for the award were referred through the Dean of the Graduate School to a Board of Award appointed by the President; and

WHEREAS after a careful review of the nominations this Board of Award recommended to the President that Lonnie G. Thompson, Distinguished University Professor of Earth Sciences, and Ellen Mosley-Thompson, Distinguished University Professor of Geography, be the recipients of this award; and

WHEREAS the President, in support of their recommendation and on behalf of the Board of Trustees, authorizes the granting of this medal at a time convenient to the University and the recipients:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Joseph Sullivant Medal Award be presented to Lonnie G. Thompson and Ellen Mosley-Thompson in accordance with the provisions for granting this award.

UNIVERSITY FOUNDATION REPORT

Resolution No. 2013-77

Synopsis: Acceptance of the University Foundation Report as of February 28, 2013, is proposed.

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

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

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WHEREAS this report includes the establishment of The Harry T. Mangurian, Jr. Foundation Professorship in Business; The Gerald S. Kakos, MD and Thomas E. Williams, Jr., MD, PhD Professorship; the establishment of twenty-four (24) named endowed funds; the revision of five (5) named endowed funds; and the closure of The Thomas H. Patrick Free Enterprise Designated Professorship:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the acceptance of the report from The Ohio State University Foundation as of February 28, 2013.

(See Appendix XLV for background information, page 965)

NAMING OF THE CHILDREN'S EARLY LEARNING RESEARCH COLLABORATIVE
Resolution No. 2013-78

**In the Schoenbaum Family Center,
The College of Education and Human Ecology:
Crane Center for Early Childhood Research and Policy**

Synopsis: The naming of the Children's Early Learning Research Collaborative in the Schoenbaum Family Center at Weinland Park, located at 175 East 7th Avenue on The Ohio State University's Columbus campus; that will provide a scholarly and collegial environment for research training and collaboration from a variety of disciplines to impact the learning and success of young children in urban contexts, is proposed.

WHEREAS the Crane Center for Early Childhood Research and Policy will generate two scholarly white papers/publications per year on issues relevant to bridging practice-policy connections; and

WHEREAS the Crane Center for Early Childhood Research and Policy will position The Ohio State University as a national leader in the integration of research-practice-policy about young children in urban contexts; and

WHEREAS the Crane Center for Early Childhood Research and Policy will disseminate findings through training, collaboration, and consultation, including peer-reviewed publications and presentations; and

WHEREAS the members of the Crane family have been loyal friends and generous contributors to The Ohio State University, and they will provide significant contributions to the College of Education and Human Ecology:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Children's Early Learning Research Collaborative in the Schoenbaum Family Center at Weinland Park be named the Crane Center for Early Childhood Research and Policy.

NAMING OF THE SPORTS MEDICINE INSTITUTE

Resolution No. 2013-79

**At the Corner of Ackerman Road and Fred Taylor Drive,
The Ohio State University Wexner Medical Center:
Jameson Crane Sports Medicine Institute at The Ohio State University**

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Synopsis: The naming of the Sports Medicine Institute, the new facility to be located at the corner of Ackerman Road and Fred Taylor Drive on The Ohio State University's Columbus campus; that will be the new home of Sports Medicine at The Ohio State University Wexner Medical Center, located on the Athletic campus, is proposed.

WHEREAS The Ohio State University is uniquely situated to combine the efforts of a nationally recognized academic medical center, a prominent athletic department, and a major research university to create a preeminent academic Sports Medicine Institute, enhancing and promoting physical performance throughout the lifespan for the athlete in all of us; and

WHEREAS the new Sports Medicine Institute will provide expanded space for OSU Sports Medicine's collaborative, innovative programs of health care, education, training, and medical research, bringing over 15 interdisciplinary specialties centralized under one roof in its multiple clinical/surgical suites and research labs, making it the largest, most comprehensive sports medicine facility in the country with a square footage of 140,000 to accommodate the rapidly growing field of sports medicine; and

WHEREAS the new Sports Medicine Institute will enhance OSU Sports Medicine's mission to improve people's lives through physical activity through its coordinated services and resources to K-12, collegiate, and professional athletes; to coaches, dance, and fitness participants or professionals; to all individuals and families who engage in sports, physical fitness, or exercise, whether it be for overall health, injury/disease prevention, or improved physical performance; and will allow expansion of its services through outreach initiatives focused not only locally, but regionally and nationally as well; and

WHEREAS the new Sports Medicine Institute will serve the community with a broad range of personalized care and educational opportunities drawing upon all specialties and resources of sports medicine, such as injury prevention, physical performance and endurance, outpatient surgery, physical therapy and rehabilitation, asthma in athletes, arthritis management, coach certification, concussion screening, dance medicine, golf performance, cartilage restoration, etc.; and

WHEREAS members of the Crane family have been loyal friends and generous contributors to The Ohio State University, and they will provide significant contributions to The Ohio State University Wexner Medical Center for the planning and construction of the new Sports Medicine Institute; and this facility will honor Jameson Crane and family:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Sports Medicine Institute in the new sports medicine complex be named the Jameson Crane Sports Medicine Institute at The Ohio State University.

NAMING OF THE ADVANCED LANGUAGE INSTITUTE

Resolution No. 2013-80

**In Hagerty Hall,
The College of Arts and Sciences:
Loann Crane Advanced Language Institute**

Synopsis: The naming of the Advanced Language Institute in Hagerty Hall, to be located at 1775 College Road on The Ohio State University's Columbus campus; that

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will be the state's leading resource for the learning of second languages and the preparation of tomorrow's global leaders, is proposed.

WHEREAS the Advanced Language Institute will offer both master's and certificate programs to students with advanced language skills and disciplinary focuses such as engineering, business, or architecture, and will provide them with the specialized knowledge that will allow them to function effectively as professionals in that language; and

WHEREAS the Advanced Language Institute will provide students specialized knowledge about their particular discipline (history of the profession, professional training required in the target culture, professional organizations' culture, professional-level socialization, important research materials in that language, specialized vocabulary and tradition, etc.); and

WHEREAS the Advanced Language Institute will provide students with internships and service-learning opportunities in countries where their studied language is spoken, or in stateside situations where the target language is used exclusively; and

WHEREAS the Advanced Language Institute will offer students targeted study abroad opportunities to raise their skills to advanced levels and to develop a deep understanding of the culture; and

WHEREAS the Advanced Language Institute will identify native-speaking mentors (graduate students, professors, business people, etc.) in the student's domain or discipline to work closely with them to develop necessary professional skills; and

WHEREAS the members of the Crane family have been loyal friends and generous contributors to The Ohio State University and they will provide significant contributions to the College of Arts and Sciences:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Advanced Language Institute in Hagerty Hall be named the Loann Crane Advanced Language Institute.

NAMING OF THE CLASSICAL 101 RADIO STUDIO

Resolution No. 2013-81

**In the Fawcett Center
At WOSU Public Media:
Anne Melvin Classical 101 Radio Studio**

Synopsis: The naming of the Classical 101 Radio Studio at WOSU Public Media in the Fawcett Center, located at 2400 Olentangy River Road on the Columbus campus of The Ohio State University; that hosts studio spaces from 240 square feet to 1,200 square feet, a control room, and editing suites, is proposed.

WHEREAS the Fawcett Center is the main location of WOSU Public Media; and

WHEREAS Classical 101, 101.1 FM, is Central Ohio's only 24-hour classical music radio station featuring the best local and international performances all day, every day; and

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WHEREAS Anne Melvin has dedicated a lifetime of celebrating and sharing classical music; and

WHEREAS Anne Melvin has provided significant contributions to WOSU to support 101.1 FM:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Classical 101 Radio Studio at WOSU Public Media in the Fawcett Center be named the Anne Melvin Classical 101 Radio Studio.

NAMING OF THE VISITS AND EVENTS SUITE

Resolution No. 2013-82

In the Ohio Union: James J. Mager Visits and Events Suite

Synopsis: The naming of the Visits and Events Suite on the third floor of the Ohio Union, located at 1739 North High Street on the Columbus campus, is proposed.

WHEREAS Dr. James J. Mager made valuable contributions to his alma mater in the areas of Enrollment Management, University Registrar, Admissions, and Student Financial Aid; and

WHEREAS Dr. Mager was instrumental in implementing the Honors program, merit scholarships, competitive admission, and programs that led to a more diverse student body; and

WHEREAS in May 2006, the Student Visitor Center, located at 154 West 12th Avenue and attached to Enarson Hall, was named in honor of Dr. Mager's distinguished career at The Ohio State University; and

WHEREAS in 2010, the Visits and Events Suite was moved to the Ohio Union and the name and plaque did not follow this move:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Visits and Events Suite on the third floor of the Ohio Union be named the James J. Mager Visits and Events Suite.

EXPEDITED CREDENTIALING PROCESS

Resolution No. 2013-83

Synopsis: Authorization for a subcommittee of the Medical Center Board to use an expedited credentialing process to approve eligible applicants for clinical privileges and medical staff appointments consistent with established criteria when necessary, is proposed.

WHEREAS The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and the Medical Staff Bylaws of The Ohio State University Hospitals and The

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James Cancer Hospital require timely processing of medical staff applications for appointment and reappointment; and

WHEREAS from time to time the meetings of the Professional Affairs Committee of The Ohio State University Wexner Medical Center Board (“Medical Center Board”) and may not allow for the timely processing of medical staff applications and granting of privileges as required by JCAHO and the respective Medical Staff Bylaws of The Ohio State University Hospitals and The James Cancer Hospital, and

WHEREAS JCAHO and the Medical Staff Bylaws of The Ohio State University Hospitals and The James Cancer Hospital allows an expedited approval process for initial appointments to membership and granting of privileges, reappointment to the medical staff, or renewal or modification of privileges, where the governing body delegates the authority to render those decisions to a committee of at least two voting members of the governing body:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that whenever the Professional Affairs Committee, or the Medical Center Board, is not scheduled to meet or cannot meet in a timely manner to satisfy the requirements for initial medical staff appointments, the granting of privileges, reappointment to the medical staff or renewal or modification of privileges, a subcommittee of at least two voting members of the Medical Center Board and the chief medical officer of the Medical Center and the chief of the medical staff for The Ohio State University Hospitals; and the director of medical affairs and chief of the medical staff of The James Cancer Hospital, shall have the authority to review and evaluate the qualifications and competence of the practitioner applying for appointment, reappointment, or renewal or modification of clinical privileges, and to render its decision. The chief medical officer for the Medical Center and chief of the medical staff for The Ohio State University Hospitals, and the director of medical affairs and chief of staff of The James Cancer Hospital shall make recommendations to this subcommittee of the Medical Center Board in which a positive decision by the subcommittee results in the status or privileges requested. The subcommittee shall meet as often as necessary and the Medical Center Board shall consider, and if appropriate, ratify all positive committee decisions at its next regularly scheduled meeting. If the subcommittee’s decision is adverse to an applicant, the matter shall be referred back to the University Hospitals and/or James Cancer Hospital Medical Staff Administrative Committee, respectively, for further evaluation; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that an applicant is ineligible for consideration by this subcommittee and expedited process if at the time of appointment, or if since the time of reappointment, any of the following has occurred:

1. The applicant submits an incomplete application;
2. Either the University Hospitals or James Cancer Hospital Medical Staff Administrative Committee makes a final recommendation that is adverse or has limitations;
3. There is a current challenge or a previously successful challenge to licensure or registration;
4. The applicant has received an involuntary limitation, reduction, denial, or loss of clinical privileges;
5. There has been a final judgment adverse to the applicant in a professional liability action It is determined that there is either an unusual pattern of, or an

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excessive number of, professional liability actions resulting in a final judgment against the applicant; or

6. The applicant has received an involuntary termination of medical staff membership at another hospital.

**AUTHORIZATION FOR ESTABLISHMENT OF A NEW UNIVERSITY AFFILIATE
UNIVERSITY DEVELOPMENT STRATEGIES, INC.**

Resolution No. 2013-84

Synopsis: Authorization to establish a new affiliate to facilitate The Ohio State University's real estate activities and operations, is proposed.

WHEREAS the Board of Trustees adopted the Policy on Affiliated Entities in June 2008 to provide a uniform framework for the establishment and operation of separate entities that are closely affiliated with The Ohio State University (hereinafter "Ohio State" and/or "University"), ensure that such entities serve the best interests of the University, and provide for continuing appropriate oversight by the University and the Board; and

WHEREAS the Senior Vice President for Administration & Planning has recommended that a new affiliate, University Development Strategies, Inc., as more fully described in the accompanying materials, be established to promote the planning and development (or redevelopment) of the communities surrounding the University by providing real-world advice in a way that meets the needs of the University, faculty, staff, students, community members and business partners; and

WHEREAS the creation of this Affiliated Entity in support of our planned academic, advancement, and outreach activities is necessary to accomplish the described objectives:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the establishment of the affiliated entity University Development Strategies, Inc., (hereinafter "University Development Strategies") and authorizes and directs the President and/or Senior Vice President for Business and Finance, in consultation with other University officials as appropriate, to perform such actions and execute such documents as may be necessary or desirable to effect the establishment of this entity; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby authorizes, in accordance with the Policy on Affiliated Entities, that the Senior Vice President for Administration & Planning is hereby designated as the senior University official charged with oversight of this entity and that University Development Strategies shall report periodically to the University and Board of Trustees through the designated senior oversight official; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby authorizes that the relationship between the University and University Development Strategies be memorialized through a memorandum of agreement and that the entity shall operate in accordance with the Policy on Affiliated Entities, the memorandum of agreement, and the entity's approved business plan; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby authorizes that as appropriate and as directed, Trustees, officers, and employees of The Ohio State University are hereby authorized, designated, and directed to serve as directors, managers, officers, employees, and agents of University Development Strategies, representing the University in such capacities as part of their official duties and

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responsibilities to the University and entitling them to any immunity, insurance, indemnity, and representation to which Trustees, officers, and employees of the University now are, or hereafter may become, entitled.

(See Appendix XLVI for background information, page 999)

**AUTHORIZATION TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS
AUTHORIZATION TO ENTER INTO CONSTRUCTION CONTRACTS**

Resolution No. 2013-85

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

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

	Prof. Serv.	Total Project	
Newark – Science and Technology Building	\$1.6M	\$25.0M	State appropriations General funds
Street and Bridge Maintenance	\$1.0M	\$7.6M	University debt Auxiliary funds General funds

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

	Const.	Total Project	
Street and Bridge Maintenance	\$6.6M	\$7.6M	University debt Auxiliary funds General funds

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Administration and Planning be authorized to enter into professional services contracts and enter into construction contracts for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix XLVII for background information, page 1010)

REAPPOINTMENTS TO THE SELF-INSURANCE BOARD

Resolution No. 2013-86

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

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

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

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

WHEREAS the terms of members R. Reed Fraley, Dimon R. McFerson, Hagop Mekhjian M.D. and Gary Katz, M.D. expire on April 30, 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approve that the following individuals be reappointed as members of the Self-Insurance Board effective May 1, 2013, for the terms specified below:

R. Reed Fraley, term ending April 30, 2015 (reappointment)
Dimon R. McFerson, term ending April 30, 2015 (reappointment)
Hagop Mekhjian, M.D., term ending April 30, 2015 (reappointment)
Gary Katz, M.D., term ending April 30, 2015 (reappointment)

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the appointment of each member entitles the members to any immunity, insurance or indemnity protection to which officers and employees of the University are, or hereafter may become, entitled.

**ESTABLISHMENT OF A FEE FOR THE GRADUATE
MINOR – BUSINESS IN HEALTH SCIENCES**

Resolution No. 2013-87

Synopsis: The establishment of a differential instructional fee for the Graduate Minor – Business in Health Sciences, is proposed.

WHEREAS the fee funding will be used to operate the Graduate Minor - Business in Health Sciences program and the non-resident fee will be applied toward the instructional costs of the program. These fees are to be effective starting Summer Term 2013; and

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 consultations have taken place within the University to determine the appropriate instructional fee and non-resident fee for the Graduate Minor - Business in Health Sciences program, as described in the accompanying narrative; and

WHEREAS the administration now presents the instructional fee and non-resident fee for the Graduate Minor - Business in Health Sciences for Summer Term 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the recommendation of the administration and approves the instructional fee for the Graduate Minor – Business in Health Sciences to be established at \$1,605 per credit hour; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves the recommendation of the administration and approves the non-resident surcharge for the

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Graduate Minor – Business in Health Sciences to be established at the rate of \$5 per term; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that these fees become effective Summer Term 2013.

(See Appendix XLVIII for background information, page 1012)

**AMENDMENT TO THE POLICY REGARDING BOARD OF TRUSTEES
REVIEW AND APPROVAL OF FACILITIES IMPROVEMENT
PROJECTS AND REAL ESTATE TRANSACTIONS**

Resolution No. 2013-88

Synopsis: Adoption of an amended policy regarding Board of Trustees review and approval of facilities improvement projects and real estate transactions, is proposed.

WHEREAS the Board of Trustees of The Ohio State University has a fiduciary responsibility with respect to the stewardship of University resources and the development of University property and facilities to meet the academic needs of the University; and

WHEREAS except as provided by the Board of Trustees, the Board retains sole authority with respect to University facilities improvement projects and real estate transactions unless otherwise delegated; and

WHEREAS the Board desires to provide for the flexibility needed to ensure the timely completion of facilities improvement projects while ensuring that the Board retains the authority and ability to exercise appropriate oversight regarding the facilities improvement process, especially with respect to major projects; and

WHEREAS in 2003, management of facilities improvement projects was identified as one of six core processes to be reviewed, and several actions since have been taken to streamline the processes involved during the planning, design, and construction phases of facilities improvement projects, resulting in gained efficiencies and cost savings; and

WHEREAS there is a need to codify the policies and guidelines of the Board and the University regarding review and approval for capital projects, planning studies, and real estate transactions:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached changes to the existing policy regarding Board of Trustees review and approval of facilities improvement projects, planning studies, and real estate transactions be adopted effective immediately, and that the Senior Vice President for Administration and Planning, in consultation with the Office of the Board of Trustees, be responsible for coordination of the implementation of this policy; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the Senior Vice President for Administration and Planning shall have the responsibility and requisite authority for contracting for the University for any energy saving contract estimated to cost less than \$4,000,000 in accordance with all applicable laws and regulations. This approval constitutes complete authorization for the project including site selection, design, construction and any services needed, except as specifically noted in the authorization resolution.

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(See Appendix XLIX for background information, page 1013)

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Upon motion of Judge Marbley, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing resolutions with thirteen affirmative votes, cast by Trustees Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Smucker, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Brass, Mr. Hicks, Mr. Fisher, and Mr. Schottenstein.

President Gee:

In addition, we are seeking your approval for:

SUBLEASE

Resolution No. 2013-89

BETWEEN THE OHIO STATE UNIVERSITY AND INTEGRATED WELLNESS PARTNERS, MAIN STREET AND VILLAGE HALL DRIVE, NEW ALBANY, OHIO

Synopsis: Authorization to enter into a 20-year sublease with options for three five-year renewal periods with Integrated Wellness Partners for university leased property located on Main Street and Village Hall Drive, New Albany, Ohio, is proposed.

WHEREAS the passage of Resolution 2013-11 granted The Ohio State University Wexner Medical Center (OSUWMC) Ambulatory Care permission to enter into a Master Lease for approximately 38,373 square feet of space in a 51,754 square foot facility proposed on Main Street and Village Hall Drive in the City of New Albany; and

WHEREAS The OSUWMC Center Ambulatory Care wishes to sublease to Integrated Wellness Partners approximately 25,551 square feet of space for the development of a Wellness/Fitness Center Space; and

WHEREAS lease payments paid by the subtenant, Integrated Wellness Partners, will cover all costs and expenses incurred with Terms and Conditions of the sublease and will be consistent with those of the Master Lease (Res. 2013-11):

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or the Senior Vice President for Business and Finance be authorized to take any action required to effect the execution of a 20-year sublease with options to renew for three five-year periods, for the aforementioned property, under terms and conditions determined to be in the best interest of the State of Ohio and the University.

(See Appendix L for background information, page 1017)

Upon motion of Mr. Fisher, seconded by Mr. Hicks, the Board of Trustees adopted the foregoing resolutions with twelve affirmative votes, cast by Trustees Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Smucker, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Mr. Brass, Mr. Hicks, Mr. Fisher, and Mr. Schottenstein.

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President Gee:

Mr. Chairman, before we adjourn, we have tried to put this off as long as we can because saying goodbye is not easy, I will say that. We are not saying goodbye, we are saying thanks and we are recognizing that three of our Board members are

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leaving the Board but not leaving the University and not leaving their commitment to the institution.

Jack Fisher, Brian Hicks, and Evann Heidersbach have all contributed mightily to this institution from my perspective as the President of the University; they have been valued soldiers; and literally that. They have been there when we needed them.

Jack and Brian have never missed a meeting. Brian missed his first one yesterday but we don't count that one, this is the official meeting so we will give you perfect attendance. Jack you have been the same. That is both dedication but beyond dedication, it is a commitment to the purpose to the magnificence of this institution. Jack, of course, has helped us to focus on the quality of the issues that we need to deal with in terms of our land-grant mission and reestablishing that in the 21st century.

The tribute was given today about Dean McPheron. Much of that tribute has to go to Jack. The vision and his effort to make certain that we understand that in this modern era, a modern university has to give deference to its roots but constantly be about change and Jack, you have been that and more.

Brian has, in so many ways been a fellow traveler with me. Brian and I love the political process of policy making. We do not think it is a bad word, we think it's a noble word, we think it's an important word. Brian was a student body president at this University. He has been dedicated from the time that he came to today. After he left government, he established a very successful public policy firm and as much as we possibly could, given the fact that he was on the Board, we have worked hand in glove in terms of developing policy issues that I think have served this University and the State well.

I joked with Brian the other day that he is going to be fully free to be a full advocate on behalf of the University. But Brian, your service has been spectacular and deeply appreciated and particularly by the senior administration. We have found great joy in our working together. Brian also takes great interest, I might note, in our commercialization and technology transfer areas which we are going to continue to use his great expertise.

Evann has worked in my office. She has been a joy. She has been sunlight. She has the most radiant smile and the most radiant attitude. It has been kind of fun to have someone I work for work for me. She is beloved by those with whom she comes in contact. She came here as a swimmer, she has left as a leader. Not only as a leader on this Board, which she has definitely been a leader, but also as a leader among students; highly respected, highly valued, highly appreciated. She is going to take some time next year we hope to find an opportunity to enjoy herself. She has been so tenacious in pursuit of excellence that she needs to take a little time. Her parents are here and her brother. I want to say that so "pony up" and let her have a good time, will you please? Let her appreciate that.

Saying that Mr. Chairman, I think it is your turn.

Mr. Schottenstein:

Thanks Gordon. I want to say a couple things. First, I am very honored to sit in this chair and I can't say enough about how much I appreciate the support of everyone around this table. Since I joined this Board in 2005, I have learned an awful lot from three individuals who I watched Chair this Board in an incredible way. One, who is no longer with us, is Judge Robert Duncan. He was not only an amazing man of wisdom but did a great job leading this Board. Followed by Dr. Cloyd who is sitting back there and I can't quite make eye contact with him. Anyone sitting in this room today, every word that comes out of Gil's mouth, you need to listen. I have tried to do

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that. Then most recently, our immediate past Chair, Les Wexner. All three of these gentlemen set very high standards and I am very honored.

I do want to say a few things too about our outgoing Trustees and Gordon I am going to follow your lead about putting students first and start with Evann who does have, as I said last night, the most infectious smile. As soon as you see it, you are in a good mood. The other thing about Evann, she has made a huge difference on this Board. Her family who is with us today, sitting in this meeting, you heard about just some of the things that we try to wrestle with at this institution; it's a lot of stuff. Now you know why she has been so damn busy. All of us have and we take it very seriously. We try to do our best. Evann's voice on behalf of the students and even more than that has been very important in never letting us forget. I try to spend a lot more time around our students, particularly our student Trustees Evann and Ben. I cannot thank you enough. Wish you the best. Do not be a stranger. Just don't walk in with any of those placards; but don't be a stranger and I know you won't. We will miss you.

Jack, whose career at Ohio State began in interesting ways. Some of us heard last night; Jack may want to comment on it, I am not going to. Jack has been a great Trustee and has done so much for me, for all of us in terms of how important our agricultural mission is, but just rock solid. I know we will see you at football games and basketball games and around the campus and as we move forward with a lot of our important work that we need to do to build the College of FAES. You promised you are going to call on a lot of us so I will look forward to that call.

And finally, Brian who I will speak about last. When I was appointed in the summer of 2005, I believe the first person I heard from that was then on the Board was Brian and he and I had lunch together. Gordon is right; he has never missed a meeting.

I always thought Brian went to law school. I say that as someone who did. There are a number of lawyers in the room and he would have been a hell of a trial lawyer. He is very articulate. I can only imagine how effective you were as a President of the Undergraduate Student Government. I am going to miss you, miss your friendship, miss your support, and your candor. I just cannot thank you enough.

President Gee:

I think we would like to hear from you guys. We are not letting you get by with this.

Mr. Schottenstein:

Students first.

Ms. Heidersbach:

Like I said last night, senior year has been a year of reflection. A few weeks ago there was a Facebook post that was going around and it was a link to this article that had 30 reasons why you are a Buckeye. They had iconic photos, walking through the Oval, Mirror Lake, and the Shoe, which made me think about the fun times that I have had here. The one that I think stuck out most to me was the last one, number 30. It was a screen shot of the words to Carmen Ohio, our alma-mater. I thought about how many times I sang that over the years and how much of those words have actually come to mean so much more to me than just singing along. This place is about comradery and friendship; not only with the people that go here but with the University itself. It's so much bigger than any one of us. As I said last night, I could go around this room, this table, and say individually what I have learned from each of you. I think collectively as a group, it has been more firmly cemented in my mind how to not underestimate a group of passionate people with a common purpose. Not only in this past years have I seen us identify that purpose but to really make huge strides

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in that purpose.

I think that's the beauty of this place. It has this ability to bring together people from all walks of life and to love this place and to make it a better place for future Buckeyes. I am so grateful to have the opportunity to have that sort of lasting impact and to serve with all of you. Thank you so much for this opportunity.

Mr. Fisher:

You might notice how seniority works on the Board. You kind of start down at that end and kind of move up here. Actually, you should have been up here today Brian.

A lot of great memories and certainly my participation at this University started at a very young age. From the family operation, we were in the grain livestock business. I worked with the Extension Office in a couple of counties at a very young age. I have never left as being a participant and partner including two degrees here. As they heard last night, I met my wife of 43 years on the campus at OARDC. My three children have graduated from here and my grandchildren are very much in tune. Their favorite right now is Brutus but we have to start some place.

It's very much a family opportunity and event. That includes my extended family at The Ohio Farm Bureau. A presence in all 88 counties and the opportunity to be a part of this Board comes from that organization, our partnership with Nationwide; two organizations who are very strong supporters of this University.

I am particularly pleased about the Nationwide Farm Bureau 4-H Center. I happened to be part of that and Jerry your partnership in that was something that the Farm Bureau and Nationwide worked on together and it's a great facility. I invite all of you at your best opportunity to take part in that facility.

Simply, Board work to me is about three things: hiring your leader and supporting that leader; making sure you always remember that the future matters so you have to have a little vision; and at the end of the day, there should be some oversight. That's in my mind the role of the Board. In that regard, I consider it a great opportunity in many ways to have worked for a long time with our leader here sitting beside me. President Gee has an international presence, a national presence, and certainly a great presence here in Ohio. I hope we all stop and reflect on many occasions about what his leadership has done for this University and what he brings to this University. Gordon, it really has been a sincere privilege to work with you. I appreciate that a lot.

Chairman, you mentioned Judge Duncan. He was my mentor coming on the Board. He did more mentoring for me than all the rest of you put together and I never knew he was mentoring me. He was that smooth. I reflect now, we happened to sit together for the last couple of years at the basketball games. Where in his leadership and style was very laid back, the Judge was very engaged in basketball in a fun way. I miss the Judge a lot.

I am happy that I had a little fun with this Board. I got you all on occasion to wear hair nets. On one occasion I brought a bag of compost to the President. Those are memories that I will keep for a long time.

I want to close with the culture part of agriculture and how it ties to the land-grant University. The culture in agriculture is about family, it's about community, and it's about providing basic needs to man-kind. It's about hard work in what our farm families do. It's about quality of life. Indeed, I think the culture of agriculture is to make a difference in society. I want to encourage all of you to enjoy the countryside, enjoy those spring lambs, baby calves. Enjoy your garden, enjoy your yard because indeed the culture of agriculture is what I believe in and that's why I have been so

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privileged to be a part of living the culture at this great university. It's been a great seven years and the move is simply from this table here to those chairs right back there. Thank you.

Mr. Hicks:

Thank you very much for a quick opportunity to say a couple of words. Unfortunately I couldn't be with you last night. I missed Jack's speech last night. I heard some tails of it this morning. I think his speech this morning was a little cleaned up from what he said last night.

To Gordon and Bobby, thank you very much for those very kind words. It means a lot and I really appreciate you saying those things. As Evann said, we kind of sing about time and change in Carmen Ohio and I was thinking about my time on the Board. I have had nine years on the Board. First of all, one of the things that is amazing is how quick nine years goes. It really goes by in the blink of an eye.

There has been extraordinary change that I have seen since I came here as a member of the Board. First of all, the Board is bigger, a lot bigger. We only had nine folks when I started and two student trustees at the time as well. What we do and how we operate is significantly different today than what it was when I was appointed to the Board nine years ago. I have got to tell you it is significantly better today as a result. The entire senior leadership at the University has changed since I have been a Board member. The President, the Provost, every Vice President, almost all the Deans, everybody has changed and that's amazing. That's how the life of the University goes. It reminds me that we are stewards for a time and we get to make a difference for a period of time whether we are in an administrative job or on a Board job. I also have to say that I think the team that President Gee leads and the people that he has brought in the last several years have also made the University much better than it ever was and I have been really pleased to play a very small part of that.

I think about my time here, somebody mentioned, I think the Judge did, talked about the land-grant University. I think of myself as a poster child of a land-grant University. I grew up in a small town in Ashville, Ohio. I am the first in my family to go to college. Occasionally, a couple times of year, my dad could scalp a couple of tickets to come down to Ohio State football games. I can vividly recall coming down here when I was about five years old and sitting with my dad in the stadium and he pointed up to Morrill and Lincoln Tower and said "you know, someday you could live in there if you worked hard and focused on what you were doing". It turns out I did live in those Towers. I lived in Lincoln Tower. My high school sweetheart at the time who is now been my wife of 27 years also came to Ohio State. I am not sure that my dad would have fully appreciated the life that we lived in those towers but it was a hell of an experience let me tell you. That experience for both Kathy and me, it really did set an amazing devotion and kind of love affair with this University. For me, Ohio State really was a gateway. It was a gateway to a fabulous education, an education that my mother and my father never had, that my kids will have. It was a gateway to some unbelievable experiences as a student, both as a Student Trustee in the classroom but also outside of the classroom. Really, it was a gateway for me and has been a pretty fulfilling career. It has been a real tremendous honor to serve with this Board and serve on this Board, probably the biggest honor of my life.

When I was sitting in that stadium at five years old, my dad said maybe you could live in there someday and go to school. He never would have thought, nor did I at the time, that kind of everything would come full circle and I would actually get to be a part of the governance body for this great University and really to contribute. I leave the Board after a very fulfilling nine years. I also leave the Board a time where I think I probably have a couple of more years to contribute professionally to the University and I look forward to doing that.

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I really look forward to continuing this great love affair with Ohio State and serving for many years to come. Thank you.

Mr. Schottenstein:

If there is no other business to come before the Board this meeting stands adjourned. I remind all that the next meeting of the Board will be on Friday, June 7, 2013. Thank you.

Attest:

Robert H. Schottenstein
Chairman

David G. Horn
Secretary

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

3335-5-19 Faculty.

As used in these rules the term "faculty" shall include persons appointed by the Board of Trustees with regular tenure-track, regular clinical, regular research, auxiliary, and emeritus faculty titles on full-time or part-time appointments, with or without salary.

(A) – (C) no change

(D) "Auxiliary faculty": persons with adjunct titles, clinical titles, visiting titles, and lecturer titles; also professors, associate professors, assistant professors, and instructors who serve on appointments totaling less than fifty per cent service to the university. Persons with regular faculty titles may not hold auxiliary titles. Persons holding auxiliary titles are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters. Auxiliary faculty appointments may be made for a maximum of three consecutive years and, with the exception of visiting titles, may be renewed.

(1) The titles of adjunct professor, adjunct associate professor, adjunct assistant professor, and adjunct instructor shall be used to confer faculty status on individuals who have credentials comparable to regular faculty of equivalent rank, who provide significant, uncompensated service to the instructional and/or research programs of the university and who need a faculty title to perform that service. Significant service would include teaching the equivalent of one or more courses, advising graduate students or serving on graduate committees, and serving as a co-investigator on a research project. Such individuals may be either nonuniversity employees or university employees compensated on a noninstructional budget. Adjunct appointments are made for the period in which the uncompensated service is provided ~~not to exceed one year;~~ Renewal of adjunct appointments is contingent upon continued significant contributions. Procedures for the promotion of adjunct faculty members shall be the same as for promotion of regular faculty.

(2) – (4) no change

(E) no change

(APPENDIX XL)

UNIFORM STATEWIDE STANDARDS for REMEDIATION-FREE STATUS
Established by the Presidents of Ohio's Public Colleges and Universities
December, 2012

Language in HB 153 (FY12-FY13 operating budget bill):

Section 3345.061 (F) Not later than December 31, 2012, the presidents, or equivalent position, of all state institutions of higher education, or their designees, jointly shall establish uniform statewide standards in mathematics, science, reading, and writing each student enrolled in a state institution of higher education must meet to be considered in remediation-free status. The presidents also shall establish assessments, if they deem necessary, to determine if a student meets the standards adopted under this division. Each institution is responsible for assessing the needs of its enrolled students in the manner adopted by the presidents. The board of trustees or managing authority of each state institution of higher education shall adopt the remediation-free status standards, and any related assessments, into the institution's policies. The chancellor shall assist in coordinating the work of the presidents under this division.

For the purposes of the following standards and assessments, a student deemed remediation free in a subject will be eligible to enroll in a college credit-bearing course in that subject, including dual enrollment and Postsecondary Enrollment Option courses. These remediation-free standards and thresholds are not intended to replace institutional placement policies. Each institution may adopt and implement placement policies to ensure that each student is provided the best opportunity to succeed in his/her course of study. Admitted students who are deemed remediation free are still subject to any pre-requisite and placement testing requirements for specific academic programs. The standards, expectations, and assessment thresholds in this document are recommended for implementation beginning with the Summer 2013 academic term.

Standards / Expectations

English	
Reading	
Key Ideas and Details	A. Understand that reading is a strategic process of constructing meaning from texts.
	B. Actively engage texts, autonomously applying skills and strategies that are appropriate for the demands of the texts and their purposes for reading.
	C. Formulate and clearly express complex ideas related to texts, citing evidence to support inferences and interpretations.
	D. Think critically and creatively about the texts they read, often drawing upon their personal experiences and knowledge to enhance comprehension.
	E. Analyze and interpret fiction and non-fiction texts (including expository and persuasive essays)? And work-related documents such as manuals, memos, letters and business plans.
	F. Determine and comprehend the central themes of a text and analyze their development. Summarize the key supporting details and ideas.
	G. Analyze how and why individuals, events and ideas develop and interact over the course of a text.
	H. Analyze how two or more texts address similar themes or topics in order to build knowledge or to compare the approaches the authors

	take.
	I. Cite textual evidence to support analysis of what the text says explicitly as well as inferences drawn from the text.
	J. Integrate and evaluate multiple sources of information presented in different media or formats (e.g. visually, quantitatively) as well as in words in order to address a question or solve a problem.
Craft and Structure	A. Employ pre-reading strategies to identify features of text that aid comprehension (e.g., informational).
	B. Understand and use text-formatting features (table of contents, glossaries, navigation bars) to effectively locate and acquire information in a variety of texts.
	C. Differentiate between fact and opinion.
	D. Employ vocabulary-building strategies while reading various texts.
	E. Evaluate an author's purpose and point of view by analyzing the use of language, style and point of view found in the text.
	F. Demonstrate an understanding that the writer's choice of language shapes meaning.
	G. Evaluate an author's rhetorical and argumentative strategies.
	H. Interpret words and phrases as they are used in a text, including determining technical, connotative and figurative meanings, and analyze how specific word choices shape meaning or tone.
	I. Analyze the structure of texts, including how specific sentences, paragraphs and larger portions of the text (e.g., a section, chapter scene or stanza) relate to each other and the whole.
Integration of Knowledge and Ideas	A. Read and respond orally and in writing to texts representing a variety of genres, authors, cultures and historical periods.
	B. Establish and apply criteria for selecting and evaluating the credibility of print and multimodal texts for a range of purposes, including research.
	C. Use features (e.g. pie charts, bar graphs, pictures) to enhance, emphasize and clarify comprehension of print, and multimodal or oral texts across the curriculum.
Range of Reading and Level of Text Complexity	A. Actively engage texts, autonomously applying skills and strategies that are appropriate for the demands of the texts and their purposes for reading.
	B. Skillfully read a wide range of increasingly complex texts, print and multimodal.
Writing	
Text Types and Purposes	A. Independently and ethically produce writing that meets the needs of a particular purpose and audience, appropriate for academic and work-related documents.
	B. Select from a repertoire of processes and modes to develop writing for purposes such as persuasion, explanation, research, or personal expression.
	C. Use style, voice and organizational structures that are transparent and appropriate for the rhetorical purpose and audience.
	D. Adeptly respond in writing to diverse texts and formats, synthesizing critiquing and analyzing those texts.
	E. Adapt writing strategies for audience, purpose and type of task.
	F. Produce texts that convey an argument that is organized, coherent, fully developed, and rhetorically appropriate in support of a thesis.
	G. Produce writing that exhibits word choices that convey intended meaning.
Production and Distribution of Writing	A. Independently and ethically produce writing that meets the needs of a particular purpose and audience, appropriate for academic and work-related documents.
	B. Draft, revise and edit writing autonomously.

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	C. Adapt writing strategies for audience, purpose and type of task.
	D. Use reflective strategies for critiquing and evaluating student's own and others' writing.
	E. Employ sentences of varying lengths and structures that are appropriate to audience, purpose and context.
	F. Use appropriate conventions of the English language, including grammar and usage, punctuation, capitalization and spelling.
Research to Build and Present Knowledge	A. Employ the research writing skills of evaluating sources and integrating them in support of a thesis.
	B. Accurately and correctly quote, paraphrase and summarize material from another text to avoid unintentional plagiarism.
	C. Properly cite sources, using a generally accepted citation system such as MLA or APA.
Speaking, Viewing and Listening	
Comprehension and Collaboration	A. Listen actively and speak effectively in a variety of academic and work-related situations.
	B. Listen carefully, take notes as needed, and not interrupt other speakers when engaged in group or committee work.
	C. Deliver a clearly organized message when contributing to the group or committee work.
	D. Take notes while listening to lectures or participating in other forms of information gathering and use the notes to review and reflect on learning.
	E. Know how to identify and accommodate cultural differences in communication styles and strategies.
	F. Analyze and synthesize information gathered from a variety of sources.
	G. Summarize information heard into another form of communication, e.g. Rephrase statements, summarize a speech, and paraphrase an oral reading.
	H. Evaluate and respond to a speaker's message.
	I. Use viewing skills and strategies to understand and interpret visual media.
	J. Support and clarify written and oral presentations with visual media resources, including electronic technologies.
	K. Recognize and respect cultural and language differences in both formal and informal speaking situations.
	L. Interpret and evaluate a speaker's rhetorical strategies and evidence.
	M. Employ appropriate non-verbal strategies to enhance communication.
	N. Understand the impact that visual media have on society.
Presentation of Knowledge and Ideas	O. Set criteria and evaluate the technology techniques used to influence economic, political, cultural, social and aesthetic decision making.
	A. Present successfully to an audience, recognizing the needs of an audience for both visual and auditory messages.
	B. Deliver a clearly organized message when contributing to the group or committee work.
	C. Speak fluently, enunciating clearly with appropriate rate and volume.
	D. Speak effectively and listen actively in diverse communicative contexts.
	E. Express ideas, thoughts and concerns effectively in both formal and informal speaking situations, e.g., conversations, discussion, presentations, collaborative groups, one-on-one interactions, debates, negotiations and interviews.
	F. Employ appropriate non-verbal strategies to enhance communication.
	G. Recognize and evaluate techniques used in visual media to influence opinions, decision making, and cultural perceptions.
	H. Use images to convey meaning, often in conjunction with written or oral presentations.
I. Use visual media or computer technology to communicate effectively with a variety of audiences for a variety of purposes.	

	J. Make strategic use of digital media (e.g., textual, graphical, audio, visual and interactive elements) in presentations, to enhance understanding of findings, reasoning and evidence, and to add interest.
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Mathematics

Mathematical Processes	
Problem Solving	A. Use a variety of problem solving strategies.
	B. Reflect on and analyze the student's own problem solutions and the solutions of others.
	C. Connect ideas in a variety of context.
	D. Solve complex, non-routine and multi-step problems that may require student formulation of problems and/or sustained thought and effort.
Communication using Math Ideas	A. Use correct mathematical terminology and notation.
	B. Show a logical progression of thought, clearly and coherently, orally and in writing.
	C. Read mathematical material with understanding and independence.
	D. Use appropriate degrees of precision based upon problem context.
	E. Use exact answers (e.g., $\sqrt{}$ or π) when appropriate.
Mathematical Reasoning	A. Understand the need for proof in mathematics; recognize when a proof is required
	B. Understand the difference between a statement verified by proof and one illustrated by using examples.
	C. Understand the meaning of logical terms (e.g., and, or, but, not, if ... then).
	D. Understand the significance of and roles played by definitions, assumptions, theorems/propositions, examples, and counterexamples in mathematics.
Connecting Mathematical Concepts	A. Connect mathematics with a variety of disciplines and workplace and everyday settings.
	B. Use connections among and within branches of mathematics (e.g., algebraic properties of a function and geometric properties of its graph).
Appropriate Use of Technology and other Tools	A. Use a variety of tools to solve mathematical problems—ranging from common tools (e.g., rulers, protractors) to technology-enhanced tools (e.g., calculators, computers, spreadsheets).
	B. Use technology to collect organize and analyze information with the goal of interpretation, presentation and argumentation and as motivation for proof.
	C. Use appropriate technology to enhance and support student learning.
Number and Operations	
Structure of the Number System	A. Understand and convert between different representations of numbers (decimal, percent, fraction, scientific notation, radicals...).
	B. Explain the effects of operations on the magnitudes of quantities and signs of numbers.
Operations	C. Perform arithmetic operations on various forms of real numbers.
	D. Compute and explain the solutions to problems involving ratio, proportion, percent, scientific notation, square roots and numbers with integer and rational exponents;

	E. Apply and generalize properties of operations (including order of operations) as a foundation for algebra.
Estimation	Estimate the solutions to problems involving ratio, proportion, percent, scientific notation, square roots and numbers with integer and rational exponents.
Algebra	
Equations and Inequalities	A. Algebraically solve linear equations in one variable, including examples with no solution, one solution, and infinitely many solutions.
	B. Solve systems of linear equations with two unknowns by graphing, substitution, and addition/elimination; including examples with no solution, one solution, and infinitely many solutions.
	C. Solve quadratic equations by graphing, factoring, completing the square, and using the quadratic formula (including equations that have complex solutions).
	D. Algebraically solve linear inequalities and represent solutions in multiple ways such as graphically, inequality notation, and interval notation.
	E. Algebraically solve absolute value equations in the form $ Ax + B = C$ and related absolute value inequalities and represent solutions in multiple ways.
	F. Algebraically solve equations that include rational expressions or radicals including examples that generate extraneous solutions.
	G. Solve for specified variables in literal equations.
	H. Solve exponential equations in one variable using logarithms.
Operations with Algebraic Objects	A. Perform operations with exponents and radicals, including laws of exponents, with both numerical and algebraic expressions.
	B. Add, subtract, multiply and divide rational expressions by hand and identify values where they are undefined. (Limit numerators and denominators to monomial, linear and quadratic expressions).
	C. Evaluate and simplify algebraic expressions.
	D. Add, subtract, multiply and divide polynomial expressions (limit divisors to monomial and linear expressions).
Graphing	A. Graph linear equations and inequalities and quadratic equations in two variables, with and without technology (limit quadratic equations to vertical and horizontal parabolas).
	B. Graph common functions (e.g., absolute value, square root, linear, quadratic, rational, exponential, piecewise) with and without technology.
	C. Read a graph to interpret solutions to an equation and identify and interpret characteristics such as intercepts, extrema, and rates of change.
	D. Graph transformations of functions (limit transformations to vertical and horizontal shifts, reflections, and stretches).
	E. Interpret transformations of functions from both a graphical and algebraic perspective.
Functions and Applications	F. Define functions; determine whether a relationship between two variables (represented in a variety of ways) represents a function; identify, as appropriate for the context, both the domain and range of a function; and use function notation.
	G. Describe how a change in one variable affects the value of a related variable, for example, problems involving direct and inverse variation.
	H. Interpret sequences as functions whose domain is a subset of the whole numbers. Solve problems with arithmetic and geometric sequences.
	I. Adjust the parameters of function families to model relationships between variables (function families include linear, quadratic, piecewise, absolute value, square root, power and exponential).
	J. Formulate equations or functions that model problems in a variety of contexts.

Geometry	
Structure	A. Describe and explain the different roles of assumptions, definitions, theorems and proofs in the logical structure of geometry.
	B. Use theorems about parallel and perpendicular lines, angles, congruent figures, similar figures, right triangles (e.g., Pythagorean Theorem), polygons, circles, polyhedrons, spheres, cylinders, and cones to solve problems.
	C. Prove theorems about lines, angles, triangles, and parallelograms.
	D. Use similarity to solve problems and to model proportional relationships.
	E. Use right triangle trigonometry to solve problems.
Geometric Representations	A. Represent geometric objects algebraically using coordinates (analytic geometry).
	B. Use algebra to solve geometric problems.
	C. Draw and define reflections, rotations, translations, and dilations of geometric objects and understand compositions of these transformations.
	D. Define, describe, and identify reflectional and rotational symmetry.
	E. Express transformations algebraically (i.e., using coordinates).
Measurement	A. Explain that the geometric measures (length, perimeter, area, volume) depend on the choice of unit, and that measurements are approximations.
	B. Explain the effect of a scale factor on length, perimeter, area, and volume.
	C. Calculate the perimeter and area of common plane figures and the surface area and volume of solids.
	D. Distinguish between exact and approximate values. Explain differences among accuracy, precision, and error, and describe how errors affect later calculations.
	E. Solve problems involving measurement, including problems requiring a choice of scale and unit.
	F. Convert fluently from one measurement unit to another, within and across systems.
Probability and Statistics	
Data Displays and Interpretation	A. Create and/or interpret graphical displays to describe sets of data (e.g., box-and-whisker, scatterplot, frequency distribution, normal distribution).
	B. Find and interpret measures of central tendency and variability for sets of data.
Representations and Use of Data	A. Use the context to determine appropriate way(s) to represent data, and understand the advantages and disadvantages of various representations.
	B. Identify misuses of data.
	C. Distinguish between correlation and causation.
	D. Understand the characteristics of well-designed studies (e.g., lack of bias, sampling methods, randomness) in order to interpret results.
Probability Concepts	A. Use the fundamental counting principle to determine the number of possible outcomes.
	B. Compute probability of compound events, independent events, and simple dependent events.
	C. Compare experimental and theoretical results for simple experiments.

Note: the Ohio College Readiness Advisory Committee also provided additional expectations for students planning to enroll in calculus. These recommendations are beyond the standards for remediation-free status.

Science – Biology, Chemistry, Computer Science, Engineering, Geology and Physics

Learning Skills (for all students)	
A. Learn science using a variety of sources including but not limited to: <ul style="list-style-type: none"> Standard college-level science textbooks Inquiry-based laboratory experiences that engage students in asking valid scientific questions, and gathering and analyzing information Well-reasoned and evidence-based discussions of science principles, concepts and problems with well-prepared peers and faculty Well-organized lectures delivered at an appropriate cognitive level for first-year STEM college students by college faculty Other appropriate sources of science information in the popular press and in other sources, such as research reports and summaries that are at an appropriate cognitive level for first-year college students. 	
B. Reliably and accurately assess the student's learning and take effective action to remediate deficiencies, prior to instructor-administered summative assessments	
C. Persist in learning despite encountering initial difficulty in mastering challenging material and seek and use alternative learning strategies when finding initial strategies are not as effective as desired, so that the student consistently meet learning goals and achieve targeted learning outcomes.	
Science Content Knowledge and Skills (for non-science majors)	
Content	A. Satisfactorily complete the Ohio graduation requirements for science and mathematics, meeting all of the expectations specified in the New Ohio Learning Standards: K-12 science for each of those courses. B. Satisfactorily complete the following high school science courses: biology, physical science, and one advanced science course. C. Consistently demonstrate mastery of the first five Recommendations in "Mathematical Expectations for College Readiness 2011" within science contexts. Demonstrate mastery of these processes, concepts, functions, applications, and operations by creating models of physical realities related to those models. D. Use the models created to reliably and consistently solve problems dealing with the concepts and relationships described in the Syllabus and Model Curriculum of the Ohio Revised Science Standards for the science courses taken in high school. Non-science majors do not need to be able to demonstrate the "Additional Expectations for Calculus."
Rationale	This level of mastery should be accomplished by satisfactory completion of three high school science courses as defined by the syllabi and model curricula of the New Ohio Learning Standards: K-12 Science. A. Identify questions and concepts that guide scientific investigations. B. Design and conduct scientific investigations. C. Use technology and mathematics to improve investigations and communications. D. Formulate and revise explanations and models using logic and evidence (critical thinking). E. Recognize and analyze explanations and models. F. Communicate and support a scientific argument.

Note: the Ohio College Readiness Advisory Committee provided additional recommendations for science content knowledge and science and mathematics skills needed by students majoring in the natural and health sciences, and in engineering. These recommendations have to do with placement, not remediation status.

College Readiness Indicators – assessment thresholds to guarantee "remediation free" status at any public post-secondary institution in Ohio

A student who meets or exceeds the following thresholds will be deemed as remediation free and eligible to enroll in a college credit-bearing course at any of Ohio's public institution of higher education.

Readiness Area	ACT	SAT	Accuplacer	COMPASS
English Sub Score	18 (or higher)	Writing 430 (or higher)	Sentence Skills 88 or < 5 on Writeplacer	<i>This assessment is not recommended.</i>
		Critical Reading 450 (or higher)		Reading Scale Score 88
Reading Sub Score	21 (or higher)	450 (or higher)	80	Reading Scale Score 88
Mathematics Sub Score	22 (or higher)	520 (or higher)	108EA or 69CLM	College Algebra Scale Score 54

- *Until better assessments of science content knowledge are available, institutions should continue to use their own assessments of science content to supplement the other sources of information such as ACT scores, high school grade point average (GPA), and other indicators of college readiness in determining the college readiness in science.*
- Assessment exam scores will be valid for two years from the completion of that assessment, after which institutions may require students to repeat an assessment to determine the currency of their college readiness.
- Institutions are not required to place students scoring below the threshold score into remedial courses. Students scoring below the threshold score are subject to institutional placement procedures to gain eligibility to enroll in credit-bearing courses. Such procedures could include but are not be limited to: review of high school GPA, a writing assessment, and a review of previous college work.
- These remediation-free thresholds are not intended to determine eligibility for admission to any college or university. Each institution has its established admission requirements. Admitted students who have achieved or exceeded these scores are guaranteed exemption from institutional placement into non-credit remedial courses.
- These remediation-free standards and thresholds are not intended to replace institutional placement policies. Admitted students who are deemed remediation free are still subject to any pre-requisite and placement testing requirements for specific academic programs. Similarly, placement testing may be required for students who do not achieve the remediation-free threshold, to determine the appropriate initial class – which may be a for-credit class if indicated by the placement examination.

(APPENDIX XLI)

**REVISION TO THE NONSMOKING POLICY
BACKGROUND AND CONTEXT**

Item

Proposal to revise the university Nonsmoking Policy to a Tobacco Free Policy. The policy was last revised and adopted by the Board of Trustees on May 5, 2006.

Applies to

University faculty, staff, students, and visitors.

Context

- Since the Wexner Medical Center went Tobacco Free in 2006, faculty, staff, and students have expressed interest in going Tobacco Free.
- In 2010 the State of Ohio Healthy Ohio Program and Ohio State Board of Education have strongly advocated that colleges, universities, and schools go Tobacco Free, as has the student group Students for a Healthy Campus.
- In 2010, the *Harvard Business Review* cited the CEO Cancer Gold Standard as a signature program that can boost the overall effectiveness of a range of workplace wellness initiatives, in an entitled "What's the Hard Return on Employee Wellness Programs?". Founded in 2001, the CEO Roundtable on Cancer is a nonprofit organization of cancer-fighting CEOs, whose first initiative was the CEO Cancer Gold Standard. To earn Gold Standard accreditation, an organization must establish programs to reduce cancer risk by discouraging tobacco use; encouraging physical activity; promoting healthy diet and nutrition; detecting cancer at its earliest stages; and providing access to quality care, including participation in clinical trials.
- In 2012 the University received a Bronze Level Health Lead Accreditation award by US Healthiest Workplace. The Ohio Board of Regents passed a resolution strongly recommending that Boards of Trustees of colleges and universities adopt and champion a Tobacco Free Policy for their respective campuses. The US Department of Health and Human Services announced a national initiative encouraging all colleges and universities to go Tobacco Free.
- Research has shown that workplace smoking bans reduce the prevalence of smoking and daily cigarette consumption and that smoke-free policies and norms reduce the initiation, prevalence, and intensity of smoking of young adults.
- The tobacco ban is planned to include all tobacco-derived or containing products, including and not limited to, cigarettes (clove, bidis, kreteks), electronic cigarettes, cigars and cigarillos, hookah smoked products, pipes, oral tobacco (spit and spitless, smokeless, chew, snuff, snus), as well as any product intended to mimic tobacco products or contain tobacco flavoring.
- **95%** of benefits-eligible faculty/staff that completed the Personal Health Assessment (PHA) in 2010 and 2011 answered "don't use tobacco". **62%** of benefits-eligible faculty/staff completed the PHA in 2011 and **55%** of benefits-eligible faculty/staff completed the PHA in 2010.
- The 2012 National College Health Assessment Survey (N=1549) found that at Ohio State, **3.6% of students report using cigarettes use daily**, 13.5% used in last 30 days, 18% used but not in last 30 days, 69% never used.

Overview of the review and revision process

The University conducted open discussions with 26 groups and received over 500 e-mails regarding the Tobacco Free proposal. The feedback received indicates strong support for becoming Tobacco Free. The policy has been drafted and is currently receiving feedback. Consultation will occur with University Senate and other constituent groups. The proposed policy revision will be approved through the University Policy Process as established by Senior Management Council, which involves broad distribution for feedback, review by the University Policy Review Committee, sign off by

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the Office of Legal Affairs, and final approval by Senior Management Council. This is expected to be completed prior to July 1, 2013.

Impact, cost, special notes

The OSU Health Plan has expanded its coverage of tobacco cessation treatment and reduced its cost. The University is pursuing additional cessation services for students. We will incur expenses related to updating door signage, communications, faculty, staff, and student cessation benefits, and facility changes. Research has shown that these expenses are outweighed by improved health and healthcare savings.

Next steps

Finalize policy document; communicate broadly to faculty, staff, students, and visitors; offer cessation programs.

Contacts

Javaune Adams-Gaston, Vice President, Office of Student Life, adams-gaston.1@osu.edu, 614-247-5353

Andraea Douglass, Vice President, Office of Talent, Culture, and Human Resources, douglass.101@osu.edu, 614-292-4164

Steven Gabbe, Senior Vice President for Health Sciences and CEO Wexner Medical Center, steven.gabbe@osumc.edu, 614-247-4477

Larry Lewellen, Vice President for Care Coordination and Health Promotion, larry.lewellen@osumc.edu, 614-292-5862

Bernadette Melnyk, Dean of Nursing, Associate Vice President for Health Promotion and Chief Wellness Officer, Melnyk.15@osu.edu, 614-292-4844

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(APPENDIX XLII)

PERSONNEL ACTIONS (contd)

Appointments/Reappointments of Chairpersons

ERIC M. ANDERMAN**, Chair, Department of Educational Studies effective January 1, 2013 through May 30, 2016

CAROLINE T. CLARK**, Chair, Department of Teaching and Learning effective January 1, 2013 through May 30, 2016

MARK L. FAILLA**, Interim Chair, Department of Human Sciences effective January 1, 2013 through July 31, 2013

DANIEL A. HERMS, Chair, Department of Entomology effective January 1, 2013 through December 31, 2016

SEBASTIAN D. KNOWLES, Chair, Department of English effective September 1, 2013 through August 31, 2017

PHILIP J. SMITH, Chair, Department of Integrated Systems Engineering effective September 1, 2013 through August 31, 2017

Professional Improvement Leaves

BHARAT BHUSHAN, Professor, Department of Mechanical Engineering effective Spring Semester 2014

YUVAL Z. FLICKER, Professor, Department of Mathematics effective Autumn Semester 2013

UMIT A. OZGUNER, Professor, Department of Electrical and Computer Engineering effective Autumn Semester 2013

JAMES F. RATHMAN, Professor, Department of Chemical and Biomolecular Engineering effective Autumn Semester 2013

MO-HOW H. SHEN, Professor, Department of Mechanical and Aerospace Engineering effective Autumn Semester 2013 and Spring Semester 2014

LINDA K. WEAVERS, Professor, Department of Civil, Environmental and Geodetic Engineering effective Autumn Semester 2013

GUNJAN AGARWAL, Associate Professor, Department of Biomedical Engineering effective Spring Semester 2014

S. BETH BLOSTEIN, Associate Professor, Knowlton School of Architecture effective Autumn Semester 2013

MARIA M. CONROY, Associate Professor, Knowlton School of Architecture effective Autumn Semester 2013

ROBERT E. HUGHES, Associate Professor, Department of English (Newark) effective Spring Semester 2014

SCOT KAPLAN, Associate Professor, Department of Art (Marion) effective Autumn Semester 2013

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STUART D. LISHAN, Associate Professor, Department of English (Marion) effective Spring Semester 2014

CAEZILIA LOIBL, Associate Professor, Department of Human Sciences effective Autumn Semester 2014, Spring Semester 2015 and Summer Term 2015

JACK J. MCNAMARA, Associate Professor, Department of Mechanical and Aerospace Engineering effective Autumn Semester 2013 and Spring Semester 2014

JANE MURPHY, Associate Professor, Knowlton School of Architecture effective Spring Semester 2014

SUSAN SALTZBURG, Associate Professor, College of Social Work effective Autumn Semester 2013

PAOLO A.G. SIVILOTTI, Associate Professor, Department of Computer Science and Engineering effective Autumn Semester 2013

YI ZHAO, Associate Professor, Department of Biomedical Engineering effective Spring Semester 2014

Leave of Absence without Salary

YUVAL Z. FLICKER, Professor, Department of Mathematics effective Spring Semester 2014, to serve as a Simons Fellow in Mathematics

Emeritus Titles

MICHAEL G. AMAN, Department of Psychology with the title Professor Emeritus effective April 1, 2013

ROLF F. BARTH M.D., Department of Pathology with the title Professor Emeritus effective July 1, 2013

MARIALICE R. BENNETT, College of Pharmacy with the title Professor-Clinical Emeritus effective April 1, 2013

VESTA A. DANIEL, Department of Arts Administration, Education and Policy with the title Professor Emeritus effective July 1, 2013

PREM K. GOEL, Department of Statistics with the title Professor Emeritus effective July 1, 2013

DAVID M. GOSS, Department of Mathematics with the title Professor Emeritus effective June 1, 2013

J. RONALD GREEN, Department of History of Art with the title Professor Emeritus effective June 1, 2013

CHARLES KLOPP, Department of French and Italian with the title Professor Emeritus effective July 1, 2013

ELIZABETH R. LENZ, College of Nursing with the title Professor Emeritus effective June 1, 2013

G. BRUCE MAINLAND, Department of Physics with the title Professor Emeritus effective April 1, 2013

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STEPHEN L. MANGUM, Department of Management and Human Resources with the title Professor Emeritus effective April 1, 2013

BRIAN W. MCENNIS, Department of Mathematics with the title Professor Emeritus effective June 1, 2013

YURI V. MEDVEDKOV, Department of Geography with the title Professor Emeritus effective June 1, 2013

SHAHROKH RAHNEMA, Agricultural Technical Institute (Wooster) with the title Professor Emeritus effective July 1, 2013

YEHA M. SAIF, Department of Veterinary Preventive Medicine with the title Professor Emeritus effective April 1, 2013

RONALD M. SOLOMON, Department of Mathematics with the title Professor Emeritus effective June 1, 2013

BRUCE W. WEIDE, Department of Computer Science and Engineering with the title Professor Emeritus effective July 1, 2013

JOHN R. WILKINS III, College of Public Health with the title Professor Emeritus effective June 1, 2013

DONALD J. BREECE, Ohio State University Extension Agriculture and Natural Resources with the title Associate Professor Emeritus effective June 1, 2013

ASHOK K. KRISHNAMURTHY, Department of Electrical and Computer Engineering with the title of Associate Professor Emeritus effective April 1, 2013

MICHAEL D. TRUDEAU, Department of Speech and Hearing Science with the title Associate Professor Emeritus effective April 1, 2013

JENNIFER J. KUEHN, University Libraries with the title of Assistant Professor Emeritus effective April 1, 2013

Promotions, Tenure and Reappointments

COLLEGE OF ENGINEERING

Promotion to Professor with Tenure

McComb, David, Materials Science and Engineering, effective January 1, 2013

Baker, Christopher, Electrical and Computer Engineering, effective April 1, 2013

** Reappointments

APPENDIX XLIII

Degrees Conferred at

THE OHIO STATE UNIVERSITY
COMMENCEMENT CONVOCATION

May 5, 2013

(approved by the Board of Trustees at the April 2013 meeting)

COMMENCEMENT ADDRESS

Barack H. Obama

DOCTOR OF LAWS



Barack H. Obama is the 44th President of the United States.

His story is the American story—values from the heartland, a middle-class upbringing in a strong family, hard work and education as the means of getting ahead, and the conviction that a life so blessed should be lived in service to others.

With a father from Kenya and a mother from Kansas, President Obama was born in Hawaii on August 4, 1961. He was raised with help from his grandfather, who served in Patton's army, and his grandmother, who worked her way up from the secretarial pool to middle management at a bank.

After working his way through college with the help of scholarships and student loans, President Obama moved to Chicago, where he worked with a group of churches to help rebuild communities devastated by the closure of local steel plants.

He went on to attend law school, where he became the first African American president of the *Harvard Law Review*. Upon graduation,

he returned to Chicago to help lead a voter registration drive, teach constitutional law at the University of Chicago, and remain active in his community.

President Obama's years of public service are based around his unwavering belief in the ability to unite people around a politics of purpose. In the Illinois State Senate, he passed the first major ethics reform in 25 years, cut taxes for working families, and expanded health care for children and their parents. As a United States Senator, he reached across the aisle to pass groundbreaking lobbying reform, lock up the world's most dangerous weapons, and bring transparency to government by putting federal spending online.

He was elected the 44th President of the United States on November 4, 2008, and sworn in on January 20, 2009. He and his wife, Michelle, are the proud parents of two daughters, Malia, 14, and Sasha, 11.

RECIPIENTS OF HONORS

Annie Liebovitz

DOCTOR OF ARTS

Annie Liebovitz is one of the most influential photographers of our time. She is well known for her portraits, which have come to define an era, but her work covers a wide range of genres, from reportage to landscapes.

Ms. Liebovitz was born in Waterbury, Connecticut, and studied painting and photography at the San Francisco Art Institute. In 1970, when she was still a student, she began working for *Rolling Stone*. She became the magazine's chief photographer three years later. Over the course of a decade, Ms. Liebovitz established herself as the country's foremost rock music photographer and an astute documentarian as well as portraitist. She published photo essays on scores of stories, including her accounts of the resignation of Richard Nixon and of the 1975 Rolling Stones

tour. In the early 1980s she began working for *Vanity Fair* and then *Vogue*, where she expanded her collective portrait of contemporary life. She also created several prominent advertising campaigns, most notably for American Express and the Gap, and documented the creation of the White Oak Dance Project with Mikhail Baryshnikov and Mark Morris.

Ms. Liebovitz's work has been exhibited at many museums, including the National Portrait Gallery and the Corcoran Gallery in Washington, D.C., the International Center of Photography in New York, the National Portrait Gallery in London, and the Pushkin State Museum of Fine Arts in Moscow. Ms. Liebovitz also has published several collections of photographs, among them *Women* (1999, with Susan Sontag), *A Photographer's Life, 1990-2005* (2006), and *Pilgrimage* (2011).

A recipient of many awards, Ms. Liebovitz has been designated a Living Legend by the Library of Congress and a Commandeur in the Ordre des Arts et des Lettres by the French government. In 2005, in the American Society of Magazine Editors' compilation of the 40 top magazine covers of the past 40 years, Ms. Liebovitz held the top two spots: #1 for her *Rolling Stone* image of John Lennon and Yoko Ono taken the day Lennon was shot, and #2 for the photograph of the pregnant and nude Demi Moore taken for *Vanity Fair*. In 2012, she was honored with both the Los Angeles Museum of Contemporary Art Award to Distinguished Women in the Arts and the Wexner Prize from the Wexner Center for the Arts at The Ohio State University.

Thomas D. Pollard

DOCTOR OF SCIENCE

A professor of cell biology and molecular biophysics and biochemistry at Yale University, Thomas D. Pollard has focused a lifetime of research on the molecular basis of cellular movements.

With a career spanning more than four decades, Dr. Pollard has led research teams to study how cells divide into two during cytokinesis as well as discovering and characterizing proteins that cause cells to move. His fundamental and important discoveries are taught in cell biology courses at both the undergraduate and graduate levels at The Ohio State University and around the world. His innovative textbook for undergraduates is now in its second edition.

As a faculty member at Harvard Medical School, Johns Hopkins Medical School, and The Salk Institute, as well as Yale, Dr. Pollard

has become known far and wide as an exceptional scientist and a towering figure in the field of cell biology. He has excelled in bringing an unusual cadre of cutting-edge technologies to the field, ranging from genetics and quantitative microscopy to biochemistry and biophysics.

Known as an engaging lecturer and teacher, Dr. Pollard is now Sterling Professor of Molecular Cellular and Developmental Biology and dean of the Graduate School of Arts and Sciences at Yale. His work includes the discoveries of motor proteins different from those in muscles as well as the Arp2/3 protein complex. In addition to his teaching and research, he has served as president of two national scientific organizations. Dr. Pollard is a fellow of the National Academy of Sciences of the United States, the American Academy of

Microbiology, the American Academy of Arts and Sciences, the Biophysical Society, and the Institute of Medicine.

His creative, careful, and important work has been published more than 350 times in the most eminent and widely read peer-evaluated scientific journals. His leadership in both academics and research has been recognized by scholars around the world, resulting in numerous awards including the Rosenstiel Award from Brandeis University, the E.B. Wilson Medal from the American Society for Cell Biology, and the Gairdner International Award in Biomedical Sciences.

Dr. Pollard earned his undergraduate degree in chemistry and zoology from Pomona College in 1964, and his medical degree from Harvard Medical School in 1968.

RECIPIENTS OF HONORS

Reinhard Rummel

DOCTOR OF SCIENCE

Reinhard Rummel of Munich, Germany, has dedicated his career to determining the Earth's gravity field with the utmost accuracy. Until his retirement in 2011, he served as a full professor and head of the Institute of Astronomical and Physical Geodesy at the Technical University of Munich. He is also the Carl von Linde Senior Fellow at the university's Institute of Advanced Study.

A world-renowned geodesist, Dr. Rummel's lifelong academic pursuit in the area of gravity field determination was launched by a formative experience studying at The Ohio State University. After earning his PhD in 1974 from the Technical University Darmstadt, focusing on mathematical statistics and its application in the field of physical geodesy, he worked for several years with Ohio State

Professor Richard Rapp as a postdoctoral researcher developing theories he would apply throughout his prestigious 35-year career.

Dr. Rummel's crowning achievement was serving as the chief scientist and initiator of the GOCE mission sponsored by the European Space Agency, which involves satellite mapping of the Earth's gravity field over a 20-month period with unprecedented uniform accuracy. He was instrumental in convincing European space agencies of the necessity of the dedicated gravity mission and has spearheaded scientific work on the project and analysis of the project's data.

Data generated by the satellite will produce important findings in the areas of oceanography, geophysics, and geodynamics. The highly

accurate gravity models derived from the GOCE mission will serve to improve our understanding of ocean currents and sea level rise.

Dr. Rummel is known for down-to-earth clarity in his academic writing and his lively lecturing style, which has made him a favorite among his students. The coauthor of 14 books on geodesy and related topics as well as more than 175 scientific papers, he has received many prestigious science awards and is considered a leading scientist in the fields of physical and satellite geodesy. He is a member of the Academy of Science for Germany, Bavaria, and Hungary; and he is a Fellow of the American Geophysical Union and a Fellow of the International Association of Geodesy, for which he also has chaired numerous committees.

Carole A. Anderson

DISTINGUISHED SERVICE AWARD

Carole A. Anderson has dedicated more than 25 years to The Ohio State University, both as a key administrator and a distinguished professor in the health sciences. Dr. Anderson held faculty appointments in the College of Nursing, College of Dentistry, and the Department of Psychiatry in the College of Medicine. She has played an instrumental role in shaping nursing education, as well as broadly influencing university policy through myriad leadership positions.

From 1986 to 2001, Dr. Anderson served as dean of the College of Nursing, where she raised the college's research profile and brought technology to the forefront in nursing education. A strong advocate for applying classroom knowledge and research to real-world training, she developed new curriculums to better prepare the next generation of nursing students to be compe-

tent care providers. She also blazed trails in graduate education, creating practitioner-training programs and spearheading the state's first nurse midwifery program.

Known as an exceptional leader, Dr. Anderson held numerous top positions in the university administration. She has served as interim dean of the Graduate School and executive dean of Health Sciences, in addition to serving as vice provost for Academic Administration and assistant vice president for Health Sciences. Additionally, she served as dean of the College of Dentistry, where she led a restructuring and alignment of the college with other health science colleges at Ohio State.

Dr. Anderson is a past president of the American Association of Colleges of Nursing. She is also a fellow of the American Academy of Nursing and a past editor of the academy's

journal, *Nursing Outlook*. She is a charter member and two-term chair of the Scientific Review Group of the National Institute of Nursing Research, and served on the National Advisory Council of the National Institute of Health's National Institute for Dental and Craniofacial Research.

In Columbus, Dr. Anderson has served the community as a member of the Board of Health, the City of Columbus Health Department, and the board of directors of the Columbus AIDS Task Force. She currently serves on the board of directors of the Columbus Neighborhood Health Centers. In 2001, Dr. Anderson received the YWCA's Women of Achievement Award.

She received her undergraduate degree in nursing, a master's in psychiatric nursing, and a PhD in sociology from the University of Colorado.

RECIPIENTS OF HONORS

George A. Skestos

DISTINGUISHED SERVICE AWARD

One of Ohio State's most engaged and dedicated partners, George A. Skestos has three decades of leadership and philanthropy at the university and in the central Ohio community. For 25 years, he led the Homewood Corporation, a land development and residential construction company that he founded in 1963. Since his retirement, Mr. Skestos has devoted himself to public service.

His commitment to The Ohio State University includes volunteer leadership at the highest level, personal engagement as a university ambassador, and generous philanthropic support. Mr. Skestos served on The Ohio State University Board of Trustees from 1991 to 2002, including one year as chair. During that time, he guided campus building

projects, including the historic Ohio Stadium renovation and construction of the Jerome Schottenstein Center. He currently serves on the boards of University Hospital, University Hospital East, and the Wexner Medical Center.

The benevolent support of Mr. Skestos and his wife, Tina, reaches every corner of the university, from athletics to the Wexner Center for the Arts to the College of Veterinary Medicine to Ross Heart Hospital. They also have funded and named three medical chairs—the Hagop S. Mekhjian, MD, Medical Ethics and Professionalism Fund; Julius Skestos and Diana Skestos Chair in Urology; and Justine Skestos Chair in Minimally Invasive Neurological Spinal Surgery.

Along with his wife, Mr. Skestos founded both the IHS Foundation, of which he is

currently president and trustee, and the Salem Lutheran Foundation, which he serves as trustee. In June 2012, he was named a trustee of the New College of Florida.

In the central Ohio community, Mr. Skestos has served on several boards, including Huntington Bancshares, Central Benefits, and the Midland Life Insurance Company. He also has held appointments with the Ohio Housing Commission, Ohio Water Development Authority, and Central Ohio Regional Airport Authority.

Mr. Skestos earned his undergraduate, MBA, and law degrees from the University of Michigan.

Justine A. Skestos

DISTINGUISHED SERVICE AWARD

For more than 30 years, Justine "Tina" Skestos has been a devoted public servant and Ohio State ambassador.

Among her many community involvements, she has held leadership roles at BalletMet, the Columbus Symphony Orchestra, and the Greater Columbus Arts Council. She was also a longtime member of the Franklin Park Conservatory board of trustees, contributing greatly to the thriving success of the conservatory today.

Mrs. Skestos is a passionate advocate for Ohio State's College of Veterinary Medicine, bolstering the college's teaching, research, and clinical programs. As a valued volunteer at the

college, she serves on the Dean's Advisory Council. Her leadership was key to the renovation of the Veterinary Medical Center's Hospital for Companion Animals lobby. She also founded the "Bandana Program," an initiative designed to create goodwill and raise public awareness of the Veterinary Medical Center.

A champion of women's initiatives at Ohio State, Mrs. Skestos has served as a member of the National Council for OSU Women and continues to be an active supporter of the Critical Difference for Women and Women & Philanthropy programs at the university. In addition, she served on the host committee

for the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute's annual "Up on the Roof" event from 1994 to 2001.

Both Mrs. Skestos and her husband, George, are generous benefactors of The Ohio State University. Together, they have given their time and treasure to the Wexner Medical Center, Wexner Center for the Arts, the College of Arts and Sciences, Department of Athletics, and the College of Veterinary Medicine, among others. They were honored in 2004 with the Gerlach Development Volunteer Award, which recognizes significant service to the university.

Mrs. Skestos earned her undergraduate degree in physical education and a master's in sports administration from Ohio University.

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Grace Renae Cooper,
Columbus
Magna Cum Laude
Marcus Adam Covelli, Mentor
Magna Cum Laude
Jeneane Amina Dunlap,
Glenford
Rebekah Hester Edie,
Savannah, GA
Magna Cum Laude
with Distinction in Dance
Matthew Raymond Farmer,
Newark
Sherry Anita Broome-Farris,
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Reynoldsburg
Clayton Paul Ford, Rockford
Charles Anthony Thomas
Hairston, Columbus
Cum Laude
Mary Evelyn Hammond,
Columbus
Mary Catherine Hayes,
Newark
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Heights
with Distinction in Art
Eric Ramsey Hines, Columbus
Cum Laude
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Holland
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*with Honors in the Arts
with Distinction in Dance*
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Columbus
Cum Laude
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Tucumseh, MI
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*with Honors in the Arts
with Distinction in Dance*
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Dublin
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Berea
Ashley Marie Luzader,
Reynoldsburg
Ellen Marie Maynard, Phoenix,
AZ
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TX
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with Distinction in Art
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April 5, 2013 meeting, Board of Trustees

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Circleville
Carrie Anne Semple,
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Summa Cum Laude
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Rachel Elizabeth Switlick,
Punxsutawney, PA
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with Distinction in Dance
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Lansdale, PA
Summa Cum Laude
with Distinction in Dance
Cameron Tyler Williams,
Westerville

Bachelor of Music

John Patrick Barrett,
Youngstown
Benjamin Joseph Coghlan,
Waldorf, MD
Destiny Lauren Coleman,
Blacklick
Rebecca Anne Flore, Monaca,
PA
Magna Cum Laude
with Distinction in Music Theory
Kristen Nicole Kurivial, Bryan
Summa Cum Laude
Jonathan David Lampley,
Tallmadge
Cum Laude
Amanda Patrice Lyon,
Adamstown, MD
Summa Cum Laude
Matthew James Meade, West
Chester
Magna Cum Laude
Behzad Karim Namazi, Shiraz,
Iran
Cum Laude
Jacob Rapport, Cleveland

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Summa Cum Laude
with Honors in the Arts
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Magna Cum Laude
Erin Elizabeth Steele, Spring
Green, WI
Cum Laude
Chelsea Elise Tanner, Dublin
Mark Lee Wallace, Huber
Heights
Magna Cum Laude
George Andrew Wilkin, Lake
Zurich, IL
Magna Cum Laude
Ashley Nicole Williams,
Canton
Magna Cum Laude
Maria Zarick, Mason

**Bachelor of Music
Education**

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Heath Daniel Barron, Milan
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with Honors in the Arts
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Pickerington
Cum Laude
James Timothy Cordle, Grove
City
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Cum Laude
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Emily Frances Vallo, Hilliard
Cum Laude
Mark Lee Wallace, Huber
Heights
Magna Cum Laude
George Andrew Wilkin, Lake
Zurich, IL
Magna Cum Laude

**Bachelor of Science in
Design**

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Columbus
Cum Laude
Cristina Marie Badurina,
Columbus
Michael Kevin Bower,
Centerville
Cum Laude
Naikwan Cheung, Hong Kong
Magna Cum Laude
Jennifer Mae Clark, Columbus
Samantha Leigh Corden,
Woodstock, CT
Sarah Ann Coughlin, Dublin
Adeline Rose Cox, Hudson
Natalie Marie D'Andrea,
Cuyahoga Falls
Summa Cum Laude
Camilla Mae Dorinsky,
Columbus
Summa Cum Laude
Thomas James Doyle,
Baltimore, MD
Cum Laude
Kimberly Allegra Gombita,
Lebanon
Summa Cum Laude
Casey Afton Hess, Westerville
Cum Laude
Joshua Brandon Higgins,
Cincinnati
Katelyn Jeanne Hoffman,
Lewis Center
Cum Laude
with Honors in the Arts
Elizabeth Jane Javorek,
Chesterland
Magna Cum Laude
with Honors in the Arts
*with Distinction in Visual
Communication Design*
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Magna Cum Laude
Stephen Herbert Kaes,
Cincinnati
Johanna Gloria Klein, Concord
Magna Cum Laude
Kathryn Jean Kramer,
Worthington
Cum Laude
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Tallmadge
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Hilliard

Mrugesh Bhavesh Amin,
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Chibuokem Goodluck
Amuneke-Nze, Mansfield,
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Emre Arthur Eren, Lorain
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with Honors in the Arts and Sciences
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Cum Laude
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Brett Edward Evans, North Canton

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Loveland
John Bookser Feister,
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Brecksville
Magna Cum Laude
Adam Alexander Gerow,
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Colleen Diane Gibson,
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with Honors Research Distinction in
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Cum Laude
Zachary Avital Goodman,
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with Honors in the Arts and
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with Honors Research Distinction in
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Magna Cum Laude
with Honors in the Arts and
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Julius Antony Grant-Gubbins,
Columbus
Garrison Gilchrist Graves,
Grandview Heights
Cum Laude
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Woodbridge, VA
Cum Laude
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with Honors Research Distinction
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Michelle Lauren Hawkins,
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Tara Nicole Healey, Delta
Junction, AK
Cum Laude
Sarah Elizabeth Hecht, Bexley

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with Honors Research Distinction in Molecular Genetics

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Cum Laude

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Aijing Guo, ZhongShan, China
Cum Laude

Xiao Guo, Jinan, China

Yinyan Guo, Guangdong, China
Cum Laude

Yixuan Guo, Shijiazhuang,
China

Lidia Noel Gurley, Mentor

Amanda Ligia Gutierrez,
Buffalo, NY
Magna Cum Laude
with Honors in Business
Administration

Elisabeth Anna Gutwein,
Westlake

Benjamin Gordon Haber,
Pittsburgh, PA

Samantha Amy Haft, Massillon
Summa Cum Laude
with Honors in Business
Administration

David Jacob Haimes, Solon
Summa Cum Laude

Nathan Mitchell Haines,
Massillon

Katie Elise Hall, Ravenna
Cum Laude

Bradley David Hallberg,
Barron, WI

Carly Marie Haller, Saline, MI

Sarah Elizabeth Hambley,
Columbus
Summa Cum Laude
with Honors in Accounting

Katherine Lynne Hamerly,
Brecksville
Magna Cum Laude
with Honors in Business
Administration

April 5, 2013 meeting, Board of Trustees

Yuguang Han, Xining,
Qinghai, China
Rachael Victoria Handa,
Groveport
Logan Hanes, Centerville
Michael T. Haney, Portsmouth
Nuozhou Hao, Nanjing, China
Zongyu Hao, Qingdao, China
Cum Laude
Adam Edward Harkey, Kirtland
Cum Laude
Jonathan Paul Harlan,
Pickerington
Angela Nicole Harper,
Brecksville
Matthew James Harris,
Medina
Magna Cum Laude
with Honors in Business
Administration
John Thomas Harrison, Avon
James David Harsh, Celina
Magna Cum Laude
Elizabeth Anne Harter, Canton
Magna Cum Laude
Bryan Robert Haskins,
Cincinnati
Cum Laude
Hallie Anne Hastings, Bay
Village
Steven Blake Haxton,
Columbus
Cum Laude
Michelle Nicole Hayman,
Columbus
Erik Vernon Hays, Springfield
Mengyu He, Guangzhou,
China
Summa Cum Laude
with Honors in Accounting
Yang He, Zhuhai, China
Mary Emily Hearons,
Perrysburg
Magna Cum Laude
Trevor Brian Hecht, Dayton
Nicole Renee Heffle, Batavia,
NY
Scott Andrew Heichel,
Mansfield
Magna Cum Laude
Trevor McGinnis Heitz, Dayton
Magna Cum Laude
with Honors in Business
Administration
Cayla Patricia Hellwarth,
Celina
Jarod Michael Hemmelgarn,
New Bremen
Magna Cum Laude
Raquel Hernandez, Toledo
Desa Rae Marie Herndon,
Canton
Rachael Lauren Hewitt,
Pittsburgh, PA
Jacqueline Alexandra Hicks,
Potomac, MD
Adam Gregory Highberger,
Sagamore Hills
Nolan Evan Hilfinger, Hilliard
Katie Elizabeth Hill, Newark

Jessica Margaret Hines,
Chardon
Cum Laude
Timothy Charles Hipskind,
Portage, MI
Summa Cum Laude
with Honors in Accounting
Joseph R. Hirka, Novi, MI
Taylor Christopher Hitzfeld,
Fredericktown
Brady Hjelle, International
Falls, MN
Mackenzie Ellis Hoban,
Cincinnati
Magna Cum Laude
Caitlin Elizabeth Hoffman,
Long Beach, CA
Rachel Christine Hoffman,
Fremont
Theresa Elaine Hoffman, Lima
Cum Laude
Matthew David Holub, Solon
Cum Laude
Brittany Sara Holzmacher,
Mason
Alexa Anne Holzworth, Oxford
Magna Cum Laude
with Honors in Business
Administration
Victoria Lynn Hookman,
Westerville
Cum Laude
Kelsey Colleen Hoover, Dublin
Cum Laude
Stephen William Hopler,
Pataskala
Cum Laude
Eve Lillian Horbol, Westlake
Magna Cum Laude
Jordyn Alexa Hornyak, Medina
Lesley Ann Horstman, Powell
Ethan David Host, Seven Hills
Christopher Anthony Hren,
North Royalton
Jingjing Hu, Shanghai, China
Summa Cum Laude
Wenjing Hu, Nanjing, China
Xinyin Hu, Cixi, China
Magna Cum Laude
Yue Hu, Hefei, An Hui, China
Yueting Hu, Qingdao, China
Cum Laude
Zhongqisi Hu, Shenzhen,
China
Cum Laude
Elizabeth Chen Huang,
Columbus
Fen Huang, Fuzhon, Fujian,
China
Jingyuan Huang, Zhuhai,
China
Eric Len Hubbs, Ostrander
Nicholas Steven Huber, Avon
Lake
Cum Laude
Marcus Logan Hughes,
Wooster
Cum Laude
Dandi Huo, Beijing, China

Jaewon Hur, Incheon, South
Korea
Summa Cum Laude
James Anthony Hurley III,
Arlington Heights, IL
Cum Laude
Austin Lewis Hutchison, Lewis
Center
Joy Chiao-wei Hwang, Dayton
Cynthia Lizette Ibarra,
Pomona, CA
Cum Laude
Zayna Ahmad Ibrahim,
Latham, NY
Joseph Francis Inkrott,
Clayton
Cum Laude
William M. Irwin, Mount Gilead
Bryan Scott Iwaszkiw, Medina
Summa Cum Laude
with Honors in Accounting
Tyler Bryan Jack, Wadsworth
Matthew Solomon Jacober,
Potomac, MD
Bridget Anne Jacobs, Parma
Magna Cum Laude
Daniel Allen Jacobs, Dayton
Kyle James Jacobs, Amherst
Molly Helen Jacobson,
Brecksville
Kelly Mae Jaffke, Libertyville,
IL
Andrew David Jarc, Loveland
Ruwan Sujith Jayasumana,
Fort Collins, CO
Cum Laude
Raquel June Jenkins, Amherst
Sarah Elizabeth Jeu, Hilliard
Jingjing Jia, Beijing, China
Magna Cum Laude
Fu Yang Jiang, Dublin
Shuai Jiang, Nantong,
Jiangsu, China
Cum Laude
Tianyu Jiang, Shanghai, China
Ziyu Jiang, Tianjin, China
Cum Laude
Kristie Elisa Jimenez, Dublin
Magna Cum Laude
Kevin Thomas Johns,
Westerville
Ann Elizabeth Johnson,
Hamilton
Lauren Irene Johnson, Dublin
Cum Laude
Matthew Wesley Johnson,
Xenia
Mitchell Luis Johnson, Lima
Thomas Craig Johnson,
Canfield
Cum Laude
with Honors in Business
Administration
Lakeisha Lynn Jones,
McKinney, TX
Mitchell Alan Jones, Hilliard
Meng Jea Joo, Seoul, South
Korea
Magna Cum Laude

April 5, 2013 meeting, Board of Trustees

Timothy Donald Judy, El Paso, TX	Brooke Nicole Koester, Ottoville	Eugenie Wei Lee, Sylvania <i>Cum Laude</i> <i>with Honors in Business</i> <i>Administration</i>
Katherine Victoria Jurgens, West Chester <i>Magna Cum Laude</i>	Adika Leonardo Kok, Jakarta, Indonesia	Jun Hsien Lee, Kuala Lumpur, Malaysia <i>Cum Laude</i>
Axel Glyn Kalbfleisch, Worthington <i>Summa Cum Laude</i>	Alan Brice Kolovich, Bryan <i>Cum Laude</i>	Jun Seok Lee, Seoul, South Korea <i>Cum Laude</i>
Andrew Craig Kambic, Hilliard <i>Magna Cum Laude</i>	Matthew James Koskie, Mission Viejo, CA	Yongmin Lee, Seoul, South Korea <i>Cum Laude</i>
Hansol Kang, Seoul, South Korea <i>Cum Laude</i>	Bradley Phillip Kotecki, Independence <i>Cum Laude</i>	Danielle Marie Leroux, Toledo
Joonhyuk Richard Kang, Dublin	Douglas Paul Kouskouris, Powell	Benjamin Eli Leubitz, Akron
Navjit Kang, Twinsburg <i>Cum Laude</i>	Joseph Edward Kozelski, Fowler	Ching Jonathon Leung, Hong Kong, China
Kelsey Joy Karaffa, Wadsworth	Kristin Bethany Kralovic, Beavercreek	Elliot Bertram Leventhal, Dayton
Taylor Michael Karg, Wooster	Peter Ross Kramer, Kettering	Ying Ting Lew, Bukit Mertajam, Penang, Malaysia <i>Cum Laude</i>
Melissa Katherine Karpel, Hudson <i>Cum Laude</i>	Lacey Kaye Kratzenberg, Plain City	Bo Li, Enshi, China <i>Summa Cum Laude</i> <i>with Research Distinction in</i> <i>International Business</i>
Claire E. Kasper, Akron	Kyle Kretch, Moreland Hills	Huan Yu Li, Kaifeng, China <i>Cum Laude</i>
Nickolas Robert Keller, Davisburg, MI	David Ray Krezmer, Montoursville, PA	Iris Liyi Li, Twinsburg <i>Magna Cum Laude</i> <i>with Honors in Accounting</i>
Madellyn Christine Kennedy, Lithopolis	Peter Michael Krzystek, Ponte Vedra Beach, FL <i>Magna Cum Laude</i>	Qizhang Li, Guangzhou, China <i>Cum Laude</i>
Tyler Alexander Kennedy, Bexley <i>Summa Cum Laude</i> <i>with Honors in Accounting</i> <i>with Honors Research Distinction in</i> <i>Accounting</i>	Robert Austin Kucera, Centerburg <i>Magna Cum Laude</i>	Rui Li, Chengdu, China
Alexander John Francesco Keto, Newport Beach, CA	Robert Micheal Kuening, New Bremen	Shibo Li, Wuhan, China
Kerry Lynn Keys, Elyria <i>Cum Laude</i>	Roger Wesley Kuhrt, Columbus	Wanjing Li, Beijing, China <i>Magna Cum Laude</i>
Tobias Jonathan Kilbane, Dayton	Tyler Joseph Kukurza, Hudson	Xiuping Li, Shaoxing, Zhejiang, China <i>Magna Cum Laude</i>
Sean Patrick Kilcher, Fayetteville, NC	Michael John Kundrat, Parma <i>Magna Cum Laude</i> <i>with Honors in Accounting</i>	Yingting Li, Chengdu, China <i>Cum Laude</i>
Katie M. Kilgore, Rocky River	Amanda Marie Kurtz, New Philadelphia	Weien Liang, Shenzhen, China
Benjamin David Killian, Round Rock, TX	Roger Paul Kwapich, Jr., Maumee	Sonia Dilip Lillaney, Cincinnati <i>Cum Laude</i>
Hae Hee Kim, Seoul, South Korea	Yin Ling Kwok, Hong Kong, Hong Kong	Patrick Harrison Lillie, Sunbury
Haksoo Kim, Seoul, South Korea	Christopher James Laipple, Westerville	Jennifer Sherry Lin, Taipei, Taiwan, ROC
Jeong Yeon Kim, Seoul, South Korea	Jeffrey Charles Lake, Jr., Akron	Zixin Lin, Chengdu, Sichuan, China <i>Magna Cum Laude</i>
Sung Jun Kim, Seoul, South Korea <i>Magna Cum Laude</i>	Bridget Marie Lamb, Mayfield Village <i>Magna Cum Laude</i>	John Robert Lindesmith, Jr., Canton
Hayden Shaudys Kimes, Hilliard	Leah Marie Lammers, Leipsic	Joshua David List, Coldwater
Travis James Kingsley, Findlay	Rebecca Michelle Lane, Dublin	Alex Lloyd Littell, Solon
Chad Bryan Kinsley, Cleveland	Robert Alan Lane, Upper Arlington	Eric Liu, Churchville, PA
Philip John Kirkendall, Lima <i>Magna Cum Laude</i>	Vanessa M. Lane, Poland	Miao Liu, Beijing, China <i>Magna Cum Laude</i>
Paul Thomas Kirtland, Cary, NC	Brian Robert Lantz, Hilliard	Shuanglong Liu, Dangyang, China
Kaitlyn Isabel Kisiday, Medina <i>Magna Cum Laude</i>	Emily Anne Laski, Independence	Yitian Liu, Guangzhou, Guangdong, China
Lauren Eileen Kleban, Hudson	Robert Cody Laymon, Mason	Yitong Liu, Lanzhou, China
Nancy Marie Klee, Norton	Haley Irene Leach, Toledo	Yiwei Liu, Shanghai, China <i>Cum Laude</i>
Casey Drew Klug, Shadyside	Agatha L. Lee, Hong Kong	Yuru Liu, Jinan, China <i>Magna Cum Laude</i>
	Alexander P. Lee, Pataskala	Jordan Tyler Loehr, Norristown, PA
	Dongsoo Lee, Seoul, South Korea <i>Cum Laude</i>	

April 5, 2013 meeting, Board of Trustees

Oystein Lokken, Lillehammer, Norway
Magna Cum Laude
with Honors in Accounting
 Lauren Elizabeth Lopez, Webster, NY
Cum Laude
with Research Distinction in Economics
 Jon Edward Lorenz, Dublin
 Alex David Lowman, Chagrin Falls
Cum Laude
 Christian Shea Loyacano, Westerville
 Jianqiang Lu, Shun De, China
 Christopher William Ludwig, Sylvania
 Alex Lui, Toledo
Cum Laude
 Teng Lun, Hohhot, Inner Mongolia, China
Magna Cum Laude
 Timothy Robert Luskin, Cleveland
 Megan Kathryn Lynch, Cranberry Township, PA
 Mengyu Ma, Beijing, China
 Xiaolu Ma, Hangzhou, China
 Taylor Jane MacEachen, Cincinnati
 Jordan Kenneth Macon, Cincinnati
 Paul Ray Maeder, Cleveland
Magna Cum Laude
 Melissa Lyn Magnani, Commack, NY
 Natalie Rose Mahy, Palm Harbor, FL
 Alex Ryan Maicks, Allentown, PA
 Michelle Kara Chiao Malblanc, Mason
Cum Laude
 Ian Cosam Malone, Solon
 Christopher James Malouf, Lincolnshire, IL
 Taylor Gayle Mandel, Fort Myers, FL
 Elizabeth Hillary Mangels, Loveland
Summa Cum Laude
with Honors in Business Administration
 Kevin John Mansnerus, Avon Lake
 Daniel Raymond Manton, Copley
 Dylan James Marciniak, Darien, IL
Cum Laude
 Lisa Katherine Marko, Mayfield Village
Magna Cum Laude
with Honors in Accounting
 Stephen Michael Marks, Hudson
Cum Laude
 Philip Stephen Marosi, Cincinnati

Amanda Kathlyn Marr, Glen Ellyn, IL
 Caitlin Nicole Marshall, Uniontown
 Kevin A. Marshall, Cincinnati
 Brandon Michael Martin, Sunbury
 Charles Peterson Martin, Liberty Township
Magna Cum Laude
 Jason Dana Martin, Dublin
 Tyler Alan Martin, Greenville
 Aakanksha Marwah, Solon
Magna Cum Laude
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 Andrew Parker Mathew, Dublin
 Eileen Mary Mattix, Houston, TX
 Lindsay Elizabeth Mauer, Pittsburgh, PA
 Chuk Nga Joan May, Hong Kong, China
 Brina Marie Maydock, Canton
Cum Laude
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 Austin Robert McAnena, San Juan Capistrano, CA
 Zachary Paul McCann, Sunbury
 Cyrus Daniel McCarty, Lebanon
 Matthew Tyler McClellan, Pataskala
 Nicholas Steven McCreary, Chagrin Falls
 Brittany Rose McDonald, Dublin
 John J. McIntyre, Perrysburg
 Matthew Bryan McKeag, Green Bay, WI
 Kelly McLeod, Northfield
 Benjamin M. McPherson, Morral
Summa Cum Laude
 William Moss McVeigh V, Sunbury
 Katharine Ann Meager, Columbus
 Nicholas Phillip Meeks, Canton
Summa Cum Laude
 Li Jin Mei, Brooklyn
Cum Laude
 Michael Charles Meier, Somerset, NJ
Magna Cum Laude
 Aaron Joseph Melchreit, Chardon
 Matthew Eric Mendelsohn, Cincinnati
Cum Laude
 Josh Daniel Meyer, Centerville
 Maria Drake Meyer, Cincinnati
 Matthew D. Meyers, Columbus
 Abby Leigh Michalowski, Columbus

Michael Alan Milano, Westlake
 Lauren MaryCatherine Milazzo, Midland, MI
 Derek William Miller, Ottoville
 Heather Nicole Miller, Springfield
Summa Cum Laude
with Honors in Accounting
 James M. Miller, Fredericktown
 Justin William Miller, Medford, NJ
 Kirklyn Guy Miller, Powell
Cum Laude
 Ryan D. Miller, Cambridge
 David James Miracle, Wadsworth
Magna Cum Laude
with Honors in Business Administration
 Matthew Joseph Mishler, Big Prairie
 Pranav B. Mistry, Dublin
 Laura Ann Modlich, Columbus
Cum Laude
 Aeliya Mohsin, Cincinnati
 Sara Khumo Molyneaux, St. Croix, VI
 Michael Miles Morrow, Sabina
 Stephen D. Morsch, Fairfield
 Rachael Bronwyn Moses, Lewis Center
 J. Grant Mosher, Grove City
Magna Cum Laude
 Kevin David Moss, Cleveland
 Tyler Jackson Motley, Hamilton
 Brian James Mueller, Minster
 Hillary M. Mueller, Marion
 Kelsey Elizabeth Mueller, Collierville, TN
 Bryan Peter Mullin, Highland Heights
 Teguh Mulyadi, Medan, Indonesia
 Nelson Munoz, Jr., Lorain
 Samantha Quinn Murillo, Medina
Cum Laude
with Honors in Business Administration
 James Lawrence Murray, Marysville
 Anthony Joseph Mushaben, Cincinnati
 Kylee Nicole Muters, Hilliard
 Brandon Lee Myers, Burbank
 Peter Daniel Myers, Cincinnati
 Reema Nagpal, Strongsville
 Mohan Krishnan Nair, Solon
 Stephanie Lynne Nalipa, Mentor
Cum Laude
 David George Nash, Somerset
 Ashley Elizabeth Neel, Pickerington
 Evan Hunter Neff, Simpsonville, KY

April 5, 2013 meeting, Board of Trustees

James Patrick Neidinger,
Broadview Heights
Ryan R. Neitzel, Cleveland
Cum Laude
with Honors in Business Administration

Rachel Frieda Newman,
Moreland Hills
Magna Cum Laude
with Honors in Business Administration

Kevin Kane Neyer, Cincinnati
Cheuk Hang Kenneth Ng,
Hong Kong, Hong Kong
Erica Van Ng, Hilliard
Thuy Thi Bich Nguyen,
Columbus
Cum Laude

Vinh Dat Huynh Nguyen,
Memphis, TN
Zachary Clayton Nickell,
Mount Gilead
Franco Dru Nicodemo,
Massillon
Madeline Marie Niemann,
Dublin
Tyler Scott Nofzinger,
Colorado Springs, CO
Kaylina Marise Norton,
Baltimore
Magna Cum Laude

Megan Tierney Nunan, West
Chester
Magna Cum Laude
with Honors in Business Administration

James Daniel O'Brien,
Westlake
Summa Cum Laude
with Honors in Accounting

Matthew Frank O'Donnell,
Norcross, GA
Nicholaus Grant Oberhouse,
Pemberville
Summa Cum Laude
with Honors in Business Administration

Kana Okaniwa, Owariasahi,
Japan
Magna Cum Laude

Michelle Cathrin Olie,
Highland Heights
Regan Kathleen Olivey,
Columbus
Choon Keat Ong, Kuala
Lumpur, Malaysia
Eric Michael Orlosky,
Pittsburgh, PA
Zachery Frank Oswald,
Berkey
Ceylan Ebru OZguner,
Columbus
Kyle William Pacelli, Canton
Brenen James Palma, East
Liverpool
Summa Cum Laude
with Honors in Business Administration

Jie Pan, Hefei, China
Qianwen Pan, Sichuan, China

Melanie Rose Pappas, Avon
Lake
Kangmin Park, Seoul, South
Korea
Kateryna Michelle Parke,
Hilliard
Magna Cum Laude
with Honors in Business Administration

Chelsea Marie Parker,
Delaware
Jordan Russell Parrish,
London
Hannah Jo Patchan, New
Philadelphia
Sonika Amrut Patel, Harrison
Magna Cum Laude
with Honors in Business Administration

Jacob Thomas Patrick,
Tallmadge
Thomas Michael Patterson,
Perrysburg
Jennifer Renee Paulus,
Sidney
Kimberly Ann Pavlescak,
Medina
Cum Laude

Jeffrey Michael Pearce, Elyria
Cory William Pearlman,
Highland Heights
Summa Cum Laude

Anthony Steven Pentz II,
Canton
Magna Cum Laude

Michael Frankie Perez, San
Antonio, TX
Alexis Paige Perlson,
Demarest, NJ
Doireann Mairead Perot,
Lancaster, NY
Alex Jeffrey Perry,
Worthington
Andrew Duy Pham, Toledo
James Matthew Piascik, South
Euclid
Magna Cum Laude
with Honors in Business Administration

Caroline Piasecka, Oslo,
Norway
Magna Cum Laude

Adam Robert Pike, Sagamore
Hills
Abigail Elizabeth Pille,
Cincinnati
Magna Cum Laude

Kevin Anthony Pimental,
Norfolk, MA
Cum Laude

Kelsey Anne Pizza, Sylvania
Magna Cum Laude

Meghan E. Plumly, Grove City
Magna Cum Laude

Martha L. Poitinger, Lebanon
Cum Laude

Gregory Michael Polan,
Novelty
Mary Katherine Polanski,
Dublin

Jacob John Pottschmidt,
Columbus
Cum Laude

Emily Michelle Poynter,
Okeana
Brittany Lauren Pozzani,
Columbus
Adam William Pratt, Dayton
Cum Laude

James David Pretorius,
Franklin
Beth Ann Price,
McCutcherville
Joshua Daniel Price, Bexley
Eric Les Prysock, Cincinnati
Rui Qin, Tangshan, China
Yangcongshui Qiu, Xinxiang,
China
Magna Cum Laude

Xin Qu, Jinan, China
Cum Laude

Alex Michael Quintero, Avon
Lake
Magna Cum Laude
with Honors in Business Administration

Jeffrey R. Rabinovich, Solon
Cum Laude
with Honors in Accounting

David Matthew Raczka,
Broadview Heights
Magna Cum Laude

Marie Christina Ragias,
Zanesville
Jacqueline Renee Ragozine,
Akron
Mary Cecelia Ramage, Bexley
Nicholas Alexander
Ramstetter, Cincinnati
Cum Laude

Rachael Christine Rarey,
Columbus
Robert John Raskin,
Worthington
Kyle Joseph Ratajczak,
Maineville
Michael Jacob Raulston,
Cincinnati
Caleb Robert Redding,
Washington Court House
Cum Laude
with Honors in Business Administration

Alexander Joesph Reed,
Centerville
Kendyl Lauren Reed,
Columbus
Magna Cum Laude

Thomas B. Reed, Pickerington
Magna Cum Laude

Jessica Diane Reitz, Novi, MI
Bobing Ren, Nanjing, China
Brooke Lauren Rethman, Fort
Loramie
Taylor Leigh Reves, Columbus
Magna Cum Laude

Luke Charles Reynolds, Berlin
Thomas James Ricchiuto,
Twinsburg

April 5, 2013 meeting, Board of Trustees

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Cincinnati

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Milford

Kelly Nicole Rieland, Dublin
Cum Laude

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Magna Cum Laude

Leonard Stanley Riepe,
Sandy Springs, GA

Meredith Ann Riesenber,
Cincinnati
Cum Laude

Callie Anne Rini, Centerville
Cum Laude
with Honors in Business
Administration

Jared Kelly Risch, Strongsville

Shawn Thomas Ritchie, Lima

Preston Tyler Ritter, Orwell
Cum Laude

Paige E. Robidoux, Galion
Magna Cum Laude

Taylor Ray Robinson,
Wadsworth

David Marshall Robison,
Hudson

Jillian Lea Rohr, Nova
Cum Laude

Nicholas Blake Roland,
Newton Falls
Cum Laude

Michael Andrew Romero,
Green
Cum Laude

James Levi Rose, Millersport
Magna Cum Laude

Samuel Philip Rosenbaum,
Beachwood
Magna Cum Laude
with Honors in Business
Administration

Nicole Sasha Rosinsky, Great
Neck, NY

Angela Michelle Ross,
Columbus
Cum Laude

Shane Richard Ross,
Columbia Station
Magna Cum Laude
with Honors in Business
Administration

Barry Michael Roth,
Johnstown

Jillian Meryl Rothschild,
Demarest, NJ

John Thomas Rotte, Sylvania

Elise Christina Rowland,
Annapolis, MD

Dale R. Royster, Columbus

Taka Eugene Rozzell, Tokyo,
Japan

Curtis Stanton Rummel, North
Olmsted

Steven Joseph Ruthen,
Jericho

Ethan Lyle Rutman,
Oceanside, NY

Jordan Thomas Rzepka,
Beachwood
Cum Laude

Alexander Gregory Safchuk,
Bethesda, MD
Magna Cum Laude

Ahmad Yusri Bin Sahadi,
Kelantan, Malaysia
Cum Laude

Minula Udara Samarakoon,
Colombo, Sri Lanka

Joshua Paul Samuels, Blue
Ash

Patrick Vincent Saniuk, North
Royalton

Adrian Dwiyanto Santoso,
Jakarta, Indonesia

Alexandra Betty Saraceni,
Batavia, NY

Jessica Anne Sargent,
Beavercreek
Cum Laude

Alyson Lee Sarosy, Walton
Hills
Magna Cum Laude

John Anthony Sarra,
Cincinnati
Magna Cum Laude
with Honors in Business
Administration

Gretchen Elizabeth Sauer,
Warren

Nicole Lee Saul, Pickerington
Summa Cum Laude

Allison Nicole Schefdore, Burr
Ridge, IL

Mitchell Dylan Scher, Solon

Trevor David Schermer,
Whitesboro
Summa Cum Laude

William Anton Schneller III,
Cincinnati

Carlie Lois Schwabe, West
Dundee, IL

Hannah Corinne
Schwieterman, West
Chester

Jamie Michele Scott, Ironton

Luke James Scott, Hudson
Magna Cum Laude
with Honors in Business
Administration

Michael Dean Scott, Lexington

Jason Alan Selzer, Mansfield
Magna Cum Laude

Ji young Seo, Ilsan, South
Korea

Shawn Victor Sesock, Brook
Park

Alexis Elizabeth Sferra,
Chagrin Falls
Cum Laude

Nilam B. Shah, Troy

Habib Michael Shakkour,
Amherst

Jing Shan, Qingdao,
Shandong, China

Michelle Ann Sharkey, West
Chester
Cum Laude

Jacob G. Shaw, Harrod

Yijing Shen, Beijing, China

Brian Bradley Sherman, Jr.,
Columbus

Mark Baxter Sherman,
Westerville
Cum Laude

Spencer Dean Shewbridge,
Medina
Cum Laude

Danni Shi, Ningbo, China
Magna Cum Laude

Fengqi Shi, Columbus

Wei Shi, Beijing, China
Magna Cum Laude

Sang-Ook John Shin,
Strongsville

Shima Shirdelezadeh,
Mashhad, Iran

Matthew Cameron
Shiverdecker, Kettering
Summa Cum Laude
with Honors in Business
Administration

Brandon Christopher Shook,
Findlay

Danielle Rene Short,
Marysville
Cum Laude

Alexander Moore Shriber,
Bath

Rahul Shrivastava,
Hyderabad, India

Kyle Christopher Shucofsky,
Fairview Park

Theodore Mayer Shumaker,
Monclova

Zack J.D. Sidle, Ashland

Andrea Lane Sidwell,
Zanesville
Cum Laude

Kimberly Sara Siegal, Solon
Magna Cum Laude

Erica L. Silbiger, Wyoming
Magna Cum Laude

Eunbin Sim, Busan, South
Korea
Cum Laude

Timothy J. Simmons, Dublin
Cum Laude

Alec Benjamin Simon,
Beachwood
Magna Cum Laude
with Honors in Business
Administration

Grant Samuel Sims, Toledo
Magna Cum Laude

Kelly Athena Sklavounos,
Canton
Cum Laude

Cassandra Ann Slavik,
Westlake
Cum Laude

Alex Max Small, Beachwood

Andi Elizabeth Smith, Canal
Winchester
Cum Laude

Andrew Tyler Smith, Massillon

Kaitlyn Elizabeth Smith,
Westchester, NY

April 5, 2013 meeting, Board of Trustees

Kyla Marie Smith, Galena
Ryan Jacob Smith, Perrysburg
Cum Laude
Corey Patrick Snyder,
Westerville
Magna Cum Laude
with Honors in Business
Administration
Joshua Nathan Solomon,
Pepper Pike
Yang Song, Shijiazhuang,
Hebei, China
Nicholas Mario Spano,
Columbus
David Edward Spaw, Jr.,
Mentor
Grant Alexander Speakman,
Grove City
Lauren Michelle Spiegel,
Westerville
Stephen Robert Spires, Plain
City
Julie Nicole Spizzirri, Loveland
Magna Cum Laude
Matthew Barrett Spohn, Dublin
Michele Christiana Sposit,
Hinckley
Magna Cum Laude
Benjamin Aaron Starr,
Reynoldsburg
Troy Robert Starr, Powhatan
Point
Nicole Catherine Staton,
Dayton
Magna Cum Laude
Michael Robert Staubach,
Cincinnati
Tyler Scott Stauch, Dublin
Samuel Mark Stecher, Mason
Erin Elizabeth Steele, Spring
Green, WI
Cum Laude
Zachary Samuel Stern, Buffalo
Grove, IL
Cum Laude
Drew Allen Stetler, Quincy, MI
Nicholas Robert Stevens,
Galion
Richard Sean Stirsmann,
Terrace Park
Robert John Stock, Columbus
Weston Richard Strayer, Milan
Aaron Joseph Streicker,
Loveland
Tyler Edward Strelecky,
Newark
Erik Allan Strong, Westerville
Kayla Michelle Stucke, Tipp
City
Magna Cum Laude
Vyatas Ignas Stuopis, Canton,
MA
Ashley Brooke Sturgeon,
Broadview Heights
Cum Laude
Ethan Joseph Stykemain,
Defiance
Nan Su, Changshu, Jingsu,
China
Magna Cum Laude
Meryl Priya Sudhakar, Powell
Justin Micah Sullivan,
Louisville, KY
Lisa Marie Sullivan, Hinckley
Cum Laude
Wanyi Sun, Harbin, China
Yiou Sun, Qingdao, China
Zuoqi Sun, Xi'An Shaanxi,
China
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Gregory Svetov, Skokie, IL
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Joseph Daniel Swords,
Columbus
Allen James Sykes, Mansfield
Patrick Cesare Tadolini, St.
Clairsville
Hongchuan Tan, Nanchang,
China
Xue Tan, Suzhou, China
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Kazuo Tanaka, Kaohsiung,
Taiwan, ROC
Angela Tang, Columbus
Ke Tang, Nanjing, China
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Magna Cum Laude
Molly Elizabeth Taylor,
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with Honors in Business
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China
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Yujia Yang, Shijiazhuang,
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Jing You, Wuhan, China
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China
Cum Laude
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China
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Malaysia
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Valley City
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Mahvish Ahmed, Westerville

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B.S. Dent. Hygn.

Magna Cum Laude

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University Moorhead)

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UT
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M.B.A. (Ohio University)

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Sarah Nicole Ford, Galloway
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Chadleo Allan Webb, Hilliard
Cum Laude

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Dean: Cheryl L. Achterberg

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Toledo

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Westerville
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Gahanna
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Gahanna
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Galena
DeVinn Tyler-Dianne Foster,
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Cum Laude
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Versailles
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Paige Noel Freeman, Dublin
Cum Laude
Heather Ann Froimson,
Shaker Heights
Cum Laude
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Kemaman, Malaysia
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Cum Laude

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Meredith Willson, Columbus
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M.A.
Magna Cum Laude

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Columbus
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Sean James Wright, Oxford
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Ann Yackshaw, North Canton
B.A. (University of Notre
Dame)
Summa Cum Laude

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Bachelor's (Miami University
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April 5, 2013 meeting, Board of Trustees

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April 5, 2013 meeting, Board of Trustees

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April 5, 2013 meeting, Board of Trustees

School of Health and Rehabilitation Sciences

Bachelor of Science in Allied Health Professions

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Casey Lee Archer, Hubbard
Summa Cum Laude
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Russell James Bales, Lima
Healy Batton, Carey
Magna Cum Laude
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Melanie Elise Benchic, Fairborn
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Magna Cum Laude
Katlin Grace Birchmeier, Ocean View, NJ
Cum Laude
Allison Taylor Birney, Dover
Summa Cum Laude
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Teresa L. Bloomfield, Lima
Magna Cum Laude
Cassandra Bogdan, Macedonia
Cum Laude
with Honors in Allied Medicine
Russell Everett Bonneville III, Grove City
Summa Cum Laude
with Honors in Allied Medicine
Emily Nicole Boyd, Troy
Magna Cum Laude
Alexander Scott Brandyberry, Mansfield
Cum Laude
Avathar Kaur Brar, Ashland
Summa Cum Laude
Sarah Ann Braun, Chagrin Falls
Eric Anthony Brickner, Ottawa
Magna Cum Laude

Daniel Aaron Brooks, Findlay
Shelby Lynn Brooks, Findlay
Kylie Lee Brown, Mount Blanchard
Magna Cum Laude
Elizabeth Ann Brubaker, Hamler
Alysse Marie Bryson, Akron
Magna Cum Laude
Sarah Rae Buffer, Upper Arlington
Magna Cum Laude
Alexander James Butler, Worthington
Magna Cum Laude
Jennifer Anne Butz, Hilliard
Magna Cum Laude
Chad Clayton Cable, Sidney
Magna Cum Laude
Joshua David Carey, Marion
Magna Cum Laude
Kyle Lynn Carman, Jackson Center
Summa Cum Laude
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Cum Laude
Maria Zuga Catuogno, Cortland
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with Research Distinction in Health Information Management
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Cum Laude
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Holly Choi, Toledo
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Elizabeth Ann DeFauw, Strongsville
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Melissa Kathryn DeMiglio, Wadsworth
Summa Cum Laude
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Magna Cum Laude
Megan Renae Detro, Carmel, IN
Anthony Joseph DiMarino, North Royalton
Cum Laude
with Research Distinction in Medical Dietetics
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Magna Cum Laude
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Magna Cum Laude
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Magna Cum Laude
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Kristen Vienna Duckro, Beavercreek
Magna Cum Laude
with Honors in Allied Medicine
Sean Michael Dugan, Dublin
Stephanie Jenna Dyck, Cincinnati
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April 5, 2013 meeting, Board of Trustees

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Cum Laude

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Magna Cum Laude

Nicholas Peirce Gibson, Shorewood, WI
Cum Laude

Chelsea Lin Giesige, Greendale, WI
Magna Cum Laude

Sarah Elizabeth Ginier, Worthington
Summa Cum Laude
with Honors in Allied Medicine

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Cum Laude

Alec Lang Graham, Dublin

Kenyon Jacob Grand, Trenton
Cum Laude

Katelyn Melissa Greek, Grove City
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Amy Marie Chronister, East Liverpool B.S. (Franciscan University of Steubenville)	Rebecca Lorain Erickson, Paw Paw, IL B.A. (Northwestern University) <i>Magna Cum Laude</i>	Krista Marie Hernon, Wexford, PA B.S.
Michael Frederick Ciepluch, Shaker Heights B.S.	Erin Lynn Ferris, Minnetrista, MN B.S.Env.Nat.Res.	Stacey Virginia Hicks, Huntington, WV B.S. (Marshall University)
Christopher Royce Clark, San Diego, CA B.S. (University of California, Santa Barbara) <i>Magna Cum Laude</i>	Suhrim Fisher, Lebanon B.S. (Florida State University)	Caroline Elizabeth Hilty, Chagrin Falls B.S. (Allegheny College)
Aimee Michelle Clay, Hopedale B.S. (Kent State University)	Brandon Stewart Forshey, Wauseon B.S. (University of Findlay)	Emily R. Hoen, Delta Bachelor's (University of Toledo)
Elizabeth Beckett Coppelman, Alexandria, VA B.S. (University of Florida)	Susanne Cornelia Fouse, Wauseon	Keriann Caitlyn Hurst, Olmsted Falls B.S. (John Carroll University) <i>Summa Cum Laude</i>
Kristen Marie Couto, Columbus B.S. <i>Summa Cum Laude</i>	James Robert Garcia, Westborough, MA	Albert Edward Iwasko, Springsboro B.S. (Wright State University)
Nicole Veronica Cox, Latham, NY	Thomas Andrew Gaydos, Wellington B.S. (Kent State University)	Nicholas Andrew Jew, Temple, TX Bachelor's (University of Texas at Austin)
Sara Lynn Crawford, Youngstown B.S.	Amy Marie Gealy, Suffield	David Anthony Joseph, West Chester B.S.Agr.
Brendan Michael Crowley, Sudbury, MA B.A. (University of Massachusetts Amherst)	Gail Elizabeth Geist, Sharpville, PA	Caitlin Marya Karl, Dover B.S.Agr.
Abigail Marie Curtis, Granville	Heather Michelle Goldstein, Columbus B.S. (University of Michigan, Ann Arbor)	Allison Rose Kenzig, Cleveland B.S.Agr.
Brittany J. Dan, Twinsburg B.S.	Erin Lynne Gray, Avon Lake B.S.Agr.	Hyunmin Kim, New York, NY <i>Magna Cum Laude</i>
Brandon Steven Daugherty, Cincinnati B.S.	Sulani Grindle, Poway, CA	Katharine B. Lewis, Hudson, WI
Daniel Joseph Davis, Cincinnati B.S. <i>Magna Cum Laude</i>	David Eric Grum, Belmont B.S.Agr., M.S.	Kelly Lynn Lewis, Parma B.S. (Wheeling Jesuit University)
	Ana Kay Rings Guimarães, Dothan, AL B.S.Nutrition, B.S.	Leah Anne Lockard, Friendswood, TX
	Brittany Leigh Gulker, Columbus B.S. (University of Findlay)	
	Risa Hanninen, Utica, PA	

April 5, 2013 meeting, Board of Trustees

Caroline Leete Lodge, Sylvania B.S. (University of Wisconsin- Madison)	Mary Jane Orban, Bloomington B.S.Agr., B.S.	Erin Schodorf, Pickerington B.S. (Miami University) <i>Summa Cum Laude</i>
Korrin Lucas, Tyrone, PA	Rebecca Paterik, Mesa, AZ B.S. (University of Arizona)	Charles Francis Schwarten, Willoughby B.S.Env.Nat.Res.
Katherine Lynn Macbride, Claremont, CA B.A. (Occidental College)	Adam Joseph Pendleton, Port Clinton B.S.Agr.	Rebecca A. Schwarze, Akron
Caitlin Rose Malarkey, Pittsburgh, PA	Heather Ann Lucas Penton, Champion B.A. (Hiram College)	Amanda Brooke Sherman, Old Bridge, NJ B.S. (Brandeis University) <i>Summa Cum Laude</i>
Kristen Lee Maul, Westlake B.S.Agr.	Shannon Marie Picking, Dayton B.S.Agr.	Benjamin Michael Shields, Baltimore B.S.
Jolie D. McCutcheon, Java Center, NY B.S. (University of Findlay)	Micha Shay Piraino, Purgitsville, WV B.S. (West Virginia University)	Ashley Diana Shroll, Bucyrus B.S. (Wilmington College)
Michael John Merick, Wintersville B.A.	Megan E. Pozza, Cuyahoga Falls B.S.	Elizabeth K. Shull, Sterling, VA B.S. <i>Summa Cum Laude</i>
Brandon Robert Michels, Uhrichsville	Heather Kristina Preston, Baltimore, MD	Whitney Elizabeth Smith, Indianapolis, IN
Thomas Richard Monto, Maumee B.S.	Drew Meredith Price, Cincinnati B.S.Agr.	Amy Renee Sweet, Mantua B.S. (Kent State University)
Melissa Nau, Jersey Shore, PA B.S. (Pennsylvania State University) <i>Summa Cum Laude</i>	Kristin Marie Pufpaff, Hastings, MI B.S. (Cornell University)	Justin Lee Tank, Graytown B.S. (Wittenberg University)
Joshua Michael Newton, Columbus B.S.Metal.Eng. (Johns Hopkins)	Katherine Rose Quinter, Minster <i>Summa Cum Laude</i>	Debra Lynn Vajda, Broadview Heights B.S. (Case Western Reserve University)
University Center for Talented Youth <i>Summa Cum Laude</i>	Rachel Michelle Rampton, Fairfield B.A. (Miami University)	Sam William Valerius, Hamilton
Matthew Theodore Nicol, Powell B.S. (Ohio Northern University)	Stephen Ralph Reichley, Stow B.S. (University of Findlay)	Ashley Marie Van Scoy, Ashland B.S. (University of Findlay)
Maureen Therese O'Brien, Toledo B.S.Agr.	Kathleen Lynn Rex, Girard Bachelor's (John Carroll University)	Jessica Leigh Vaughan, Seven Hills B.S. (University of Dayton)
Courtney O'Neill, Youngstown M.P.H.	Pilar Alexandra Rivera, El Paso, TX	Laura Elizabeth Vonderhaar, Cincinnati B.S. (Xavier University)
Terry E. Oakes II, Springfield B.S. (University of Findlay)	Dale Kline Roberts, Columbus B.S., M.P.H.	Amanda Wagner, Bluffton B.S. (University of Findlay)
Katherine Diane Onasch, Bowling Green B.S. (Bowling Green State University)	Brittany Rogers, Cincinnati B.S. (Denison University)	Jacob Biggs Wasserman, Milford B.S. (Xavier University)
	Greg Lunau Schmid, Granville B.S. (Otterbein College)	Matthew F. Weeman, Orrville B.S.Agr.
	Katherine M. Schmidt, Dublin B.S.	

April 5, 2013 meeting, Board of Trustees

Nicholas Andrew Werle, New
Richmond
B.S. (University of Tennessee-
Knoxville)

Melissa Anne Wiles, Willard
B.S. (University of Findlay)

Caitlin Elizabeth Wiley,
Leetonia
B.S.Agr.

Ann Marie Woyma, North
Royalton
B.A. (Miami University)

Daniel Judson Yanik, LeRoy,
NY

Kirt Andrew Yant, Medina
B.S. (Spring Hill College)
M.B.A. (University Hawaii)

Maggie Theresa Young,
Cincinnati

Rachel Nichole Young,
Columbus Grove
B.S. (Mount Vernon Nazarene
University)

Kathryn Kendall Zatroch,
Pepper Pike
B.S.Agr.
Jillian F. Zientek, Maumee
B.S.
Magna Cum Laude

Margaret Elizabeth Zink,
Holidaysburg, PA
B.S. (Pennsylvania State
University)

Amanda Joy Zoldak,
Homeworth

(APPENDIX XLIV)

HONORARY DEGREES

Nancy Wilson is among contemporary music's most stylish vocalists. While often crossing over into the pop and R&B markets, she remains best known as a jazz performer, renowned for her work alongside figures including Cannonball Adderley and George Shearing.

Born February 20, 1937, in Chillicothe, OH, Wilson first attracted notice performing the club circuit in nearby Columbus. She quickly earned a reputation among jazz players and fans and was recording regularly by the late '50s, eventually signing to Capitol and issuing LPs that included 1959's "Like in Love" and "Nancy Wilson with Billy May's Orchestra". Her dates with Shearing, including 1960's "The Swingin's Mutual", solidified her standing as a talent on the rise. Her subsequent work with Adderley -- arguably her finest recordings -- further cemented her growing fame and reputation.

In the years to follow, however, Wilson often moved away from jazz, much to the chagrin of purists. She made numerous albums, many of them properly categorized as pop and R&B outings, and toured extensively, appearing with Nat King Cole and Sarah Vaughan as well as with Ruth Brown and LaVern Baker. She hosted her own Emmy-winning variety series for NBC, "The Nancy Wilson Show" and was a frequent guest performer on other programs. Hits of the period included "Tell Me the Truth", "How Glad I Am", "Peace of Mind", and "Now, I'm a Woman". Regardless of how far afield she traveled, Wilson always maintained her connections to the jazz world, and in the 1980s, she returned to jazz with a vengeance, working closely with performers including Hank Jones, Art Farmer, Ramsey Lewis, and Benny Golson. By the 1990s, she was a favorite in the "new adult contemporary" market, her style ideally suited to the format's penchant for lush, romantic ballads. Wilson also hosted the Jazz Profiles series on National Public Radio.

In the early 2000s, she recorded two albums with Ramsey Lewis for Narada (2002's "Meant to Be" and 2003's "Simple Pleasures"). Her 2004 album "R.S.V.P." (Rare Songs, Very Personal) was a blend of straight-ahead jazz and ballads, similar to her next record, 2006's "Turned to Blue", which, like "R.S.V.P.", used a different instrumentalist for each track. In 2005, Capitol released a three-part series to pay tribute to Wilson's contributions to music in the '50s and '60s: "Guess Who I Saw Today: Nancy Wilson Sings Songs of Lost Love", "Save Your Love for Me: Nancy Wilson Sings the Great Blues Ballads", and "The Great American Songbook".

Annie Leibovitz began her career as a photojournalist for *Rolling Stone* in 1970, while she was still a student at the San Francisco Art Institute. Her pictures have appeared regularly on magazine covers ever since. Leibovitz's large and distinguished body of work encompasses some of the most well-known portraits of our time.

Leibovitz's first major assignment was for a cover story on John Lennon. She became *Rolling Stone's* chief photographer in 1973, and by the time she left the magazine, ten years later, she had shot 142 covers and published photo essays on scores of stories, including her memorable accounts of the resignation of Richard Nixon and of the 1975 Rolling Stones tour. In 1983, when she joined the staff of the revived *Vanity Fair*, she was established as the foremost rock music photographer and an astute documentarian of the social landscape. At *Vanity Fair*, and later at *Vogue*, she developed a large body of work - portraits of actors, directors, writers, musicians, athletes, and political and business figures, as well as fashion photographs - that expanded her collective portrait of contemporary life. In addition to her editorial work, she has created several influential advertising campaigns, including her award-winning portraits for American Express and the Gap. She has also collaborated with many arts

April 5, 2013 meeting, Board of Trustees

organizations. Leibovitz has a special interest in dance, and in 1990 she documented the creation of the White Oak Dance Project with Mikhail Baryshnikov and Mark Morris.

Several collections of Leibovitz's work have been published, and exhibitions of her work have appeared at museums and galleries worldwide. She is the recipient of honors, including decoration as a Commandeur in the Ordre des Arts et des Lettres by the French government. In a recent compilation of the 40 top magazine covers of the past 40 years by the American Society of Magazine Editors (ASME), she held the top two spots (#1 for a photograph of John Lennon and Yoko Ono taken for *Rolling Stone* the day Lennon was shot, and #2 for the pregnant Demi Moore in *Vanity Fair*). She is the recipient of the International Center of Photography's Lifetime Achievement Award, ASME's first Creative Excellence Award, the Centenary Medal of the Royal Photographic Society in London, the Los Angeles Museum of Contemporary Art Award to Distinguished Women in the Arts, and the Wexner Prize by the Wexner Center for the Arts at The Ohio State University. She has been designated a Living Legend by the Library of Congress.

Barack H. Obama is the 44th President of the United States, elected in 2008 and reelected in 2012. He is the first African American to hold the office.

With a father from Kenya and a mother from Kansas, President Obama was born in Hawaii on August 4, 1961. He was raised with help from his grandfather, who served in Patton's army, and his grandmother, who worked her way up from the secretarial pool to middle management at a bank.

After working his way through Columbia University with the help of scholarships and student loans, President Obama moved to Chicago, where he worked with a group of churches to help rebuild communities devastated by the closure of local steel plants.

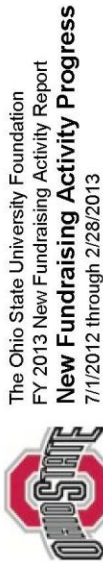
He went on to attend Harvard Law School, where he became the first African-American president of the Harvard Law Review. Upon graduation, he returned to Chicago to help lead a voter registration drive, teach constitutional law at the University of Chicago, and remain active in his community.

President Obama's years of public service are based around his unwavering belief in the ability to unite people around a politics of purpose. In the Illinois State Senate, where he served three terms, he passed the first major ethics reform in 25 years, cut taxes for working families, and expanded health care for children and their parents. As a United States Senator from 2005 to 2008, he reached across the aisle to pass groundbreaking lobbying reform, lock up the world's most dangerous weapons, and bring transparency to government by putting federal spending online. He was named the Nobel Peace Prize Laureate in 2009.

He and his wife, Michelle, are the proud parents of two daughters, Malia, 14, and Sasha, 11.

(APPENDIX XLV)

UNIVERSITY FOUNDATION REPORT



Activity	Goal	% Achieved	7/1/2011 through 2/28/2012	% Change
Outright Gifts and Pledges				
Cash and Securities			\$66,148,350	13.33%
Real Estate			\$2,850,000	-100.00%
Gifts-in-Kind			\$3,522,275	19.96%
Pledges			\$38,364,730	37.70%
Matching Gift			\$979,269	1.34%
Recurring			\$1,784,746	11.42%
Total Outright Gifts and Pledges	\$213,287,753	63.29%	\$113,649,368	18.79%
Planned Gifts				
Irrevocable Planned Gifts			\$4,826,657	-39.54%
Revocable Planned Gifts			\$22,421,073	59.65%
Total Planned Gifts	\$54,321,747	71.27%	\$27,247,730	
Private Grants (OSP)	\$92,390,500	55.39%	\$66,255,680	-22.76%
Total Fundraising Activity	\$360,000,000	62.47%	\$207,152,778	8.56%
	Time Elapsed	66.48%		

The Ohio State University Foundation
 FY 2013 New Fundraising Activity Report
New Fundraising Activity Progress - Unit
 7/1/2012 through 2/28/2013



Unit	Outright Gifts and Pledges	Planned Gifts	OSU Foundation Activity	Private Grants (OSP)	Total Fundraising Activity	Goal	% Achieved
Academic Affairs	\$6,256,731	\$7,237,031	\$13,406,762	\$309,302	\$13,506,064	\$9,017,892	163.08%
Alumni Association	\$860,714	\$970,000	\$1,750,714	\$0	\$1,750,714	\$1,600,000	109.42%
Arts and Sciences (Colleges of the)	\$4,230,849	\$7,162,432	\$11,393,281	\$5,973,607	\$17,366,888	\$24,775,000	70.10%
Athletics	\$33,749,568	\$505,634	\$34,255,193	\$0	\$34,255,193	\$42,000,000	81.56%
Business (Fisher, College of)	\$7,683,502	\$1,623,126	\$9,306,628	\$0	\$9,306,628	\$17,000,000	54.63%
Cancer (James / Solove)	\$27,998,393	\$4,586,770	\$32,585,163	\$7,479,279	\$40,064,442	\$90,000,000	66.73%
Chemistry (College of)	\$685,636	\$37,500	\$723,036	\$93,843	\$816,879	\$2,769,000	29.50%
Education and Human Ecology (College of)	\$1,207,823	\$7,07,887	\$2,005,710	\$973,520	\$2,979,230	\$7,750,815	38.44%
Engineering (College of)	\$11,615,186	\$3,397,190	\$15,012,376	\$15,088,099	\$30,100,475	\$38,024,000	79.18%
Food, Agricultural and Enviro Sciences (College of)	\$6,636,132	\$1,109,748	\$7,745,880	\$5,224,248	\$12,970,128	\$20,651,000	63.13%
Heart (Ross)	\$893,734	\$0	\$893,734	\$2,187,932	\$3,181,666	\$10,277,000	30.96%
Irwin Institute	\$65,050	\$0	\$65,050	\$0	\$65,050	\$1,400,000	4.67%
Law (Michael E. Moritz College of)	\$2,415,095	\$300,000	\$2,715,095	\$100,000	\$2,815,095	\$5,100,000	55.20%
Medical Center (Wexner)	\$4,584,716	\$3,744,128	\$8,328,846	\$4,998,567	\$13,327,412	\$18,748,000	71.08%
Medicine (College of)	\$5,499,996	\$665,079	\$6,165,076	\$1,910,503	\$8,075,579	\$10,400,000	77.66%
Neurosciences	\$4,532,046	\$116,821	\$4,648,866	\$3,634,283	\$8,183,149	\$13,174,000	62.12%
Nursing (College of)	\$341,671	\$346,000	\$687,671	\$295,416	\$983,087	\$1,500,000	65.54%
Optometry (College of)	\$285,630	\$1,492,470	\$1,779,100	\$221,451	\$2,000,551	\$1,843,000	108.53%
OSU Lima	\$411,163	\$0	\$411,163	\$0	\$411,163	\$727,700	56.50%
OSU Mansfield	\$142,098	\$0	\$142,098	\$100,368	\$242,466	\$3,500,000	6.93%
OSU Marion	\$735,924	\$0	\$735,924	\$0	\$735,924	\$1,983,000	46.47%
OSU Newark	\$618,614	\$210,000	\$828,614	\$0	\$828,614	\$331,000	260.34%
Pharmacy (College of)	\$951,816	\$1,07,510	\$959,326	\$564,781	\$1,524,086	\$1,881,000	81.03%
Public Health (College of)	\$263,316	\$0	\$263,316	\$375,805	\$639,121	\$1,333,000	47.96%
Social Work (College of)	\$279,896	\$426,739	\$706,635	\$133,808	\$840,443	\$1,400,000	60.02%
Student Life	\$720,620	\$229,897	\$950,517	\$5,000	\$955,517	\$1,000,000	95.55%
University-wide Fundraising	\$2,639,188	\$2,806,232	\$5,445,420	\$474,382	\$5,919,802	\$35,284,004	16.78%
Veterinary Medicine (College of)	\$2,472,720	\$775,921	\$3,248,641	\$1,121,395	\$4,369,936	\$41,600,000	38.00%
Wexner Center for the Arts	\$2,789,283	\$0	\$2,789,283	\$4,000	\$2,793,283	\$5,760,000	31.81%
Wexner Medicine (College of)	\$2,745,399	\$562,856	\$3,308,255	\$0	\$3,308,255	\$5,750,000	49.01%
WOSU Public Stations	\$134,989,484	\$36,713,077	\$171,702,561	\$51,179,069	\$222,881,630	\$360,000,000	62.47%
Total							66.48%

Time Elapsed

\$360,000,000

\$222,881,630

\$51,179,069

\$171,702,561

\$36,713,077

\$5,919,802

\$3,308,255

\$4,369,936


\$1,121,395

\$41,600,000

\$35,284,004

\$1,524,086

\$1,881,000



 The Ohio State University Foundation
 FY 2013 Philanthropic Receipts Report
Philanthropic Receipts
 7/1/2012 through 2/28/2013

	7/1/2012 through 2/28/2013	7/1/2011 through 2/28/2012	% Change
Outright Gift Receipts			
Cash and Securities	\$77,939,690	\$68,912,010	13.10%
Gifts-in-Kind	\$4,225,477	\$3,522,275	19.96%
Real Estate	\$0	\$2,850,000	-100.00%
Outright Gift Receipts	\$82,165,166	\$75,284,284	9.14%
Pledge Receipts	\$60,035,569	\$58,858,699	2.00%
Planned Gift Receipts			
Revocable Planned Gifts	\$5,754,891	\$7,717,456	-25.43%
Irrevocable Planned Gifts	\$2,918,002	\$4,826,657	-39.54%
Planned Gift Receipts	\$8,672,894	\$12,544,112	-30.86%
Private Grant (OSP) Receipts	\$51,179,069	\$66,255,680	-22.76%
Philanthropic Receipts Total	\$202,052,698	\$212,942,776	-5.11%



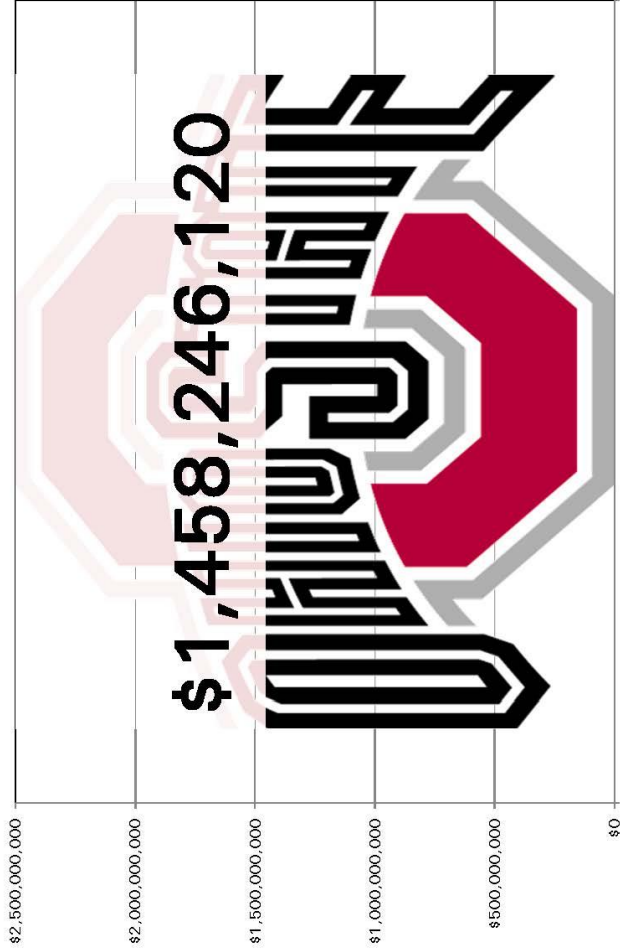
The Ohio State University Foundation
But for Ohio State Campaign

Dashboard Report

1/1/2009 through 2/28/2013 = \$1,458,246,120

**BUT FOR
OHIO
STATE**

I. Campaign Progress





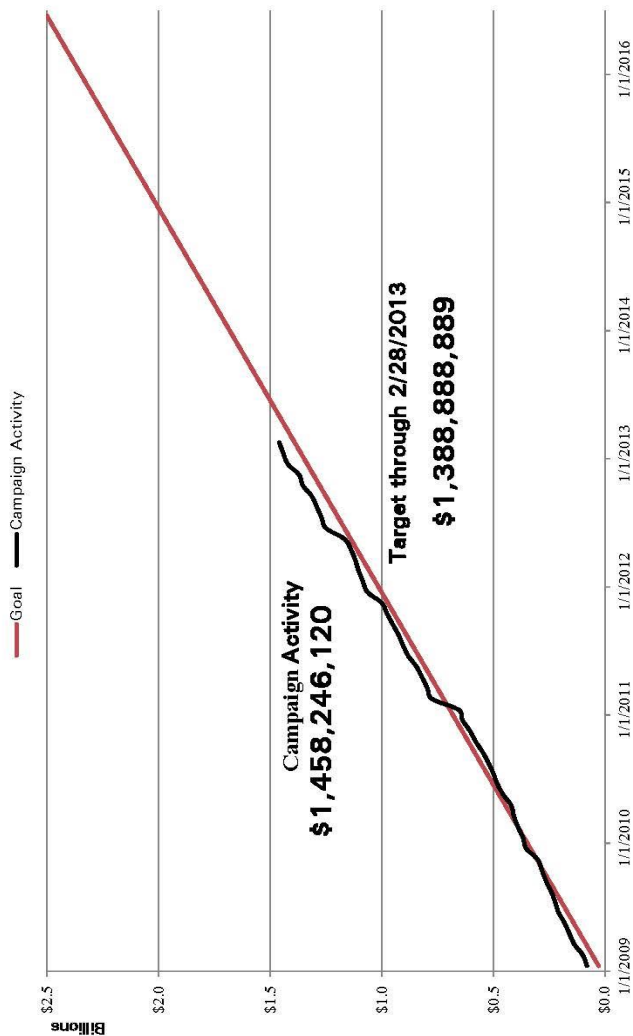
The Ohio State University Foundation
But for Ohio State Campaign

Dashboard Report

1/1/2009 through 2/28/2013 = \$1,458,246,120



II. Campaign Progress

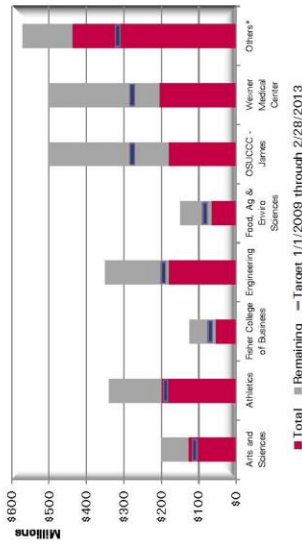




**BUT FOR
OHIO
STATE**

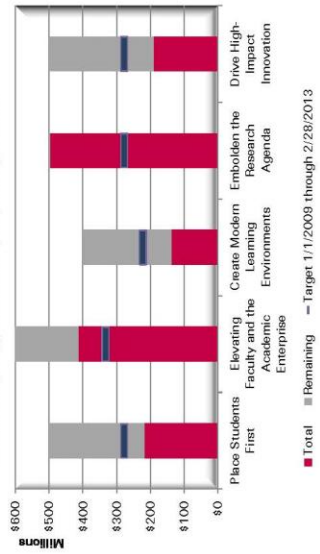
The Ohio State University Foundation
But for Ohio State Campaign
Dashboard Report
1/1/2009 through 2/28/2013 = \$1,458,246,120

III. Campaign Activity by Unit

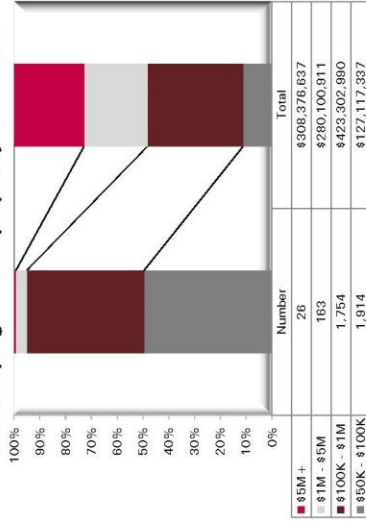


* Includes undesignated portion of Wexner gift

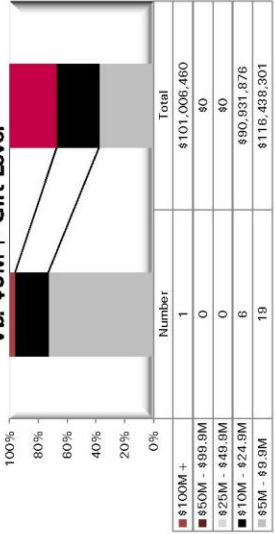
IV. Campaign Activity by Objective



Va. Campaign Activity by Major Gift Level



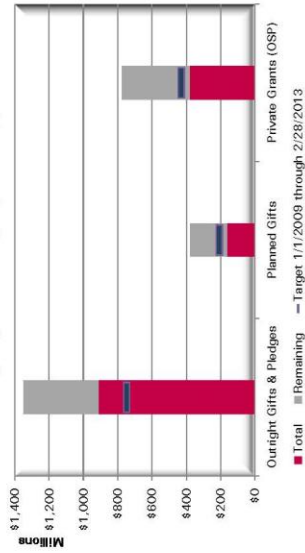
Vb. \$5M+ Gift Level



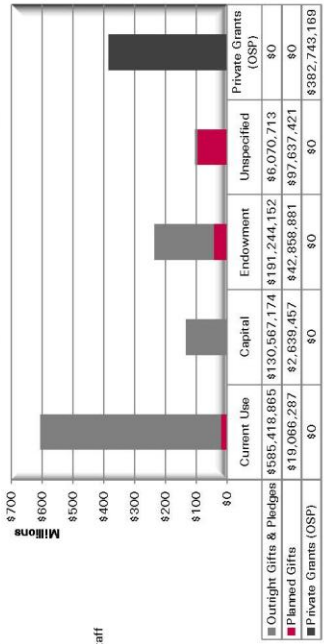


BUT FOR OHIO STATE
 The Ohio State University Foundation
Bar for Ohio State Campaign
Dashboard Report
 1/1/2009 through 2/28/2013 = \$1,458,246,120

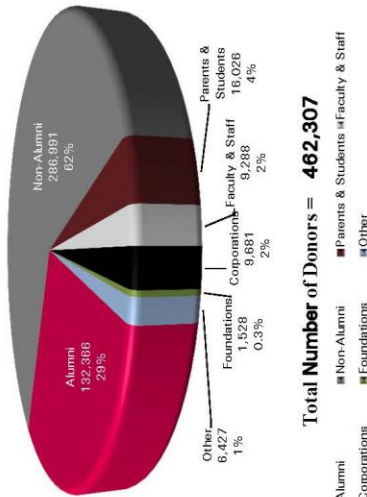
VII. Campaign Activity by Gift Type



VIII. Campaign Activity by Fund Type



VI. Campaign Donors by Type



Total Number of Donors = 462,307

If an individual donor fits multiple types they are only counted in the highest level in the hierarchy listed below

Donor Type Hierarchy	Level
Alumni	1
Parents	2
Faculty & Staff	3
Student	4
Non-Alumni	5



The Ohio State University Foundation
 But for Ohio State Campaign
Campaign Progress Pyramid
 1/1/2009 through 2/28/2013 = \$1,458,246,120



		Needed	Actual	Goal	Actual
Donors	48	26	\$650,000,000	\$302,076,637	
Grants	0	1	\$0	\$6,300,000	
Total	48	28	\$650,000,000	\$308,376,637	
		\$5M +			
Donors	198	133	\$364,803,167	\$228,869,066	
Grants	43	30	\$70,196,843	\$51,131,846	
Total	237	163	\$426,000,000	\$280,100,911	
		\$1M- \$5M			
Donors	1,281	1,021	\$361,698,728	\$289,302,130	
Grants	1,765	733	\$388,403,374	\$164,000,880	
Total	3,038	1,764	\$750,000,000	\$423,302,980	
		\$100K- \$1M			
Donors	1,624	836	\$108,890,812	\$61,178,984	
Grants	2,080	979	\$141,106,188	\$65,936,463	
Total	3,703	1,814	\$250,000,000	\$127,117,337	
		\$50K- \$100K			
Donors	184,569	362,278	\$248,636,429	\$213,976,236	
Grants	17,491	10,883	\$176,364,571	\$106,372,011	
Total	202,060	373,161	\$425,000,000	\$318,348,246	
		\$0- \$50K			
Donors	187,705	364,392	\$1,713,928,124	\$1,076,602,951	
Grants	21,389	12,898	\$768,073,676	\$382,743,168	
Total	209,078	376,988	\$2,800,000,000	\$1,466,246,120	
		Total			

Note: Donor Counts Reflect Number of Constituent Households

April 5, 2013 meeting, Board of Trustees

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
<u>Change in Description of Named Endowed Fund</u>		
The Julius Skestos and Diana Skestos Chair in Urology		
<u>Closure of Designated Professorship</u>		
Thomas H. Patrick Free Enterprise Designated Professorship		
<u>Establishment of Named Endowed Professorship</u>		
The Harry T. Mangurian, Jr. Foundation Professorship in Business (Established June 18, 2010, with gifts from The Harry T. Mangurian, Jr. Foundation, Inc.; used to provide salary and research support for a professor in business at the Max M. Fisher College of Business who demonstrates achievement in the area of teaching excellence, as well as across multiple dimensions in at least one of the following areas: high quality scholarly research, synthesization of the theoretical work of others, application of research to executive education, and interaction with the corporate community. The required funding level for a professorship was met, and the name and description are being revised April 5, 2013.)	\$1,065,668.38	\$1,000,000.00
The Gerald S. Kakos, MD and Thomas E. Williams, Jr., MD, PhD Professorship (Established on April 6, 2012, with gifts given in honor of Thomas E. Williams MD from Gerald Kakos MD; used for a professorship position in the Division of Cardiac Surgery in the Department of Surgery. The required funding level for a professorship was met, and the name and description are being revised April 5, 2013.)	\$1,001,286.00	\$1,000,000.00
<u>Establishment of Named Endowed Funds</u>		
The Wexner Center Program Endowment Fund (Is being established April 5, 2013, with a gift from Leslie H. and Abigail S. Wexner and The Wexner Family Charitable Fund; used by the director of the Wexner Center for the Arts for the Center's artistic and educational programming.)	\$15,000,000.00	\$15,000,000.00
The Richard G. Koch Alzheimer's Research Endowment Fund (Is being established April 5, 2013, with a gift from Richard G. Koch through the Planned Giving Foundation made possible by direction from his sons, Richard F. Koch and Kenneth R. Koch; used to support medical research on Alzheimer's disease in the Division of Cognitive Neurology in the Department of Neurology.)	\$1,000,150.00	\$1,000,000.00

April 5, 2013 meeting, Board of Trustees

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment *</u>
The McCoy Family Scholarships Fund in Honor of Jeanne Bonnet McCoy (Is being established April 5, 2013, with gifts from Mr. John McCoy, Ms. Jane McCoy, and Ms. Virginia B. McCoy; used to provide two additional scholarships at the current Presidential Scholarship level for undergraduate students attending the Columbus campus.)	\$750,000.00	\$1,500,000.00
The Charles Magee Adams Scholarship Fund (Is being established April 5, 2013, with an estate gift from Charles Magee Adams; used to provide room, board, and tuition for blind students.)	\$521,102.45	\$520,000.00
The Captain Jonathan D. Grassbaugh Veterans Project Fund (Is being established April 5, 2013, with gifts from Jenna Grassbaugh; used to provide free legal services to veterans on certain legal matters.)	\$256,855.01	\$250,000.00
The Daniel H. and Louise Ann Lease Swimming Athletic Scholarship Fund (Is being established April 5, 2013, with a gift from Dan and Jacqueline Lease; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the men's or women's swimming team.)	\$150,000.00	\$501,000.00
The William H. Saunders MD Fund in Otolaryngology (Is being established April 5, 2013, with gifts given in honor of Dr. Saunders from alumni, faculty, colleagues, and friends of otolaryngology, including Otolaryngology Head and Neck Physicians, LLC; used to support activities and programs in otolaryngology that foster innovation and excellence, or strengthen special initiatives to include, but not limited to: research, training, education, patient care, and faculty development.)	\$107,250.00	\$500,000.00
Tom Jackson Memorial Scholarship Fund (Is being established April 5, 2013, with a gift from David and Claire Jones; used to provide a scholarship to a student who graduated from a high school within the city limits of Youngstown, Ohio.)	\$104,357.59	\$100,000.00
Richard L. and Hazel M. Spetka Memorial Scholarship Fund (Is being established April 5, 2013, with gifts from Dr. Lawrence and Mrs. Christine Spetka; used to provide scholarship support to Ohio State students from Lucas or Knox County regardless of campus or major.)	\$64,527.50	\$100,000.00

April 5, 2013 meeting, Board of Trustees

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
<p>The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn and the Emma C. Doran Families Endowed Scholarship Fund (Is being established April 5, 2013, with gifts from Thomas L. Mountain and Richard C. Mountain; used to provide renewable scholarships, not to exceed eight semesters, to students who intend to study in the School of Environmental and Natural Resources or the Colleges of Business (Fisher), Law (Moritz), Optometry, Dentistry, Medicine, Veterinary Medicine, Education and Human Ecology, or Engineering. First preference shall be given to honorably discharged servicemen or servicewomen from Lawrence County, Ohio; second preference shall be given to honorably discharged servicemen or servicewomen from the 32-county area of Ohio Appalachia; and third preference shall be for any honorably discharged serviceman or servicewoman from Ohio.)</p>	\$60,968.96	\$50,000.00
<p>Stan K. Doty DDS '80 Fund in Dentistry (Is being established April 5, 2013, with gifts from Dr. Stan Kevin Doty; used equally to support two purposes in the College of Dentistry – the College's Leadership Fund and the W. Postle Scholarship Fund.)</p>	\$50,319.36	\$50,000.00
<p>The Sue and Walt Bailey Endowed Scholarship Fund (Is being established April 5, 2013, with gifts from Sue and Walt Bailey; used to support at least two scholarships of equal amounts to be awarded annually to (1) an undergraduate student majoring in food science and nutrition; and (2) an undergraduate student majoring in agriscience education, with preference given to students from Ross County, Ohio, then those from Ohio, then Arizona, then California, and additional preference given to students who do not receive federal student aid grants. Qualified applicants will have demonstrated academic achievement and involvement in student organizations.)</p>	\$50,000.00	\$950,000.00
<p>The D. Fred Bovie Welding Engineering Endowed Scholarship Fund (Is being established April 5, 2013, with a gift from Mrs. Marian Lou Evans Bovie in memory of her late husband, Fred; used to provide scholarships for undergraduate welding engineering students.)</p>	\$50,000.00	\$50,000.00
<p>The Tom and Jean Francis Family Endowed Scholarship Fund (Is being established April 5, 2013, with a gift from Thomas M. Francis; used to provide scholarships for undergraduate students with financial need who reside in Allen County and attend The Ohio State University at Lima, with preference given to students majoring in communications.)</p>	\$50,000.00	\$50,000.00+

April 5, 2013 meeting, Board of Trustees

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
The Susie Gehring Gudenkauf Art Scholarship Fund in Painting and Drawing (Is being established April 5, 2013, with a gift from Jeffrey Gudenkauf in honor of his wife, Susie Gehring Gudenkauf; used to provide talent-based scholarships for undergraduate students with a major in the department of art, concentrating in the area of painting and drawing.)	\$50,000.00	\$150,000.00
The Jeffrey S. Limes Scholarship Fund (Is being established April 5, 2013, with an estate gift from Janet S. Limes; used to provide scholarships for students enrolled in the Michael E. Moritz College of Law.)	\$50,000.00	\$150,000.00
Harry E. Pukay-Martin Endowment Fund in Pathology (Is being established April 5, 2013, with a gift from Harry E. Pukay-Martin and OSU Pathology Services LLC; used to support the education, training, and research projects of residents and fellows in the Department of Pathology.)	\$50,000.00	\$50,000.00+
Fred B. Thomas MD Lectureship Endowment Fund (Is being established April 5, 2013, with a gift from Teresa Jean Thomas in memory of her husband Fred B. Thomas, and additional gifts from colleagues, medical residents, and fellows; used to support a lectureship program and its affiliated activities in the Division of Gastroenterology, Hepatology, and Nutrition in the Department of Internal Medicine, to be known as the Dr. Fred B. Thomas Lectureship in Gastroenterology.)	\$50,000.00	\$50,000.00+
The Jeanette Zupancic Memorial Scholarship Fund in Child Welfare (Is being established April 5, 2013, with gifts from Dr. Judith C. Eggers; used to provide an annual scholarship in memory of Jeanette Zupancic to a student enrolled in the College of Social Work, with preference given to candidates focusing on child welfare.)	\$50,000.00	\$50,000.00
Dr. Milap Nahata Distinguished Lecture Series Fund (Is being established April 5, 2013, with gifts from friends, family, and colleagues of Dr. Milap Nahata; used to establish a distinguished lecture series bringing presenters to the College of Pharmacy to speak about the current and future of clinical pharmacy research, education, or practice.)	\$26,490.00	\$25,000.00+
Sue L. Mayer Unrestricted Endowed Fund (Is being established April 5, 2013, with gifts from Sue L. Mayer; used at the discretion of the associate provost and director of The Women's Place.)	\$25,119.69	\$66,000.00
The Mary Hayes Hemmer Scholarship Fund (Is being established April 5, 2013, with gifts from Mary Hayes Hemmer; used to support undergraduate students majoring in science and/or mathematics education, or whose coursework has an emphasis in either area.)	\$25,125.00	\$25,000.00

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	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
Helen Tussing Creed and Fred F. Creed III Endowed Fund for Consumer Sciences Education Program (Is being established April 5, 2013, with gifts from Helen Tussing Creed and Fred F. Creed III; used to support programs in consumer sciences education for the purpose of teacher preparation and licensure to teach grades 7 through 12 in Ohio schools.)	\$25,025.00	\$25,000.00+
Evelyn and Ed Erlanger Scholarship Fund (Is being established April 5, 2013, with gifts from Ed L. Erlanger and Evelyn Bice Erlanger; used to provide scholarship support to students enrolled in the College of Education and Human Ecology, with first preference given to students from Hamilton Township in Franklin County, Ohio who are studying elementary education; second preference given to students from any township in Franklin County, Ohio who are studying elementary education; and third preference given to any student from Hamilton Township in Franklin County, Ohio.)	\$25,000.00	\$25,000.00
<u>Change in Name of Named Endowed Funds</u>		
From: The Lawrence L. Mankoff Memorial Endowed Scholarst Fund		
To: The Lawrence L. and Rita Mankoff Endowed Scholarst Fund		
From: Pierre Zoelly Travel Scholarship Fund		
To: Pierre Zoelly and William Riat Travel Scholarship Fund		
<u>Change in Description of Named Endowed Funds</u>		
The Hazen and Anna Jane Hildebolt Preble County Scholarst Fund		
The Jim and Nancy Patterson Endowment Fund		
TOTAL	\$20,659,244.94	

*Reflects gifts received as of February 27, 2013.

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The Julius Skestos and Diana Skestos Chair in Urology

The Julius Skestos and Diana Skestos Chair in Urology was established on September 17, 2010, by the Board of Trustees of The Ohio State University, with gifts from George A. Skestos and OSU Urology, LLC, and with support from the College of Medicine. The description is being revised on April 5, 2013.

The annual distribution from this fund shall be used for an endowed chair position in the Department of Urology in support of a nationally recognized urologist faculty member undertaking clinical, educational, and research activities in the field of urology. The chair holder shall be appointed by the Board of Trustees of The Ohio State University as recommended by the chair of the Department of Urology, and 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 donors, as well as the academic and research standards of the University.

In the event that an individual has not been appointed and the position is temporarily vacant while recruitment efforts are underway, the annual distribution from this fund may be used at the department chair's discretion and in consultation with the dean of the College of Medicine to advance clinical, educational, and research activities in the field of urology, and to cover recruitment expenses.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Urology, or dean of the College of Medicine and the senior vice president for Health Sciences.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Board of Trustees. In making this alternate designation, the Board shall seek advice from a representative of the donors and the chair of the Department of Urology, in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

Thomas H. Patrick Free Enterprise Designated Professorship

The Thomas H. Patrick Free Enterprise Designated Professorship was established on April 6, 2012, by the Board of Trustees of The Ohio State University. The fund is being closed on April 5, 2013.

The Harry T. Mangurian, Jr. Foundation Professorship in Business

The Harry T. Mangurian, Jr. Foundation Professorship Fund in Business was established June 18, 2010, 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 Harry T. Mangurian, Jr. Foundation, Inc. The required funding level for a professorship was met, and the name and description are being revised April 5, 2013.

The annual distribution from this fund shall be used to provide salary and research

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support for a professorship in business at the Max M. Fisher College of Business. The Harry T. Mangurian, Jr. Foundation Professor will demonstrate achievement in the area of teaching excellence, as well as across multiple dimensions in at least one of the following areas: high quality scholarly research, synthesization of the theoretical work of others, application of research to executive education, and interaction with the corporate community. The dean of the Max M. Fisher College of Business may use the position to recruit a new faculty member or to reward an outstanding faculty member in the academic department of the dean's choice. Appointment to the Harry T. Mangurian, Jr. Foundation Professorship in Business shall be recommended by the College's dean to the executive vice president and provost, and approved by the University's 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 donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, should one be available, and from the dean of the Max M. Fisher College of Business.

The Gerald S. Kakos, MD and Thomas E. Williams, Jr., MD, PhD Professorship

The Gerald S. Kakos, MD and Thomas E. Williams, Jr., MD, PhD Professorship Fund was established on April 6, 2012, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Gerald Kakos MD (BA Anatomy 1964; MD 1967) of Columbus, Ohio; also given in honor of Thomas E. Williams MD (MS Medical Biochemistry 1963; MD 1963). The required funding level for a professorship was met, and the name and description are being revised April 5, 2013.

Dr. Kakos continued his medical training at Ohio State in the Department of Surgery's internship and residency program from 1967-1973. He joined its faculty as assistant professor (1973-1979); served as associate professor (1979-1984); and as clinical associate professor (1984-2008), including the leadership role of interim division chief for Thoracic Surgery (1984-1986). He became faculty emeritus in 2008.

Dr. Williams completed his residency training at The Ohio State University Hospitals (1964-1970); served as instructor (1968-1970); joined the faculty as assistant professor of Surgery (1970-1975); became associate professor (1975-1983); served as assistant medical director of Emergency Services (1972-1976); and served as interim division chief for Cardiothoracic Surgery in 1997. Since 1983, Dr. Williams has been a clinical associate professor in the Department of Surgery.

The annual distribution from this fund will be used for a professorship position in the Division of Cardiac Surgery (Division) in the Department of Surgery (Department). The professorship holder shall be appointed by the Board of Trustees of The Ohio State University, as recommended by the chair of the Department and the dean of the College of Medicine (College), in consultation with the director of the Division, director of the OSU Heart and Vascular Center (Center), and the senior vice president for Health Sciences. The activities of the professorship 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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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, the chair of the Department, and the dean of the College, in consultation with the director of the Division, the director of the Center, and the senior vice president for Health Sciences.

The Wexner Center Program Endowment Fund

The Wexner Center Program Endowment Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Leslie H. (BS 1959, DRH 1986) and Abigail S. Wexner, and The Wexner Family Charitable Fund.

The annual distribution from this fund shall be used by the director of the Wexner Center for the Arts for the Center's artistic and educational programming.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Wexner Center for the Arts.

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

It is the desire of the donors that the endowment established herein should benefit the Wexner Center for the Arts and University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors (if possible), the director of the Wexner Center, and the Wexner Center Foundation Board of Trustees.

The Richard G. Koch Alzheimer's Research Endowment Fund

The Richard G. Koch Alzheimer's Research Endowment Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Richard G. Koch (MS 1947) and Ruth H. Koch through the Planned Giving Foundation, made possible by direction from his sons, Richard F. Koch of Loveland, Ohio, and Kenneth R. Koch of Los Alamos, New Mexico.

The annual distribution from this fund shall support medical research on Alzheimer's disease in the Division of Cognitive Neurology in the Department of Neurology, with a

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focus on (but not limited to) current and emerging priorities or promotion of interdisciplinary, diverse, collaborative research projects. Allocations shall be made at the recommendation of the director of the division in consultation with the chair of the department, the dean of the College of Medicine, and the senior vice president for Health Sciences. Support may cover costs such as: supplies or equipment; lab space; conference, travel, or publishing costs related to research or educational purposes; research awards to fellows; technology; personnel or for other activities required for quality medical research.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from a representative of the donor, the chair of the Department of Neurology, the dean of the College of Medicine, and the senior vice president for Health Sciences.

The McCoy Family Scholarships Fund in Honor of Jeanne Bonnet McCoy

The McCoy Family Scholarships Fund in Honor of Jeanne Bonnet McCoy was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mr. John McCoy (DRH 1993), Ms. Jane McCoy, and Ms. Virginia B. McCoy.

The annual distribution from this fund shall be used to provide two additional scholarships at the current Presidential Scholarship level for undergraduate students attending the Columbus campus. Recipients shall be selected by the Office of Enrollment Services and shall be known as *Jeanne Bonnet McCoy Presidential Scholars*. If, in the future, the Presidential Scholarship no longer exists, the fund shall be used to support the University's preeminent academic recruiting scholarships in an effort to continue attracting the best and brightest students.

Donors anticipate a 50% match for this gift from the University. The matching money will be placed in the Long-Term Investment Pool to create a separate but parallel fund. The annual distribution from this fund shall be used by the Office of Enrollment Services to award a third Presidential Scholarship. The recipient shall be known as a *Jeanne Bonnet McCoy Presidential Scholar*. If, in the future, Presidential Scholarships no longer exist, then this fund shall be used to support the University's preeminent academic recruiting scholarships in an effort to continue attracting the best and brightest students.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended

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purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors (if possible), the director of University Honors & Scholars, and the Office of Enrollment Services.

The Charles Magee Adams Scholarship Fund

The Charles Magee Adams Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Charles Magee Adams (BA 1915).

The annual distribution from this fund shall be used to provide room, board, and tuition for blind students at The Ohio State University. Recipients shall be selected by Student Financial Aid in consultation with the Office of Student Life. The selection process shall take into consideration funds available to blind students from other sources.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Student Financial Aid, in consultation with the Office of Student Life.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from The Office of Student Life.

The Captain Jonathan D. Grassbaugh Veterans Project Fund

The Captain Jonathan D. Grassbaugh Veterans Project Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Jenna Grassbaugh.

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The annual distribution from this fund shall be used to provide free legal services to veterans on certain legal matters. Services shall be provided by students at the Michael E. Moritz College of Law, under attorney supervision.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the Michael E. Moritz College of Law.

The Daniel H. and Louise Ann Lease Swimming Athletic Scholarship Fund

The Daniel H. and Louise Ann Lease Swimming Athletic Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dan (MBA 1974) and Jacqueline Lease from Fremont, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the men's or women's swimming team and is pursuing an undergraduate degree at The Ohio State University. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of the Department of Athletics.

The William H. Saunders MD Chair Fund in Otolaryngology

The William H. Saunders MD Chair Fund in Otolaryngology was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the

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guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from alumni, faculty, colleagues, and friends of otolaryngology, including Otolaryngology Head and Neck Physicians, LLC; and given in honor of Dr. William H. Saunders and his faculty career and leadership in the Department of Otolaryngology (assistant professor to professor, 1954-1999; acting chairman and chairman, 1961-1984; emeritus, 1999).

The annual distribution from this fund shall support activities and programs in otolaryngology that foster innovation and excellence, or strengthen special initiatives to include, but not limited to: research, training, education, patient care, and faculty development. Allocation of funds shall be approved by the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences and the chair of the Department of Otolaryngology.

The endowment shall be revised to a professorship or chair should the endowment principal reach \$1 million or \$2 million, respectively, by October 31, 2017. After October 31, 2017, the endowment principal must reach the minimum funding level at that time to be revised to a professorship or a chair. As a professorship or a chair, the fund shall support a nationally or internationally recognized physician faculty member in the Department of Otolaryngology. The professorship or chair holder shall be appointed by the Board of Trustees of The Ohio State University, as recommended and approved by the dean of the College of Medicine and by the senior vice president for Health Sciences. The activities of the professorship or chair holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors, as well as the academic and research standards of the University.

The annual distribution may support the salary, benefits, and research work of the appointee. Allocation of the annual distribution shall be approved by the dean of the College of Medicine in consultation with the senior vice president for Health Sciences and with the chair of the Department of Otolaryngology.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors and the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences and the chair of the Department of Otolaryngology.

Tom Jackson Memorial Scholarship Fund

The Tom Jackson Memorial Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from David (BS 1971, MA 1972) and Claire Jones.

The annual distribution from this fund shall be used to provide a scholarship to a

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student who graduated from a high school within the city limits of Youngstown, Ohio. The scholarship is available to any Ohio State student regardless of campus or major, and is portable and transferable if campus or major changes. The scholarship is renewable for up to four years as long as the student remains in good standing with the University. Scholarship recipients shall be selected by Student Financial Aid.

This endowment is eligible for a four-year annual distribution match as outlined in The Ohio Scholarship Challenge, beginning the fiscal year following authorization from the Board of Trustees. Per the request of the donor, the University will use the funds match to increase the award amount.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for agricultural administration and the director of Student Financial Aid. University funds used for the endowment distribution match are not eligible to be reinvested in the fund's principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of Student Financial Aid.

Richard L. and Hazel M. Spetka Memorial Scholarship Fund

The Richard L. and Hazel M. Spetka Memorial Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Lawrence and Mrs. Christine Spetka of Ottawa Hills, Ohio.

The annual distribution from this fund shall support the University's most urgent scholarship needs as determined by Student Financial Aid. The scholarship(s) is available to Ohio State students from Lucas or Knox County regardless of campus or major, and is portable and transferable if campus or major changes. Scholarship recipients shall be selected by the director of Student Financial Aid. The scholarship(s) is renewable for up to four years, as long as the recipient(s) remains in good standing with the University.

The fund shall receive a four-year endowment distribution match as outlined in The Ohio Scholarship Challenge, formerly the 88 County Campaign; this match shall be used to increase the award amount.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Student Financial Aid. University funds used for the endowment distribution match are not eligible to be reinvested in the fund's principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of Student Financial Aid.

**The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn
and the Emma C. Doran Families Endowed Scholarship Fund**

The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn and the Emma C. Doran Families Endowed Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Thomas L. Mountain (BS 1967) and Richard C. Mountain (BS 1975).

This fund is established in memory of the Mountain, Linn, Doran, Burns, and Taylor families. It is the hope of the donors that at some future date, the scholarship recipient(s) would be motivated to support this scholarship or establish a new endowed scholarship. These gifts would serve as an appreciation for The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn and the Emma C. Doran Families Endowed Scholarship Fund, and would honor the words of Coach Woody Hayes in his March 14, 1986, commencement address, "Hard work, tough decisions, teamwork, family values, and paying ahead will help to change this world and make it a better place. And I have no idea, but that you have the attitude and the capacity and the ability here to go on and help make this a greater world."

The annual distribution from this fund shall provide renewable scholarships, not to exceed eight semesters, to a student(s) who intends to study in the School of Environmental and Natural Resources, or the Colleges of Business (Fisher), Law (Moritz), Optometry, Dentistry, Medicine, Veterinary Medicine, Education and Human Ecology, or Engineering. First preference shall be given to honorably discharged servicemen or servicewomen from Lawrence County, Ohio. Second preference shall be given to honorably discharged servicemen or servicewomen from the 32-county area of Ohio Appalachia. Third preference shall be for any honorably discharged serviceman or servicewoman from Ohio. In all cases, preference shall be given to the student(s) who demonstrates scholastic achievement and leadership ability with skills of effective writing, public speaking, and interpersonal skills, if it is possible to evaluate said skill sets. Scholarship recipients will be selected by Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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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 the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Thomas L. Mountain or Richard C. Mountain, if possible, and the director of Student Financial Aid.

Stan K. Doty DDS '80 Fund in Dentistry

The Stan K. Doty DDS '80 Fund in Dentistry was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Stan Kevin Doty (BA 1977, DDS 1980).

The annual distribution from this fund shall equally support two purposes in the College of Dentistry – the College's Leadership Fund (#308642) and the W. Postle Scholarship Fund (#205822).

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Dentistry.

The Sue and Walt Bailey Endowed Scholarship Fund

The Sue and Walt Bailey Endowed Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Sue (BS 1961) and Walt Bailey of Surprise, Arizona.

The annual distribution from this fund shall be used to support at least two scholarships of equal amounts to be awarded annually to (1) an undergraduate student majoring in food science and nutrition; and (2) an undergraduate student majoring in agriscience education. Preference shall be given to students from Ross County, Ohio, then those from Ohio, then Arizona, then California. Preference shall be given to students who do not receive federal student aid grants. Qualified applicants will have demonstrated academic achievement and involvement in student organizations. The scholarship may be awarded to the same students in successive years, not to exceed four years, provided the students remain in good academic standing and are progressing toward their degrees. Scholarship recipients shall be selected by respective scholarship selection committees in the departments of Food Science and Technology, and

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Agricultural Communication, Education, and Leadership in accordance with guidelines and procedures established by the dean of the college or his/her designee and in consultation with Student Financial Aid.

It is the donors' intent for the scholarship to be awarded to two students, i.e., to one student in each major. If, in any given year, the amount of the endowment distribution is greater than the tuition and fees of the primary scholarship recipients, additional scholarships of equal or lesser amounts may be awarded to other students who meet the scholarship's criteria.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Food, Agricultural, and Environmental Sciences.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean of the College of Food, Agricultural, and Environmental Sciences.

The D. Fred Bovie Welding Engineering Endowed Scholarship Fund

The D. Fred Bovie Welding Engineering Endowed Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Mrs. Marian Lou Evans Bovie, in memory of her late husband, Fred (BS 1953).

D. Fred Bovie "Fred" was born in a small town in southern Ohio. Fred's personal integrity and common sense lead him to achieve great successes in the academic and international business world. Fred was the recipient of the American Welding Society's Honorary Membership Award and received the Distinguished Alumni Award for Ohio State's College of Engineering. As President and Chief Executive Officer of ESAB, Inc., the North American subsidiary of ESAB International of Sweden, Fred was responsible for manufacturing, sales, and distribution in the United States, Canada, Mexico, and Korea. Like Horatio Alger, Fred overcame adversity with perseverance and moral principles and was an inspiration to his friends, colleagues, and employees to achieve the own personal goals.

The annual distribution from this fund shall provide scholarships for undergraduate welding engineering students. Recipients shall be selected by the chair of the Materials Science and Engineering department, in consultation with the dean of the College of Engineering and Student Financial Aid.

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The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Engineering, in consultation with the chair of Materials Science.

The Tom and Jean Francis Family Endowed Scholarship Fund

The Tom and Jean Francis Family Endowed Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Thomas M. Francis (BA 1956).

The annual distribution from this fund shall be used to provide scholarships for undergraduate students with financial need who reside in Allen County and attend The Ohio State University at Lima, with preference given to students majoring in communications. Scholarship recipients shall be selected by the dean of The Ohio State University at Lima, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean and director of The Ohio State University at Lima.

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The Susie Gehring Gudenkauf Art Scholarship Fund in Painting and Drawing

The Susie Gehring Gudenkauf Art Scholarship Fund in Painting and Drawing was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Jeffrey Gudenkauf (BS 1969), in honor of his wife, Susie Gehring Gudenkauf.

The annual distribution from this fund shall be used to support one or more undergraduate students with a major in the department of art, concentrating in the area of painting and drawing. The award will be based on talent, and the scholarship recipient(s) will be recommended by a faculty portfolio review committee and selected by the chair of the Department of Art, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Art.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the chair of the Department of Art.

The Jeffrey S. Limes Scholarship Fund

The Jeffrey S. Limes Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Janet S. Limes.

The annual distribution from this fund shall provide scholarships for students enrolled in the Michael E. Moritz College of Law. Scholarship recipients shall be selected by the College's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Michael E. Moritz College of Law.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the Michael E. Moritz College of Law.

Harry E. Pukay-Martin Endowment Fund in Pathology

The Harry E. Pukay-Martin Endowment Fund in Pathology was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Harry E. Pukay-Martin of Worthington, Ohio, and from OSU Pathology Services LLC of Columbus, Ohio, given in honor of Harry E. Pukay-Martin and his career in the Department of Pathology (1989 through 2012).

The annual distribution from this fund shall support the education, training, and research projects of residents and fellows in the Department of Pathology, as approved by the dean of the College of Medicine, in consultation with the chair of the Department of Pathology and the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean, in consultation with the department chair.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice of the donor (or his representative) and the dean of the College of Medicine, in consultation with the chair of the Department of Pathology and the senior vice president for Health Sciences.

Fred B. Thomas MD Lectureship Endowment Fund

The Fred B. Thomas MD Lectureship Endowment Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Teresa Jean (Teri) Thomas of Dublin, Ohio, given in memory of her husband, Fred B. Thomas, MD (BA 1962, MD 1965; residency training in Internal Medicine; chief resident, 1968-1969; fellowship in Gastroenterology, 1969-1971). Additional gifts were given by colleagues, medical residents, and fellows who worked with or under Dr. Thomas during his career in the Division of Gastroenterology (1973-2011), during which he served as division director (1974-1999; 2006-2011).

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The annual distribution from this fund shall support a lectureship program and its affiliated activities in the Division of Gastroenterology, Hepatology, and Nutrition, in the Department of Internal Medicine, to be known as the Dr. Fred B. Thomas Lectureship in Gastroenterology. Allocation shall be made at the recommendation of the division director, and approved by the department chair, in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director or chair.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Teresa Jean Thomas (if possible), the chair of the Department of Internal Medicine, and the dean of the College of Medicine, in consultation with the senior vice president for Health Sciences.

The Jeanette Zupancic Memorial Scholarship Fund in Child Welfare

The Jeanette Zupancic Memorial Scholarship Fund in Child Welfare was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Judith C. Eggers (BS 1962, PhD 1982).

The annual distribution from this fund shall provide an annual scholarship in memory of Jeanette Zupancic, to a student enrolled in the College of Social Work, with preference given to candidates focusing on child welfare. Scholarship recipients shall be selected by the College's dean, in consultation with Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, students who are single mothers.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Social Work.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the

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original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Social Work.

Dr. Milap Nahata Distinguished Lecture Series Fund

The Dr. Milap Nahata Distinguished Lecture Series Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, and colleagues of Dr. Milap Nahata.

The annual distribution from this fund shall be used to establish a distinguished lecture series bringing presenters to the College of Pharmacy to speak about the current and future of clinical pharmacy research, education, or practice. Expenditures shall be approved by the College's dean.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Pharmacy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and the dean of the College of Pharmacy.

Sue L. Mayer Unrestricted Endowed Fund

The Sue L. Mayer Unrestricted Endowed Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Sue L. Mayer.

The annual distribution from this fund shall be used at the discretion of the associate provost and director of The Women's Place.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the associate provost and director of The Women's Place.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the

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original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the associate provost and director of The Women's Place.

The Mary Hayes Hemmer Scholarship Fund

The Mary Hayes Hemmer Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mary Hayes Hemmer (BS 1961).

The annual distribution from this fund shall support undergraduate students majoring in science and/or mathematics education, or whose coursework has an emphasis in either area. Scholarship recipients shall be selected by the College's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Education and Human Ecology.

Helen Tussing Creed and Fred F. Creed III Endowed Fund for Consumer Sciences Education Program

The Helen Tussing Creed and Fred F. Creed III Endowed Fund for Consumer Sciences Education Program was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Helen Tussing Creed (BS in HE 1944) and Fred F. Creed III, from Millersport, Ohio.

The annual distribution from this fund shall be used to support programs in consumer sciences education for the purpose of teacher preparation and licensure to teach grades 7 through 12 in Ohio schools, as recommended by the chair of the Department of Consumer Sciences and approved by the dean of the College of Education and Human Ecology.

In the event that The Ohio State University should no longer support a Consumer Science teacher education program then the fund will be transferred to the Helen Tussing Creed Fund and that fund's name will be changed to the Helen Tussing Creed

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and Fred F. Creed III Fund.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from both the donors, should they be alive, and the dean of the College of Education and Human Ecology.

Evelyn and Ed Erlanger Scholarship Fund

The Evelyn and Ed Erlanger Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Ed L. Erlanger (BS 1968, MA 1971) and Evelyn Bice Erlanger (BS 1969, MA 1975).

The annual distribution from this fund shall provide scholarship support to students enrolled in the College of Education and Human Ecology. First preference shall be given to students from Hamilton Township in Franklin County, Ohio, who are studying elementary education. Second preference shall be given to students from any township in Franklin County, Ohio, who are studying elementary education. Third preference shall be given to any student from Hamilton Township in Franklin County, Ohio. Recipients shall be selected by the College's dean in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean of the College of Education and Human Ecology.

The Lawrence L. and Rita Mankoff Endowed Scholarship Fund

The Lawrence L. Mankoff Memorial Endowed Scholarship Fund in the College of Engineering 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 the family of Lawrence L. Mankoff (BS 1948). The name is being revised April 5, 2013.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to commemorate Lawrence L. Mankoff, through a scholarship for undergraduate students in the College of Engineering. The recipient(s) shall demonstrate academic excellence and a financial need. First priority will be given to students majoring in engineering physics, and second priority will be given to students majoring in electrical engineering. The final selection will be made by the dean of the College of Engineering, in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the College in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board, in consultation with the dean of Engineering, in order to carry out the desire of the donors.

Pierre Zoelly and William Riat Travel Scholarship Fund

The Pierre Zoelly Travel Scholarship Fund was established November 3, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Barbara Josephine Zoelly, Bill Riat (BS 1973), Sheila Riat, and friends in memory of Pierre Zoelly. The name is being revised on April 5, 2013.

Pierre, a Swiss architect, was probably the first Ohio State faculty member to think of the modern movement in terms of an entirely new approach to architectural education. His ideas and his personality brought a new dimension to the program, challenging many faculty members to think of architecture in ways different from that to which they were accustomed.

The annual distribution from this fund shall be used to support a scholarship for a student in the Austin E. Knowlton School of Architecture participating in one of the school's travel programs. Scholarship recipients will be selected by the Architecture section head and the director of the Knowlton School of Architecture, in consultation with the architecture faculty 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 director of the Knowlton School of Architecture, in consultation with the section head of Architecture. 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 Hazen and Anna Jane Hildebolt Preble County Scholarship Fund

The Hazen and Anna Jane Hildebolt Preble County Scholarship Fund was established June 5, 1987, by the Board of Trustees of The Ohio State University, with gifts to The Ohio State University Development Fund from William M. Hildebolt (BS 1966 Food Technology, MS 1967, PhD 1969 Horticulture) and his wife, Sandra, in honor of William's parents. The description is being revised on April 5, 2013.

The annual distribution from this fund shall be used equally to provide scholarships to students in the College of Food, Agricultural, and Environmental Sciences, and in the College of Education and Human Ecology. Each college may award one or more scholarships. Eligible students must be in their first year at their respective colleges, and demonstrate outstanding scholastic achievement and leadership potential through extra-curricular activities. First preference shall be given to students from Eaton High School in Preble County, Ohio. If there are no eligible students from Eaton High School, then second preference shall be given to students from Preble County, Ohio, and third preference shall be given to students from the contiguous Ohio counties of Butler, Darke, and Montgomery. The financial need of prospective students may be considered.

Recipients shall be selected by the scholarship selection committee in each college, in accordance with guidelines approved by the respective dean, and in consultation with Student Financial Aid. The scholarship may be awarded to the same students in successive years, not to exceed four years, provided the students remain in good academic standing and are progressing toward their degrees.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the respective deans.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donors, if possible, and the dean of the College of Food, Agricultural, and Environmental Sciences, and the dean of the College of Education and Human Ecology.

The Jim and Nancy Patterson Endowment Fund

The Jim and Nancy Patterson Endowment Fund in the College of Food, Agricultural, and Environmental Sciences was established March 3, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from James F. Patterson (BS Horticulture 1964) and Nancy W. Patterson (BS Education 1963) of Chesterland, Ohio. The description was revised October 29, 2009. The description is being revised again on April 5, 2013.

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One-half of the annual distribution from this fund shall go to the income distribution fund of the Pat and Bobby Moser Scholars Fund to support the greatest need of the Pat and Bobby Moser Scholars Program each year, and one-half of the annual distribution shall be applied to the principal of the Ohio 4-H Foundation Fund to assist in the continued growth of the fund.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the vice president for agricultural administration and dean for the College of Food, Agricultural, and Environmental Sciences.

(APPENDIX XLVI)

Memorandum of Agreement

by and between
UNIVERSITY DEVELOPMENT STRATEGIES, INC.
and
THE OHIO STATE UNIVERSITY

THIS MEMORANDUM OF AGREEMENT ("Agreement") is entered into as of this _____ day of _____, 2013, by and between The Ohio State University ("University") and University Development Strategies, Inc. ("AFFILIATE").

WHEREAS, AFFILIATE was organized and incorporated in the State of Ohio as a not-for-profit corporation for charitable, religious, educational or scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code 1986, including but not limited to the following:

- (i) advance, encourage and promote the industrial, economic, residential, commercial and civil development of the areas surrounding or connected to the campuses of The Ohio State University and its affiliates and enhance the academic environment of the University;
- (ii) provide real estate strategies based upon the financial analysis of potential real estate projects so as to optimize value for the University;
- (iii) stimulate investment in the real estate connected to the University by providing real-world advice in a way that meets the needs of the University, faculty, staff, students, community members and business partners; and
- (iv) engage in any activity for which corporations may be formed under the nonprofit law of Ohio;

WHEREAS, the University was organized in 1870 as an instrumentality of the State of Ohio and serves as Ohio's flagship research university, employing thousands of Ohioans;

WHEREAS, the University, seeks to advance, encourage and promote the industrial, economic, commercial and civic development of the areas surrounding and connected to the University;

WHEREAS, AFFILIATE is an affiliated entity of the University;

WHEREAS, the University has a vital interest in and recognizes the value and contributions of each of the University's affiliated entities;

WHEREAS, the University's Board of Trustees adopted a Policy on Affiliated Entities in June, 2008;

WHEREAS, pursuant to the Policy on Affiliated Entities, the University and AFFILIATE wish to memorialize their relationship;

WHEREAS, this Agreement is intended to set forth policies and procedures that will contribute to the coordination of the Parties' mutual activities:

NOW THEREFORE, In consideration of the mutual commitments herein contained, the parties agree as follows:

Article I

AFFILIATE Support of University Policy on Affiliated Entities Guiding Principles

AFFILIATE acknowledges and affirms that as an affiliated entity of the University, it supports the following guiding principles of the Policy on Affiliated Entities:

1. The creation and activities of affiliates must promote, sponsor, or complement educational, scientific, research, charitable, health-care related, or cultural activities for the benefit of the University or one or more of its units.
2. To promote a more proactive relationship with affiliates, the University's relationship with each affiliate will be memorialized through a memorandum of agreement.
3. Affiliates will be monitored by the Board of Trustees through a regular reporting process.
4. Affiliates shall provide for at least one University representative with full voting rights on its governing board.
5. Affiliates must use sound fiscal and accounting procedures.
6. Affiliates must be managed in a manner consistent with their own enabling documents and the University's purpose, mission, and procedures, as specifically set forth in this policy.
7. Affiliates must adhere to high standards of ethics and conflicts of interest.
8. The University's relationship with an affiliate is not necessarily intended to be perpetual, and relationships with affiliates will be examined at least every five years to determine whether the affiliate/relationship will be continued or whether a sunset provision is appropriate.

AFFILIATE and the University affirm that this Agreement is intended to implement the principles with respect to AFFILIATE.

Article II

University/AFFILIATE Relationship

- A. Corporate Status of AFFILIATE. AFFILIATE is a separate non-profit corporation incorporated in the State of Ohio, with plans to be exempt from federal income tax under Internal Revenue Code § 501(c)(3). AFFILIATE shall take all actions necessary to achieve and maintain this status.
- B. General Governance Responsibilities. The University's Board of Trustees is responsible for: (1) overseeing the mission, leadership, and operations of the University; (2) setting priorities and long-term plans for the University; (3) the performance and oversight of all aspects of operations of the University; and (4) the employment, compensation, and evaluation of all University employees, including the President.

AFFILIATE'S Board of Directors is responsible for: (1) the control and management of all assets of AFFILIATE; (2) the performance and oversight of all aspects of its operations based on a comprehensive code of regulations.

These lists of responsibilities are not meant to be exhaustive or exclusive.

- C. Liability. The University and AFFILIATE acknowledge that each is a separate entity and agree that neither will be liable, nor will be held out by the other as liable, for any of the other's contracts, torts, or other acts or omissions, or those of the other's trustees, directors, officers, members, staff, or activity participants.

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- D. Legal Representation. AFFILIATE shall retain its own legal counsel. The University's Office of Legal Affairs will advise any University officials involved in AFFILIATE within the scope of their employment.
- E. Discernable Identity. All correspondence, solicitations, activities, and advertisements concerning AFFILIATE shall be clearly discernable as being from AFFILIATE and not from the University alone, unless done on behalf of and with written consent from the University. Any use of University marks will be governed by Article VI, Section D of this Agreement.
- F. Primary Contacts. For the purposes of this Agreement and until changed by the University President, the primary University contact for AFFILIATE shall be the Senior Vice President for Administration & Planning.

Article III Governance

- A. Directors. Affiliate shall have a Board of Directors consisting of seven directors, three (3) directors appointed by the University and four (4) non-University appointed community members. The University directors who will serve on AFFILIATE's Board of Directors as enumerated in AFFILIATE's Business Plan will be ex officio directors and will consist of the following University representatives: (i) the Senior Vice President and Chief Financial Officer, (ii) the Senior Vice President, Administration and Planning and (iii) the Senior Vice President and General Counsel. These directors shall be referred to in this agreement as "UNIVERSITY Directors."
- B. Appointment of Chair. The Chair of the AFFILIATE Board of Directors shall be elected annually by the AFFILIATE Board members in a formal vote, in accordance with the AFFILIATE Code of Regulations.
- C. Reserve Powers. The Code of Regulations of AFFILIATE shall retain the existing additional quorum requirement that the UNIVERSITY Directors vote in the affirmative to approve the following acts and transactions:
 - a. Amendment of the Articles or the Code of Regulations;
 - b. Adoption of the annual and multi-year operating and capital budgets and business plans;
 - c. Approval of material unbudgeted expenditures, except for those directly reimbursable by a third party;
 - d. Adoption of strategic plans;
 - e. Exercise of any powers the corporation may have as a member, shareholder, partner or otherwise of another corporation, limited liability company, partnership, joint venture or other organization;
 - f. Dissolution or liquidation;
 - g. Merger, consolidation or other form of business combination or reorganization;
 - h. Sale, lease, mortgage or other disposition of a material amount of the assets or business of the corporation or share, membership or control interests of another entity;
 - i. Dissolution and any distribution of assets upon dissolution;
 - j. Incurrence of debt or assumption or guarantee of debt, including contingent or conditional debt, in excess of \$100,000 in the aggregate at any one time;
 - k. Becoming a material investor, partner, member, associate, or participant in any other enterprise or venture whether for profit or nonprofit;
 - l. Formation of a subsidiary; or
 - m. Election of public directors.

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The affirmative votes of the University Directors shall be duly recorded in the minutes of AFFILIATE's Board of Directors for approval of these items to be effective.

- D. Disposition of Assets Upon Dissolution. AFFILIATE'S governing documents shall include a provision requiring that in the event of its dissolution, the assets of AFFILIATE shall be distributed to The Ohio State University based on the University's share of financial contribution.
- E. Audit Committee. AFFILIATE shall establish an audit/finance committee of no less than two members who shall report to the AFFILIATE Board of Directors. At least one member shall be independent of AFFILIATE and the University.
- F. Written Policies. The Board of Directors of AFFILIATE shall adopt written policies for ethics, conflicts of interest, whistleblowers, and other such policies. At AFFILIATE'S request, the University shall provide templates for each policy for the Board of Directors' consideration.
- G. Insurance. Officers and staff members of AFFILIATE shall be bonded as appropriate in amounts to be determined by the Board of Directors of AFFILIATE. General liability insurance and directors' and officers' liability insurance shall be obtained in amounts determined by the Board of Directors to be reasonable and appropriate.

Article IV

Financial Transactions and Accounting Practices

- A. Audit. AFFILIATE shall have an annual audit conducted by an independent certified public accountant. A copy of the audit report, management comments, and management's response shall be made available to the University upon request.
- B. Inspection of Books. With the AFFILIATE Board of Directors' approval, which shall not be unreasonably withheld, the University President or his/her designee may inspect and audit AFFILIATE books and records at reasonable times.
- C. Accounting System. AFFILIATE shall have in place an accounting system to assure financial activities are carried out and reported in accordance with generally accepted business and accounting practices.
- D. Cost Recovery, Generally. The University is entitled to recover its costs incurred for personnel, use of facilities, or other services provided to AFFILIATE; AFFILIATE is entitled to recover costs incurred for personnel, use of facilities, or other services provided to the University. Such cost recovery shall be in accordance with a separate agreement entered into by the University and AFFILIATE.
- E. Transactions Between University and AFFILIATE. Transactions between the University and AFFILIATE shall meet the normal tests for ordinary business transactions, including proper documentation and approvals. Transactions exceeding \$250,000 in goods and/or services shall be memorialized in a separate agreement. Special attention shall be given to avoiding direct or indirect conflicts of interest between the University and AFFILIATE and those with whom AFFILIATE does business.
- F. IRS Requirements. In accordance with IRS regulations governing tax exempt organizations, no substantial part of the activities of AFFILIATE shall consist of carrying on propaganda, or otherwise attempting to influence

legislation, or participating or intervening in any political campaign or on behalf of any candidate for public office.

- G. Payments to University Employees. No salaries, consulting fees, loans, or perquisites shall be paid to a University employee by AFFILIATE without the prior written approval of the University President or his/her designee. Compensation plans for University employees which set a defined rate or percentage payment may be submitted for approval annually in lieu of specific dollar amounts.
- H. Transfer of Assets. Any transfer of assets by the University to AFFILIATE, or by AFFILIATE to the University, for management or investment shall be formalized in a separate Agreement so the fiduciary requirements of the respective governing boards are complied with and to assure, among other things, that any restrictions governing the future disposition of funds are observed.
- I. Major Financial Events. AFFILIATE shall notify the University President or his/her designee, at the earliest possible date, of any proposed purchase or sale of real estate and any material debt to be incurred for permanent or working capital, and coordinate its efforts with those of the University and other affiliates.
- J. Purchasing and Procurement. AFFILIATE shall adopt and observe the following guidelines governing its purchasing and procurement of goods and services:
 - 1. AFFILIATE is not required to comply with the University Board of Trustees policy on purchasing. However, AFFILIATE may deem it advisable and appropriate to employ competitive practices in procuring goods and services. AFFILIATE should also adopt a policy promoting minority business development.
 - 2. AFFILIATE shall not purchase goods and services on behalf of any University unit with the expectation of reimbursement from that unit, because such a transaction may conflict with the University Board of Trustees policy on purchasing. Goods and services may be purchased by affiliates as a gift for the University subject to the normal review and approval for gift acceptance.

Article V Personnel Policies

AFFILIATE shall adopt the following guidelines governing the appointment, compensation, and retention of its personnel:

- A. Non-discrimination. AFFILIATE shall not discriminate on the basis of age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status. Notwithstanding these requirements, AFFILIATE'S programs that exist primarily for the disbursement of funds to members of a minority class, such as scholarship funds, may restrict eligibility on that basis to the extent authorized by law. In determining cases of discrimination it is not sufficient to look merely to the articles of incorporation or code of regulations of AFFILIATE; actual practices and operations also are relevant.
- B. Appointment and retention. The appointment and re-appointment of the chief executive officer ("AFFILIATE executives") shall be subject to approval of the AFFILIATE Board and memorialized in an appropriate letter of appointment.

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Prior to approval, the AFFILIATE Board shall notify the University President regarding the proposed or conditional appointment and/or re-appointment.

- C. Compensation. Except for any OSU Employees, the AFFILIATE shall set compensation standards annually, including salary ranges and fringe benefits, for all AFFILIATE staff. Compensation plans for staff which set a defined rate or percentage payment may be submitted for approval annually in lieu of specific dollar amounts.

Article VI Support Provided by University

- A. Services. Upon AFFILIATE'S request, the University may make administrative services available to aid AFFILIATE in its management and operation. As applicable, these services may include, but are not limited to:
1. IT support;
 2. Access to the University's financial systems to receive, disburse, and account for funds held. With respect to transactions processed through the University's financial system, AFFILIATE shall comply with the University's financial policies and procedures;
 3. Accounting services to include: monthly cash disbursements and receipts, accounts receivable and payable, bank reconciliation, monthly reporting and analysis, auditing, payroll, and budgeting;
 4. Central University services such as dining services, printing services, parking and transportation, and facilities management.
- B. Facilities. AFFILIATE is eligible to use the University's facilities, subject to availability and applicable policies and charges.
- C. University Marks. University hereby grants AFFILIATE a non-exclusive right to use the University Marks specifically related to, and necessary for, its business operations and provision of services. AFFILIATE shall not assign the University Marks, or use them for any other purposes unless approved in writing by the University Office of Trademark and Licensing.

Article VII Terms of the Memorandum of Agreement

- A. Periodic Meetings. To ensure effective and continuing implementation and achievement of the terms of this Agreement, the primary contacts shall hold periodic meetings to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities.
- B. Amendment and Modification. No amendment or modification of this Agreement shall be effective against either party unless such amendment or modification is set forth in writing and signed by both parties. It is understood and agreed that some proposed changes to this Agreement may require approvals from both the AFFILIATE Board of Directors and the University Board of Trustees.
- C. Term. The term of this Agreement shall commence on the date on which both parties sign the memorandum and continue until the Agreement is terminated pursuant to the terms contained herein.
- D. Termination. Either party may, upon 90 days prior written notice to the other, terminate this Agreement.

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- E. Severability. In the event that any provision of this agreement shall be illegal or otherwise unenforceable, such provision shall be severed, and the balance of the Agreement shall continue in full force and effect.

IN WITNESS WHEREOF, the parties have caused this Memorandum of Agreement to be executed by their duly authorized officers as of the day and date first above written.

The Ohio State University

Geoffrey S. Chatas
Senior Vice President for Business and Finance and CFO

University Development Strategies, Inc.

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The Ohio State University

University Development Strategies, Inc.

I. Executive Summary

The Ohio State University (sometimes referred to herein as the "University") is among the largest in the nation, and its core campus sits only miles from downtown Columbus. The physical structures on Ohio State's campus support its academic mission and help improve the quality of life for students, faculty and staff. The physical world beyond its borders is also critical to the success of the University. Strong neighboring communities are necessary for Ohio State to continue to attract the brightest students and faculty from across the country and to retain its position as a top public university. The future of Ohio State and the future of Columbus are connected.

University Development Strategies, Inc. ("UDS") grows out of a belief that proper real estate planning and development is a key component to a successful University community and to revitalization and economic growth in areas surrounding and connected to Ohio State. UDS will be a knowledgeable real estate advisor that understands the fundamental economics of real estate and how to optimize its value. UDS's expertise will enable it to develop conceptual strategies which will advance, encourage and promote the industrial, economic, residential, commercial and civil development of the areas surrounding or connected to the campuses of The Ohio State University and its affiliates and enhance the academic environment of the University. Having healthy, attractive and economically diverse environments will be a benefit to the University and to the State of Ohio at large.

II. Objective

The primary objective of University Development Strategies, Inc. is to promote the planning and development of the communities surrounding the University by providing planning and financial expertise and providing real world advice in a way that meets the needs of the University, faculty, staff, students, community members and business partners. Accordingly, in its initial two years, UDS intends to develop an achievable, economically viable strategy for mixed-use development in at least one key area surrounding Ohio State's campuses. Each strategy will include conception, feasibility, market analysis, financing, planning and design.

III. Business Plan Summary

Operations and Staffing

University Development Strategies, Inc. will be an Ohio not-for-profit corporation that is organized for charitable, religious, educational or scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code 1986. UDS will be a significant interest affiliate of The Ohio State University and will sign a Memorandum of Agreement with Ohio State pursuant to the Policy on Affiliated entities adopted by the University in June of 2008. A form of the expected Memorandum of Agreement to be signed is attached hereto as Exhibit A. UDS will have a board of directors comprised of seven (7) directors, three (3) of whom will be appointed by the University (the "University Directors") and four (4) of whom will be elected by a majority vote of the directors (the "Community Directors"). The University Directors will be ex officio directors and will consist of the following University representatives: (i) the Senior Vice President and Chief Financial Officer, (ii) the Senior Vice President, Administration and Planning and (iii) the Senior Vice President and General Counsel.

UDS shall employ a manager or director who has an expertise in real estate planning. It is expected the UDS will contract for specialty expertise in planning and property acquisition. It is anticipated that all other operational and management services may be provided through an agreement with Ohio State's office of Planning and Real Estate ("PARE"). Under this agreement, PARE will provide Real Estate and Planning professionals and support staff to help fulfill the objective of UDS, including, but not limited to, research regarding case studies and best practices, demographics and

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market analysis, zoning analysis, traditional real estate and planning services, coordination with area partners, and coordination with local agencies and authorities. UDS will pay for these services based upon fair market terms.

Funding, Revenue and Expenses

University Development Strategies, Inc. will be funded by gifts, donations, University funding and other outside resources. The University may be an initial contributor to UDS. In the future and subject to obtaining the necessary approvals from the board of directors of UDS, UDS could have the ability to create revenue generating subsidiaries and activities which will offset its operation and management costs.

It is estimated that UDS will require approximately \$1,500,000 in funding over the first three years to support its mission. This estimate includes the compensation of the manager or director, the management services agreement with University staff support, which includes approximately 1.5 FTE of PARE staff annually, and other associated operational costs. The estimate also includes third-party professional and consulting fees expected to be incurred during that time period.

The chart below depicts envisioned revenue, expenses, and net income for University Development Strategies, Inc. through the end of FY2015.

	<u>FY2013 – Projected</u>	<u>FY2014 – Projected</u>	<u>FY2015 – Projected</u>
Total Funding Sources	500,000	500,000	500,000
Total Expenses	500,000	500,000	500,000
Net Income	0	0	0
Operating Balance	0	0	0

IV. Risks to the University

The primary risk the creation of this affiliate poses to Ohio State is reputational. The purpose of the entity is to advance the mission and objectives of Ohio State, but it is not controlled by Ohio State. The risk of Community Directors making statements or taking actions inconsistent with the positions of Ohio State is possible, but poses little to no financial.

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EXHIBIT A

Form of Memorandum of Agreement

(Immediately Following)

(APPENDIX XLVII)

Project Data Sheet for Board of Trustees Approval

Newark – Science and Technology Building

OSU-130377

Project Location: Science and Technology Building (new)

N/A ASF / N/A GSF

- **approval requested and amount**
professional services \$1.6M

- **project budget**
construction w/ contingency \$20.0M
professional services \$2.3M
other costs (comm., moving, equipment) \$2.2M
total project budget \$25.0M

- **funding sources**
state appropriations; OSUN general funds; COTC general funds

- **project schedule**
design/bidding 05/13 – 10/14
construction 10/14 – 10/15

- **project scope**
 - o this project will construct an approximately 60,000 GSF building that will contain biological and physical sciences labs, classrooms and academic support space
 - o it will be used by OSU Newark and Central Ohio Technical College

- **project status and update**
 - o approval is requested to enter into professional services contracts
 - o at this time only \$1.6M is available which will cover pre-design and design phase/preconstruction services for the A/E and CM at Risk



- **project team**
University project manager: Rick Van Deusen
A/E: tbd
CM at Risk: tbd

Project Data Sheet for Board of Trustees Approval

Street and Bridge Maintenance

OSU-110215

Project Location: N/A

approval requested and amount	
prof services/construction	\$7.6M
project budget	
construction w/ contingency	\$6.6M
professional services	\$1.0M
<hr/>	
total project budget	\$7.6M



- funding sources**
university debt; TTM auxiliary funds; OIT auxiliary funds; Student Life auxiliary funds; FAES general funds

project schedule	
design/bidding	03/11 – 04/14
construction	08/11 – 08/14

- Framework context**
 - o this project is consistent with the Framework principles to improve existing campus infrastructure and provide for future growth
- project scope**
 - o this project will upgrade streets and bridges around campus
 - o the areas included in this project are Defiance Drive; Bevis Hall/Scott Hall/Pressey Halls area; Neil Avenue rebuild from Pomerene Hall to South Oval Drive; Hagerty Drive; 18th Avenue from Tuttle Park Place; Service Annex Drive A from Kenny Road to the Refuse Station; Herrick Drive bridge; and Woody Hayes Drive from Olentangy River to Herrick Drive
 - o this project is included in the FY13-FY17 Capital Plan
- project status and update**
 - o approval is requested to enter into professional services and construction contracts

project team		
University project manager:	Kevin Koesters	
A/E:	American	
major contractors:	Columbus Asphalt (general)	\$1.7M
	Trucco Construction (general)	\$0.5M

April 5, 2013 meeting, Board of Trustees

(APPENDIX XLVIII)

**THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES
FINANCE COMMITTEE**

April 4, 2013

TOPIC:

Differential Instructional Fee for the Graduate Minor – Business in Health Sciences

CONTEXT:

The purpose of this report is to recommend approval of a differential instructional fee and non-resident fee for the Graduate Minor – Business in Health Sciences, effective Summer Term 2013.

BACKGROUND:

The Council on Academic Affairs approved this program in December 2012. The focus of the program is on business in the health sciences, and the program will be marketed to students seeking degrees in Dentistry, Medicine, Nursing, Optometry, Pharmacy, and Veterinary Medicine. The purpose of this minor is to provide Health Sciences graduate students with access to business training that will serve them well in their careers on a schedule that does not extend their time to completion of the degree. In particular, the Fisher College of Business and the College of Veterinary Medicine are partnering to market the program.

The Graduate Minor – Business in Health Sciences is a 12 credit hour program. The business minor courses will be offered during the summer and are designed to be completed after two consecutive summer terms, with students taking 6 credit hours each summer. Each cohort is expected to have 20 students, and the first cohort will begin classes during Summer Term 2013.

The recommended per credit hour rate for this program is \$1,605. This will translate into a total program cost over two summer terms of approximately \$20,000 per student, including other mandatory fees. Similar to other Fisher College of Business graduate programs, the recommended non-resident surcharge is \$5 per term. The program is expected to bring in over \$200,000 of new revenue in the first year and over \$400,000 in revenue in subsequent years. The program has been designed as a self-supporting program.

REQUESTED OF THE FINANCE COMMITTEE:

Approval of the establishment of the proposed fee.

(APPENDIX XLIX)

**Policy for Board of Trustees Review and Approval
of Facilities Improvement Projects, Planning
Studies, and Real Estate Transactions
Facilities Improvement Projects**

(Revised April 2013)

This policy is intended to provide flexibility for the University to undertake projects in an expeditious manner, while preserving the authority and ability of the Board of Trustees to review and approve major projects as the Board determines. This policy is not intended to limit Board review of any project or action as the Board determines appropriate. In interpreting this policy, the University shall provide for Board review in any case in which the provisions of this policy are unclear or subject to varying interpretation.

For the purposes of this document, Facilities Improvement Projects are defined as any initiatives undertaken on behalf of the University that improve the physical environment in support of the academic mission. Projects covered under this policy would include, but may not be limited to activities that involve land acquisition, construction, reconstruction, renovation, demolition, landscaping, roads and grounds improvements/maintenance, building and systems repairs/replacements; client-specified projects, major emergency responses and any capital improvement project. This policy excludes items which would appropriately be directed through the procurement process and subject to the University's procurement policies and guidelines.

1. All facilities improvement projects estimated to cost more than \$1 million regardless of funding source shall require specific project funding authorization by the Senior Vice President for Business and Finance and Chief Financial Officer prior to any authorization for contracting for design or construction services.
2. Any facilities improvement project estimated to cost \$1 million or less shall follow all applicable university and state procurement guidelines regardless of funding source.
3. Any facilities improvement project estimated to cost more than \$1 million but less than \$4 million shall require specific project authorization by the Senior Vice President of Administration and Planning. This approval constitutes complete authorization for the project, including site selection, design, construction and any services needed, except as specifically noted in the authorization resolution.
4. Any facilities improvement project estimated to cost at least \$4 million but less than \$10 million shall require specific project authorization by the Board of Trustees. This approval constitutes complete authorization for the project, including site selection, design, construction, and any other services needed, except as specifically noted in the authorizing resolution.
5. Any facilities improvement project estimated to cost \$10 million or more shall require specific project authorization by the Board of Trustees that may include site determination, design work, and construction management services, except as specifically noted in the authorizing resolution. For these projects, separate Board authorization shall be required for construction unless specifically included in the project approval resolution.
6. Once a project of \$4 million or more has been approved by the Board, the University shall not increase the project costs (including costs for design,

April 5, 2013 meeting, Board of Trustees

construction, construction management, or other services) presented to the Board at the time of authorization without specific Board approval except as follows:

- a. For projects under \$4 million, with the prior written approval of the Senior Vice President for Administration and Planning, the University may increase ~~individual project contracts or~~ the total project budget as long as the increased project budget does not exceed 10% of the total project budget and funding for the increase is provided by the requesting department or other source and an appropriate report is made to the Board regarding the increase.
 - b. For projects of \$4 million or more, with the prior written approval of the Senior Vice President for Administration and Planning, the University may increase ~~individual project contracts or~~ the total project budget cumulatively by no more than 10% of the total project budget or \$1 million, whichever is less, so long as funding for the increase is provided by the requesting department or other source and an appropriate report is made to the Board regarding the increase.
7. The University shall report annually to the Board, ~~at the first meeting of the calendar academic year (or specify the September board meeting?)~~, on all facilities improvement projects estimated to cost \$4 million or more that were completed during the previous year. The report will include determination as to whether the project was on time and on budget. ~~The report will also include a summary of all facilities improvement projects greater than \$50,000 completed during the calendar year. The report will be presented according to established annual reporting guidelines.~~
 8. The University shall report ~~quarterly to the Board at each board meeting~~ on the status of each major facilities improvement project of \$20 million or more and annually on any other facilities project as required by the Board. The report will include determination as to whether the project is on time and on budget and include appropriate metrics.

Planning Studies and Project Siting

9. Any planning study (including any feasibility, technical, siting, or other planning study) estimated to cost \$250,000 or more shall require Board of Trustees authorization (either separately or as part of the facilities project recommendations). Any planning study originally estimated at less than \$250,000 that goes over that amount shall be submitted to the Board for authorization. Any planning study estimated to cost less than \$250,000 and more than ~~\$25,000~~\$50,000 shall require Senior Vice President for Administration and Planning approval.
10. Any proposed changes to the approved University Master Plan, Regional Plans, District Plans, and Sub-District Plans shall be subject to review and approval by the Senior Management Council and Board of Trustees.
11. Requests for use of a site for any facilities project or any change in activity or program shall be subject to review and approval by the Senior Management Council and Board of Trustees if not in compliance with the approved University Master and District Plans, as determined by the Senior Vice President for Administration and Planning.

Real Estate Transactions

12. Any easement, other than an easement for street, roadway or highway purposes, to be granted to another party for use of University property for a term of not more than 25 years shall be subject to review and approval by the Senior Vice

April 5, 2013 meeting, Board of Trustees

President for Administration and Planning. Such an easement for a term greater than 25 years shall be subject to review and approval of the Board of Trustees.

13. Approval of replacement or renewal easements for existing agreements that benefit the University and that were previously approved by the Board of Trustees as outlined in item #12, may be granted for a like term by the University through the written approval of the Senior Vice President for Administration and Planning.
14. Any sale or purchase of real property in the name of the Board of Trustees or the State of Ohio for the University's use, or acceptance of the gift of real property, shall be subject to the review and approval of the Board of Trustees.
15. The All leases of real property by the University for any total term of ten years or more or with a total present lease value greater than \$104 million shall be subject to review and approval by the Board of Trustees. Leases of real property between the University and a significant interest affiliate of the University shall not require approval of the Board of Trustees. Significant interest affiliate shall have the same meaning as is set forth in the University Policy on Affiliated Entities.

Energy Saving Contracts, including Performance Contracts

16. Any request for proposals for Energy Saving contracts that are exempt from the applicable competitive bidding requirements shall follow the requirements of section 3345.65 of the Revised Code.
17. Proposals shall be analyzed considering the cost estimates of each proposal, how qualified each party submitting a proposal is to implement its proposal, and the institution's ability to pay for each with current revenues or by financing the cost of each.
18. The proposal most likely to result in the greatest savings may be recommended for contract, when the cost of the proposal is compared to the reduced energy and operating costs that will result from implementing the proposal.
19. No contract to implement energy saving measures shall be awarded unless one or both of the following circumstances exists, as applicable:
 - a. In the case of a contract for a cogeneration system described in division (B)(8) of section 3345.61 of the Revised Code, the cost of the contract is not likely to exceed the amount of money the board would save in energy and operating costs over no more than five years;
 - b. In the case of any contract for any energy saving measure other than a cogeneration system, the cost of the contract is not likely to exceed the amount of money the board would save in energy and operating costs over no more than ten years.
20. Any energy saving contract estimated to cost less than \$4 million shall require specific authorization by the Senior Vice President of Administration and Planning. This approval constitutes complete authorization for the project including site selection, design, construction and any services needed, except as specifically noted in the authorization resolution.
21. Any energy saving contract estimated to cost \$4 million but less than \$10 million shall require specific project authorization by the Board of Trustees. This approval constitutes complete authorization for the project, including site selection, design, construction, and any other services needed, except as specifically noted in the authorizing resolution.

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22. Any energy saving contract estimated to cost \$10 million or more shall require specific project authorization by the Board of Trustees that may include site determination, design work, and construction management services, except as specifically noted in the authorizing resolution. For these projects, separate Board authorization shall be required for construction unless specifically included in the project approval resolution.
23. Any facility, planning study, or real estate transaction to be financed with debt, must comply with provisions of the Board of Trustees University Debt Policy (5.20).

(APPENDIX L)

SUBLEASE

**BETWEEN THE OHIO STATE UNIVERSITY
AND INTEGRATED WELLNESS PARTNERS,
MAIN STREET AND VILLAGE HALL DRIVE, NEW ALBANY, OHIO**

Background

The Ambulatory Care Strategy is a key component of the Ohio State University Wexner Medical Center (OSUWMC) Strategic Plan and its mission to improve people's lives through innovation in research, education and patient care. The plan emphasized strategic growth of the Signature Programs and related programs in community settings.

The ambulatory plan's primary objectives include:

- Improve access and quality for our patients
- Lower cost of providing care
- Optimize use of space on campus
- Ensure financially self-sufficient entities
- Become geographically preferable to payers
- Target growth-focus on Signature Programs
- Provide appropriate teaching and research sites
- Aligned management and consistent ambulatory performance standards

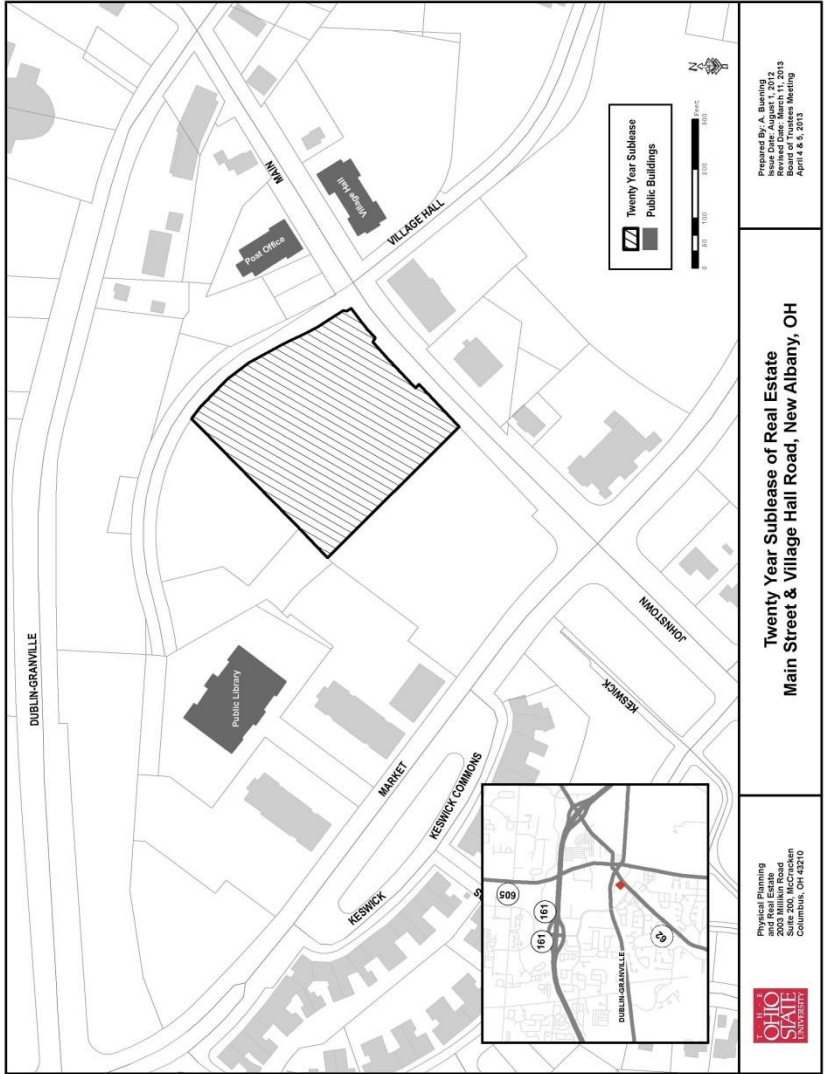
Project Summary

Located downtown in the City of New Albany, the project will include a multi-dimensional outpatient facility that brings together a wide range of clinical outpatient services, physicians and rehabilitation services in an effort to improve the health and lives of the community. When completed, the New Albany Project will be recognized as a vibrant community asset that will enhance the lives of the city's residents while creating a central hub for the people of New Albany.

Location and Description

The property will be located at the intersection of Main Street and Village Hall Road. The proposed facility will be approximately 51,754 square feet in total. The Ohio State University will execute a Master Lease for approximately 38,373 square feet (Res. 2013-11). The proposed sublease to Integrated Wellness Partners will allocate approximately 25,551 square feet for the development of Wellness/Fitness Center Space.

The Sublease is for a 20-year term with three five-year renewal options. The lease payments paid by the subtenant will cover all costs and expenses incurred at the Wellness/Fitness Center. The Terms and Conditions of the Sublease are consistent with the Master Lease. The final terms and conditions of the sublease will be negotiated in the best interest of the OSUWMC, The Ohio State University, and the State of Ohio.



June 7, 2013 meeting, Board of Trustees

The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Wednesday, June 5, 2013 at 9:03 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Benjamin T. Reinke, Stacie E. Seger, G. Gilbert Cloyd, and Corbett A. Price.

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

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

I hereby move that the Board recess into Executive Session to consider matters required to be kept confidential by Federal and State statutes and to discuss personnel matters regarding the appointment, employment and compensation of public officials. May I have a second?

Upon motion of Mr. Schottenstein, seconded by Mr. Ratner, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, Smucker, Shumate, Krueger, and Gasser.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

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The Chairman, Mr. Schottenstein, called the meeting of the Board of Trustees to order on Thursday, June 6, 2013 at 8:42 am.

Present: Robert H. Schottenstein, Chairman, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Michael J. Gasser, Benjamin T. Reinke, Stacie E. Seger, G. Gilbert Cloyd, and Corbett A. Price.

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

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

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

June 7, 2013 meeting, Board of Trustees

Upon motion of Mr. Schottenstein, seconded by Mr. Kellogg, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, Kellogg, Smucker, Shumate, Krueger, and Gasser.

Dr. Horn:

Motion carries, Mr. Chairman.

Mr. Schottenstein:

We are recessed.

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Mr. Schottenstein:

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

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Schottenstein:

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

The minutes of the April meeting of the Board of Trustees were distributed to all members of the Board. If there are no additions or corrections, the minutes are approved as distributed.

At this point, I would like to take the opportunity to welcome two very special people who have recently joined our Board.

First, Mr. Brent Porteus, welcome. Brent has joined our Board within the last couple of weeks. This is his first official Board meeting. He is a Buckeye through and through. An Ohio State Alum, he earned his bachelor's degree here in agricultural economics. He is the managing partner of the family owned business, Blair Porteus and Sons; served as president of the Ohio Farm Bureau Federation from 2008-2011; has held many leadership roles since; and has served on the Board of Nationwide Insurance since 2011, which as everyone here knows is one of the largest diversified insurance and financial services companies in the world. Brent, I just cannot tell you how pleased we are to have you join our Board and how much all of us look forward to working with you. Welcome.

Mr. Porteus:

Thank you.

Mr. Schottenstein:

The other individual, Stacie Seger. Stacie, good morning.

June 7, 2013 meeting, Board of Trustees

Ms. Seger:

Good morning.

Mr. Schottenstein:

This is also Stacie's first Board meeting. Stacie is our newest appointed Student Trustee. She will be a junior this fall; just finished her sophomore year but very capable and very formidable and very ready to take this on. Stacie is from Fort Loramie, Ohio. She is one of seven children and she is right in the middle. Here is to middle children.

Her family operates a swine and grain farm. She is pursuing a degree in agricultural communications with a minor in international studies and agribusiness. She hopes one day to own a marketing and communications firm after she graduates in a couple of years.

Stacie, welcome to The Ohio State Board.

Ms. Seger:

Thank you.

Mr. Schottenstein:

We really look forward to working with you as well.

At this time, I would like to call on you Stacie for the Student Recognition Awards.

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STUDENT RECOGNITION AWARDS

Ms. Seger:

Thank you. I would like to welcome Danielle Ruderman and George Williams up to the table.

Danielle Ruderman was nominated by Dean Gregoire to represent the College of Social Work. Danielle graduated from Denison University in 2010 with a B.A. in Psychology and a minor in English. Danielle recently completed her Masters of Social Work with a concentration in Mental Health and Substance Abuse, during which time she was extremely successful, both inside and outside the classroom. While maintaining a perfect 4.0 GPA in graduate school, Danielle served in many roles at the Office of Disability Services, including as an Assistant, a Counselor's Intern, a Graduate Assistant, and finally as Interim Counselor. Danielle has also served as an Adaptive Behavioral Aid and Specialist at Nationwide Children's Hospital and St. Vincent Family Center. Danielle has served the greater Buckeye community through her work assisting with the Office of Student Life Annual Report of the Office of Disability Services, through her work with the First Year Success Lecture Series: Disability Awareness, as a Co-facilitator for the Veterans Peer Group and the Non-Traditional and Transfer Student Peer Group. She has also excelled in research, having presented posters or podium talks at five conferences in 2013 and publishing her work from her Master's Thesis, titled "Predictors of Educational Outcomes among Undergraduate Students with Disabilities."

For her amazing work, Danielle has received many honors. She was inducted into the Alpha Delta Nu National Social Work Honor Society, Phi Kappa Phi Honor Society, was nominated for the Ohio College Personnel Association Graduate

June 7, 2013 meeting, Board of Trustees

Student of the Year award, and was recently named the Masters of Social Work Student of the Year, by the College of Social Work. One degree and numerous accolades at OSU were not enough though, so Danielle will begin her Ph.D. in Social Work at Ohio State this fall.

Congratulations Danielle.

Ms. Ruderman:

Thank you. I am truly honored to receive this award. In my academic career, I have come to appreciate and understand the importance of initiative. Without it, one cannot hope to accomplish their desired goals. While some opportunities come about by chance, many times an individual must have the ability and fortitude to seek out these meaningful experiences.

This lesson did not have as much of an impact in my earlier academic career. As she said, I attended Denison University. For my undergraduate education, rarely did I have to make an effort to stand out among such a small fellow group of students. Once I arrived at this impressively large institution, I realized that I would have to change my behavior and expectations to truly stand out.

Stumbling upon an assistant position at the Office of Disability Services (ODS) was happenstance. However, I refused to let this Masters programs simply be a stepping stone to an expected career. I insisted that I would truly make it count. My initiative to try absolutely every experience that was tossed my way has really opened up doors I previously thought were only available to others.

I owe a great deal of gratitude to my fellow coworkers at Disability Services. I started as simply a student employee and ended with a full time counselor position this summer. Not once in the past two years was I treated as simply a graduate student employee. They took my ideas, embraced them openly, and gave me the platform to do research I was truly interested in.

During my two year placement at ODS, I became intrigued with the perseverance of students with disabilities and higher education and their ability to succeed in stressful academic environments. I initiated a study by looking at the student records to see the educational outcomes of undergraduate students for an eight year period. Not only did this solidify my desire to get a doctoral degree, but also provided some interesting findings for the office: 71% of my sample graduated; 91% of that sample graduated within six years; and most notably, students who registered earlier for services were more likely to graduate with a shorter period of time than students who came in during their senior year. I hope that I can look into this research further and help the office figure out what accommodations can help these students, who often have large hurdles, to reach their graduation.

I look forward to obtaining my doctorate degree here at OSU. I wish to be part of a program that supports my creative endeavors and I feel that I have found that here in this academic community. Their support and encouragement have made this next step seem so feasible. I am thrilled to continue working with such an excellent social work faculty. I hope to continue researching student development especially from marginalized student populations.

I would like to express my gratitude to my parents who unfortunately could not be here today. They live in New York but one of these days I am sure I can convince them that Columbus and OSU have everything you need to thrive. To my brother, my greatest role model and to Phil Madden for supporting even my wildest ambitions; thank you.

June 7, 2013 meeting, Board of Trustees

Ms. Seger:

George Williams is another amazing student at Ohio State. He was nominated by Dean Lloyd from the College of Dentistry, and is working towards a Doctorate of Dental Surgery. George attended the Ohio State University for his undergraduate B.S. in Biology, with a minor in Business, and graduated Magna Cum Laude, with Honors in June 2010. He has been an incredible student inside and outside of the classroom.

While George was an undergraduate at OSU, he served in the OSU Red Cross Club, gave recruitment tours to prospective freshmen as an Honors Ambassador, traveled abroad with the London Honors program, and served as the Social Chair and President in the Pre-Dental Club. He was also active in academic pursuits, as he completed research in the Oral Biology Department, studying the "involvement of bacteria in the formation of Biofilm and its relation to dental caries" and through enriching jobs like being a Dental Assistant and Assistant Office Manager in the summers. George continued this wonderful academic work and service as the student body vice-president and then president of the College of Dentistry Student Government Association. He has maintained an impressive GPA in a rigorous curriculum, achieving multiple College of Dentistry Dean's Listings, and has won the Michael Zetz Dental Student Scholarship and the Dental Alumni Society Leadership Scholarship.

To quote Dean Lloyd, "Throughout his time in our college, George has worked tirelessly to help promote a greater sense of community and cohesiveness among our students. He has done this by championing programs and initiatives that allow our students to demonstrate their commitment to helping others, to the concentration of the concept of "One University." This included organizing a pre-dental day so that college students from far and wide could learn more about the dental profession and the OSU College of Dentistry. Because of his strong ideals and his belief in Ohio State and our college, George will be a lifelong asset to OSU and our profession."

George plans to enroll in a hospital-based general practice residency program after graduation in May 2014, and then join his father, also a graduate of OSU's College of Dentistry, in practice in their home town of Canton.

Congratulations George.

Mr. Williams:

Thank you Stacie, thank you Ben for this unique opportunity. I really appreciate representing all of the grad students; keep it up. I would also like to thank the Board, Chairman Schottenstein, for this humbling honor. It has sent a wave of excitement through Canton, Ohio. They don't get excited about much except for the Pro Football Hall of Fame. Thank you very much. You have made some grandparents of mine pretty proud.

Before I begin, I would like to say, Mr. Kellogg, I am accepting new patients if you are in need of a dentist.

Mr. Kellogg:

I will keep you in mind young fellow.

Mr. Williams.

All right. I think I have that spirit-ability factor.

June 7, 2013 meeting, Board of Trustees

First and foremost, I would like to thank Dr. Gee for everything you have done over the past six years. It's been a heck of a ride with you here and you've really shaped my experience at Ohio State, one I will never forget. We had the unique opportunity, three colleagues of mine, to spend dinner, went to a concert sponsored by the College of Music, and then a little tour and catching up with the students at night; seeing who was still awake that evening on a Friday. We had a great time. It is something that I will never forget. You have been more of an inspiration than you could ever imagine to me and a whole new generation of Buckeyes. Thank you.

President Gee:

You went far wearing that bowtie; you didn't need to do that. I love it my friend, I love it, I love it.

Mr. Williams:

I think one of the most important things you did was bringing the bowtie back. It was a heck of a challenge so enjoy your retirement; enjoy your family and your granddaughters. Thank you.

So I arrived on campus, seems like a while ago, it's been about seven years now. My dad went here so I think I was saying OH before mom and dad as a little tyke growing up; and wearing scarlet and gray forever.

When I came onto campus, the first thing I noticed and remember is the oval, seeing everybody out and about; I will never forget it. It is just an inspiring thing; an image that will stick with me forever. One of my favorite quotes from Dr. Gee is "this university is the front door of the American dream". Having grandparents who immigrated to this country and having first generation parents, we are the definition of that. We have lived it. Thank you for the opportunity that is Ohio State, it's unreal.

I would like to thank Dean Lloyd, the College of Dentistry's Dean, for nominating me for this. He has done some incredible work at shaping the college and buying into the "One University" theme. I love it. Being a Buckeye myself, growing up, going through undergrad, it's been great and we are going to continue to be the front runners here at the university.

I would also like to thank Susannah Turner, our Student Affairs Director. She is one of us, most of the time. A couple of days, she has to be the Student Affairs Director but she has been wonderful and helps us shape a culture at the College of Dentistry that has never been seen before. We have some of the most progressive and exciting students full of energy. I call it the unique opportunity to lead leaders. That's what I have at the College of Dentistry due to our student base; they are phenomenal.

We love participating with the university. I think one of my favorite memories in dental school was marching a 15 foot tooth down High Street during the Homecoming Parade. We didn't have a clue what we were doing but it stayed intact and got to the recycling center just fine when it was all said and done. We won second place, that was kind-of neat. The first time of ever doing it. That's something we won't forget.

I would also like to thank my family. My parents unfortunately couldn't be here. They are both out of town this weekend. They have been great; more friends than parents, they really have. They have always allowed me to wear my own shoes and walk my own footsteps; even though my dad did come here and graduated twice, like I did or will hopefully. They have been great.

June 7, 2013 meeting, Board of Trustees

I would also like to thank my fiancé, now. She is here today, Shannon. We met seven years ago in the dorms of Bradley Hall. A couple of weeks ago, we were down at Mirror Lake. It just happened to be pouring, didn't plan for that but we had an umbrella. I am an Eagle Scout, got to be prepared, right? I asked her to marry me at a very special place for us. By the time it was all said and done, we were soaking wet. We didn't even need to jump in to celebrate.

Thank you very much for this opportunity. It has been awesome. Thank you again and keep doing the things you guys do. As always, Go Bucks!

Mr. Schottenstein:

I would like to call on our Provost, Dr. Joseph Alutto, for the presentation of the Distinguished University Professors.

Dr. Alutto:

Thank you, Mr. Chairman. This morning, we celebrate the highest honor that the university bestows on a faculty member, the conferment of the title *Distinguished University Professor*. To give you a sense of the selectivity of the designation, to date, the university has conferred this permanent, honorific title on only 45 faculty members in its entire history.

I thank the selection committee members for their time and commitment to this prestigious program; this year's committee members included: Dr. L. S. Fan, Distinguished University Professor and C. John Easton Professor in Engineering, Dr. Rattan Lal, Distinguished University Professor, Dr. Richard Steckel, Distinguished University Professor, and Dr. Vicki Wysocki, the Ohio Eminent Scholar in Macromolecular Structure and Function.

This award includes automatic membership on the President's and Provost's Advisory Committee, as well as a \$30,000 cash award from the Office of Academic Affairs.

Mr. Chairman and members of the Board, I am honored to recommend two esteemed colleagues for the designation of *Distinguished University Professor*: Dr. Charles M. Atkinson, Arts and Humanities Distinguished Professor of Music, Musicology area in the School of Music; and Professor Randy J. Nelson, The Dr. John D. and E. Olive Brumbaugh Chair in Brain Research and Teaching and professor and chair, Department of Neuroscience in the College of Medicine.

I would like to say a few words about each of our honorees and will begin with Professor Atkinson.

Professor Charles Atkinson is widely recognized as one of the world's most eminent medievalists in the field of musicology. In particular, he is a leading specialist on the history of the liturgical chants sung in medieval churches and monasteries, and he is the world's preeminent authority on the reception of ancient Greek music. His approach is interdisciplinary, embracing music and poetry, intellectual history, Greek and Latin philology, and paleography.

His work is widely published in peer-reviewed journals and collections, as well as two important monographs. In a few moments, we will hear about his book, *The Critical Nexus: Tone-System, Mode, and Notation in Early Medieval Music*.

He teaches undergraduate and graduate students, on subjects ranging from jazz and American music to medieval theory and notation. He is an excellent teacher at all levels who cares deeply about his students.

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In addition, his service to the profession and the university is extensive; including a highly effective term as president of the American Musicological Society. Among his numerous honors and awards are three extremely prestigious publication prizes: the Alfred Einstein Award, the Otto Kinkeldey Award, and the Van Courtland Elliott Prize. At Ohio State, in addition to awards from the School of Music, he received the Distinguished Scholar Award, was named Arts and Humanities Distinguished Professor of Music, and as Ohio State's inaugural university Distinguished Lecturer, he presented "A Matter of Scale," tracing the centuries-long developmental process of the Western musical scale.

Professor Atkinson earned a bachelor of fine arts degree in clarinet performance at the University of New Mexico, a master's degree in clarinet performance at the University of Michigan, and a doctorate in musicology at the University of North Carolina.

Professor Atkinson is currently conducting research in Germany, and Professor Lois Rosow, professor and head of the Musicology Area, has graciously agreed to accept the award and say a few words on his behalf. Professor Rosow, could you please join me at the speakers' table? Also joining us are: Professor Richard Blatti, director of the School of Music; Dr. Mark Shanda, divisional dean of Arts and Humanities; Dr. Joseph Steinmetz, executive dean and vice provost, College of Arts and Sciences; and Vice Provost Susan Williams, who oversees the Distinguished University Professorship Program.

Professor Rosow:

Thank you Dr. Alutto and good morning to all.

My colleague Dr. Atkinson is of course very sorry not to be here himself but duly called. He is part of an international team of scholars in the early stages of a 16 year project called the *Corpus Monodicum* funded by the German government to compile critical editions of the entire corpus of medieval monophony on Latin text. This is going to be a 25 volume series. The immediate push right now is to prepare a report for a site visit by an examining team expected in early July so of course he is in Würzburg right now; hard at work on that report with his team.

Charles Atkinson's lifetime of work on the liturgical chants of the early middle ages has dealt widely with issues of musical and poetic style, manuscript transmission, liturgy, and geography. In particular, he has uncovered a surprising degree of Byzantine influence on musical practice in the Latin West, but perhaps his greatest contribution has been in the realm of intellectual history: how medieval music theorists interpreted and used the vocabulary and theories handed down from ancient Greece, as they made sense of their own music. He does this as a sensitive musician, but also as a brilliant philologist of both ancient Greek and Medieval Latin. He is also fluent in German and does well in French and Italian; it just goes on and on.

I would like to focus briefly, in the little time I have here, on his recent book, *The Critical Nexus: Tone-System, Mode, and Notation in Early Medieval Music*. So, what's it about?

Gregorian chant, you might know that term, they called it plain chant, "cantus planus", is said to have originated in the sixth century, the time of Pope Gregory the Great. There was no musical notation then. What comes down to us from the sixth century is words. The tunes passed along orally, from one generation of priests and monks to the next; and naturally throughout Christian Europe local dialects of music developed.

In the early ninth century, Charlemagne's campaign of cultural unification throughout the Holy Roman Empire led to new ways of looking at the arts, in particular, liturgy and the style of chanting throughout the empire were now to be brought in line with Roman practice. Imagine how challenging that would be to people in a monastery somewhere in what's now northern Germany or France. There is no musical notation, there is no media beyond traveling music teachers and yet singers in these distant locations were to master a body of thousands of chants in a style quite different from their own Gallican chant. They did it just fine, so what were two of the approaches?

Medieval writers on music took two different ways of looking at this. One body of medieval scholars studied ancient Greek music theory, as transmitted by Romans writing in Latin, mostly Boethius but some others as well. Starting with Pythagoras' division of the octave into intervals with fixed ratios of frequency, Greek theorists had developed a very elaborate mathematical system of harmonics and they used to measure the strings or pipes on musical instruments. Ninth century singers in the Western church had other preoccupations. They needed a practical system for organizing a vast body of chants, to suit particular liturgical purposes, and so they invented a system of eight "pitch families" or "tones" that behaved in certain ways. As in any oral tradition, the system made use of easy-to-remember formulas; little melodic licks that would help them get from one place to another. They also studied Latin prosody and figured out a way to use poetic accent marks as reminders of melodic structure. These are all standard devices of oral traditions. Here we have the system from ancient Greece that's referring to particular intervals, is very mathematically precise, and singing teachers dealing more with gesture and functional relationships and acoustic space.

The "critical nexus" of Atkinson's title refers to the inevitable interplay that developed between these two theoretical traditions, when the authors of singing treatises began trying to explain their own flexible musical system according to the mathematical theories handed down from the ancients. They wanted that sense of authority. The two systems, however, really didn't mesh at all. Yet it was the Greek system that formed the basis for the very first staff notation, invented by Guido of Arezzo in the eleventh century. Those of you who do crossword puzzles know Guido's name. It looks sort-of like ours, lines and spaces with things on them.

Medieval singers finally had a way to write down precisely the pitches they sang, but the pitches available from the Greek system included only eight, not twelve. There were A through G and two kinds of B; no sharps or flats. The way they did this was that there was a round flat and a square flat. The square flat is the ancestor of the natural, the round flat is the ancestor of the flat.

The medieval singers wanting to sing their body of chant had to develop rationalizations for using other pitches that weren't part of the notation. They called them false notes, *musica ficta*. They invented increasingly complex transpositional systems, to think that they were in a different mode from where they actually were. That paradigm didn't shift until the sixteenth century. As Atkinson puts it, it simply didn't occur to medieval and early renaissance writers that they needed a different model. It's quite a story.

I asked Chuck what he would particularly like me to say to you. Of course he wants me to express his gratitude for the award, but he particularly wants me to convey his appreciation of the outstanding resources and intellectual climate here at Ohio State, and he singles out the library system for special praise. He writes, "I am profoundly grateful for all that this great university has done to support me in my work. I can only urge the Board of Trustees and the university administration to continue to do everything they can to support research in the humanities, by maintaining and building the strength of our libraries, and by providing the kinds of funding opportunities that can allow us to pursue our research and teaching interests to the

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fullest. It almost goes without saying that the ultimate beneficiary will be The Ohio State University itself.”

Thank you.

Dr. Alutto:

Next, I am pleased to introduce Dr. Randy J. Nelson.

Professor Nelson is one of the world's leaders in the field of behavioral neuroendocrinology and is internationally recognized as a gifted scientist who generates impactful research, while also preparing the next generation of leading scientists. His seminal work describes studies in biological rhythms, behavioral neuroendocrinology, and stress and immune functions.

His work has resulted in more than 350 peer-reviewed articles that appeared in prestigious journals, the editing of 12 books, and is the authorship of a leading textbook. To provide a sense of that, a nominator from the University of California at Berkeley, writes that he recommends Dr. Nelson's textbook, *Introduction to Behavioral Endocrinology*, to his students, rather than his own textbook. That is probably the best endorsement one can ever have. Dr. Nelson also serves on the editorial boards of five scientific journals and is the associate editor of *Hormones and Behavior*.

Among his many distinguished honors, he is an elected Fellow of the American Psychological Association, the Association for Psychological Science, the American Association for the Advancement of Science, and the Animal Behavior Society. At Ohio State, he presented a university Distinguished Lecture entitled, "Seasonal Rhythms in Sex and Death: A Time to be Born and a Time to Die". He also received the Alumni Award for Distinguished Teaching, the Distinguished Scholar Award, and last year, he was appointed Distinguished Professor in the College of Medicine.

In addition, his service to the university and to the broader scientific community is wide ranging. He has served as chair of the Department of Neuroscience since 2009 and has also been a member of several federal grant panels.

Dr. Nelson earned his bachelor's and master's degrees and his doctorate in psychology, and a doctorate in endocrinology, all at the University of California at Berkeley, and he joined our faculty in 2000 as Distinguished Professor of Social and Behavioral Sciences and professor of psychology and neuroscience.

Dr. Nelson, please come forward. Dr. Stephen Gabbe and Vice Provost Williams will join us as we make the award.

Dr. Nelson:

Thank you Joe for those kind comments. Typically as a departmental Chairman, when I see this many people so nicely dressed, I go into fundraising mode. I start talking about my great neuroscience faculty and all the cool research they do. I was told specifically I should talk about my research; past, present and future and do all that in about five minutes and I will do so.

First, I must say that I am truly humbled and deeply grateful for this honor. Given how large and talented the faculty is at Ohio State, it is especially meaningful to me to be singled out for this distinction. I would like to thank Gordon Gee for his leadership. I was at Johns Hopkins for 16 years and I never met the president and it's a small place. I saw him twice. I have met Gordon many times, I have been to his house several times, and it is just special to have that kind of leadership, one-on-one.

Also, I am grateful for the exceptional leadership of Joe Alutto, Steve Gabbe, Charley Lockwood, Carol Whitacre, Clay Marsh, and Ali Rezaei for providing the framework under which my research program could flourish. I am grateful to my colleagues at OSU who have made the most generous contributions of their time, resources, collaboration, and advice. I especially thank my graduate students and post-doctoral colleagues who have made science fun. We have also had an army, a literal army, of undergraduates working in the lab over the years and they have also added to the excitement and joy of doing discovery, to all of whom I am grateful. Of course, I am most grateful to my colleague and wife, Dr. Courtney DeVries is a professor here in neuroscience, and our boys Morgan and Justin who are thrilled to get up this early the first day summer.

Courtney and I were recruited from Johns Hopkins about 12 years ago into the psychology department here at OSU. At the time, I was doing reasonably well with the "Johnny Hop". I had moved through the ranks and was tenured to full professor which was an important goal to me. But then what? My work had always revolved around biological time keeping. In psychological terms, I am interested in motivation; why individuals do what they do. My tweak on traditional motivation research is a temporal aspect. I am interested in why individuals do what they do when they do.

As mentioned, I obtained my two PhDs at Berkeley where I worked under Irv Zucker, who discovered the location of the circadian clock in the hypothalamus. This so-called master clock controls virtually all the temporal aspects of your body. It's the conductor that keeps things working well.

When I arrived in the lab, there were dozens and dozens of people working on circadian rhythms and I wanted to distinguish myself and my research; I decided to investigate longer-term rhythms, seasonal rhythms. Because each experiment requires at least two years to see a cycle, I felt this was a good way to extend my time in the San Francisco Bay area as well.

In any case, the most salient seasonal phenomenon is seasonal breeding. I became interested in sexual motivation and the regulation of the timing of these cycles. Essentially most animals use the annual cycle changing day length to tell what time it is since they don't have calendars. With just two bits of data, how long days are and are they increasing or decreasing, an animal can tell exactly and precisely the time of year. They do this through a mechanism, that I obviously don't have time to describe, essentially they measure a hormone called melatonin which is secreted at night. The longer of the duration of melatonin, the longer the nights, you know it's winter. It's a simple system and we can tweak it to do things for us.

At Hopkins, I became interested in the seasonal cycles associated with disease. What drove the timing of the well-known seasonal flu? What about malaria seasons; which we don't think about but they think about it in Africa quite a bit. What about seasonal cycles in heart disease, stroke and cancer? Some of these cycles are a result of seasonal changes in the environment but we discovered that internal changes in immune function driven by day length, specifically driven by the melatonin, allowed physiological anticipation of these environmental changes, provoking seasonal diseases or seasonal resistance to disease.

For example, we demonstrated that individuals bolster immune function during the winter, when melatonin secretion is highest. Environmental stressors, such as low temperatures or lack of food during the winter tend to stress animals and suppress or compromise immune function. Animals that were successful were those who could manage this balance of immunosuppression and immune-bolstering.

My immunology colleagues at Hopkins were superficially interested in this but because of their very molecular approaches; they really didn't believe that the environment or even other physiological systems could affect immune functions. I

was interested in finding colleagues who studied the effects of stress on immune function.

As Gordon is fond of saying; not only about Ohio State, we don't just have one of everything, we often have two or three of everything here; and so it was with faculty who are interested in interaction among stress immune function and environment. Indeed, there was an entire Institute for Behavioral Medicine Research with nearly a dozen faculty who are interested in this topic here. We moved to Columbus and immediately started a number of collaborations as a result of some pretty cool findings, if I do say so myself, regarding seasonal changes in immune responses mediated by day length.

Recently, I have gone back to my roots in circadian biology. When I moved into neuroscience and became the Chair three years ago at the College of Medicine, my lab moved into that fancy Biomedical Research Tower. My animals moved into the fancy animal quarters in the basement. The quarters are so fancy that everything is run remotely by computers. There are no light switches, there are no thermostats, it's outsourced to India or something; I don't know where it is all managed. My grad students knew something peculiar shortly about the animals. They seemed to be getting fat compared to the animals when we housed them in the psychology building. In behavioral tests, they acted depressed. What's going on?

It turned out that the fancy computers weren't turning the lights off at night so the animals were exposed to light all night. We took this serendipitous discovery and we ran some experiments. We gave the animals dim light at night for a variety of reasons; five lux of light which is a kid's night light about two meters from your face, very dim. I couldn't read by that light, maybe the young folks could.

By doing that, within eight weeks and two months, the animals gained 20% of their body mass; most of that fat. What's remarkable is they did it without increasing their caloric intake or changing their exercise or caloric burn.

What happened was that there was a circadian dysregulation which deranged metabolic signaling leading to eating at the wrong time; that Taco Bell fourth meal for example. We also demonstrated that the animals displayed more depressive like symptoms that we could fix with treatments of anti-depressants, which is the standard course of business. We could return them to dark nights which isn't feasible for lots of us who specifically work nights or by exposing them to light at night that do not affect the circadian rhythms; light in the reddish range. Blue lights perturb circadian clocks. Unfortunately, virtually all artificial lights emit lots of blue light; particularly the fluorescent bulbs. Coincidentally with the depressed phenotype, the mice displayed fewer connections in specific parts of the brain, in small brain regions associated with mood and elevated neuro-inflammation.

Because my wife had reported massive neuro-inflammation after a stroke with cardiac arrest in mice, and because people who suffer a stroke with cardiac arrest or a heart attack are placed into the critical care facility with light on all night long, we thought it was useful to look at the effects of dark night versus dimly light nights after these brain insults. We haven't published these results yet but they are remarkable in my opinion.

Survival was cut in half or less after just three nights of exposure, the standard critical care stay. When getting five lux of light after a stroke or cardiac arrest in a mouse, there was massive neuro-inflammation. The mice exposed to light at night displayed enormous levels of anxiety and depression when they were tested later after recovery.

We can't house patients in the dark when they require medical attention around the clock obviously; the nurses would be stumbling all over the place; that wouldn't be

good. What could we do? We put the mice under dim red light and their neuro-inflammation and their survival improved in the levels of mice in dark nights. We are currently starting a clinical study in the Ross Hospital with Drs. Ryan and Binkley to install reddish lights in the cardiac critical care units. To determine the role of dim light at night on sleep, we are engaged in an ongoing study at the OSU Sleep Center with Dr. Magalang.

My plan for the future is to develop an OSU center for circadian medicine. We will study and develop novel treatments for sleep and circadian disorders. We study everything from determining the optimal time to provide chemotherapy or radiation therapy for cancer patients; it's not all the same; how to optimize lighting for our night shift medical workers, for example to maintain their circadian regulation; and even use melatonin to bolster immunity.

We know for example that outcomes of certain neuro insults are better at different times of day than others. For example, most spinal cord injuries happen at night due to car wrecks. We know through experiments that outcomes are better if they happen during the day. What we would like to do is to develop a way to manipulate the clock genes to recapitulate the optimal time so we can aid in recovery. Also, perhaps we could affect the clock genes to improve performance of the football team when they travel three time zones west to the Rose Bowl.

I am extremely grateful to Steve and Charley for their support in developing this unique center although there are literally thousands, tens of thousands, of sleep centers in the country. This center is the first in the world for translating a large and mature amount of basic science information about circadian rhythms and using it to transform health and performance.

Thank you very much.

Mr. Schottenstein:

I would like to, on behalf of the Board, once again personally thank and congratulate first Professor Rosow on behalf of Professor Atkinson for his wonderful and most deserved honor, and also Professor Nelson, for you as well and for joining us today. As Dr. Alutto stated these are rarely given out; since 1870, 45. This is the highest honor any member of the faculty can receive at Ohio State. We are truly blessed to have individuals like this as part of our institution. Thank you both again and congratulations.

We are going to slightly depart from the published agenda and the two items involving the recognition of Dr. Alutto and the North Residential District Update.

Instead, in fact, your comments Professor Nelson about days and nights made me think of weeks; this has been an interesting week. All weeks are seven days but this one seems to have been a little different than most. As everyone here knows, earlier this week, Gordon informed us of his decision to retire as president of our great university. This meeting will be Gordon's last as president and I know I speak for every member of this Board in expressing our enormous gratitude. Thanks to Gordon for, I wish I could come up with the right word but the one I am going to use is exemplary, extraordinary, spectacular, service to The Ohio State University. By every conceivable measure, you have been a superb leader, a superb president. You have transformed the place and you have inspired us all.

As I said the other day at our press conference, you are the best president I have ever seen. You have taken the university to new heights. You leave us in a very good place with a rich and lasting legacy. I know that my fellow trustees will also want to share with you at this time some of their thoughts and their appreciation.

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With that, I would like to call on Trustee, Dr. Gil Cloyd.

Dr. Cloyd:

Thank you Mr. Chairman. Well Gordon, thank you for the marvelous contributions that you have made to Ohio State and to its many and varied stakeholders. It has been an extraordinary privilege to me to work with you and watch you lead this great university, this great land grant university, to a new and higher plane in its mission of teaching, research, and service. It really has been transformational.

I am also very proud and inspired by the fact that as President of The Ohio State University, you have, through your vision and your hard work, become THE national leader, educational leader in the United States in what I consider the most important issue, facing higher education. That is, how do we make a high quality and meaningful post-secondary education highly accessible and affordable? You have already provided some important answers and direction to that question and I know you will continue to do so in the future.

Again Gordon, thank you for all that you have done to better the lives of so many people that are touched by this university and most of all thank you for your wonderful friendship, which will be my treasure going forward.

Judge Marbley:

Gordon, you have been an exemplar of the servant leader. A man of uncommon intellect, vision, and integrity. You have been the lead, without peer, in over three decades of service as a university president. In my view, you have been both fearless as a leader and peerless as a leader. It is no historical accident that you have perennially been considered the number one college president in the United States and we continue to believe that.

You have led this university selflessly with a commitment to excellence that in the history of this university is unsurpassed. Indeed, you were so good at it, you did it twice. You put us on and you have kept us on a trajectory of excellence to eminence. You have been a mentor to me and countless other Board members and university leaders and administrators. You have been a role model for more than one generation of students.

Buckeye nation will miss your leadership. They will miss your passion for this great state university. Of course, we will miss your larger than life persona. We love you.

Mr. Schottenstein:

Others?

Dr. Wadsworth:

I would like to comment a little bit on partnerships and Gordon's role in partnerships. I first met Gordon in Tennessee. He was president at Vanderbilt and I was director of Oakridge National Lab and together we discovered that Vanderbilt wasn't a core university to partner with the lab. This was of course because they chose to compete with Battelle and the University of Tennessee. We quickly fixed that and we started joint programs between Vanderbilt and Oakridge that continue to this day and they are very strong.

Then, Gordon came to Columbus and I followed shortly afterwards. Instead of being separated between Nashville and Knoxville, we were separated by King Avenue, which seems like it should be an easier way to get together. The areas of partnership have ebbed and flowed. I am proud to say that it is at an all-time high,

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thanks to you Gordon. I will mention the Metro School, which is a fabulous cooperation between the state, OSU, and Battelle. We were talking about that yesterday, the fact is that kids who wouldn't otherwise make it, now graduate successfully and come to Ohio State. That's a wonderful tribute to seeking the pipeline of diversity and other attributes from kids who maybe would not have gotten as far. Some of them are even joining with a year or two years of Ohio State experience under their belt. That is a fabulous program and was done in partnership. The Glenn School Project, we have a number of things there.

Yesterday, we heard about engineering. I have to say that is was so impressive to learn about what the university is doing in the state of Ohio with manufactures. With Honda, as they build the new NSX car, this university is now a key part of that partnership and also in Evendale with General Electric where they build one of the most powerful jet engines for the 734 and the Airbus 320. That's a partnership that probably would never have happened a few years ago. So, those kinds of encouragements to think outside of the box to work with industry, to work with other institutions has been a hallmark that I think about when I think about Gordon's contributions.

We thank you for creating an atmosphere that encourages those partnerships. We thank you for your leadership in education and we thank you for being so accessible, something that was mentioned earlier. When anything has come up that we needed help with, Gordon has always been there, very quickly to offer that help. We thank you so much.

Mr. Brass:

Thank you. I love quotes so when I hear a good one I write it down, I take it home, and I log it in. Last night I went through that little book. He has said more than once "no individual has more connection to this institution than I do in my heart". I think that says it all. I tweaked it last night: "no Board has more connection to this President than we do in our hearts".

We thank you. I can't tell you personally how much you have done for our medical center, for our university; for all that we stand for in our mission. From the bottom of my heart, we love you. Thank you.

Mr. Reinke:

I came here as a freshman a year before you came back. I want to say a couple quick thoughts about what I have seen change since you came. First and foremost was the level of honesty and transparency that you have brought to the leadership of this university which was unparalleled I think. Because of your connection to the student body, you might have noticed over the last few days since you announced your retirement, that there has been an outpouring of support from students and that everybody has changed their profile picture to a picture of you; you with them generally speaking.

The important point is that I think you have inspired a vision amongst not just the administration, but the staff, faculty, and the students for what this university could be and what it could be when everybody was buying into the same vision. As I have always thought that vision is one of the most important tenants of leadership, you have provided unparalleled leadership. That has translated into an unparalleled level of engagement amongst all of these constituency groups but especially amongst students. Students are more engaged with this university, I think, than they ever have been before. They are true stakeholders and they love this place.

Thank you for transforming our student experience and leaving this a better university than you found it.

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Mrs. Kass:

You have been my friend and my Bexley neighbor on and off since 1990, long before I arrived on this Board. I remember how much I admired, even back then, your ability to communicate your vision about this huge and complex place in a way that humanized it. You are always thoughtful, always making others feel very good about what they are doing. For a man who is busy 18 hours a day, you never forget to acknowledge any of us on the Board and so many others and make us feel good about what we are doing.

Your humor is infectious. You light up any room you enter. The passion you have for this university is unbounded and as a result, you have gotten all of us to strive higher and harder to ensure The Ohio State University is THE University of the American Dream.

It has been an honor to work with you as a Trustee now for almost five years, and while you may not always be my neighbor, you will always be my friend.

Mr. Jurgensen:

What I would like to focus on is Gordon the teacher. What I really appreciate is when I came into the university as a Trustee, I came in with a set of filters; an extremely practiced pattern of thinking. The lens that I looked at Ohio State through was shaped by my collective experiences as a business person. The first thing that you taught me was that the business of the university is not the business of business. There are some similarities to be sure but there are some very real differences.

Personally, we overlapped for a period of time; you were leading this place and I was leading a company. You taught me that leadership is a lonely profession. The higher you go in an organization, you transition from the doer to the inspirer to get it done. There is a very real difference there. The higher you go, the more dependent you become on the people that are around you. They don't nearly rely on you the leader as much as you depend on them.

In this world we live in today whether it's the university world or the business world, teams now matter more than ever because everything in the modern organization is matrixed which means it's an issue of codependency, not self-sufficiency. This lies at the heart of the Cultural Revolution that you have started at Ohio State around "One University".

In building teams, you taught me that it's not the strength of the ingredients that matters; it's the power of the mixture. I know that my colleague Mr. Kellogg could tell me more about how the effectiveness of teams changes with just minor changes in team DNA.

I have always thought that there were four moving parts in the engine of achievement; people, culture, values, and the plan. On the people front, I have never met a better recruiter of talent in my life than you. You made cultural transformation the cornerstone of your agenda when you got here. Your values were incorporated in a document which I selflessly stole called *The Rules of Engagement* and immediately took them back and incorporated them into how we ran our company. And the plan, your attention to the academic strategic plan which then led on to the formation of the financial plan. All four of these elements, people, culture, values, and the plan, have enabled you to do what you said yesterday, what Ben reiterated and what I agree with which was my only test of "how did you do" and the only test that matters in life is "did you leave it better than you found it?", you clearly have.

Thank you.

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Dr. Horn:

Thank you. A lot has been made, and rightly so, of Gordon's engagement with students, in particular with undergraduate students. I want to say a few words about his engagement with faculty. It's a little bit different. He doesn't help us move in and out of our houses. He doesn't show up unannounced at our parties. He doesn't do flash mobs with us, but he does engage us in really extraordinary ways. Whether it's on matters of faculty shared governance; he has a remarkable record of being open and inclusive with faculty leaders, many of them are in the audience today.

Whether it's just making people like Randy Nelson know that they are valued and he does that not with just our stars, but with a wide range of our colleagues from new Assistant Professors to Distinguished University Professors. I think even more important is the ambitious academic agenda that he has set for this university which is unlike that of any other public university in the country at this moment in time. For all of that, we collectively and I personally am very grateful.

Mr. Gasser:

Gordon, I agree with all of the comments that my fellow Trustees have made so far, especially about the admiration and love that we all have for you. As I was thinking about you, I was also thinking, what is the true measure of success in a person; how do you measure when someone is successful?

What I concluded is; can you say that you made a difference somehow? Can you say that you made a difference in your life and in what you have done? Truly I think as we all hear the stories, you truly have made a difference. Whether you are the president of the United States, who was here recently, or CEO of a major company, or an 18 year old from Bucyrus, Ohio; you have affected these individuals. You have treated them the same, with dignity and respect.

As you go into the next phase of your life, I am convinced that you are still going to make a difference. It may be in a local or it may be in a national or international level. I applaud you for that and I want to thank you for your friendship for all these years.

Thank you.

Mr. Shumate:

Gordon, I have known you for over 25 years and I remember you coming to Ohio State and saying to us that not only did you want to be a leader of a distinguished international land-grant university, but you also wanted us to understand what it meant to be distinctive. You truly have brought to us a distinctive leadership. The Ohio State University is now widely recognized as a truly preeminent national, international leader in higher education and that's directly linked to your outstanding leadership. I echo all of the comments that have already been said.

I remember when we were recruiting you six years ago. One of the themes of the search committee was that our charge was really to find the right person for the right time for Ohio State and we did that. You have demonstrated outstanding exemplary leadership and most of all I think that you have given us a spirit. A spirit of inclusiveness, a spirit of really looking to see what we can do to make a difference and I think the honors that were given to the students and the faculty really show the academic leadership that you have demonstrated over the years. You have showed us that a great university indeed does have an outstanding student body and an outstanding faculty and an outstanding leader.

We love you; we respect you, admire you, and look forward to strengthening our friendships.

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Ms. Seger:

As a land grant institution, Ohio State was founded for students like myself. Dr. Gee; you have made sure that mission is held true. The first time I met you, you were traveling the wonderful Shelby County Fair on your Ohio tour. From that very first moment I met you, you infused scarlet and grey to bleed from my blood with your contagious personality and welcoming humor.

I join George and many other students in truly believing that you have brought the bowtie back because I spent many hours freshman year trying to help the boys in my dorm learn how to tie that bowtie. You are truly loved by the students here at OSU whether you are passing out bowtie cookies or walking through campus or even off-site of campus.

After my announcement of my appointment just three weeks ago, I jumped and screamed from my call from Governor Kasich but I want to let you know, I jumped and screamed just as much as my personal email from you. It truly meant a lot to me.

It's a goal of all students to get a photo with you but I am here to announce, I haven't yet got my personal photo so hopefully we can make that happen.

Thank you for everything you have done. We greatly appreciate it.

Ms. Krueger:

I would like to share a story about Gordon. I first met him over 20 years ago and we discussed the great idea about handing out bowtie cookies. He designed his bowtie cookie and so this became Gordon's icon.

Gordon has been a great supporter of women in general throughout this community and throughout this state. I want you to know Gordon how much I appreciate your support for being a mentor, from all the emails you have sent me to encourage me not to give up and know that it did not fall on deaf ears. I have shared that with so many people and we as women really appreciate your leadership on that front.

Another fun story is that Gordon and I sit on the Bob Evan's Board together. One of the homework assignments we were given is to go shop the competition at some local grocery stores. I was teamed up with Gordon and if you have ever gone anywhere with Gordon, you walk into a public place, it is like walking in with Mick Jagger. He is a rock star. People came pouring out of the deli department, the vegetable department; they saw Gordon and ran up to him right away. This one girl in particular, she was from Gahanna, she ran up to him and said "Dr. Gee, Dr. Gee". Gordon is gracious with every person and she said "I want you to know that I graduated from Gahanna" and Gordon was very engaged as he is with everybody. He wanted to know exactly what she was going to do. The first thing he said was "now where are you going to go to college?" and she said "I am going to Kent State" and he said "oh you poor dear!" He quickly self-corrected, he said, "It's a school in Ohio which we are proud of you to go but in case you change your mind, I know a good school called Ohio State."

What was great about that as we continued to walk around the store and were comparing sausage and mashed potatoes, etc., everywhere we went, people followed. It was like piped piper, people were asking him questions.

What I learned that day is not only does Gordon say that he cares about Ohio State, he lives it. Ohio State pumps through your veins, it's part of your DNA. You have set such a standard of inspiration for all of us. You can pay people any amount of money to participate; you can't pay people any amount of money to care. You care about

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the students; you see that on the faces when you congratulate every student by shaking their hand at graduation. I don't know of any other president that does that in this country. The students who line up for hours and hours on end to get their picture taken with you; you inspire so many people to care about this great place.

Know that you have affected not only my life personally, but the lives of thousands and thousands of people Gordon. Know that your friendship will be treasured forever by me and by some of the others. Thank you.

Dr. Reid:

I would say of all things that I treasure most; it's that we have become friends. I have been blessed by that and I appreciate that.

You are a wonderfully constructed human being. You are a very good man. In addition to promoting people learning, which you certainly have done throughout all of your years in education, you have also been a learner. You are a person who is open to growth and open to seeing things differently and open to thinking new thoughts. I think for all of us as people in our age category, to continue to be a learner as well as a teacher can sometimes be quite exceptional.

There is a well-known construct which people sometimes evaluate their legacy; through head, heart, and hands. Through the head Gordon, you have brought us all of your intellectual capacity, which is vast. You have brought it to the university, but not just there, you have also changed the trajectory of higher education in general. For the head part, we are totally grateful.

For the heart part, it's been spoken about many times but I would say that there is a love affair that began so many years ago; it's in full bloom now and will continue between you and Ohio State. That love affair is admirable, it's luscious, it has benefited us totally, and it will endure.

For the hands part, that's been spoken of as well. You have shown up in many places, you have been connected with students and instructors and professors, everybody. I have never ever seen anybody as responsive as you. I don't know how it is that you can make an email come to somebody within minutes after a conversation and still be fully engaged in a meeting, but you do it. Deeply appreciate your hands part.

Last, I would say as a father, as a grandfather, and as a person who has engaged in deep relationships with others, the ability to make those kinds of relationships, that is a blessing that God has given you and you have reciprocated that and that's deeply appreciated.

Mr. Ratner:

I actually have been on the Board, Gordon, for six years and knew very little about Ohio State. I came to this campus and was welcomed by you. I had that unusual experience that I guess it's not an unusual experience. It's an experience that every single person here has had. That is to spend five minutes walking with Gordon Gee across this campus. It is a remarkable experience because you somehow are able to not be overwhelmed by the scale. I considered myself a freshman then, by the way it has taken me six years, I still haven't come anywhere near the degree I wanted to get from you. As I found out, for almost everybody, Ohio State is overwhelming. For you, that scale, that very fact of what makes this university is not something that overwhelms you, it's something that both nourishes you and that you nourish. You nourish it in a way that I have never witnessed anywhere else. It's a staggering accomplishment.

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David mentioned the individual role you seem to have, the ability to reach to every faculty member. Ben mentioned your ability to reach to every student. It's so far beyond that. You have reached to every citizen of the State. We are all defined in some way by the leadership that you have provided to Ohio State.

You don't speak about this university, you radiate this university in everything that you do and you always talk about Ohio State as being Ohio's university. That is so true.

As I wander back to Cleveland, by the way I don't know how my car will get back to Cleveland because like Janet, I never get closer than Mansfield before there is a beep on my cell phone and it's an email from Gordon saying "how wonderful it was to see you at meeting X" and "we don't know what we would do without you" et cetera, et cetera. It's very flattering to me but somehow I wonder how did Gordon do that? I left him as he was going in to speak at a luncheon; I was gone for less than an hour. I don't know Gordon, how I will ever be able to get back from Ohio State to Cleveland without that guidance of your email.

I don't think that everybody here in Columbus realizes the impact you have had state wide. You are Ohio to so many people. You are because you reach out to them individually and personally. You have completely defeated that sense of being overwhelmed by Ohio State. You are individually and personally everything that this university stands for; personal integrity, excitement, all the values that so many people have mentioned much more articulately than I can.

More than any of that, I have just been extraordinarily benefited by your personal friendship, by getting to know you, by being in effect as all of us have been, in the same room with you, watching you do what you do so well and uniquely in this country; which is to provide a staggering sense of individual attention, nourishment, and excitement. There aren't a lot of words to use to describe what it is that Gordon Gee does. I think all of us are struggling with how you find a way to talk about what Gordon has meant.

Again, I would just like to stress that it's what you have meant to the entire state. It's the fact that you are in fact Ohio. When I go elsewhere and people ask "why do you still live in Cleveland, why do you still care about Ohio State so much?" I say, "Think about Gordon Gee and everything that he is. Think about the way he has positioned the university in terms of its past, in terms of what it is for the future." It is the best of what we are. It's the best of what we are as a state. It's the best of what we are as a university. It's the best of what we are a people and you are the best of all of that.

Thank you for getting me as far as I have towards my degree and for all of that learning that I have done from you.

Mr. Porteus:

Gordon, in concurrence with all of these comments, three thank you's. Thank you, for clearly your extraordinarily and exemplary vision and passion. Thank you, for your leadership here at Ohio State, for being the national leader and champion of the land grant mission and for making that real for all of the people across Ohio as you visit every county. You have been there so often and have actually opened the front door of that American dream for them.

Thank you for connecting to each of us personally and to every member of the Ohio State family to help them be real for your vision and your passion. Thank you.

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Mr. Kellogg:

Thanks. Obviously Gordon, I share the same admiration, love and respect for you and your work that's been expressed here as we have gone around the table.

As one who has an opportunity to speak quite often, it's my profession and by extension I get a chance to speak at other occasions, it's important to always embrace the five "b's": "be brief brother, be brief". Especially, when you are the last one speaking.

When I think of you and all of what has been said, again I echo those sentiments: bold, creative, inspiring, innovative. Couple of things, one, the three "p's" now: the power of presence and personal touch, that is you. The other thing that you possess, an honor that comes in the world of sports: First ballot – Hall of Famer.

Thank you for the difference you have made and the foundation you've laid. You've raised our level of thinking and doing and your impact has been profound. Thank you.

Mr. Schottenstein:

Tim Smucker, who is one of our Trustees and had to leave early, handed me a letter and he asked if I would read it.

Dear Gordon,

Thank you for your vision, leadership and passion that have forged one Ohio State University. You have changed the culture of this place. You have spent time and effort nourishing an atmosphere that encourages personal responsibility where every person makes a difference. You have built a bridge of understanding that has impacted the cultural, economic, environmental, and social fabric of Ohio State. That is an example for the global community. We are and will forever be blessed.

With much admiration and gratitude,

Tim Smucker

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PRESIDENT'S REPORT

President Gee:

Is it my turn? Thank you. Now I know how a funeral feels. I must say that I really appreciate all of those wonderful remarks. They are exactly the way that I wrote them. Perfect indeed and I really do appreciate them. I want to be very clear, I love this group of people, I really do. One doesn't work in conjunction with a group such as all of you without realizing the power of your personalities and the power of your passion, the power of your ability to make a difference. I am very grateful for that and our friendship will grow as I transition into my new world.

I want to comment to the two new trustees. They announce that I leave; there is not "cause and effect", I just want you to know that. To our two students honored today, that's what we are about. In the end, it's not about this moment, it's about the fact that we create this moment and we create many moments for so many people. The opportunity that exists there is just extraordinary. Aren't they wonderful? We just cherish those.

To my faculty colleagues. Charles Atkinson is a wisp of a man; wonderful guy. Anyone who deals with chants is not big anyway. He is not playing football as you can imagine. The day we were going to hand him his award, I am driving along and I am talking on the telephone. Actually, I am talking on two telephones and there is this little guy that runs out in front of me, right in front of the music school. I slammed on my brakes. This is the day I was going to give him the award and all of the sudden I realized it was Charles and I thought this is wonderful, we give him the award and I kill him at the same time. Then Randy has been my friend for a long time. That issue of low light, I am going to turn off the damn lights.

Today has been a learning moment for me, I can assure you. It's not easy to go through a transition. It's not easy to do what I am doing. It's not easy to do what you are doing. It's not easy for all of us to do this together. For the love and appreciation I have is important.

I was just thinking Monty, I remembered this was your first meeting six years ago. I was sitting right where Steve Gabbe and Randy are six years ago right in this very room. It was announced that the prodigal son had returned. It was one of the most moving days of my life. Let me just say that. I have the recording of it and every once in a while I look at it just to remember that very special moment in my own life. My daughter and my son-in-law were there sitting right where Steve and Randy are. Many of you were there.

My life, and the rhythm of my life, has changed a great deal. There have been profound personal losses and there has been absolute joy, of course with the birth of my granddaughters. The one thing, and this is the thing that I think is most important for everyone to hear from me that has been a rock in my life, is this university. The one constant has been the people that I represent, the people I work with every day, our students, faculty, our staff, the more than 500,000 alumni and the 11.6 million Ohioans. Thank you for making that note Ron I appreciate it, whom I have served and will continue to serve in the very best way I possibly can as we all move forward.

Being a university president is a challenge under any circumstance. Also, it is one of the most energizing and engaging positions in the world. I have worked with brilliant and inspiring people on the most critical issues of our time. That has been a calling and I often say that being a university president at The Ohio State University is not a responsibility, it is a calling and I cherish every minute of it.

There has never been a day that I have woken up with a heavy heart. Each day has been an opportunity to flourish and marvel and grow. Each day has just been an enormous gift to me.

We as an institution have much to celebrate. Few universities have built such a tremendous platform for a bright future; academically, financially, culturally, socially. We are now able to allow the seeds we have all planted to grow. That has been done, and I am so glad what Jeff had to say, that has been done with tremendous partnership with our Board.

I told the Board a few days ago and I want everyone in this room to hear this. We cannot be a great university without a great Board and I want you to know that we have a great Board.

We cannot also be a great university without the leadership that exists in this room and beyond. We are blessed to have one of the most talented administrative teams in the country. We cannot be a great university without a faculty that is world class, and they are. They are truly world class. Our work cannot be done without an extraordinarily talented and committed staff, wonderful, wonderful, wonderful people.

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And then, I just simply have a love affair with the students; these fabulous students. These 65,000 are the most interesting, creative, energetic, forward-thinking, and thoughtful young people on any campus.

And so for me, this is a moment to celebrate. Together we have elevated the university in extraordinary ways, truly moving from, the term that I use Gil, excellence to eminence and that is absolutely the way that we are now.

I also want to recognize that this institution belongs to everyone, but I want to make a point. This is Mr. Lincoln's university. I hope none of us will ever forget that. It belongs to the citizens of Ohio and all 88 counties in this state.

As part of our land-grant heritage, and I want to underscore that again, as part of our land-grant heritage, Ohio State is committed to improving lives and enriching communities. And as a modern land-grant university, and Brent and I just talked about this about a week ago, Ohio State has a global mission as well. We are not only world-class; we are also a gateway to the world. We make a difference every day; from small towns to big cities, from rural Ohio to rural India. We, every one of us in this institution, have a legitimate stake in the future of this world.

When I returned to the university in 2007, I said this is Ohio State's time to be a beacon for higher education, and to make a difference in the lives of people around the world. I still believe that. Now I believe it is Ohio State's responsibility, and I want to underscore that.

The university is rising to its land-grant purpose and making tremendous progress. None of which would be possible without innovative and collective efforts.

First of all, I want to thank my friend, the Governor. I want to thank our state legislature that rises above, and this is literally the truth because I work with them so often, partisan politics when it comes to higher education, and is legitimately concerned about the future of this state and its children.

And I want to thank the people of this community, this great Central Ohio, this great Columbus community, who have been so embracing of me and continue to be so. Ohio embraced me in 1990 when this foreign element came in from Colorado and I began my first term. I was surrounded by love in 1991 when my wife Elizabeth died. In 2008, when my son-in-law Alan was killed and my daughter nearly died and lingered near life and death for six months, I cannot imagine being anywhere more caring or supportive.

My ties to Ohio State and to Ohio are deep and strong and very meaningful to me.

So, I have been asked this question a lot, what does the future hold for me? I am retiring from the presidency. We have a fine interim leader, a man in whom I have tremendous respect and affection, my dear friend Joe Alutto. And because this is the best job in America, and I believe this, we will now attract a remarkably capable new president.

My role in this transition is to be of any possible help I can be to the institution and certainly to Dr. Alutto. I will begin to reenergize and refocus and return to writing and research and conversations about public policy, the issues that Dr. Cloyd just talked about. I think that we can be a national leader in many of those things; a gift you have given me for which I will be forever grateful.

I also am starting to realize that as the telephone calls of business start to slow down, and they already have, the calls of balance and opportunity will begin to increase.

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Have you seen those photos of my grandchildren? If you haven't, take a look at them. They go to my heart. I am going to become a better father, a better partner, and a better friend.

That is my comment Mr. Chairman.

When I came and got a standing ovation, I said the last time I had a standing ovation is when I told the people of Brown I was leaving. Now I get another one when I tell the people of Ohio State that I am leaving. There is some symmetry there as a matter of fact.

I appreciate that and I appreciate all of you so much.

Mr. Schottenstein:

Gordon, I remember as if it were yesterday when you did stand in this room and said a number of things. You said this is Ohio State's time. The way you said it, it made the hair on my neck stand up because I thought to myself, he is right. You have made it so and it remains so.

You also said something else, that you have lived like no person any of us have ever met and that is you want to put students first. It occurs to me that in many ways putting students first is what your presidency has been about. It also occurs to me that students just don't start at the age of 18. You become a student almost the day you are born. Thinking about what we could do for you today to help you put students first, we have some parting gifts. I think with this first one, you more than anyone can put two of the most special students first on the face of this earth as far as you are concerned. There is a scarlet and gray twin stroller coming in here.

President Gee:

That is perfect. Is that for me or my twins?

Mr. Schottenstein:

That's for you to push those students first.

President Gee:

Thank you.

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COMMITTEE REPORTS

Mr. Schottenstein:

There will be other opportunities for us to do some special things as well.

Getting back to the agenda, at this time we will hear our committee reports. The first is our Advancement Committee, chaired by Linda Kass and Gil Cloyd. Linda.

Mrs. Kass:

Thank you Bobby. Hard to follow all this but I will get us back into our committee agenda here.

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The Advancement Committee met yesterday. The committee has a new committee member, our new Trustee Brent Porteus. We look forward to him joining us at our next meeting.

Mike Eicher provided a report on our development activities and I would like to cover a few highlights. While our written report of fundraising activity and that's our gifts and pledges, took us up through April 30th of this year and showed us on budget and tracking well within our timeframe, our May results which Mr. Eicher provided looked even better. To remind you, our fiscal year 13 fundraising goal is \$360 million and as of May 31st, we have raised \$336 million and that's 93% of our goal within 92% of the time elapsed. We are on target to reach this year's goal and 11% ahead of last year's fundraising efforts.

Philanthropic receipts, which are cash receipts, total \$265 million; down 9% from last year and that's due to decreases in private grant support. Mr. Eicher, Mr. Chatas, and Dr. Whitacre continue to look at ways we can build our effectiveness and results in this area. Our committee plans to examine this in more depth at our August meeting.

We also discussed the status of our "But for Ohio State" campaign, which as you know has a \$2.5 billion goal to reach by June 2016. With \$1.56 billion raised through the end of May, we are at 63% of the goal and ahead of the 59% of the time elapsed into the campaign. This is quite strong. Although, we are not raising as much for student support as we would like, we expect to bump that number up through a number of efforts including the Ohio Scholarship Challenge, which I will speak about in a moment.

We are doing very well in gifts of \$100 thousand to \$1 million but somewhat behind our campaign targets for principal gifts. These are contributions of \$5 million or more. Mike Eicher recruited a new Vice President for principal gifts, Sara Rubin, who joins us later this month and will lead efforts to increase the number of principal gifts at Ohio State.

I would also like to commend Mike Eicher for his outstanding leadership since arriving here just seven months ago. There is a lot to do but the work is in very able hands.

I also want to recognize charter Trustee, Corbett Price who made a generous \$1 million commitment to the president's discretionary fund, one of 27 named endowed funds to be established through your approval of the University Foundation report. That report is item eight on the consent agenda.

We have three naming's we are recommending for approval on the consent agenda and they appear as items 9, 10, and 11. They include the main lobby of the new James Cancer Hospital which will be named the JEGS Foundation Lobby thanks to a generous gift by the JEGS Foundation and the Coughlin family. We also ask your approval for the naming for the proposed Interdisciplinary Graduate Education Technology Entrepreneurship and Commercialization Program as The Langdale Academy for Technology Entrepreneurship and Commercialization. Finally, for the pavilion in this building, the Longaberger Alumni House, as we know the home of The Ohio State University Alumni Association, as the Archie and Bonita Griffin Pavilion.

We had several items for discussion. The first of which was the Advancement scorecard update. As you know, we have three metric areas: awareness, engagement, and financial. We are overall on track with our financial metrics although we question the methodology of one of our two financial measurements. Awareness and engagement are very new territories for us and we always anticipated that these particular metrics would need to be adjusted because we want

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to ensure that we are measuring the right things and using the correct methodology that will drive our success.

Following some input from the committee, the staff will be revisiting our existing scorecard metrics and will report back to the Advancement committee in August on their work.

We are making excellent progress as we execute our plans to create a unified institutional visual identity. Melinda Church and Jacquie Aberegg have established a large and effective brand identity guideline team working across the university and have developed architectural guidelines that provide consistency for the units. Our brand guidelines website recently launched complete with templates for print and presentation materials. Web and social media templates will be online in July. Initial units identified for conversion to the new logo, the block O that we talked about earlier, will transition by June of 2014 as planned. We received an update on athletics. Notable is that the new logo will be introduced on uniforms and jerseys next spring.

I want to complement the marketing team and point out that this effort has been a model in stewardship and collaboration. The pace has been steady and thoughtful. The overall visual identity should be completed by the fall of 2014. The other part of our identity work, the messaging aligned to our overall institutional positioning statement, is beginning and I think by the end of the year, we will start to see some good progress on those.

I referred earlier to the Ohio Scholarship Challenge. Dolan Evanovich made a presentation to the committee on this new model program and then the committee spent considerable time discussing our student scholarship fundraising efforts given how important these dollars are to support financial aid for students.

Our Ohio Scholarship Challenge targets scholarship support across all 88 counties. Scholarships are portable, that means they follow the student from one of our campuses to another and are transferable between majors and disciplines in case a student would change majors. The Ohio Scholarship Challenge is a true advancement initiative; it involves administration, staff, and volunteers from all campuses, the Alumni Association, the 4-H extension offices, the Office of Enrollment Services and Student Financial Aid, University Communications, and the Department of Athletics. In fact, honorary co-chairs are Thad Matta and Urban Meyer.

The committee discussed ideas to try to target high schools within each county to leverage social media technologies and think about this scholarship challenge opportunity as a sustainable way to not only increase gift giving, but to enhance long term engagement with an awareness of the university.

Finally, the committee plans to feature notable advancement efforts occurring at the college and unit level across our university at future meetings. It was felt we could all learn and expand our overall success from this kind of sharing of best practices.

That concludes my report Mr. Chairman.

Mr. Schottenstein:

Excellent report. Any questions of Linda?

Yes, Ben.

Mr. Reinke:

I briefly wanted to say something about the Ohio Scholarship Challenge which is a wonderful new endeavor. Not all of the details are hammered out but one of the great opportunities that we discuss is the ability to use this to connect to people's roots; either maybe in a local way, in a city or high school, but to also think about the way that the counties connect to our land grant mission and the fact that the counties represent the diverse body of our state. That meaning although about half of the population lives in Cleveland, Cincinnati, and Columbus; the other half lives throughout the state and has varied backgrounds depending on the school district that a student might come from. This gives a wonderful opportunity for us to find great students and provide them a scholarship no matter what area of the state they came from. I would like people who are considering to donate to think about doing this, in the words of President Gee, in the name of Mr. Lincoln's university, to try and provide that access to students who might not otherwise have that opportunity.

Mr. Schottenstein:

Any other comments? Thank you again Linda.

Alan, Medical Affairs Committee

Mr. Brass:

Thank you Mr. Chairman. We had a busy Medical Affairs committee. I am going to try to follow the five "b's" Clark, very quickly here. I loved it by the way. You are now in my quote book.

Yesterday, we went over our scorecard which we start off our meetings with all the time. The good news is we are green. Without going into all of those details, our construction program, our development program, our patient care, and our patient satisfaction are looking fine.

Dr. Gabbe presented yesterday all the new recruits this year. I have to tell you that list goes on and on with the number of superstars we have brought in to our university from all over this country. It is a very strong list. We are recruiting three very key positions right now that I would like the Board to be aware of: one is a new chair of pathology, one is a new chair of orthopedics, and one is a new chair of Department of Pediatrics at the Nationwide Children's Hospital. That of course is a collaborative recruitment. Those three are very critical.

Our new healthcare law goes into full effect January. Remember, we are on an academic year so our new budget will start July 1 and carry us to June 30th and halfway through this year the full effects of the healthcare law really become implemented as we go forward this academic year. One of the criteria in the law from the federal reimbursement is that each community and very specifically each hospital must come forward with plans as it relates to improvement of health for their community. The way Columbus has approached it, and Ohio State being part of that, is all four healthcare systems have gotten together. They have done a very thorough review of the needs analysis of the community and out of that, our medical center at The Ohio State University has chosen three areas that we will be concentrating on as it relates to health improvement: high risk pregnancy and infant mortality is one, access to care will be two, and the third will be high risk screenings specifically for cancer. Those three you will hear more and more as we go forward over the next number of years.

Our financial scorecard; bottom line without going into all of the details, is we are 17.8% ahead of budget as it relates to revenue over expenses. We are 44% above where we were last year. We have had an extremely strong teaching, research, and

clinical year. We are not done yet but I can tell you we are going to have a very strong year with a July 1 start of the new one.

I am very proud of Steve Gabbe and the leadership team and the faculty and all of our professional workers inside our medical center. If you track the last five, six, or seven years, it has gotten stronger and stronger and stronger. It's not that we don't have hiccups like NIH grants and a few other things, but when you look at patient satisfaction being the highest it's ever been, when you take a look at the number of patients, I can tell you seven years ago our strategic plan was about 500,000 ambulatory patients, the new budget called for 1.6 million ambulatory visits. What a growth curve.

Speaking of budget; 2014, we got some issues we have built in here that we anticipate happening. We anticipate with Medicaid and other state programs that we will have a reduction of about \$16 million next year; sequestration, another \$9 million. The Medicaid expansion program that we have tried to put through in the state is not there yet so we put nothing in the budget because we can't count on anything that would help us. Insurance exchanges go into effect, not to get into detail, but that is something we have to track very carefully as it relates to managed care changes, organizational network changes, and how patients will in fact be insured and come forward.

Good news, there is no charge increase in next year's budget. Again, no charge increases. We have to focus on control of expenses and we have to focus on being very flexible. This insurance law, a lot of it is unknown. We have got to be able to turn quickly if we need to.

Our capacity, we are at full capacity. As we sit here this morning, we have one step down bed and two med-surge beds available. We need our new tower to open. We need the expansion. The medical center in fact will then continue to be able to grow its revenue and grow its teaching and research missions.

On the consent agenda today is the final request for the \$82.5 million to complete our new tower. Remember, it's \$1.1 billion with \$100 million grant, part of that from CMS. Good news, we are finishing that project with 87% of all systems being from Ohio, which is good news. Our contingency is holding and I think we will be on time and on budget.

Good news on the consent agenda is there is a request for \$2 million which is the preparatory planning money for the new Crane Sports Medical Center Complex. It will be located on the athletic grounds. The good news is it will combine 16 different disciplines into this new center and will be able to help carry forward sports medicine for our community, for our teaching and research programs.

Also on the consent agenda is a neat idea that we are very fortunate to be able to implement. Our emergency room is at capacity. New emergency room addition is being built in adjacent to our old emergency room. Steve Gabbe and his team and the contractors have been able to anticipate completing the new emergency room ahead of schedule so that we can vacate the old emergency room, move in to the new emergency room, go back and renovate the old emergency room, and both of those will be finished and ready to be opened at the time the new tower is opened.

Now, what does that mean? To put it in the easiest perspective, it's going to take about \$4.8 million, it's going to come from capital out of the medical center, it's not part of the new project, but it will have 106 rooms in that new emergency room. There are many, many hospitals that are not this big, let alone their emergency room. It's a 106 bed emergency room. That's on the consent agenda.

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Two additional things on the consent agenda. When we brought our faculty together with our faculty practice plan, we modified all of our bylaws and so on in order to accomplish that. We went back and are now updating all of the malpractice insurance variables that go with that and one of the things that has called for approval today is to also include, as it has been in the past but to make sure the language is correct, for the Pediatric Academic Association at Nationwide Children's since it is part of our Academic system and to allow others such as anesthesiologists and so on that are not pediatricians but are part of our faculty to be included in this system. It's a legal technicality but it requires Board approval.

The last is an expedited credentialing process. That's important. In between the Medical Center Board meetings, we need to make sure we continue to process credentialing. We have developed a program that has the checks and balances so that in between meetings, we in fact can process correctly various physicians and other allied health professionals that need to be approved for practice privileges.

Mr. Chairman, on the consent agenda, you have the 2013-2014 Budget, we have the Medical Center Expansion Project for \$82.5 million, we have the Crane Sports Medical Center which will cost a total of \$35 million but request for \$2 million today to begin planning, ER renovation at \$4.8 million, the Pediatric Academic Associate Practice Plan to be included in our programs, and the Expedited Credentialing Process.

Unless there are some questions, I tried to do the 5 "b's" Clark.

Mr. Schottenstein:

Yes, Dr. Cloyd.

Dr. Cloyd:

Thank you Mr. Chairman. Mr. Brass, I have two questions. The first one is relative to the community change that you referenced with the Affordable Care Act and you highlighted three areas that our academic medical center will focus on. The question I have, hopefully there is a simple answer; we are doing all three of those things today. What will be different, just in a 30,000 foot level? I would like to understand what difference that makes in the community. The second question is, this 106 emergency bed facility, how much of that is driven by immediate need versus regulatory changes now that lead to a lot more patient holding versus admissions that would of happened in the past?

Mr. Brass:

Let me take the ladder one and I will ask Steve to help with the first one as it relates to our community activity and access programming. As it relates to the emergency room, the demand curve in our forecast model is going to be pushing that more than anything, more than the law, Gil. The law should work by taking that number in reverse because as we go into population based medicine where, in fact, everybody has at-risk programming to keep people healthy and out of the emergency room. If that is successful, and there are some 300 accountable care organizations up and regulated already, as that continues to grow that should work the opposite on emergency room medicine. Ours is coming from just the demand side of our curve as we grow our faculty, as we continue to grow as it relates to ambulatory care, and obviously market share.

Steve, help me with the first one, would you please because you really did a wonderful job in the community presenting all of this.

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Dr. Gabbe:

Thank you. One area that Mr. Brass mentioned was infant mortality which is largely related to prematurity. We have in Ohio one of the highest infant mortalities in the country unfortunately. Especially higher even in Columbus, again, it's premature birth.

What are we doing? Two of our faculty, Dr. Art James who we brought from Kalamazoo, Michigan who brought infant mortality down there and Dr. Pat Gabbe are leading several efforts. They are working with the state; they are working with the Columbus Health Department and with the Ohio Hospital Association to facilitate early entry into prenatal care, to make sure women who have had prior pre-term birth are getting progesterone treatment which reduces pre-term birth. This is a very broad effort to improve infant mortality through reducing pre-term births. There will be some dollars in the state budget to support this.

For cancer screening, we are expanding our demography access. We are bringing in a new leader, and we will tell you about him at the next Board meeting, in gastroenterology who will expand colonoscopy screening and very importantly Dr. Caligiuri and his colleagues through Pelotonia funding have launched a 42 hospital across the state screening program for colon cancer based on a genetic test that was developed by Dr. Albert de la Chapelle at the James. This is funded by Pelotonia and will significantly reduce the risk or identify those at greater risk for colon cancer as well as endometrial cancer.

In terms of increasing access, we are restructuring how we schedule our appointments, right now our no-show rate is too high. We are focusing on making the best use of the physicians and nurse practitioners we have. We have opened one nurse practitioner led clinic at East with Dr. Bern Melnyk and will be opening others. We are also going to be very involved in the new community health center in south Columbus. Those are some of the things we will be doing.

This is additive to what we have already been doing.

Dr. Cloyd:

Very helpful. Would I be correct then in thinking that the first two added costs to the university would be underwritten by either state support or philanthropy and the second and the third where we will have to think about operational types of revenues to cover expansions that we have.

Dr. Gabbe:

Exactly. You are absolutely right.

Dr. Cloyd:

Thank you.

Mr. Brass:

Steve, our nurse physician home program as it relates to chronic care patients, do you want to mention that real quick because this fits into this and it's a new program for us.

Dr. Gabbe:

We started a new program being led by Dr. Neeraj Tayal who is the new head of General Internal Medicine working with Dr. Andrew Schames who we recruited from

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Massachusetts, working with nurse practitioners; they are going to the homes of patients we identify who are at the greatest risk to require a return to our ED or readmission after they have been hospitalized because they have multiple chronic medical conditions. They are actually making, what we all remember, home visits, making sure they have their medications, making sure the home environment is safe, making sure they have nurse practitioners coming to see them. It's early in its development but we are very encouraged by what we are seeing, especially for patients with heart failure.

Mr. Brass:

Thank you Steve.

Mr. Schottenstein:

Any other questions for Mr. Brass? Thank you again Alan.

Mr. Brass:

You are welcome.

Mr. Schottenstein:

Judge Marbley, Audit and Compliance.

Judge Marbley:

Thank you Mr. Chairman. The Audit and Compliance Committee met yesterday. We began with the presentation from Mr. Gates Garrity-Rokous who is our Vice President and Chief Compliance Officer. He reviewed Office of Compliance and Integrity's work on compliance planning and issue response including the status of these processes and the target dates for the implementation of the issue response system.

Mr. Garrity-Rokous also noted that the office's annual compliance plan will be shared with the committee at the August Board meeting. I can tell you Mr. Chairman that one of the centerpieces of Mr. Garrity-Rokous' work is to foster a culture of compliance institution wide. He has met with the heads of various departments and units in an effort to begin this process. He has a COO, Mr. Christopher Glaros who is also working alongside him to do that and they are off and running. It has taken root and it is doing what we envisioned when that process began with your chairmanship of that committee.

We next heard from Mr. Rick Stover who is a partner at PricewaterhouseCoopers, the accounting firm. Mr. Stover provided an update on the status of the university's external audit and noted that all 2012 audits have been cleared through the state auditor's quality review process and that there are no issues to date. Further the interim work has begun for fiscal year ending June 30, 2013 and his team has begun planning for fiscal year 2014.

After hearing from Mr. Stover, the committee convened into executive session to consider matters required to be kept confidential by federal and state statutes and to consult with legal counsel regarding pending or imminent litigation.

Finally, one of the more important matters that we undertook yesterday was to welcome Ms. Stacie Seger, our new undergraduate student trustee and we are excited to have her join us and look forward to her contributions over the next year.

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I will note Mr. Chairman that we advised all committee members that our August meeting will be pretty much consumed by the audit report that Mr. Stover will give and I am sure that many of you are looking forward to that as we go forward with our audit report to this committee in August.

That concludes my summation of Audit and Compliance Committee meeting.

Mr. Schottenstein:

We will look forward to it. Are there any other comments for Judge Marbley?

Thank you. Alex Shumate, the Governance Committee report.

Mr. Shumate:

Thank you Mr. Chairman. We have two items for action by the full Board; number four and number five on the consent agenda.

The first is the Ratification of Committee Appointments for 2013-2014. As we have noted earlier, there are new members to the Board who have been added to the various committees of the Board, Brent Porteus, Stacie Seger, and Janet Box-Steffensmeier have been added to Academic Affairs and Student Life, and there are other adjustments as well. I would also note that with the departure of two of our Trustees at the April meeting that we have three new vice chairs: Janet Reid will become Vice Chair of Academic Affairs and Student Life, Michael Gasser will become Vice Chair of Audit and Compliance, and Tim Smucker will become Vice Chair of the Governance Committee. We recommend unanimously the adoption of this particular item.

The second major item that we discussed in our meeting yesterday, is the recommendation that we adopt the governance framework for the new Ohio State University Wexner Medical Center Board. This item has been fully discussed by Medical Affairs as well as the Governance Committee and at each of your places around the table, you should have a copy of the updated and revised recommended framework that focuses on membership, officers, committees, and duties and responsibilities. Again, we unanimously recommend this for adoption as well.

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APPOINTMENT OF INTERIM PRESIDENT

Mr. Shumate:

Mr. Chairman, another matter of Governance that I would like to bring fourth is the appointment of Joseph A. Alutto as our Interim President. In order to ensure a seamless transition in the leadership of the university I propose that effective July 1, 2013 and until such time as the Board names a new president, that Joseph A. Alutto be named Interim President of The Ohio State University and I so move Mr. Chairman.

Upon motion of Mr. Shumate, seconded by Judge Marbley, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Ratner, Mr. Brass, and Mr. Schottenstein.

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Mr. Schottenstein:

Thank you. Joe, on behalf of the entire Board, thank you. We have every confidence that you will provide the stalwart service that you have always provided to this university. I echo what Mr. Shumate just said and what has been said by many others here, this week in particular and with Gordon and his remarks, just about the extraordinary service you've provided this university and how confident the Board is that we are in very good hands. We all look forward to working with you and we congratulate you on this moment.

We congratulate you are well Carol. It's great to have you here.

We will continue with our committee reports; Dr. Wadsworth, Academic Affairs.

Dr. Wadsworth:

Thank you Mr. Chairman. As Alex Shumate mentioned we welcomed Brent, Stacie and Janet to our committee and also Janet Reid as our vice chair. We have some new energy and we appreciate that.

We started off with Dr. Alutto and went through a number of formalities. Some of them are quite important but I am not going to go into detail. They are all on the consent agenda regarding *Rules of the Classified Civil Service, Rules of the University Faculty*, endorsing a number of routine personnel actions and approval of degrees and certificates for the summer term. Those are on the consent agenda.

We had two presentations. The first was by Vice Provost William Brustein and he discussed the uses and benefits of the new international student surcharge. You will remember that we approved this at a prior Trustee's meeting. This is a charge of \$500 per semester for all new international undergraduate students starting in autumn 2012 and will be phased in over the next several years. I will note that the university is host more than 6,000 international students compared to 3,600 five years ago. That's a very impressive increase in the number of students coming to this country. There is recognition that there are a variety of ways in which we need to help people as they enter the United States, supporting them through academic and service oriented programs.

The first example is a six to eight week intensive language course before they come. I thought for a moment that was something I might have benefited from when I first came to the States. There is a pre-departure orientation in China to prepare Chinese students to begin their education here, an airport welcome program and a comprehensive orientation to the Columbus campus. I just reflect on the fact that if you go to Asia and you imagine landing to start a study somewhere, the complexity of that. I think this is a great program to meet people when they arrive, make sure they understand how to do the things that we just take for granted that may not be so obvious. That's one of the major uses of this program.

There are some portions of funds that will go to study abroad scholarships, in some cases to prepare our faculty to understand what it is like in these other countries so that they can better understand how to receive people into the US. That's something that we looked at. There is a comprehensive evaluation program being put in place to make sure that we're meeting the needs that we are expected.

The second presentation was by Dean David Williams of the College of Engineering. In a sense, that first one was on the student life part. The second is the academic affairs part where we are doing deep dives into various schools. The College of Engineering gave a very interesting presentation.

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They ask the sort of questions I believe world leading universities should be asking. For example, where can the College of Engineering lead the world? What is a 21st century College of Engineering look like, how is it different from what it has been in the past and what it is now? How are things changing going forward and how is this university positioning itself?

There are some huge changes particularly in how research is being funded, what the priorities of the country are in technical areas, how can you get ahead of those and not be trailing. How do we continue to recruit and retain the very best talent in a very competitive market, an international market? We heard some very good ideas in all of those areas. I think we all felt we are seeing a very aggressive agenda. I mentioned earlier in my comments to Gordon that it is very thrilling for me to see the university go out into Ohio and engage in two of the most advanced manufacturing areas in this country and start putting people and programs in place. The research funding in this country at the state and federal level, a good day is if it is flat. Three quarters of the R&D done in this country is done by industry. It is not by federal government or local government. Engaging with industry in the right way, not to just be doing what industry wants, but to understand the future problems of our major economic drivers in this country is paramount. That's what is happening.

The three areas that are being highlighted are manufacturing and transportation, hence the interest in working with Honda and GE Aviation. The second is the one we have heard a lot about, Data Analytics. This university is in great shape to look at big data issues. The third, which is really exciting, is the engineering and medicine interface. We have got such a strong medical component here. It makes all the sense in the world to figure out how engineering and medicine combine. Towards that end there is a plan for a \$28 million center for electron microscopy. A lot of that money is already being raised. I will just say David Williams is a world authority on microscopy so we have got somebody who really understands that technical area.

That's the kind of investment that can really propel us forward. I think we all felt very energized by what we heard in terms of future prospects as we had in some of the previous reviews under this school. Generally speaking, we are seeing some very exciting plans and very great progress over the last few years.

That concludes my report Mr. Chairman.

Mr. Schottenstein:

Any questions? Dr. Cloyd.

Dr. Cloyd:

Thank you. Dr. Wadsworth, I am really very pleased to hear about this outreach to the private sector for funding. Can you spend a moment and say how Dean Williams is thinking about how that interfaces with what we are trying to do with the university. Do they put other people in place in the Engineering College, how will that work?

Dr. Wadsworth:

It's obviously quite complicated but let me say what it isn't. This isn't a case where industry is telling us what they want to do in a specific way in terms of undergraduate teaching and so on. This is a partnership where we are actually placing faculty and students, at least some of the time, in their facilities. I think this is a very advanced and appropriate thing to do. As I look into Europe with what has happened, the most advanced manufacturing center in the world, is a place that is a remarkably diverse enterprise where there is industry merging with academia, with students, and with faculty. It's separate from the university physically but not intellectually, as they have expanded to grow. I think that is the model. How do we start to understand early on

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what the long terms are in the industry and how can OSU with its partners, position the university to anticipate and do the leading edge research that will meet the future needs of those industries. It's a complex system of people coming here, our people going there, but remaining true to the academic core of this university. This isn't work for Ohio; these are partnerships on very important technical areas.

Dr. Cloyd:

How do you see that within the university; the core people that will be responsible for helping to identify potential, private consortia or individual companies so that they can take advantage of this?

Dr. Wadsworth:

This is really indeed the job of the Dean and his senior team. It turns out that already, we work with 400 industry partners. This is a problem of prioritization and selection, not of attraction. It's really deciding which of those pieces have the largest impact, growth potential, and has beneficial impact to the university and the state and the industry. Those three that I mentioned of manufacturing, big data, and the marriage of the leading edge of engineering with medical research are the three that are really being picked and those are driving the partnerships.

President Gee:

You know that has always been a challenge for this institution. I will use another scale; the fact that we have over 400 signed protocols or MOUs with universities around the world. No one can manage that. That's like managing a series of love letters as I have told you before. As we refocus our areas into parts of the world, India, China, Brazil, Turkey, we are doing the very same thing. We are saying that we can't manage 400 but we can manage four or five or six. Therefore, the refocusing in the university of our skill, has made us a dominant player. Our skill also makes us a diffuse player. We are trying to take dominance into strategic initiatives. David Williams, of course, brings such a lively mind to all of this and has done this for a long time. We have a leader there who really can help in this interface and is doing a wonderful job.

Dr. Wadsworth:

You mentioned the trip he had done with you to Brazil.

President Gee:

Which was enormously successful. By the way, we forged a partnership with Embraer Air and now they are taking a look at a very strong partnership. Embraer Air is the great Brazilian aircraft company, we all fly on their tube jets. I think that this is just another example of some of the things we are doing.

Dr. Wadsworth:

I think also Gordon that there is this whole issue of how we reward different models of academic.

President Gee:

We talked about that yesterday.

Dr. Wadsworth:

Yes and I think the leadership that is being shown at this university is vital.

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President Gee:

I think that both the outgoing and incoming Provost, the dancing Joes as I call them, I think that they are very devoted now to have that as their next platform change; which is to develop, as I call it, multiple ways to salvation, reward structures that provide an opportunity to recognize those differences among a complex university.

Mr. Schottenstein:

Any other questions? Thanks Jeff. Finally, the Finance Committee, Mr. Jurgensen.

Mr. Jurgensen:

I am going to try this out Clark. Yesterday, the Finance Committee met. We talked about money. All the money that we thought would come in came in. All the money we planned to go out we spent. All the money that is left over is invested wisely.

Mr. Schottenstein:

May I entertain a motion to have Jerry remain the chairman of the Finance Committee? By acclamation...

Mr. Jurgensen:

We did have just a couple other things and I will be just as brief but we need to hear more about this. Because of the interplay with Jeff and Gil, what I was thinking about while the two of you were talking, is we did have a presentation yesterday from Brian Cummings on all the technology commercialization efforts that are going on at the university. I think that underlies a little bit what Gil was talking about. I would say that we are off to a very good start in that office. There has been tremendous student reaction to it; over 900 students have been influenced by the I.C.E. (Innovation, Commercialization, Entrepreneurship) program. The money flows in and out; they are starting. This is a long tailed process as much as anything; it involves a pretty significant cultural change in the university. It is not just like turning on a light or switch or saying yeah, we are going to do that and it happens. It is going to take some time. This also holds tremendous prospects for the university. Hunting back to Jeff's other comment about funding and how that is changing; this is an effort to demonstrate how the university can significantly operate on its own generation of funds flow.

There were nine items on the consent agenda. Numerous colleagues have talked about them. Alex talked about all of the ones that relate to the medical center. Geoff Chatas, our CFO, did go over some things that I just wanted to remind you of.

Tuition increases for fiscal year 2014: there will be none, just like there is no pricing increases to the medical center; there are no undergraduate tuition and mandatory fee increases in the 2014 plan. The graduate tuition and non-resident surcharge will increase about 2%. There are proposed increases for course-based, learning technology and program fees that are not covered by tuition. Most of those will range from \$10 to \$50 per semester and are associated with increased lab and technology costs and expenses.

Geoff Chatas presented the fiscal year 2014 budget which is an all funds budget. What I mean by that, it's a comprehensive budget of both the academic side of the university as well as the medical center. This is the first time that we actually have gotten a full budget all at one time. It usually comes in pieces and parts because we have to consider the State of Ohio and their budget process; and we don't know what SSI (Supplemental Security Income) is when we do the other part and all these kinds of things. It has been Geoff's objective to try to bring this closer to budgeting

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process' that are really best practices. Yesterday he went over all the underlying assumptions that are built into the plan for 2014. Part of which is capital investment. He was augmented by Jay Kasey who took us through about \$143 million of new capital spending that will be in this 2014 plan. That's on top of about \$1.1 billion of some ongoing stage of being committed.

Two, on the medical center; the last \$82 million for the hospital that was talked about and the Crane Sports Medicine Institute. All of these are on the consent agenda.

We had two policy resolutions. One dealt with the establishment of the University Derivatives Policy. I can tell you all that we are not going to take the endowment and go out and bet red. This is really a policy to cover our management of interest rate risk. Primarily, most of what we are doing is very straight forward. We are doing it on well-established exchanges. We are doing it with credit worthy counter-parties and it truly is hedging. Just to repeat something I said yesterday, all derivatives trading involves basis risk. I am sure Mr. Porteus can explain basis risk to a lot of people because there is not a farmer in the country that hasn't dealt with basis risk their entire life. Our policy says we are only going to use derivatives to hedge; we are not going to speculate. Almost by definition, all derivative transactions are actually to offset speculations. It's a bit of a semantical thing but our point is we are not going to go out and create transactions in the investment operation purely with the motivation of trying to generate alpha or near term return. We are going to use it to help us manage an existing position which is obviously reasonable.

We have an annual thing that we must do; the Board must reauthorize our senior vice president to perform necessary financial transactions including buying, selling, assigning and transferring securities. We revisit this every year. It hasn't changed. The language is the same.

Mr. Kasey and Ms. Ready presented a resolution to enter into professional services contracts and enter into certain construction projects. We are going to add 2,500 new seats to the stadium. Gene guaranteed us that he would have no trouble selling those seats. We are also going to light the stadium although after our presentation today, I guess we have to go back and figure out what color those lights ought to be.

Mr. Schottenstein:

No we don't.

Mr. Jurgensen:

That's right, there are going to be red lights in our locker room and blue lights in the visitor's locker room, or no lights.

Then there was the medical center contract.

The final resolution will deal with some easements that we encounter in the ordinary course of business; there are two of them that Gordon will tell us about.

That concludes my remarks.

Mr. Schottenstein:

Thank you. Any questions for Mr. Jurgensen?

The consent agenda is now before the Board and I would like to call on President Gee to present it to the Board.

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CONSENT AGENDA

President Gee:

Today, we have a total of 23 resolutions on the Consent Agenda. Therefore, we are seeking approval for the following:

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 2013-90

Synopsis: Approval of the following amendments to the *Rules of the University Faculty*, is proposed.

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the *Rules of the University Faculty* as approved by the University Senate; and

WHEREAS the proposed changes in the *Rules of the University Faculty* were approved by the University Senate on April 11, 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the attached amendments to the *Rules of the University Faculty* be adopted as recommended by the University Senate.

(See Appendix LI for background information, page [1085](#))

REVISIONS TO THE RULES OF THE CLASSIFIED CIVIL SERVICE OF THE OHIO STATE UNIVERSITY

Resolution No. 2013-91

Synopsis: Approval of revisions to Chapters 3335-73 and 3335-89 of the Ohio Administrative Code governing the university's Classified Civil Service related to leave policies and definitions of terms, is proposed.

WHEREAS in accordance with Section 124.14(F) of the Ohio Revised Code, the Board of Trustees shall carry out all matters of governance involving the officers and employees of the University, including employees in the Classified Civil Service; and

WHEREAS Resolution 2008-47, adopted by the Board of Trustees in November 2007 authorizes the Office of Human Resources, as the university's Appointing Authority relating to all matters of governance involving Classified Civil Service employees, in consultation with the Office of Legal Affairs, to make periodic recommendations to the Board regarding the enactment and revision of Classified Civil Service Rules; and

WHEREAS the most recent revision of the university's Classified Civil Service Rules was in June 2011, and the Office of Human Resources now has recommended further needed revisions in the rules with respect to leave policies and definitions of terms for Classified Civil Service staff; and

WHEREAS these revisions in the Classified Civil Service Rules, as shown in the attached, will enable the university to streamline processes, enhance our efficiency and

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effectiveness, and provide more effective leaves policies and general management of Classified Civil Service employees; and

WHEREAS the university has complied with Ohio Revised Code Section 111.15 in promulgating these revisions to the Classified Civil Service Rules, and the university additionally has provided reasonable notice to all affected university employees and interested groups and a period of time during which such employees or interested groups could submit comments about the proposed Classified Civil Service Rules:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revisions to the Classified Civil Service Rules as set forth in the attached amendments to the Classified Civil Service Rules, effective July 1, 2013.

(See Appendix LII for background information, page 1099)

RESOLUTIONS IN MEMORIAM

Resolution No. 2013-92

Synopsis: Approval of Resolutions in Memoriam is proposed.

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

Charles E. Blakeslee

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 1, 2013, of Charles Emmons Blakeslee, Associate Professor Emeritus of The Ohio State University Extension Service.

Chuck was born May 17, 1910, in St. Johns, Michigan. He completed his Bachelor of Science degree in 1933, in Ag Education from Michigan State University and the MS degree in 1952, in Agriculture from The Ohio State University.

His Extension career in Ohio began on November 7, 1938 as the County Agricultural Agent in Jefferson County. On April 1, 1939 he moved to Pickaway County as the County Agent; on October 1, 1939 he moved to Carroll County; and on February 1, 1940 he moved to Jackson County. He became the County Agricultural Agent in Meigs County on April 16, 1940 and remained there until his retirement on January 31, 1974.

Mr. Blakeslee was recognized for his outstanding leadership in agricultural programming including teaching and promoting efficient methods of producing crops and livestock, organizing community development projects, working with youth and developing leadership in the community to promote the optimum use of the resources in the county. He was a member of the National Association for County Agricultural Agents and served on numerous Extension committees during his career.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Charles E. Blakeslee its deepest sympathy and 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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John C. Chambers

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 3, 2013 of John C. "Jack" Chambers, Professor Emeritus in the Department of Management Sciences at the Fisher College of Business.

Dr. Chambers received his undergraduate and master's degrees in Industrial Engineering from Ohio State in 1950 before going on to earn an additional master's degree and a Ph.D. in Operations Research from Case Institute of Technology (in 1958 and 1961 respectively). Before beginning his academic career at Ohio State, he had a long and distinguished career in industry, first as an engineer and then in the field of operations research in a variety of well-known firms including Ford Motor Company, Ernst & Ernst, Corning Glass Works and Xerox Corporation.

Professor Chambers joined the college as a lecturer in the fall of 1979 and became a full professor with tenure in 1981. Due to his many years in industry, Professor Chambers was able to offer an applied focus to his research and teaching in the area of operations research. He provided real world experience that bridged the gap between theory and practice. He also served as an excellent mentor to young faculty.

Dr. Chambers regularly published in highly regarded academic journals in the field of management sciences throughout his career, even before joining Ohio State as a faculty member. Professor Chambers retired from Ohio State on December 31, 1991 and was awarded emeritus status effective January 1, 1992.

On behalf of the University community, the Board of Trustees expresses to the family of Professor John C. "Jack" Chambers 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.

George W. Collins II

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 12, 2013, of George W. Collins II, Professor Emeritus of Astronomy.

Astronomy was the love of his life for George. Even as a boy his philosophy was not "if I become an astronomer," it was "when I become an astronomer." He had tremendous respect for his Scotch Presbyterian heritage and as sure as he was that he was going to be an astronomer, he was sure that he would attend Princeton University.

When George enrolled at Princeton in the fall of 1955, two giants of 20th century astrophysics, Martin Schwarzschild and Lyman Spitzer, were on the faculty. As far as tutelage was concerned, George started at the top. In 1957 he worked as a student assistant to Schwarzschild on Project Stratoscope, which observed the sun with a telescope carried to high altitude by a balloon. The results confirmed that heat in the solar atmosphere was transported by convection. Working with Schwarzschild, a leading authority on the structure and evolution of stars, essentially set George's intellectual directions. One was in the pursuit of understanding how stars in gravitationally bound binary systems and those undergoing rapid rotation would deviate from isolated, static stars in their structure and evolution. His senior thesis at Princeton (the senior thesis was Waterloo for many Princeton students over the years) was on the subject of binary stars. The other direction was toward the use of electronic computers to numerically model stars, particularly rotating stars. Princeton was the home of John von Neumann, a mathematician and physicist without peer who pioneered the architecture of electronic computers. Princeton researchers, including Schwarzschild, were among the first to employ electronic computers in their calculations. George, although only an undergraduate physics student, was quick to

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see that the electronic computer was going to be the principal tool of the future for calculation.

In 1959, not too long after his enrollment in the Ph.D. program at the University of Wisconsin, George and his classmates in a stellar structure and evolution course were charged with the problem of constructing a numerical model star. Most of the students followed tradition, using mechanical calculators. George decided to use the University IBM 650 to make his star. This meant learning FORTRAN to program an electronic computer and learning the numerical analysis needed to use electronic computers. By the end of the term, George had established himself as the department computer guru to whom not only students, but, faculty as well, went for advice.

One of the faculty who recognized the utility of George's presence was the Department of Astronomy Head, Arthur Code. Code had recently established the University of Wisconsin Space Astronomy Laboratory (SAL) whose goal was to design and build a general purpose Orbiting Astronomical Observatory (OAO) with special capability in the ultraviolet region of the spectrum. George was a frequent visitor to the lab and helped out with many of the numerical calculations required by OAO.

His mutually rewarding relationship with Code was furthered by their shared interest in stellar structure and evolution. It was Code who taught the course on the subject and who assigned the task of computing a model star. At the University of Chicago, Code had been the Ph.D. student of S. Chandrasekhar; Chandrasekhar and Schwarzschild were the world's top guns in the study of stellar structure and evolution. At Wisconsin in the person of Code, George again worked with a teacher of great ability and stature just as he had at Princeton.

Code wanted George to do a Ph.D. thesis under his supervision, but he was so burdened with running the department and the SAL that it was decided that Robert Bless, added to the faculty to bolster the OAO project staff, would be George's thesis advisor. George received his Ph.D. in 1962, only three years after he matriculated at the University of Wisconsin. Upon graduation, George stayed on at the University as an Assistant Professor with a joint appointment to the Department of Astronomy and the fledgling Department of Numerical Analysis.

In 1963, George came to the faculty of The Ohio State University's Astronomy Department, where he was the first to specialize in theoretical astrophysics. He was a renowned teacher in undergraduate courses, earning a reputation as a demanding but fair professor, and he could be most gracious when students or colleagues needed assistance. He guided the Ph.D. dissertations of nine graduate students and mentored many more on theoretical astrophysics. His ability to solve challenging mathematical problems was legendary. George served on the Green Ribbon committee to help contain the campus riots in 1970 and wrote the computer code still used in the Astronomy Department to scramble questions and answers for exams in introductory courses. He wrote books on stellar astrophysics, the Virial Theorem, numerical methods and data analysis, and celestial mechanics. He authored more than sixty research papers, many on the subject of stellar rotation, but others on such widely ranging topics as SS 433, polarization of starlight, exploding stars, and Indian pictographs. Besides serving on many committees within his department, George was on committees in the college (e.g., Centennial, Curriculum, Research, Computing Resources, and Long Range Planning) and university (Academic Misconduct, Instruction and Research Computer Center Advisory Board, and Arts and Sciences Senate).

George's contributions extended well beyond the university. For many years he led Boy Scout troops on extended canoe trips through the Boundary Waters and Canada's Quetico Provincial Park, receiving the Silver Beaver Award from the Boy Scouts of America for his service. Countless young men benefited greatly from these experiences in the wilderness. George was a renaissance man, who enjoyed discussing finer points

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from musical performances to current events. Many times he emphasized that a Ph.D. degree was a doctor of philosophy, and recipients of the degree should be broadly educated with wide interests.

Following his retirement from Ohio State, George continued contributing, joining the faculty at Case Western Reserve University while participating extensively in the Cleveland Astronomical Society. For his intellectual encouragement, inspiration, and outstanding lectures, the Society awarded him the first J. J. Nassau Service Award.

His diversity was not only a product of learning from great scientists possessing extensive knowledge but from his inherently fertile mind. All who taught him, worked with him or studied under him learned from George. He was a unique and learned man.

On behalf of the University community, the Board of Trustees expresses to the family of Professor George W. Collins II 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 S. Crawford

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on January 30, 2013, of Robert S. Crawford, Associate Professor Emeritus of The Ohio State University Extension Service.

Bob was born March 23, 1933, in Science Hill, Kentucky. He completed his Bachelor of Science degree in 1955, in Agriculture from the University of Kentucky and the MS degree in 1972, in Agriculture from The Ohio State University.

His Extension career in Ohio began on March 1, 1958 as the County Agent in Lawrence County. He remained there until his retirement on December 31, 1988.

Mr. Crawford was recognized for his leadership in agricultural programming as well as for working with the 4-H youth in Lawrence County. He was a member of the National Association for County Agricultural Agents and served on many Extension committees during his career.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Robert S. Crawford its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed in 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.

Donna Jeanne Browder Evans

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 27, 2013, of Donna Browder Evans, Dean and Professor Emerita of Education in the College of Education.

Donna Browder Evans, a product of the Columbus Public Schools, entered The Ohio State University as a young African American woman during a time of societal transition. Blocked from becoming a history teacher because jobs for minority teachers in that field were limited, she enrolled in elementary education. After graduating with a Bachelor of Science degree, she taught in a segregated school, gaining the respect of fellow teachers and the Columbus community for her dedication to her pupils.

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She then graduated with a master's degree in school counseling and helped establish the first formal counseling program for elementary-age students in Columbus Public Schools. She went on to earn her Ph.D. in counselor education, human growth and development, and educational administration. After serving on the faculty and administration of the University of Maine and Skidmore College, she was dean at Wayne State University, the University of North Florida and Old Dominion University. When she returned to Ohio State in 2000, she brought with her energy and a commitment to building community. During her tenure as Dean of the College of Education, she accomplished significant goals that provided a foundation for continued growth and advancement.

She was especially proud of the 2004 commemoration of the *Brown versus Board of Education* court decision, which reminded the university and wider community how many doors were opened for learners of every background. As an African American educator, she was a community leader during that time of transition. And 50 years later, Dr. Evans ensured that the college used its energy, diligence, and passion to renew its commitment to issues of equity and diversity.

Dr. Evans considered the University Teacher Education Coordinating Committee a crowning achievement during her term. The committee established collaboration among Ohio State's many teacher preparation programs.

Among her other achievements was fulfilling the dream of making the Charlotte S. Huck Professorship in Children's Literature a full-time, tenure-track position. The college established the Office of Outreach and Engagement, which answered a huge need in schools by enrolling 8,700 in-service teachers in 367 professional development courses. The Ohio Collaborative educational policy initiative involved the entire college and university system in the state of Ohio.

And the Literacy Collaborative, funded initially by the Jennings Foundation, continues to aid school districts nationwide in the critically important effort to ensure all students are fluent readers and writers.

On behalf of the University community, the Board of Trustees expresses to the family of Dean Donna Browder Evans its deepest sympathy and understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and it is directed that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

Kenneth M. Hanson, Ph.D.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 16, 2013, of Kenneth M. Hanson, Ph.D., Professor Emeritus of Physiology in the College of Medicine.

Professor Hanson earned Master's and Doctor of Philosophy degrees in Physiology from the University of Indiana Medical Center at Indianapolis. He began his academic career as a teacher and research scientist in physiology at the University of Indiana prior to his appointment as Assistant Professor in the Department of Physiology in The Ohio State University College of Medicine in 1966. His promotion to professor occurred in 1976 and was based on scholarly research productivity in cardiovascular and gastrointestinal physiology, outstanding teaching skills and service in his department, college, university and the local and national community. He taught human systems and organs physiology and cellular physiology to medical students, allied health students and students enrolled in The OSU College of Nursing for more than 26 years before retirement in 1992. Professor Hanson was recognized as a dedicated and inspiring teacher, who consistently strived to remain up-to-date in the scholarly advances in his field as they related to medicine and health. His laboratory research in

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cardiovascular physiology is widely published with graduate students as coauthors. His research laboratory made available leading edge investigative opportunities for multiple graduate students to pursue advanced degrees at OSU.

Professor Hanson served the local medical community in roles as expert consult in testing and interpretation of symptoms associated with motility disorders of the digestive tract. For about 15 years, prior to his retirement from OSU, he made weekly visits to the Gastrointestinal Division of Grant Medical Center in Columbus to assist the clinical gastroenterologists with interpretation of motility records in the diagnosis of disorders (e.g., dysphagia) of motility in the pharynx and esophagus.

Outside OSU, Professor Hanson served his profession at the national level. Among his professional research memberships were the American Physiological Society, American Heart Association, Society for Experimental Biology and Medicine, Nutrition Today Society, Sigma Xi, and the Ohio Academy of Sciences. Aside from his contributions to research associations, Professor Hanson was consistently listed in *Who's Who in American Education*.

Professor Hanson was an active member of the OSU community and served on numerous departmental and college committees. He actively promoted collegiality in the Physiology Department with a congenial approach to his colleagues in day to day interactions, as well as hosting social events for faculty and staff in his home.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Kenneth M. Hanson 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.

Stanley Leon Helgeson

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 27, 2013, of Stanley Leon Helgeson, Professor Emeritus of Science Education in the College of Education and former Associate Director for Science at the ERIC Clearinghouse for Science, Mathematics and Environmental Education.

Dr. Helgeson was proud that his education began in a one-room schoolhouse in Wisconsin. His young bride, Charlotte (Sue), determined that he should be the first of his family to go to college, a "completely unthought-of idea," he said. He volunteered for the Army in order to qualify for GI Bill educational funding. After his discharge, he went on to receive his bachelor's degree in 1960 from the University of Wisconsin.

After teaching science in a junior high school, he took advantage of a National Science Foundation program for teachers, receiving a Master of Natural Science degree from Arizona State University using a NSF Academic Year Institute grant. That grant was extended by the University of Wisconsin, which enabled him to earn a Ph.D. in 1967. He joined the Ohio State faculty in 1968 and retired in 1995.

Dr. Helgeson was very active in professional organizations, including the National Science Teachers Association and the Association for Educators in Science, School Science and Mathematics. He served two terms as research coordinator and president of the National Association for Research in Science Teaching. In 1996, the Association for Science Teacher Education granted him honorary emeritus membership in recognition of his dedication to the profession.

He taught courses on applications of technology in the science classroom, learning theory in science education, and research project development for master's students. A former student noted, "He was an engaging and caring professor, and one of the ones

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who you could tell truly had a passion for teaching and helping students. He could focus on what was really important." "Please know that Dr. Helgeson's impact on this world lives on in the many student teachers he helped to mold over the years," said another former student.

As associate director for the ERIC Clearinghouse, he published a variety of reports, research summaries, and information analyses and served as production editor for scores of ERIC publications, including the National Association for Research in Science Teaching/ERIC annual summary of research in science education.

He directed a federal project for the then Department of Health, Education and Welfare, and also received a National Science Foundation grant. He was an evaluator of the science teacher preparation program at Indiana University and a consultant with the Ohio Department of Education.

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

William E. Nelson, Jr.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 16, 2013, of William E. Nelson Jr., Professor Emeritus in the Department of Political Science and African American and African Studies.

Dr. William E. Nelson Jr. was a significant leader on the OSU campus and in the Columbus community, this nationally renowned scholar officially retired in 2009 after providing 40 years of distinguished service at The Ohio State University.

Dr. Nelson was appointed interim director of the Black Studies program in the fall of 1970. After leading the program to department status, he was appointed Chair of the Department of Black Studies, a position he held from 1972-1986. As its courageous and dynamic leader, Dr. Nelson led the creation of one of the first and most comprehensive programs in Black Studies in the country. He successfully negotiated faculty positions with the OSU central administration and was able to attract and recruit faculty and students in the disciplines of history, political science, literature, psychology, music, sociology, economics, art, and dance, in addition to providing the first curricular offerings in African languages at OSU. Of particular note was the creation and building of the department's Community Extension Center on the near eastside of Columbus to enhance community access to the university and its vast resources, and to provide a significant resource for faculty and student research and community engagement.

Dr. Nelson was an exemplary scholar who was a much sought-after speaker for professional meetings, learned societies, academic and community celebrations throughout the United States, Europe and Africa. He wrote critically about political policy and educational issues that faced the black community. An active and engaging scholar, his contributions are well represented in numerous published articles, books, and popular press materials. Two of his books, Electing Black Mayors: Political Action in the Black Community (1977), coauthored with Phillip Meranto, and Black Atlantic Politics: Dilemmas of Political Empowerment in Boston and Liverpool (2000), are particularly noteworthy. The latter book received the 2000 *Best Book on Comparative Racial and Ethnic Politics* presented by the American Political Science Association, Section of Race, Ethnicity, and Politics. Political Science Professor Hanes Walton of the University of Michigan called it "a pioneering book" and "a landmark study." Political Science Professor Wilbur C. Rich of Harvard University described it as "an intellectual triumph" and "a refreshing approach to Black Politics."

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Dr. Nelson, who was named Research Professor of African American and African Studies and Professor of Political Science, was a very popular teacher with students, who were impressed by his intellect and his caring. At the 2009 Retirement Program held on the OSU campus in his honor, several students from the Department of Political Science and the Department of African American and African Studies spoke warmly about the social and intellectual development that they received under Dr. Nelson's tutelage and direction. He also helped to make the department of Political Science one of the leading producers of African American Ph.D.'s in that discipline.

While we will certainly miss Dr. William E. Nelson, affectionately called "Nick" by his friends, his legacy will continue to live through the significant contributions that he made to the university and to the community through the many lives that he touched.

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

RATIFICATION OF COMMITTEE APPOINTMENTS 2013-2014

Resolution No. 2013-93

BE IT RESOLVED, That the ratification of committee appointments for 2013-2014 are as follows:

Academic Affairs and Student Life Committee:

Jeffrey Wadsworth, Chair
Janet B. Reid, Vice Chair
Algenon L. Marbley
Linda S. Kass
Clark C. Kellogg
Timothy P. Smucker
Cheryl L. Krueger
Brent R. Porteus
Stacie E. Seger
Janet Box-Steffensmeier (Faculty Member)
Robert H. Schottenstein (ex officio)

Cheryl L. Krueger
Brent R. Porteus
Benjamin T. Reinke
Corbett A. Price
John W. Kessler
Nancy Kramer
Alan VanderMolen
Christopher A. Ito (Alumni Assn Member)
Larry Moore (Alumni Assn Member)
John B. Gerlach (Foundation Brd Member)
David T. Kollat (Foundation Brd Member)
Robert H. Schottenstein (ex officio)

Finance Committee:

William G. Jurgensen, Chair
Ronald A. Ratner, Vice Chair
Alan W. Brass
Alex Shumate
Michael J. Gasser
Benjamin T. Reinke
G. Gilbert Cloyd
Corbett A. Price
Jo Ann Davidson
Robert H. Schottenstein (ex officio)

Audit and Compliance Committee:

Algenon L. Marbley, Chair
Michael J. Gasser, Vice Chair
Ronald A. Ratner
William G. Jurgensen
Stacie E. Seger
Lawrence A. Hilsheimer
Amy Chronis
Craig S. Morford
Robert H. Schottenstein (ex officio)

Advancement Committee

G. Gilbert Cloyd, Co-Chair
Linda S. Kass, Co-Chair
Clark C. Kellogg
Timothy P. Smucker

Governance Committee:

Alex Shumate, Chair
Timothy P. Smucker, Vice Chair
Alan W. Brass
Linda S. Kass

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Janet B. Reid
Jeffrey Wadsworth
Benjamin T. Reinke

G. Gilbert Cloyd
Robert H. Schottenstein (ex officio)

GOVERNANCE PLAN FOR THE ACADEMIC MEDICAL CENTER

Resolution No. 2013-94

Synopsis: Adoption of the proposed governance framework for the academic medical center and authorization of implementation steps, is proposed.

WHEREAS the University's academic medical center is comprised of five hospitals, a top-ranked College of Medicine, a unified physician faculty group practice, a network of primary and specialty care practices, and research centers and institutes; and

WHEREAS the University's academic medical center is a significant part of the University's comprehensive educational enterprise and the successful integration of the academic medical center into the University over the past few years has yielded greater efficiencies, alignment of strategic goals and objectives, and mutual growth; and

WHEREAS the University seeks to further the continued mutual growth of the University and its academic medical center and optimize the academic medical center's ability to operate with the business acumen that will be required to adapt and grow in the changing health care environment; and

WHEREAS the Board of Trustees, through its Medical Affairs Committee, is responsible for the oversight of the University's academic medical center and related health care entities and programs, including budget and capital planning, strategic planning, clinical activities, faculty and staff matters, and academic medical center and health care entity operations; and

WHEREAS the Ohio State University Wexner Medical Center Board is responsible to the Board of Trustees, through the Medical Affairs Committee, for the oversight of quality patient care, accreditation and licensure for the University's hospitals and clinics, medical staff appointments and clinical privileges, strategic management and planning, development of policy, financial performance, compliance programs, and support for the academic programs of the University's health sciences colleges; and

WHEREAS a University working group, comprised of University Trustees, senior leadership, and members of the Ohio State University Wexner Medical Center Board, has developed a new governance framework to better position the University and its academic medical center to leverage the full talents, resources, and opportunities of a large, land-grant research institution and its premier academic medical center for further advancement and success as a nationally recognized academic medical center that is improving people's lives through innovation in research, education and patient care; and

WHEREAS the new model will allow for more streamlined, efficient and effective governance of the Ohio State University Wexner Medical Center by reducing any duplicative oversight between the existing Medical Affairs Committee and the Ohio State University Wexner Medical Center Board; and

WHEREAS the new model will allow the University to draw upon a broad base of governance talent with health care and/or sophisticated board and business expertise from across the country to support the University Board of Trustees in fulfilling their ultimate oversight and fiduciary responsibilities for the academic medical center as part of the University; and

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WHEREAS the governance framework calls for the creation of a new governance board for the academic medical center, authorized to act pursuant to a limited delegation of authority from the Board of Trustees as set forth in the plan; and

WHEREAS in order to proceed with the contemplated governance model, the Board of Trustees desires to adopt this Governance Framework in its entirety:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the document included herewith and captioned "Ohio State University Wexner Medical Center Governance Framework" is adopted as the organizational framework for governance and management of the academic medical center and all its constituent parts; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the effective date of adoption shall be June 7, 2013; and

BE IT FURTHER RESOLVED, That the Board of Trustees, in furtherance of the governance framework, hereby authorizes and directs the appropriate University offices and officers to proceed with development of the new governance structure under the direction of the Chair of the University Board of Trustees, in consultation with the University President, including the preparation of bylaws and other governing documents for the new academic medical center board all on terms consistent with the governance framework; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that all proposed bylaws and bylaws amendments shall be brought to this Board for approval by resolution on August 30, 2013 before the same shall take effect; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the Ohio State Wexner Medical Center Board and its committees and the boards governing the James Cancer Hospital, University Hospital East, Harding Hospital, University Hospital, and Ross Heart Hospital shall continue with regular business and governance responsibilities until the Board of Trustees approves new bylaws and bylaw amendments for the academic medical center.

(See Appendix LIII for background information, page 1106)

DEGREES AND CERTIFICATES

Resolution No. 2013-95

Synopsis: Approval of Degrees and Certificates for summer term, is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees, the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on August 4, 2013, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

PERSONNEL ACTIONS

Resolution No. 2013-96

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the Personnel Budget Records of the University since the April 5, 2013, meeting of the Board, including the following Appointments, Reappointments, Appointment/Reappointment of Chairpersons, Professional Improvement Leaves, Leave of Absence without Salary, Emeritus Titles and Promotion to Professor with Tenure.

Appointments

Name: CHARLES M. ATKINSON
Title: Distinguished University Professor
School: Music
Effective: July 1, 2013

Name: MICHAEL S. BISESI
Title: Interim Dean
College: Public Health
Term: May 15, 2013 through June 30, 2013

Name: PATRICIA M. HILL-CALLAHAN*
Title: Vice President, Advancement and Principal Gifts Strategist
Office: Advancement
Term: June 17, 2013 through June 16, 2018

Name: DAVID C. MANDERSCHIED*
Title: Executive Dean
College: Arts and Sciences
Title: Vice Provost
Office: Academic Affairs
Term: July 1, 2013 through June 30, 2018

Name: ALAN C. MICHAELS
Title: Dean
College: The Moritz College of Law
Term: November 1, 2013 through June 30, 2018

Name: HARVEY J. MILLER
Title: Professor (The Bob and Mary Reusché Chair in Geography)
College: Arts and Sciences
Term: September 1, 2013 through August 31, 2018

Name: RANDY J. NELSON
Title: Distinguished University Professor
Department: Neuroscience
Effective: July 1, 2013

Name: SARA E. RUBIN*
Title: Vice President, Principal Gifts
Office: Advancement
Term: June 24, 2013 through June 23, 2016

Name: DAVID H. WEINBERG
Title: Professor (Henry L. Cox Endowed Professorship)
College: Arts and Sciences
Term: September 1, 2013 through August 31, 2018

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Reappointments

Name: ANIL ARYA
Title: Professor (The John J. Gerlach Chair)
College: The Max M. Fisher College of Business
Term: July 1, 2013 through June 30, 2018

Name: M. DOLAN EVANOVICH
Title: Vice President for Strategic Enrollment Planning
Office: Academic Affairs
Term: September 1, 2013 through August 31, 2018

Name: PETER E. GEIER
Title: Vice President for Health Services
Office: Health Services
Term: March 11, 2013 through March 10, 2016

Name: L. JAMES LEE
Title: Professor (The Helen C. Kurtz Chair in Chemical Engineering)
College: Engineering
Term: July 1, 2013 through June 30, 2018

Name: THOMAS F. MAUGER
Title: Professor (The Carl M. and Grace C. Baldwin Chair in Ophthalmology)
College: Medicine
Term: October 1, 2012 through September 30, 2016

*New personnel to University

(See Appendix LIV for background information, page 1111)

UNIVERSITY FOUNDATION REPORT

Resolution No. 2013-97

Synopsis: Approval of the University Foundation Report as of April 30, 2013, is proposed.

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

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

WHEREAS this report includes the establishment of The Stuart M. Sloan – Larry J. Copeland MD Chair in Gynecologic Oncology Initiated by a Grateful Patient, The Donald G. and Mary A. Dunn Chair Fund in Modern Military History, Joseph A. Alutto Chair Fund in Leadership Effectiveness, Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative Fund, The Corbett Price President's Discretionary Fund, the establishment of twenty-seven (27) named endowed funds; the revision of seventeen (17) named endowed funds; and the closure of The Abercrombie & Fitch Women's Oncology Center Endowment Fund:

NOW THEREFORE

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BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of April 30, 2013.

(See Appendix LV for background information, page 1127)

NAMING OF THE LOBBY

Resolution No. 2013-98

In the new James Cancer Hospital and Solove Research Institute, At The Ohio State University Wexner Medical Center: JEGS Foundation Lobby

Synopsis: Approval for the naming of the main lobby in the new Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, to be located at 460 West 10th Avenue on The Ohio State University Wexner Medical Center's campus as the JEGS Foundation Lobby, is proposed.

WHEREAS the expansion of the Wexner Medical Center's campus is the largest project in Ohio State's history increasing access to world-class cancer care in Central Ohio, helping to meet a projected 21% increase in patient admissions over the next 10 years; and

WHEREAS the new James Cancer Hospital and Solove Research Institute is one of only 41 institutions designated by the National Cancer Institute (NCI) as a comprehensive cancer center and recently received the highest possible peer rating of "Exceptional" by the NCI; and

WHEREAS the JEGS Foundation has provided significant contributions to this project; and

WHEREAS the JEGS Foundation has been a leader in supporting research at the James Cancer Hospital and Solove Research Institute to create *The Jeg Coughlin Chair in Cancer Research* to advance medical science related to childhood cancers:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that upon the completion and opening of the new James Cancer Hospital and Solove Research Institute, the aforementioned main lobby shall be named the JEGS Foundation Lobby.

NAMING OF THE INTERDISCIPLINARY GRADUATE EDUCATION TECHNOLOGY ENTREPRENEURSHIP AND COMMERCIALIZATION PROGRAM

Resolution No. 2013-99

In the Max M. Fisher College of Business: The Langdale Academy for Technology Entrepreneurship and Commercialization

Synopsis: Approval for the naming of the proposed interdisciplinary graduate education Technology Entrepreneurship and Commercialization (TEC) Program in the Center for Entrepreneurship (Center) at the Max. M. Fisher College of Business (Fisher College), is proposed.

WHEREAS the Center supports academic research, education, and community engagement in entrepreneurship; and

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WHEREAS the Center stimulates economic growth by accelerating new company formation, enhancing technology commercialization, and improving the strategic and financial performance of high-potential entrepreneurial ventures; and

WHEREAS the Langdale Academy for Technology Entrepreneurship and Commercialization (Langdale Academy) will be a unique program that engages business and STEM (science, technology, engineering, and math) students in the evaluation of Ohio State technologies, and will be managed by the Center; and

WHEREAS Richard S. Langdale has had a long relationship with Fisher College and has provided significant charitable support through the years; and

WHEREAS Richard was the volunteer director of the Center during its first two years of operation; and

WHEREAS Richard provides ongoing support to fund new programs in the Center and has helped to teach classes at the Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned proposed interdisciplinary graduate education Technology Entrepreneurship and Commercialization program in the Center for Entrepreneurship be named The Langdale Academy for Technology Entrepreneurship and Commercialization.

NAMING OF THE PAVILION

Resolution No. 2013-100

**Located at the home of The Ohio State University Alumni Association, Inc.,
Longaberger Alumni House,
2200 Olentangy River Road:
The Archie and Bonita Griffin Pavilion**

Synopsis: Approval for the naming of a pavilion to be added to a portion of the Zink Family Terrace at the exterior of the Longaberger Alumni House, the home of The Ohio State University Alumni Association, Inc. (OSUAA), located at 2200 Olentangy River Road on The Ohio State University's Columbus campus, is proposed.

WHEREAS the pavilion will serve our alumni, friends, and the greater community with an enhanced event venue and donor recognition area; and

WHEREAS Sandy Slomin (BS 1971) and Lori Cameron have made a lasting impact at The Ohio State University by providing generous programmatic, scholarship, and infrastructure support; and

WHEREAS Sandy Slomin and Lori Cameron enjoy a close affiliation professionally and personally with Archie and Bonita Griffin and desire to honor the aforementioned at the location of Mr. Griffin's primary office; and

WHEREAS Sandy Slomin and Lori Cameron are some of the OSUAA's most dedicated friends and key volunteers offering their time, talent, and treasure consistently to advance the mission of The Ohio State University; and

WHEREAS Sandy Slomin and Lori Cameron desire to enhance the scope and type of events that may be held at the Longaberger Alumni House to more effectively engage the University's constituents and enhance donor recognition components of this exterior area:

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NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned pavilion be temporarily named The Archie and Bonita Griffin Pavilion at the Longaberger Alumni House, and officially be named upon the completion of the project for the life of the exterior physical facility.

APPROVAL OF FISCAL YEAR 2014 OSU HEALTH SYSTEM BUDGET

Resolution No. 2013-101

Synopsis: Approval of OSU Health System Budget for Fiscal Year 2014, is proposed.

WHEREAS the continued success of the University's Wexner Medical Center plays a critical role in supporting the University's strategic objectives; and

WHEREAS the biennial budget for State Fiscal Year 2014 continues to be developed and the OSU Health System's preliminary Fiscal Year 2014 budget is a part of the long range financial planning process and has been determined to be appropriate; and

WHEREAS it is necessary to continue operations for the University's Wexner Medical Center prior to the time that the budget for State Fiscal Year 2014 is finalized and adopted; and

WHEREAS all five Hospital Boards have approved their respective budgets; and

WHEREAS the proposed budget has been reviewed and approved by the University's Wexner Medical Center Board and the Medical Affairs Committee:

NOW THEREFORE

BE IT RESOLVED, The Board of Trustees hereby approves the OSU Health System Fiscal Year 2014 Budget as described in the accompanying text and tables.

(See Appendix LVI for background information, page 1174)

**AUTHORIZATION FOR THE RELEASE OF FUNDS FOR THE
MEDICAL CENTER EXPANSION PROJECT**

Resolution No. 2013-102

Synopsis: Authorization for the release of funds for the Medical Center Expansion Project, is proposed.

WHEREAS in September 2009 the Board of Trustees authorized the Medical Center Expansion (ProjectONE) at a cost not to exceed \$1 billion and authorized the President and/or Senior Vice President for Administration and Planning, in consultation with the Senior Vice President for Health Sciences, to enter into design, construction, construction management, and other contracts as necessary for the project in accordance with the established University and state of Ohio procedures, with all actions to be reported to the Board at the appropriate time; and

WHEREAS the project is expected to be funded by \$925 million from University bond proceeds and \$75 million from development funds for a total authorized project amount not to exceed \$1 billion; and

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WHEREAS in April 2011 the Board of Trustees authorized the acceptance of a federal Health Resources and Services Administration (HRSA) \$100M grant to be expended for an expanded cancer ambulatory program for radiation oncology services and authorized such program as part of the Medical Center Expansion Project; and

WHEREAS the President and/or Senior Vice President for Administration and Planning in consultation with the Senior Vice President for Health Sciences shall only spend such funds as are released by the Board; and

WHEREAS the President and/or Senior Vice President for Administration and Planning, in consultation with the Senior Vice President for Health Sciences, shall report to the Board on the progress of the project every six months or more frequently as appropriate or as requested by the Board and, as a part of such reports, shall request release of such funds as needed; and

WHEREAS the following funds for construction commitments are requested for release:

Final commitments to be made to complete the Medical Center Expansion Project:

Cancer & Critical Care Tower	\$81.0M
Infrastructure & Roadways	\$(0.4)M
Spirit of Women Park	\$(0.1)M
Support & Project Contributions	<u>\$ 2.0M</u>
	\$82.5M

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that a total amount of \$82.5 million is hereby released for construction and related services as requested.

(See Appendix LVII for background information, page 1181)

APPROVAL OF A PEDIATRIC FACULTY PRACTICE PLAN

Resolution No. 2013-103

Synopsis: Approval of the recognition of limited liability companies wholly owned by Nationwide Children's Hospital as faculty practice plans in addition to Ohio State University Physicians, Inc. and Pediatric Academic Association, Inc., is proposed.

WHEREAS, effective April 8, 2011, The University's Board of Trustees established the Faculty Group Practice within the Office of Health Sciences for the purpose of employing the physician faculty while still maintaining Ohio State University Physicians, Inc. as the College Central Practice Group to administer the patient care practice of all its members including collection of fees, payment of all members' patient care costs and expenses, departmental academic enrichment and teaching and research fund payments as well as distribute all Practice Income to the Faculty Group Practice organization; and

WHEREAS effective November 4, 2011, The University's Board of Trustees approved Nationwide Children's Hospital's ("NCH's") Pediatric Academic Association, Inc., as the faculty practice plan for the Department of Pediatrics within the College of Medicine; and

WHEREAS other Ohio State University faculty members practice at NCH in various medical specialties in addition to pediatrics; and

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WHEREAS the faculty who practice at NCH are also required to practice through an approved faculty practice plan; and

WHEREAS the Senior Vice President for Health Sciences, the Dean of the College of Medicine, the CEO of the Faculty Group Practice and the leadership of the College of Medicine have recommended the establishment of faculty practice plans that are limited liability companies wholly owned by Nationwide Children's Hospital:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees approves that the Senior Vice President and the Dean of the College of Medicine are authorized to approve, as faculty practice plans for the departments of the College of Medicine, practice plans that are limited liability companies wholly owned by Nationwide Children's Hospital, that agree to provide academic support, including but not limited to support for faculty salaries and benefits, support for departmental and college academic activities, and that provide liability coverage for malpractice claims and indemnification of the University for payment of malpractice claims and for expenses of malpractice claims; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the Senior Vice President and the Dean of the College of Medicine are authorized to take all such actions as are necessary to effectuate this resolution, including, but not limited to, execution of an agreement with Nationwide Children's Hospital and such other parties as are necessary.

REVISION TO THE EXPEDITED CREDENTIALING PROCESS

Resolution No. 2013-104

Synopsis: Authorization for a subcommittee of the Medical Center Board to use an expedited credentialing process to approve eligible applicants for clinical privileges and medical staff appointments consistent with established criteria when necessary, is proposed.

WHEREAS The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and the Medical Staff Bylaws of The Ohio State University Hospitals and The James Cancer Hospital require timely processing of medical staff applications for appointment and reappointment; and

WHEREAS from time to time the meetings of the Professional Affairs Committee of The Ohio State University Wexner Medical Center Board ("Medical Center Board"), may not allow for the timely processing of medical staff applications and granting of privileges as required by the JCAHO and the respective Medical Staff Bylaws of the Ohio State University Hospitals and the James Cancer Hospital; and

WHEREAS JCAHO and the Medical Staff Bylaws of The Ohio State University Hospitals and The James Cancer Hospital allows an expedited approval process for initial appointments to membership and granting of privileges, reappointment to the medical staff, or renewal or modification of privileges, where the governing body delegates the authority to render those decisions to a committee of at least two voting members of the governing body:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that whenever the Professional Affairs Committee, or the Medical Center Board, is not scheduled to meet or cannot meet in a timely manner to satisfy the requirements for initial medical staff appointments, the granting of privileges, reappointment to the medical staff or renewal

or modification of privileges, a subcommittee of at least two voting members of the Medical Center Board and the chief medical officer of the Medical Center and the chief of the medical staff for The Ohio State University Hospitals; and the director of medical affairs and chief of the medical staff of The James Cancer Hospital, shall have the authority to review and evaluate the qualifications and competence of the practitioner applying for appointment, reappointment, or renewal or modification of clinical privileges, and to render its decision. The chief medical officer for the Medical Center and chief of the medical staff for The Ohio State University Hospitals, and the director of medical affairs and chief of staff of The James Cancer Hospital shall make recommendations to this subcommittee of the Medical Center Board in which a positive decision by the subcommittee results in the status or privileges requested. The subcommittee shall meet as often as necessary and the Medical Center Board shall consider, and if appropriate, ratify all positive committee decisions at its next regularly scheduled meeting. If the subcommittee's decision is adverse to an applicant, the matter shall be referred back to the University Hospitals and/or James Cancer Hospital Medical Staff Administrative Committee, respectively, for further evaluation; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that an applicant is ineligible for consideration by this subcommittee and expedited process if at the time of appointment, or if since the time of reappointment, any of the following has occurred:

1. The applicant submits an incomplete application;
2. Either the University Hospitals or James Cancer Hospital Medical Staff Administrative Committee makes a final recommendation that is adverse or has limitations;
3. There is a current challenge or a previously successful challenge to licensure or registration;
4. The applicant has received an involuntary limitation, reduction, denial, or loss of clinical privileges;
5. It is determined that there is either an unusual occurrence or pattern of, or an excessive number of, professional liability actions resulting in a final judgment against the applicant; or
6. The applicant has received an involuntary termination of medical staff membership at another hospital.

APPROVAL OF TUITION INCREASES FOR FISCAL YEAR 2014

Resolution No. 2013-105

Synopsis: Approval of instructional and general fees and non-residential surcharge increases for undergraduate and graduate students at all campuses of the Ohio State University for fiscal year 2014, is proposed.

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 resident undergraduate instructional and general fees are subject to a 2.0% instructional and general fee cap for State fiscal year 2014, as required by the proposed State of Ohio State fiscal years 2014-2015 Biennial Budget Bill; and

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WHEREAS the proposed State of Ohio biennial budget bill increased funding in fiscal year 2014 and fiscal year 2015 to institutions of higher education; and

WHEREAS the proposed State of Ohio biennial budget bill for State fiscal years 2014-2015 is still being deliberated in the Ohio General Assembly and has not been signed into law by Governor Kasich; and

WHEREAS consultations have taken place within the University to determine the appropriate tuition increase for all campuses for Ohio State undergraduate and graduate programs and the non-resident surcharge for the 2014 academic year; and

WHEREAS the administration now presents instructional and general and non-resident surcharge increase recommendations for the Columbus Campus and for Lima, Mansfield, Marion and Newark Campuses and for the Agricultural Technical Institute (ATI) at Wooster for the 2014 academic year:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the recommendation of the administration and hereby approves tuition increases as follows:

- That instructional fees for undergraduates enrolled at the Columbus Campus will remain flat with a 0.0% increase, effective for Autumn Semester 2013;
- That instructional fees for undergraduates the regional and ATI campuses will remain flat with a 0.0% increase, effective for Autumn Semester 2013;
- That the instructional fees for undergraduates are within the cap parameters as outlined in the State fiscal years 2014-2015 budget as passed by the House;
- That instructional fees for graduate programs will increase 2.0% for the 2014 academic year for the Columbus, Regional and ATI campuses, effective Autumn Semester 2013;
- That the non-resident surcharge for undergraduates and most graduate students will be increased by 2.0% for the 2014 academic year for the Columbus, Regional and ATI campuses, effective Autumn Semester 2013;

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that any changes required due to the passage of the State of Ohio's Biennial Budget for fiscal years 2014-2015 will be implemented by the university administration and will be reported to the Board of Trustees prior to the next meeting.

(See Appendix LVIII for background information, page 1186)

APPROVAL OF FISCAL YEAR 2014 USER FEES AND CHARGES

Resolution No. 2013-106

Synopsis: Approval of user fees and charges at the Ohio State and Regional Campuses for fiscal year 2014 to be effective Autumn Semester of fiscal year 2014, are proposed.

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 consultations have taken place within the University to determine the appropriate instructional and general fee increases for Ohio State graduate and professional programs, Ohio State room and board charges, and other user charges for

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self-supporting units as described in the accompanying text and tables which have been reviewed and recommended:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Room and Board fees will be increased approximately 3.7% to 3.8%; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that existing fees will be increased outlined in the attached document as presented to the Finance Committee of the Board of Trustees; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that a new fee for the Specialized Masters in Business – Logistics will be established as outlined in the attached document; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that all of these increases described in the attached document shall be effective Autumn Semester of fiscal year 2014.

(See Appendix LVIX for background information, page 1194)

APPROVAL OF FISCAL YEAR 2014 TOTAL FUNDS BUDGET

Resolution No. 2013-107

Synopsis: Approval of the Budget Plan for the fiscal year ending June 30, 2014, is proposed.

WHEREAS The State of Ohio Biennial Budget for State Fiscal Years 2014 and 2015, including funding levels for State institutions of higher education, is still pending in the Ohio General Assembly; and

WHEREAS Tuition and Fee increases for the Columbus and Regional Campuses for the fiscal year ending June 30, 2014 have been proposed at the June 6 – June 7, 2013 Board of Trustees meeting; and

WHEREAS The President now recommends approval of the Total Funds Budget for the University for the fiscal year ending June 30, 2014:

NOW THEREFORE

BE IT RESOLVED, The Board of Trustees hereby approves that the University's Budget Plan for the fiscal year ending June 30, 2014, as described in the accompanying Fiscal 2014 Budget Plan Book for the fiscal year ending June 30, 2014, with authorization for the President to make expenditures within the projected income; and

BE IT FURTHER RESOLVED, The Board of Trustees hereby approves that if the passage of the State of Ohio's State Fiscal Years 2014 – 2015 is changed in a manner that impacts the anticipated funding levels or programs at The Ohio State University, the President is authorized to make the necessary changes in the Fiscal Year 2014 Budget Plan and to report such changes to the Board of Trustees prior to the next meeting.

(See Appendix LX for background information, page 1201)

APPROVAL OF FISCAL YEAR 2014 CAPITAL INVESTMENT PROGRAM

Resolution No. 2013-108

Synopsis: Authorization and acceptance of the Capital Investment Program for the fiscal year ending June 30, 2014, is proposed.

WHEREAS the University has presented the recommended capital expenditures for the fiscal year ending June 30, 2014; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Capital Investment Program for the fiscal year ending June 30, 2014, as described in the accompanying documents; and

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

(See Appendix LXI for background information, page 1238)

APPROVAL OF A UNIVERSITY DERIVATIVES POLICY

Resolution No. 2013-109

Synopsis: Approval of a University Derivatives Policy, is proposed.

WHEREAS the Board of Trustees, from time to time, has adopted policies governing various aspects of the management of the university's financial assets and debt; and

WHEREAS the university may determine there are times to reduce exposure to changes in interest rates or achieve a more certain rate of return on investment; and

WHEREAS there is need and desire to, on occasion, employ derivative transactions to accomplish this; and

WHEREAS there is a need for policies to govern the overall management and administration of derivatives; and

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves a university derivatives policy; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the Vice President & Treasurer and/or Senior Vice President for Business and Finance and Chief Financial Officer be, and hereby are, directed and authorized to implement and administer this policy to begin effective June 7, 2013.

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(See Appendix LXII for background information, page 1239)

**AUTHORIZATION FOR DESIGNATED OFFICIALS TO BUY, SELL,
ASSIGN AND TRANSFER SECURITIES; TO DEPOSIT OR WITHDRAW
FUNDS FROM BANK ACCOUNTS; TO DESIGNATE DEPOSITORIES;
AND APPROVE FINANCIAL SERVICES**

Resolution No. 2013-110

Synopsis: Authorization for designated officials to buy, sell, assign, and transfer securities, to deposit or withdraw funds from bank and investment accounts held in the name of The Ohio State University, to designate depositories, and to execute related agreements, is proposed.

WHEREAS designated officials of the University buy, sell, assign, and transfer stocks, bonds and other financial instruments owned by The Ohio State University; and

WHEREAS various financial institutions are designated as depositories of The Ohio State University; and

WHEREAS accounts at various financial institutions are opened and maintained in the name of The Ohio State University; and

WHEREAS designated officials may enter into agreements for various financial services including debt issuance, insurance brokerage and coverage, derivative transactions and financial advisory assignments; and

WHEREAS the University Treasurer serves as trustee for deferred gift vehicles:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the University Treasurer and/or the University Senior Vice President for Business and Finance or their designees be authorized to buy, sell, assign, and transfer any and all stocks, bonds, evidence of interest and/or indebtedness, rights and options to acquire or to sell the same, and all other securities corporate or otherwise, standing in the name of or belonging to The Ohio State University in any capacity; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the University Treasurer and/or the University Senior Vice President for Business and Finance or their designees be authorized to designate various financial institutions as depositories for The Ohio State University and to open and maintain accounts at various financial institutions in the name of The Ohio State University; to engage in and sign agreements for bank, underwriting, brokerage, leasing, equipment financing, financial and commodity hedging vehicles including forwards, futures and swaps; to engage in and sign agreements for insurance brokerage, insurance coverage, financial advisory assignments and financial services; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the University Treasurer and/or the University Senior Vice President for Business and Finance or their designees be authorized, on behalf of The Ohio State University and in its name, to sign checks, drafts, notes, bills of exchange, letters of credit, acceptances, electronic fund transfers or other orders for the payment of money from said accounts; to endorse in writing or by stamp checks, notes, bills, certificates of deposit or other instruments owned or held by the University for deposit in said accounts or for collection or discount by said banks; to accept drafts, acceptances, and other instruments payable to said banks; to waive, demand, protest, file notice of protest, or

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dishonor any check, note, bill, draft or other instrument made, drawn or endorsed by the University; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the University Treasurer be authorized to serve as trustee for deferred gifts to The Ohio State University to include, but not limited to, Charitable Remainder Trusts, Charitable Lead Trusts, Gift Annuities and Pooled Income Funds.

(See Appendix LXIII for background information, page 1243)

CONTRACTS

Resolution No. 2013-111

AUTHORIZATION TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

Academic Core Infrastructure
Stadium – South Stands and Lighting
Emergency Department Renovation
Jameson Crane Sports Med Institute

AUTHORIZATION TO ENTER INTO/INCREASE CONSTRUCTION CONTRACTS

Academic Core Infrastructure
Smith Lab Rehabilitation
Stadium – South Stands and Lighting
Emergency Department Renovation

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

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into professional services contacts for the following projects; and

		Prof. Serv.	Total Project	
Academic Infrastructure	Core	\$3.8M	\$25.3M	University debt
Stadium – South Stands and Lighting		\$1.2M	\$9.0M	Auxiliary funds
Emergency Department Renovation	Department	\$0.6M	\$4.8M	General funds
Jameson Crane Sports Med Institution	Sports	\$2.0M	\$35.0M	Development funds General funds Internal loan

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

		Const.	Total Projects	
Academic Infrastructure	Core	\$21.5M	\$25.3M	University debt
Smith Lab Rehabilitation		\$12.7M	\$14.5M	State appropriations General funds University debt

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Stadium – South Stands and Lighting	\$7.8M	\$9.0M	Auxiliary funds
Emergency Department Renovation	\$4.2M	\$4.8M	General funds

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Administration and Planning be authorized to enter into professional services contracts and enter into/increase construction contracts for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix LXIV for background information, page 1244)

EASEMENTS

Resolution No. 2013-112

THE CITY OF UPPER ARLINGTON
WALTHAM ROAD, KINNEAR ROAD, NORTH STAR ROAD ROUNDABOUT,
COLUMBUS, OHIO 43221

MARION COUNTY COMMISSIONERS
THE OHIO STATE UNIVERSITY AND THE OHIO DEPARTMENT OF
TRANSPORTATION,
COUNTY ROAD 221 EXTENSION,
MARION, OHIO 43302

Synopsis: Authorization to grant easements to the City of Upper Arlington, Ohio at the intersection of Kinnear Road, North Star Road, and Waltham Road for the construction of a roundabout, and to the Marion County Commissioners and the Ohio Department of Transportation for the extension of County Road 221 (University Drive) along the western side of the Marion Campus of The Ohio State University, is proposed.

WHEREAS the City of Upper Arlington, Ohio, has requested a perpetual roadway easement of approximately 1.1 acres and temporary roadway easement of approximately 0.2 acres at the intersection of Waltham Road, Kinnear Road, and North Star Road, for the final placement of a roundabout; and

WHEREAS through this construction The Ohio State University will benefit from improved traffic circulation, reduced traffic congestion and an improved campus gateway at this west campus entrance; and

WHEREAS the Marion County Commissioners and the Ohio Department of Transportation has requested roadway and temporary construction easements be granted along the length of the campus boundary as follows:

- Perpetual roadway easement to the Marion County Commissioners of approximately 8 acres
- Temporary construction easements to the Marion County Commissioners of approximately 5 acres.
- Perpetual roadway easement to Ohio Department of Transportation of approximately 1 acre
- Temporary construction easement to Ohio Department of Transportation of approximately 0.2 acres.

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WHEREAS this project will extend County Road 221 along the length of the campus boundary and provide a new entrance to the Marion campus of The Ohio State University; and

WHEREAS in exchange for providing the necessary land for the extension project, the University will receive a new campus entrance drive with appropriate traffic control and signals, roadway storm drainage, and signage, as well as landscaping along both edges of the new road, at the new entry road and the north and south ends of the new road. In addition the project will construct a multipurpose pathway with pedestrian lighting along the eastern side of the new road extension.

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to approve and the Ohio Department of Administrative Services be authorized to process appropriate documents and grant this easement to the City of Upper Arlington upon such terms and conditions as are in the best interests of the university; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves 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 easements to the Marion County Commissioners and the Ohio Department of Transportation upon such terms and conditions as are in the best interests of the university.

(See Appendix LXV for background information, page 1250)

Mr. Schottenstein:

Let me just note that with respect to the fifth item, which is The Amended Governance Plan for the Academic Medical Center, there were some modifications made yesterday. Clean copies are at your seats and additional copies are available for anyone that wants them.

With that, may I have a motion to approve the consent agenda including the revision to item five?

Upon motion of Judge Marbley, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing resolutions with thirteen affirmative votes, cast by Trustees Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Shumate, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, Dr. Reid, Mrs. Kass, Judge Marbley, Mr. Ratner, Mr. Brass, and Mr. Schottenstein.

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Mr. Schottenstein:

Thank you. At this time, again, it is a great honor for all of us. I would like to call on our Interim President, Dr. Joseph A. Alutto, to share with us some thoughts and comments on this very special day.

Dr. Alutto:

Thank you Mr. Chairman. Clark, I have to tell you this is a university. The phrase that is going to work here is "just be relatively brief brother, just relatively brief".

Mr. Chairman, I am honored and very appreciative of the opportunity to serve as Interim President of The Ohio State University. This is a distinguished university at a unique time in its history. The opportunity to exceed robust expectations of the past

is very real and I am fortunate to be in position to contribute to that greater distinction.

It should be clear to all that President Gee has enhanced the university in immeasurable and immutable ways. He has inspired us, he has impassioned us, he has improved us; and I am grateful to have been a part of the exciting and energizing institutional momentum he has created. Because of his vision and the remarkable team he has assembled, the journey from excellence to eminence is clear and well under way. Few other universities in this country have the scale, scope and intellectual capacity to move forward at such an accelerated pace. President Gee leaves us with a foundation of strength and a model for presidential impact that will serve Ohio State well in the future.

As Interim President, I believe my primary duties will be to ensure that our attention is firmly fixed on the north star of eminence, to provide continuity during a time of transition, to continue the progress toward goals that the Board has endorsed for the University, and to further create an environment that will attract and embrace the next world-class President of The Ohio State University.

Accomplishing those goals will not occur through passivity or delay. Instead it will require a steady commitment to actions consistent with and embedded within our strategic plans. In order to do that we must focus intently, and in partnership with each other, on achieving three key outcomes:

First, continuing to enhance the student experience for undergraduates through progress toward completion of the North Residential facilities and the unique learning programs they will support; for juniors and seniors through continued focus on the breadth and depth of our undergraduate major programs and support services critical to their success. For graduate students, it's through renewed focus on systemic interactions of students with outstanding faculty.

Second, aggressively enabling the full blossoming of the University's strategic plan. That includes bringing to life the Discovery Themes that will truly serve as differentiators for Ohio State in how we address and how we solve vexing problems that are critical to Ohio and well beyond Ohio.

The third, by assuring continued momentum and acceleration in securing new financial assets for the institution; for access enhancement through student support; for faculty research, scholarship, and innovation; and for programmatic and cultural excellence.

This will certainly be an interesting and exciting time, filled with all the anxieties and potential of transitions. I know we will share the joy of working through those issues, being participants and facilitators in events that will affect students, faculty, staff and the State of Ohio in ways we can only begin to imagine.

During the past two decades, it has been a privilege for me to play a part in Ohio State's significant academic advancement. Without a doubt, this land-grant institution, with its roots firmly planted in the expansion of educational access and opportunity, is one of the most dynamic, innovative, and forward-thinking universities in the country.

Each and every day, I am reminded of the incomparable power and promise of higher education and the pivotal role that is played by Ohio State. To provide the fundamental energy to change lives and enrich communities is truly a special and a very noble mission. Ohio State has a place at the fulcrum of democracy where commitment to the responsibility of citizenship reinforces the consistent acquisition of new knowledge.

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The grand challenges of today and tomorrow will be confronted and they will be resolved here at Ohio State by our faculty, our staff, our students, and our alumni. They in turn will enrich societies across the globe and there can be no more meaningful quest for all of us.

I thank the Board of Trustees for the confidence that is shown through my appointment, and I am certainly looking forward to joining you in the journey ahead.

Thank you very much.

Mr. Schottenstein:

Thank you Joe. If there is no other business to come before the Board, this meeting is hereby adjourned. The next meeting of the Board of Trustees will take place on Friday, August 30, 2013.

Attest:

Robert H. Schottenstein
Chairman

David G. Horn
Secretary

(APPENDIX L)

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

3335-5-01 Academic freedom and responsibility.

(A) no change

(B) The principal elements of academic freedom include the freedom of ~~teachers~~ faculty to:

(1) through (4) no change

(C) Academic freedom carries with it correlative academic responsibilities. The principal elements include the responsibility of ~~teachers~~ faculty to:

(1) through (6) no change

(7) Differentiate carefully between official activities as ~~teachers~~ faculty and personal activities as citizens, and to act accordingly. (B/T 9/14/65, B/T 5/2/75, B/T 3/1/85)

3335-5-02 Appointments and continuing employment; conditions upon.

(A) through (B) no change

(C) It shall be sufficient cause for the removal of any officer, ~~teacher~~ faculty or employee of the university, pursuant to the procedures set forth in rule 3335-5-04 of the Administrative Code, that such officer, employee, or teacher advocate, or have membership in an organization which is generally known to advocate the overthrow of the government of the United States, or of the state of Ohio, by force, violence or other unlawful means. (Reference is made to the provisions of section 124.36 of the Revised Code.)

3335-5-02.1 Financial exigency.

(A) through (B) no change

(C) Review of administration proposals for alleviating financial exigency.

(1) through (2) no change

(3) For this review, the council shall be chaired by a tenured faculty member of the council. If neither the chair nor the vice chair of the council is a tenured faculty member of the council, then a tenured faculty member of the council shall be elected to act as chair of the council for the review of these proposals and for the submission of results to the president and to the university senate.

(4) through (5) no change

(6) In the review, the council shall:

(a) Consider alternatives to those proposals which would result in involuntary termination of tenured faculty members or ~~regular~~ tenure track faculty members in the probationary period;

(b) through (g) no change

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(7) through (8) no change.

(D) No change

3335-5-04 Hearing procedures for complaints against ~~regular tenure-track, regular clinical, regular research, and auxiliary~~ faculty members.

(A) Definitions and construction.

(1) This rule shall apply to all formal complaints of misconduct against ~~regular tenure-track, regular clinical, regular research, and auxiliary~~ faculty members as defined in Chapter 3335-5 of the Administrative Code. Complaints may be filed under this rule against administrators who hold faculty appointments.

(2) no change

(3) Gross incompetence is defined as conduct that reflects gross indifference or , preparation that is grossly inadequate under the circumstances, or consistent failure to satisfactorily perform faculty obligations. Allegations of gross incompetence shall be judged on the basis of-by a faculty member's serious failure to meet his or her obligations as a faculty member.

(4) Grave misconduct is defined as flagrant, egregious, and willful misbehavior in violation of the law or established university rules or policies, accompanied by a willful intent to violate the law or disregard established rules. Allegations of grave misconduct shall be judged on the basis of acts or omissions which seriously impair the effectiveness of a faculty member to meet his or her obligations as a faculty member.

~~(35) Nontrivial Financial-financial~~ fraud is defined as a deliberate act or deliberate failure to act that is contrary to law, rule or policy with intentso as to obtain unauthorized financial benefit from the university for oneself, one's family or one's business associates. ~~Nontrivial F~~financial fraud includes, but is not limited to, misappropriation of university funds or property, authorizing or receiving compensation or reimbursement for goods not received or services not performed or hours not worked, or unauthorized alteration of financial records.

(6) Research misconduct is defined as fabrication, falsification or plagiarism in proposing, performing, or reviewing research, or in reporting research results. A finding of research misconduct requires: a) that there be a significant departure from accepted practices of the relevant research community; and b) the misconduct be committed intentionallywillfully, knowingly, or recklessly. Research misconduct does not include honest error or differences of opinion.

(4)(7) Department chairs, deans, or the provost shall not act in their administrative capacities in the consideration of any complaint naming them as respondent. If a complaint names a department chair or a dean as respondent, the provost shall appoint an equivalent rank administrator from another department or college to perform the responsibilities of the named official under this rule. If a complaint names the provost as respondent, the chair of the steering committee of the university senate shall perform the responsibilities of this official under this rule.

(5)(8) All records of proceedings under this rule shall be maintained in the office of academic affairs. Such records shall remain confidential to the extent permitted by law.

(6)(9) At the time of their initial appointment and when they receive their annual review, faculty members shall be given notice of their right to review their personnel file maintained by their tenure initiating unit (hereinafter "primary personnel file"). A member of the faculty may place in his or her primary personnel file a response to any evaluation, comment or other material contained in the file.

(7)(10) Documents related to the performance of a faculty member which are received by his or her tenure initiating unit prior to the filing of a complaint may not be introduced in proceedings under this rule unless they have been placed in the faculty member's primary personnel file, and the faculty member has been so informed, or copies have otherwise been provided to the faculty member.

(8)(11) The designation "department chair" in this rule includes division chair, school director, deans of colleges without departments, and regional campus deans and directors.

(9)(12) The term "day" as used in this rule means "calendar day." If the last day of a designated time period falls on a weekend or a day on which the university is closed, the time period shall expire at the close of business on the next succeeding business day.

~~(10)(13) If at any time the provost determines that a faculty member poses a clear and present danger to persons, facilities, or the University or property, the provost may temporarily and immediately reassign or suspend the faculty member or, in the event of allegations of nontrivial financial fraud, suspend the faculty member with pay pending completion of investigation of a complaint under this rule. The provost shall be responsible for assuring that a complaint is filed promptly.~~

(11) Allegations of gross incompetence shall be judged by a faculty member's serious failure to meet his or her obligations as a faculty member.

(12) Allegations of grave misconduct shall be judged on the basis of acts or omissions which seriously impair the effectiveness of a faculty member to meet ~~his or her obligations as a faculty member.~~

(13)(14) Respondents shall be given written notice of decisions required by this rule. Any notice shall be sent by certified mail, and a copy shall be sent by regular mail. The time period for any action to be taken after delivery of the notice shall begin to run on the date on which the notice is mailed.

(14)(15) Complainants shall be given written notice of decisions of the department chair and the dean, and the final disposition of the case. Any notice shall be sent by certified mail, and a copy shall be sent by regular mail.

(B) Initial proceedings.

(1) A complaint may be filed by ~~any member of the faculty, students, post doctoral fellows, and post-professional fellows. In addition, complaints alleging any form of discrimination or sexual harassment may be filed by any student or~~ university employee.

(2) no change

(3) A complaint shall state facts to support an allegation that a faculty member has failed to meet his or her obligations as a faculty member, has

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committed acts or omissions which otherwise impair his or her effectiveness in meeting these obligations, has engaged in grave misconduct, research misconduct, has committed nontrivial financial fraud or has otherwise violated university rules.

(4) through (5) no change

(C) Review by the department chair.

(1) through (2) no change

(3) If the chair determines that there is not probable cause to believe that the allegations are true, the chair shall dismiss the complaint. In this event, the complainant may appeal the dismissal to the dean. The appeal must be in writing and must be filed with the dean within twenty-one days after the notice of the chair's decision was mailed. In the event of an allegation of grave misconduct, research misconduct, or nontrivial financial fraud, the chair shall refer the matter to the dean.

(4) no change

(D) Review by the dean.

(1) through (2) no change

(3) If the dean determines that there is not probable cause to believe that the allegations are true, the dean shall dismiss the complaint. The proceedings shall terminate at this point except in cases involving faculty members in colleges without departments or in the event of an allegation of grave misconduct, research misconduct, or nontrivial financial fraud. In the case of colleges without departments, the complainant may appeal a dismissal by the dean to the college investigation committee. The appeal must be in writing and must be filed with the dean within twenty-one days after the dean's decision was mailed to the complainant. Upon receipt of an appeal the dean shall immediately forward the appeal to the college investigation committee, which shall proceed in accordance with paragraph (E) of this rule. In the case of an allegation of grave misconduct, research misconduct, or nontrivial financial fraud, the matter shall be forwarded to the college investigation committee.

(4) no change

(E) The college investigation committee.

(1) through (3) no change

(4) The committee may recommend termination of employment of tenured faculty members only in demonstrated cases of gross ~~or serious~~ incompetence ~~or~~ grave misconduct, research misconduct, or nontrivial financial fraud.

(5) no change

(F) Decision by the dean.

(1) no change

(2) If the college investigation committee has recommended a sanction other than termination of employment, the dean may not increase the sanction to

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termination of employment except in the case of grave misconduct, research misconduct, or nontrivial financial fraud.

(3) no change

(4) Except in the case of grave misconduct, research misconduct, or nontrivial financial fraud, if the dean dismisses the complaint, the proceedings shall be terminated and the matter closed. ~~In~~ The dean shall refer all cases of grave misconduct, research misconduct, and nontrivial financial fraud, ~~the dean shall refer the matter~~ to the provost.

(5) through (6) no change

(G) Review of appeals by the provost.

(1) no change

(a) through (c) no change

(d) In the case of grave misconduct, research misconduct, or nontrivial financial fraud, increase the sanction.

(e) In the case of grave misconduct, research misconduct, or nontrivial financial fraud, reverse the dean's decision and impose a different sanction.

(2) through (4) no change

(H) The faculty hearing committee.

(1) through (8) no change

(9) The hearing panel may recommend termination of employment of tenured faculty members only in demonstrated cases of gross ~~or serious~~ incompetence, grave misconduct, research misconduct, or nontrivial financial fraud.

(10) no change

(I) through (J) no change

3335-5-05 Procedures concerning faculty complaints about promotion, tenure and renewal decisions.

(A) Definitions and construction.

(1) Complaints concerning promotion, tenure, or renewal decisions may be made to the committee on academic freedom and responsibility by ~~tenured or probationary faculty~~ any member of the faculty as defined in Chapter 3335-5-19 of the Administrative Code.

(2) through (6) no change

(B) through (C) no change

3335-5-19 Faculty.

As used in these rules the term "faculty" shall include persons appointed by the board of trustees with ~~regular~~ tenure-track, ~~regular clinical, regular research, auxiliary, non-~~

tenure track, and emeritus faculty titles on full- or part-time appointments, with or without salary.

(A) "~~Regular~~-~~T~~enure-track faculty": persons with the titles of professor, associate professor, assistant professor, and instructor who serve on appointments totaling fifty per cent or more service to the university and who are eligible for tenure or who have obtained tenure.

(B) "Non-tenure-track faculty": all faculty positions within the university that are not tenure-track and are not eligible for tenure. This includes the following categories:

(B)(1) "~~Regular~~-~~C~~linical faculty": ~~Regular~~-~~C~~linical faculty serve under fixed term contracts and ~~are not eligible for tenure~~. ~~Regular-clinical~~their faculty appointments are described in Chapter 3335-7 of the Administrative Code.

(C)(2) "~~Regular~~-~~R~~esearch faculty": ~~Regular~~-~~R~~esearch faculty serve under fixed term contracts and ~~are not eligible for tenure~~. ~~Regular-research~~their faculty appointments are described in Chapter 3335-7 of the Administrative Code.

(D)(3) "~~Auxiliary-Associated~~ faculty": persons with ~~adjunct titles~~, adjunct titles, visiting titles, and lecturer titles; also professors, associate professors, assistant professors, and instructors who serve on appointments totaling less than fifty per cent service to the university. Persons with ~~regular-tenure-track, clinical, or research~~ faculty titles may not hold ~~auxiliary-associated~~ titles. Persons holding ~~auxiliary-associated~~ titles are not eligible for tenure and may not participate in the promotion and tenure reviews of tenure-track, clinical, or research faculty. Persons with associated titles are permitted to participate in college or academic unit governance where approved by a vote of at least a majority of all of its tenure track faculty and also clinical and research faculty in those colleges and units where they have been given voting rights, may not vote at any level of governance, and may not participate in promotion and tenure matters. ~~Auxiliary-Associated~~ faculty appointments may be made for a maximum of three consecutive years and, with the exception of visiting titles, may be renewed.

(a) Clinical Practice Faculty. The titles of clinical professor of practice, clinical associate professor of practice, clinical assistant professor of practice, and clinical instructor of practice shall be used to confer faculty status on individuals who have credentials comparable to ~~regular~~-clinical faculty of equivalent rank and who either provide significant, uncompensated service for which a faculty title is needed or compensated service to the clinical instructional programs in the colleges of the health sciences. Clinical practice appointments are made for the period in which the service is provided. Renewal of no-salary appointments is contingent upon continued significant contributions. Procedures for the promotion of clinical practice faculty members shall be the same as for promotion of ~~regular~~-clinical faculty.

(b) Visiting Faculty: The titles of visiting professor, visiting associate professor, and visiting assistant professor shall be used to confer faculty status on individuals who have credentials comparable to ~~regular-tenure-track, clinical or research~~ faculty of equivalent rank who spend a limited period of time on formal appointment and in residence at this institution for purposes of participating in the instructional and research programs of the

university. A visiting appointment cannot exceed three continuous academic years of service.

(c) Adjunct Faculty: The titles of adjunct professor, adjunct associate professor, and adjunct assistant professor, shall be used to confer faculty status on individuals who have credentials comparable to regular-tenure-track, clinical, or research faculty of equivalent rank, who provide significant, uncompensated service to the instructional and/or research programs of the university and who need a faculty title to perform that service. Significant service would include teaching the equivalent of one or more courses, advising graduate students or serving on graduate committees, and serving as a co-investigator on a research project. Such individuals may be either nonuniversity employees or university employees compensated on a noninstructional budget. Adjunct appointments are made for the period in which the uncompensated service is provided. Renewal of adjunct appointments is contingent upon continued significant contributions. Procedures for the promotion of adjunct faculty members shall be the same as for promotion of regular-tenure, clinical, or research faculty.

(d) Lecturer: The titles of lecturer and senior lecturer shall be used for all compensated instructional appointments where other titles are not appropriate. Lecturers' responsibilities shall be limited to formal course instruction, are limited to teaching as defined in Chapter 3335-6 of the Administrative Code.

~~(1) The titles of adjunct professor, adjunct associate professor, adjunct assistant professor, and adjunct instructor shall be used to confer faculty status on individuals who have credentials comparable to regular faculty of equivalent rank, who provide significant, uncompensated service to the instructional and/or research programs of the university and who need a faculty title to perform that service. Significant service would include teaching the equivalent of one or more courses, advising graduate students or serving on graduate committees, and serving as a co-investigator on a research project. Such individuals may be either nonuniversity employees or university employees compensated on a noninstructional budget. Adjunct appointments are made for the period in which the uncompensated service is provided not to exceed one year; renewal is contingent upon continued significant contributions. Procedures for the promotion of adjunct faculty members shall be the same as for promotion of regular faculty.~~

~~(2) The titles of clinical professor, clinical associate professor, clinical assistant professor, and clinical instructor shall be used to confer faculty status on individuals who have credentials comparable to regular clinical faculty of equivalent rank and who either provide significant, uncompensated service for which a faculty title is needed or compensated service to the clinical instructional programs in the colleges of the health sciences. Clinical appointments are made for the period in which the service is provided not to exceed one year. Renewal of no-salary appointments is contingent upon continued significant contributions. Procedures for the promotion of clinical faculty members shall be the same as for promotion of regular clinical faculty.~~

~~(3) The titles of visiting professor, visiting associate professor, visiting assistant professor, and visiting instructor shall be used to confer faculty status on individuals who have credentials comparable to regular faculty of equivalent rank who spend a limited period of time on formal appointment and in residence at this institution for purposes of participating in the~~

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~~instructional and research programs of the university. A visiting appointment cannot exceed three continuous academic years of service.~~

~~(4) The titles of lecturer and senior lecturer shall be used for all compensated instructional appointments where other titles are not appropriate. Lecturers' responsibilities shall be limited to formal course instruction.~~

~~(E)(C)~~ "Emeritus faculty": ~~regular~~ tenure-track, ~~regular~~ clinical faculty, or ~~regular~~ research faculty who, upon retirement, were recommended by the chair, the dean and the executive vice president and provost for emeritus status. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters but may have such other privileges as individual academic units or the office of human resources may provide. (B/T 4/4/97, B/T 12/4/98, B/T 4/6/99, B/T 3/1/2002, B/T 7/12/2002, B/T 6/4/2004)

3335-5-19.1 University faculty.

For purposes of the governance functions described in rules 3335-5-20 to 3335-5-25 of the Administrative Code, the term "university faculty" shall mean all ~~regular~~ tenure-track faculty, the president, members of the president's planning cabinet serving at the president's pleasure and designated as executive heads of offices, the deans of the colleges and of the graduate school, and the dean for undergraduate education. (B/T 3/3/78, B/T 2/6/87, B/T 11/2/90, B/T 5/3/96, B/T 12/4/98, B/T 5/4/2001, B/T 6/7/2005, B/T 2/1/2006)

3335-5-46 Senate committee operating procedures

(A) Membership

(1) through (4) no change

(5) Terms of service.

Unless otherwise specified by the rules, terms of service of senate committee members shall begin and end on the first day of autumn semester; incoming members may attend meetings as non-voting members as soon as they are appointed or elected.

(B) Duties and Responsibilities

(1) Senate committees shall report at least annually to the senate at a time and in a manner specified by the program steering committee of the senate.

(2) no change

(C) no change

3335-5-47.1 Steering Committee

(A) through (B) no change

(C) Organization.

~~(4)~~ For the period of time beginning with the selection election of ~~its steering committee~~ members in spring semester and ending with the start of the autumn semester, the steering committee shall consist of the newly selected and continuing members. During this period, the outgoing members shall serve as alternates include its newly elected members as non-voting members.

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3335-7

Rules of the university faculty concerning ~~regular~~-clinical ~~track~~ faculty appointment, reappointment and nonreappointment, and promotion

3335-7-01 Definition.

Regular ~~clinical~~-Clinical ~~track~~ faculty appointments are fixed term contract appointments that do not entail tenure. ~~Regular-clinical~~-Clinical ~~track~~ faculty are teacher/practitioners and shall be engaged primarily in teaching activities related to: a) courses or instructional situations involving live patients or live clients, b) courses or instructional situations involving the simulation of live patients or live clients, or c) courses or instructional situations involving professional skills. (B/T 7/12/2002, B/T 6/4/2004)

3335-7-02 Titles.

The term "regular clinical track faculty" exists for the purpose of recording this type of appointment in the university's employment system data base. If individual colleges, schools, and departments with ~~regular~~-clinical ~~track~~-faculty wish to provide clinical faculty with faculty-rank titles, then whatever title is used must be distinct from tenure-track titles (see paragraph (A) of rule 3335-5-19 of the Administrative Code). Examples include, but are not limited to ~~_~~-professor of clinical (name of college, school, or department), ~~and~~-associate professor of professional practice, ~~and~~ assistant professor of practice. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/1/2007)

3335-7-03 Appointment cap.

Unless an exception is approved by the university senate and the board of trustees, clinical ~~track~~-faculty may comprise no more than forty percent of the total faculty (as defined in rule 3335-5-19 of the Administrative Code) in each of the departments, schools, and colleges of the health sciences and no more than twenty percent of the tenure-track faculty in other departments, schools, and colleges. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005). (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005, 6/22/2012)

3335-7-04 Proposals and approval process.

(A) Proposals to establish or amend a ~~regular~~-clinical faculty ~~track~~ in a college or school reporting directly to Office of Academic Affairs (OAA) must be submitted to the provost by the dean of the college or director of the school reporting directly to OAA. Proposals must include a clear rationale for establishing a ~~regular~~-clinical faculty ~~track~~ and address how the terms and conditions of the appointments will be consistent with the rules set forth in Chapter 3335-7 of the Administrative Code, what titles will be given to ~~regular~~-clinical ~~track~~ faculty, and what department and college governance rights will be extended to ~~regular~~-clinical ~~track~~ faculty. ~~Regular~~-Clinical ~~track~~ faculty may not participate in the promotion and tenure reviews of tenure-track faculty. In addition, proposals must include the following components:

- (1) A definition of the role in teaching and scope of professional practice duties of clinical ~~track~~ faculty, identifying specifically how those differ from duties of tenure-track faculty;
- (2) Identification of the requirements for a clinical ~~track~~ faculty appointment, including appropriate terminal degrees and any credential or licensure requirements; and
- (3) A list of courses that could be taught by clinical ~~track~~ faculty and the relationship of those courses to the general curriculum. The expectation would be that clinical ~~track~~ faculty should teach primarily courses involving

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professional practice in the clinical setting or courses designed to teach professional skills.

Proposals must comply with any additional guidelines promulgated by the council on academic affairs and will be reviewed according to criteria specified by the council on academic affairs.

(B) With the exception of changes to existing titles, proposals from a college or school reporting directly to OAA to establish or amend a ~~regular~~-clinical faculty ~~track~~ must be approved by a majority of the tenure-track faculty of the college or school reporting directly to OAA proposing to have a ~~regular~~-clinical faculty ~~track~~, by the dean of the college or school reporting directly to OAA, by the executive vice president and provost, by the university senate, and by the board of trustees. The executive vice president and provost will transmit all proposals to the council on academic affairs, which will review proposals and make a recommendation to the university senate. Title changes must be consistent with rule 3335-7-02 of the Administrative Code, but need only be approved by a majority of the ~~regular~~-tenure track faculty and dean of the college or director of the school reporting directly to OAA proposing the amendment. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005, B/T 6/1/2007)

3335-7-05 Criteria for appointment, for reappointment and nonreappointment, and for promotion.

Regular ~~c~~Clinical ~~track~~ faculty may be appointed by colleges that do not have schools or departments and by schools and departments in colleges that have such subunits. The criteria for appointment, for reappointment and nonreappointment, and for promotion for ~~regular~~-clinical ~~track~~ faculty shall be established by the college, school, or department making such appointments and shall be set forth in that unit's appointments, promotion, and tenure document. The criteria must be consistent with the rationale for having a ~~regular~~-clinical faculty ~~track~~ in the unit in question and must be distinct from the criteria for tenure-track faculty appointments. However, normally ~~regular~~-clinical ~~track~~ faculty will have an earned doctorate or other terminal degree in the relevant field or equivalent experience. The criteria for appointment, for reappointment and nonreappointment, and for promotion should reflect the importance of the responsibilities of ~~regular~~-clinical ~~track~~ faculty. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005)

3335-7-06 Procedures for appointment.

Procedures for appointment of ~~regular~~-clinical ~~track~~ faculty shall be established by the college, school, or department making such appointments and shall be set forth in that unit's appointments, promotion, and tenure document. Appointments at the rank of associate professor or professor require prior approval of the office of academic affairs. (B/T 7/12/2002, B/T 6/4/2004)

3335-7-07 Term of appointment.

(A) no change

(B) The initial contract is probationary and a clinical faculty member will be informed by the end of each probationary year as to whether he or she will be reappointed for the following year. By the end of the second to final year of the probationary contract, the faculty member will be informed as to whether a new contract will be extended at the conclusion of the probationary contract period. In the event that a new contract is not extended, the final year of the probationary contract is the terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be renegotiated at the time of reappointment.

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(C) During and until the end of the second and subsequent contract periods, ~~regular~~ clinical ~~track~~ faculty appointments may only be terminated for cause (see rule 3335-5-04 of the Administrative Code) or financial exigency (see rule 3335-5-02.1 of the Administrative Code) and the termination decision for either of these reasons shall result from procedures established by faculty rules. In addition, a contract may be renegotiated during a contract period only with the voluntary consent of the ~~clinical~~ faculty member. By the end of the penultimate year of each contract period, the ~~clinical~~ faculty member will be informed as to whether a new contract will be extended at the conclusion of the current contract period. If a new contract is not extended, the final year of the current contract is a terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be renegotiated at the time of reappointment.

(D) The standards of notice set forth in rule 3335-6-08 of the Administrative Code apply to ~~regular~~—clinical faculty ~~track~~ appointments. (B/T 7/12/2002, B/T 6/4/2004, B/T 6/7/2005)

3335-7-08 Annual review, reappointment/nonreappointment, and promotion review procedures.

The procedures for reviewing ~~regular~~—clinical ~~track~~ faculty annually and for reappointment/ nonreappointment and promotion shall be set forth in the relevant college, school or department appointments, promotion, and tenure document and shall be consistent with review procedures established for tenure-track faculty, including those set forth in rules 3335-6-03 and 3335-6-04 of the Administrative Code with the following exceptions:

(A) through (B) no change

3335-7-09 Transfers from the tenure track faculty to the ~~regular~~—clinical ~~track~~faculty.

A college, school, or department may provide for the possibility of transfers from the tenure faculty track to the ~~regular~~—clinical faculty ~~track~~ if appropriate to its circumstances. A unit that permits transfers must abide by the following:

(A) no change

(B) When a tenured faculty member transfers to the ~~regular~~—clinical faculty ~~track~~, tenure is lost; and

(C) no change

3335-7-10 Transfers from the ~~regular~~—clinical faculty ~~track~~ to the tenure faculty-track.

Transfers from the ~~regular~~—clinical ~~track~~ faculty ~~track~~ to the tenure-track faculty are not permitted. ~~Regular clinical-Clinical track~~ faculty may apply for tenure-track positions and compete in regular national searches for such positions. (B/T 7/12/2002, B/T 6/4/2004, B/T/ 6/7/2005)

3335-7-11 Participation in governance by ~~regular~~—clinical ~~track~~ faculty.

(A) A college or academic unit that appoints ~~regular~~—clinical ~~track~~ faculty determines the level of participation in college and departmental structures.

(B) A college or academic unit that appoints ~~regular~~—clinical ~~track~~ faculty and elects senators may, by vote of at least a majority of all of its ~~regular~~—tenure track faculty, determine that the ~~regular~~—clinical ~~track~~ members of its faculty are eligible for election to the university senate.

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(C) Following approval by a college or academic unit of eligibility of its ~~regular-clinical track~~ faculty for election to the senate under the foregoing paragraph:

(1) For purposes of selection of university senators, the electorate for the college or academic unit shall be composed of all ~~regular-tenure track and regular-clinical track~~ faculty.

(2) Any ~~regular-clinical track~~ faculty member appointed by the college or academic unit may stand for election to serve as a representative in the senate.

(3) The minimum and maximum numbers of clinical ~~track~~ faculty from each college or academic unit that may serve as representatives in the senate shall be determined by majority vote of ~~regular~~ tenure track and ~~regular~~ clinical ~~track~~ faculty appointed by that college or academic unit within the limits provided for in paragraph 4 of this section.

(4) One senator or not more than 45% of the senators representing that college or academic unit, whichever is greater, may be ~~regular-clinical track~~ faculty of the college or academic unit. (B/T 4/4/2008)

Rules of the university faculty concerning research ~~track~~ faculty appointment and nonreappointment, and promotion.

3335-7-30 Definition.

~~Regular-r~~Research ~~track~~ faculty appointments are fixed term contract appointments that do not entail tenure. Research ~~track~~ faculty are researchers and shall be engaged in research related to the mission and goals of the academic unit. (B/T 6/4/2004)

3335-7-31 Titles.

~~The term "regular research track faculty" will exist solely for the purpose of recording this type of appointment in the university's employment system database.~~ Titles will be research professor of (name of college, school or department), research associate professor, research assistant professor. (B/T 6/4/2004)

3335-7-32 Criteria for appointment, for reappointment and non-reappointment, and for promotion.

With ~~tenure-track~~~~tenure-track~~ faculty majority approval, ~~regular~~-research ~~track~~ faculty may be appointed by colleges that do not have schools or departments and by schools and departments in colleges that have such subunits. Unless otherwise authorized by a majority vote of the tenure-track faculty in a unit, ~~regular~~-research ~~track~~ faculty must comprise no more than twenty per cent of the number of tenure-track faculty in the unit. In all cases, however, the number of ~~regular~~-research ~~track~~ faculty positions in a unit must constitute a minority with respect to the number of tenure- track faculty in the unit.

The criteria for appointment, reappointment and nonreappointment, and for promotion for ~~regular~~-research ~~track~~ faculty shall be established by the college, school or department making such appointments and shall be set forth in that unit's appointments, promotion and tenure document and approved by a majority vote of the regular tenure-track faculty of the unit and approved by the office of academic affairs. The criteria must be distinct from the criteria for tenure-track faculty appointments and cannot require classroom teaching. ~~Regular-r~~Research ~~track~~ faculty will have an earned doctorate or other terminal degree in the relevant field. The criteria for appointment, for reappointment and nonreappointment, and for promotion should reflect the preponderance of responsibilities being in research activities. (B/T 6/4/2004)

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3335-7-33 Procedures for appointment.

Procedures for appointment of ~~regular~~-research ~~track~~ faculty shall be established by the college, school or department making such appointments and set forth in that unit's appointments, promotion, and tenure document and approved by a vote of the ~~regular~~ tenure-track faculty of the unit and the office of academic affairs. Appointments at the rank of research associate professor or research professor require prior approval of the relevant college and the office of academic affairs. (B/T 6/4/2004)

3335-7-34 Duties and responsibilities.

The primary duty of ~~regular~~-research ~~track~~ faculty is to conduct research. A research ~~track~~ faculty member may, but is not required to, participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research ~~track~~ faculty member must be approved by a majority vote of the TIU's ~~regular~~ tenure-track faculty. Under no circumstances may a member of the research ~~track~~ faculty be continuously engaged over an extended period in the same instructional activities as tenure-track faculty. An appointment to a research ~~track~~ faculty position should not be made to displace or make unnecessary an appointment to a tenure-track faculty position. (B/T 6/4/2004, B/T 6/7/2005)

3335-7-35 Term of appointment.

(A) through (B) no change

(C) The initial contract is probationary, and a research faculty member will be informed by the end of each probationary year as to whether he or she will be reappointed for the following year. By the end of the penultimate year of the probationary contract, the research faculty member will be informed as to whether a new contract will be extended at the conclusion of the probationary contract period. In the event that a new contract is not extended, the final year of the probationary contract is the terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be renegotiated at the time of reappointment.

(D) During and until the end of the second and subsequent contract periods, ~~regular~~ research ~~track~~ faculty appointments may be terminated for not meeting the terms of the contract (e.g. failure to obtain extramural support for the research). Appointments may also be terminated during a contract period for cause (see rule 3335-5-04 of the Administrative Code), or financial exigency (see rule 3335-5-02.1 of the Administrative Code), and the termination decision for either of these reasons shall result from procedures established by faculty rules. In addition, a contract may be renegotiated during a contract period only with the voluntary consent of the ~~regular~~ research ~~track~~ faculty member. By the end of the penultimate year of each contract period, the ~~regular~~ research ~~track~~ faculty member will be informed as to whether a new contract will be extended at the conclusion of the current contract period. If a new contract is not extended, the final year of the current contract is a terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be renegotiated at the time of reappointment.

(E) The standards of notice set forth in rule 3335-6-08 of the Administrative Code apply to regular research faculty ~~track~~ appointments. (B/T 6/4/2004, B/T 6/7/2005)

3335-7-36 Annual review, reappointment/nonreappointment, and promotion review procedures.

The procedures for reviewing ~~regular~~-research ~~track~~ faculty annually and for reappointment/ nonreappointment and promotion shall be set forth in the relevant, tenure-track faculty approved, college, school or department appointments, promotion and tenure document and shall be consistent with review procedures established for

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tenure-track faculty including those set forth in rules 3335-6-03 and 3335-6-04 of the Administrative Code except that the college dean's decision shall be final with respect to reappointment and non-reappointment and with respect to denial of promotion. (B/T 6/4/2004)

3335-7-37 Governance rights.

Governance rights within a tenure-initiating unit (TIU) at the local level will be determined by the TIU and will require a vote of its eligible faculty. Research ~~track~~ faculty will be eligible to serve on university committees and task forces but not on university governance committees.

Research ~~track~~ faculty will also be eligible to advise and supervise graduate and postdoctoral students and to be a principal investigator on extramural research grant applications. Approval to advise and supervise graduate students must be obtained from the graduate school as set forth in rule 3335-5-29 and detailed in the graduate school handbook.

Research ~~track~~ faculty will not be eligible to vote on the promotion and tenure of tenure-track faculty or ~~regular~~ clinical ~~track~~ faculty. (B/T 6/4/2004)

3335-7-38 Transfers from the ~~tenure-tenure-track~~ faculty to the ~~regular~~ research track~~faculty~~.

A college, school or department may provide for the possibility of transfer from the tenure-~~track~~ faculty ~~track~~ to the research ~~track~~-faculty if appropriate to its circumstances and if provided for in the unit's appointments, promotion and tenure document. A unit that permits transfers must abide by the following:

(A) no change

(B) When a tenured faculty member transfers to the ~~regular~~ research ~~track~~-faculty, tenure is relinquished.

(C) no change

3335-7-39 Transfers from the ~~regular~~-research ~~track~~-faculty to the tenure-~~track~~ faculty.

Transfers from the ~~regular~~ research ~~track~~-faculty to the ~~tenure-tenure-track~~ faculty are not permitted. However, ~~regular~~-research ~~track~~-faculty may apply for tenure-track positions and compete in regular national searches for such positions. (B/T 6/4/2004)

3335-7-40 Oversight.

The office of academic affairs will submit an annual report to the university senate detailing the number, funding source, and TIU of ~~regular~~-research ~~track~~-faculty appointments that have been made the previous year. Also included in the report will be the conditions of the appointments including fiscal arrangements. In unusual circumstances, salaries of research ~~track~~-faculty may be paid on a temporary basis from funds other than those generated from tuition and subsidy. (B/T 6/4/2004, B/T 6/7/2005)

(APPENDIX LII)

**REVISIONS TO THE RULES OF THE CLASSIFIED CIVIL SERVICE OF
THE OHIO STATE UNIVERSITY**

3335-73-01 through 3335-73-03 no change

[there is no 3335-73-04 subsection]

3335-73-05 Involuntary disability separation.

(A) through (D) no change

(E) ~~An employee on Individuals reinstated after disability separation or disability retirement shall be reinstated to the same or similar position within a reasonable period of time after a written application for reinstatement. Reinstatement shall be in the jurisdiction in which they were employed when separated, except when implementing reasonable accommodations under the Americans with Disabilities Act requires reinstatement in another jurisdiction. Such application for reinstatement shall be filed within two years from the date of separation and shall not be filed after the date the employee is eligible to retire based up on service in cases of disability separation or within five years in cases of OPERS disability retirement. A complete reinstatement application must include a certificate from a licensed practitioner designated by the university who has examined and verified that the employee is able to perform the essential functions of the job. The university shall pay for the examination. written request for reinstatement by the employee shall be accompanied by a return to work release by their treating physician. If the employee was granted disability retirement, a licensed practitioner designated by the public employee retirement board shall conduct the examination. Following reinstatement, the university may require the employee to submit to an examination by a licensed practitioner designated by the university to ensure that the employee can perform the essential functions of the job. The university shall pay for the examination. Following reinstatement, successful completion of reemployment screening is required. If an employee does not pass any screening, a hearing will be held to determine the employment action to be taken. (B/T 6/14/82, 6/22/97, 7/1/01, 9/17/2010, 4/8/2011)~~

3335-73-06 Voluntary disability separation.

First paragraph no change

(A) through (C) no change

(D) ~~An employee on Individuals reinstated after disability separation or disability retirement shall be reinstated to the same or similar position within a reasonable period of time after a written application for reinstatement. Reinstatement shall be in the jurisdiction in which they were employed when separated, except when implementing reasonable accommodations under the Americans with Disabilities Act requires reinstatement in another jurisdiction. Such application for reinstatement shall be filed within two years from the date of separation and shall not be filed after the date the employee is eligible to retire based up on service in cases of disability separation or within five years in cases of OPERS disability retirement. A complete reinstatement~~

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~~application must include a certificate from a licensed practitioner designated by the university who has examined and verified that the employee is able to perform the essential functions of the job. The university shall pay for the examination. written request for reinstatement by the employee shall be accompanied by a return to work release by their treating physician. If the employee was granted disability retirement, a licensed practitioner designated by the public employee retirement board shall conduct the examination. Following reinstatement, the university may require the employee to submit to an examination by a licensed practitioner designated by the university to ensure that the employee can perform the essential functions of the job. The university shall pay for the examination. Following reinstatement, successful completion of reemployment screening is required. If an employee does not pass any screening, a hearing will be held to determine the employment action to be taken. (B/T 6/14/82, 6/22/97, 7/1/01, 9/17/2010, 4/8/2011)~~

3335-73-07 no change

3335-89-01 Definition of terms.

First paragraph no change

(A) through (D) no change

(E) "Break in service" - leave university employment either voluntarily or involuntarily for any period of time.

~~(E)~~(F) "Certified status" - a classified civil service status obtained for a specific classification upon satisfactory completion of the applicable probationary period or, when there is no probationary period, upon completion of one hundred eighty days in the specific classification with satisfactory performance.

~~(F)~~(G) "Classification" - common name for a group of positions sufficiently related with respect to duties, responsibilities, authority and qualifications so that the same descriptive classification title and same pay range may be used for each.

~~(G)~~(H) "Classification plan" - a system of classifications or series of jobs, with a specification and pay range assignment for each classification.

~~(H)~~(I) "Classified civil service" - all positions with a title under the Ohio state university's classified civil service title group, found on the office of human resources web site. Any position not included in this group is not classified civil service.

~~(I)~~(J) "Day" - unless otherwise specified, "day" means one calendar day.

~~(J)~~(K) "Demotion" - placement of an employee in a classification that has a lower pay range than that previously held.

~~(K)~~(L) "Displace" or "displacement" - the exercise of the procedures outlined in Chapter 3335-81 of the Administrative Code.

~~(L)~~(M) "Emergency appointment" - an appointment to a position to meet an emergency situation, an exception from civil service rules, not to exceed a maximum of twelve months.

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~~(M)~~(N) "For cause" – a type of termination from employment for one or more of the following reasons: incompetency, inefficiency, dishonesty, use or being under the influence of alcohol or illegal drugs at work or inappropriate use of prescription drugs, immoral conduct, insubordination, discourteous treatment of the public, neglect of duty, violation of university rules or policies, any other failure of good behavior, any other acts of misfeasance, malfeasance, or nonfeasance in office, or conviction of a felony.

~~(A)~~(O) "Full-time employment" - employment when the work schedule is normally forty hours per week.

~~(Q)~~(P) "Intermittent employment" - an appointment which serves at the discretion of the appointing authority, is not eligible to obtain certification and when the employee works irregular hours or days on an as-needed basis.

~~(P)~~(Q) "Jurisdiction" - the limited location in which procedures for layoff, displacement, and reinstatement may be exercised. The Columbus campus – each college and unit as defined by university human resources policy; the medical center; each regional campus; and the agricultural technical institute and Ohio agricultural research and development center are each separate and distinct jurisdictions. Units located outside of Columbus in a county where a regional campus is located are part of that jurisdiction, otherwise, the jurisdiction is limited to that county only. Units located outside of Ohio are each their own jurisdiction.

~~(Q)~~(R) "Lack of funds" - a current or projected deficiency of funding to maintain current, or to sustain projected, levels of staffing and operations. A lack of funds shall be presumed for a position assigned to an employee who works under a grant if it is reduced or withdrawn.

~~(R)~~(S) "Lack of work" - current or projected decrease in workload that requires a reduction of current or projected staffing levels in the organization or its structure.

~~(S)~~(T) "Licensed practitioner" - a physician, psychiatrist, or psychologist who is licensed to perform medical or psychological examinations.

~~(T)~~(U) "Medical center" - includes the James cancer hospital and Solove research institute, office of health sciences and college of medicine, OSU Harding hospital, OSU primary care network, OSU rehabilitation services at Dodd hall, Ross heart hospital, shared services, specialty care network, university hospital and university hospital east.

~~(U)~~(V) "Original appointment" - an individual's first classified civil service appointment with the university.

~~(V)~~(W) "Part-time employment" - employment when the work schedule is normally less than forty hours per week.

~~(W)~~(X) "Pay range" - a division of a pay plan to which classifications are assigned.

~~(X)~~(Y) "Position" - a specific job requiring the performance of certain duties and responsibilities by an employee.

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~~(Y)~~(Z) "Preemployment screening" - process of collecting information about individuals to assess job qualifications or fitness for duty. Specific examples include background checks, and drug tests, and declaration of material assistance, among others.

~~(Z)~~(AA) "Probationary period" - a period of time at the beginning of an original appointment, a promotion, or a lateral change from one classification to another that constitutes a trial or testing period for the employee, during which the employee may be terminated or returned to the former classification.

~~(AA)~~(BB) "Promotion" - placement of an employee in a vacant position in a classification that has a higher pay range than that previously held.

~~(BB)~~(CC) "Reassignment" - an involuntary temporary or permanent move of employment within the same classification.

~~(CC)~~(DD) "Reclassification" - the act of changing the classification of an existing occupied position.

~~(DD)~~(EE) "Reduction in force" - a decrease in the number of positions at the university's initiative due to a lack of funds, lack of work, reasons of economy, or reorganization for efficiency.

(FF) "Reemployment screening" - process of collecting information about individuals to assess job qualifications or fitness for duty. Specific examples include background checks and drug tests, among others.

~~(EE)~~(GG) "Regular employment" - employment which customarily requires the services of an employee on a regularly scheduled and continuing basis.

~~(FF)~~(HH) "Reinstatement" - the act of returning a former employee to the same or similar position within the university classified civil service, following a period of not more than one year of separation; or not more than two years in cases of disability separation.

~~(GG)~~(II) "Reorganization for efficiency" - current or projected decrease in workload that requires a reduction of current or projected staffing levels in an organizational structure; change in the nature of the work or direction or purpose of the unit; or elimination of a unit.

~~(HH)~~(JJ) "Seasonal employment" - regular employment when the service reoccurs for a specified period of time during a particular time of the year.

~~(II)~~(KK) "Specification" - a composite of the duties and requirements of a classification.

~~(JJ)~~(LL) "Target hiring range" - is established prior to posting a position based upon budgeted funds for the position, identified skills and/or experience, salaries paid within the college or unit for similar positions, organizational scope and an assessment of the relevant competitive market. The target hiring range should normally have a spread of \$3,000 to \$8,000; the range may vary based on the circumstances at the time of posting.

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~~(KK)~~(MM) "Temporary employment" - an appointment that serves at the discretion of the appointing authority, is not eligible for certification, and:

- (1) Is for a limited duration;
- (2) Is for a specific project;
- (3) Augments regular staff due to increased work loads or staff shortages; or
- (4) Replaces a regular employee during an absence due to illness, leave of absence or vacation.

~~(LL)~~(NN) "Termination" - the involuntary ending of an employee's employment with the university.

~~(MM)~~(OO) "Transfer" - a voluntary move of employment as a result of an application for a different position.

~~(NN)~~(PP) "Unpaid leave" - a temporary separation from active pay status with the employee generally retaining employment status and seniority. (B/T 6/14/82, 6/22/97, 1/2/98, 7/1/01, 6/5/2009, 10/29/2009. 2/5/2010, 4/8/2011)

**The Ohio State University
Office of Human Resources**

Summary of Proposed Revisions of the Classified Civil Service Rules

The Ohio State University Office of Human Resources has prepared proposed amendments, deletions, and additions to the rules that govern classified civil service (CCS) employment at the university. The CCS rules were last revised in total in 2011. Since 2011, various changes have occurred that necessitate further revision of these rules.

Revisions

Following is a brief explanation of all changes made to the rules.

Chapter 73: Leave Policies

3335-73-05 Involuntary disability separation and 3335-73-06 Voluntary disability separation.

- Reinstatement from involuntary and voluntary disability separation shall be in the jurisdiction in which they were employed when separated, except when implementing reasonable accommodations under the Americans with Disabilities Act requires reinstatement in another jurisdiction.
- Application for reinstatement shall be filed within five years in cases of OPERS disability retirement.
- Reinstatement may be filed after the date the employee is eligible to retire based up on service.
- The written request for reinstatement by the employee must be accompanied by a return to work release by their treating physician.
- Following reinstatement, the university may require the employee to submit to an examination by a licensed practitioner designated by the university to ensure that the employee can perform the essential functions of the job.
- Following reinstatement, successful completion of reemployment screening is required. If an employee does not pass any screening, a hearing will be held to determine the employment action to be taken.

Chapter 89: Definition of terms

Added new definitions:

- Break in service – leave university employment either voluntarily or involuntarily for any period of time.
- Reemployment screening – process of collecting information about individuals to assess job qualifications or fitness for duty. Specific examples include background checks and drug tests, among others.

Updated a definition to remove reference to the Declaration of Material Assistance, no longer required by state law:

- Preemployment screening – process of collecting information about individuals to assess job qualifications or fitness for duty. Specific examples include background checks and drug tests, among others.

Classified Civil Service (CCS) and the Rules Change Process

Classified Civil Service Staff at Ohio State

According to Office of Human Resources' (OHR) Employee Statistical Summary for autumn 2012, Ohio State had 42,505 employees; 5,211 were in the classified civil service. All CCS positions are listed on the OHR Job Classifications website at <http://hr.osu.edu/statistics/titledck/index.aspx>.

CCS employees who are certified in their positions (successfully completed probationary period) are entitled to certain job-related property rights. These property rights require that appropriate due process measures are in place, with an adequate appeals process, before an employee can be demoted, subjected to job abolishment or layoff, placed on leave for disciplinary purposes, or terminated for appropriate cause.

Classified Civil Service Rules

Classified Civil Service Rules provide the framework for CCS employment at Ohio State; further detail is provided through Office of Human Resources policies and their associated documents. Rules are subject to adoption by the Board of Trustees and become a part of the Ohio Administrative Code (section 3335).

CCS Rules can be found at <http://hr.osu.edu/Policy/CCS/index.aspx>

Human Resources Policies can be found at <http://hr.osu.edu/policy/>

Classified Civil Service Rules Amendment Process

In December 2006, the Ohio General Assembly passed Substitute House Bill 187, an effort to reform Ohio's laws governing civil service employment. This Act gives our Board of Trustees the authority to amend provisions of CCS rules governing Ohio State employees. All CCS Rules are promulgated in accordance with section 111.15 of the Ohio Revised Code.

The Office of Human Resources has a strong commitment to an inclusive and transparent rules change process. The process OHR follows for CCS rules amendments is as follows:

1. Draft rules changes.
2. Review with the Office of Legal Affairs.
3. Share rules with Communications Workers of America, required by contract at least 45 days prior to public hearing date (Board of Trustees meeting).
4. Publish rules on OHR website for three weeks; announce in OSUToday; send email memo describing the proposed changes and soliciting feedback to all CCS staff, their managers, and human resource professionals.
5. Refine the proposed rules as appropriate, based on feedback.
6. Review final rules with the Office of Legal Affairs.
7. Submit to the Board of Trustees for approval. After approval, the Board Office submits to the Legislative Service Commission of Ohio.
8. Update policies and practices as needed.
9. Implement rules, policies, and practice changes on the effective date as needed.
10. Provide training and education on new rules, policies, and practices as needed.

(APPENDIX LIII)



THE OHIO STATE
UNIVERSITY

Ohio State University Wexner Medical Center Board
Governance Framework

I. **Membership**

- a. **The Ohio State University Wexner Medical Center Board shall be composed of 13 to 15 voting members:**
- i. **Four to Five [4 to 5] University Trustees** appointed annually by the Chair of the University Board of Trustees
 - ii. **Up to Six [6] Community Members** nominated by the Chair of the University Board of Trustees, in consultation with the President and the Chair of the Governance Committee, and approved by the University Board of Trustees.
 1. Two-year term [initial composition may be staggered with one and two-year terms to ensure rolling membership] with no right to re-appointment.
 2. Two year maximum term limit [three year limit for initial board members]
 3. Community members with national expertise in health care and/or sophisticated business expertise will be sought.
 - iii. **Four [4] Ex-officio members, with vote:**
 1. Chair of the University Board of Trustees
 2. University President
 3. Senior Vice President for Health Sciences
 4. Chief Financial Officer of the University
- b. In addition, the following University officials shall be **ex-officio non-voting members** of the University Wexner Medical Center Board:
- i. Dean, College of Medicine
 - ii. CEO, James Cancer Hospital
 - iii. CEO of the University Faculty Group Practice

II. **Officers**

- a. The officers of the University Wexner Medical Center Board shall be members of the University Wexner Medical Center Board and shall consist of a Chair and such other officers as the University Wexner Medical Center Board shall deem advisable.
- i. **Chair**
 1. Nominated by the Chair of the University Board of Trustees, in consultation with the President, and approved by the University Board of Trustees.
 2. Term shall be two years, non-renewable.
 3. The Chair shall have specific skills and qualifications including, but not limited to: prior experience leading a board and demonstrated experience in business management.

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III. Committees

a. The Board shall approve the appointment of an Executive Committee, Finance Committee, and Quality and Professional Affairs Committee.

i. Executive Committee

1. Comprised of Chair and the Chair of each standing committee of the Board
2. Meets as necessary
3. Duties include providing strategic advice to the Board and setting the Board agenda
4. May transact business of the Board between regular meetings of the Board as the Board authorizes, including, but not limited to:
 - a. Oversight for continued operations of all hospitals, clinics, Medical Center system plans and medical services

ii. Finance

1. Shall be responsible for reviewing and evaluating the financial results, plans, and audits of the Medical Center and its component entities for the purpose of assessing the overall financial risks and capacities of the Medical Center and the congruity of the financial management, plans and objectives of the Medical Center.
2. Also includes oversight of:
 - a. Monitoring financial performance including achievement of financial goals and targets approved by the University Wexner Medical Center Board and University Board of Trustees
 - b. Reviewing and recommendation of operating and capital budgets to the University Wexner Medical Center Board and University Board of Trustees
 - c. Audit and compliance functions
 - d. Facilities and technology functions

iii. Quality and Professional Affairs

1. Shall be responsible for:
 - a. Reviewing and evaluating the patient safety and quality programs of the Medical Center
 - b. Overseeing all patient care activity
 - c. Monitoring quality assurance performance
 - d. Monitoring the achievement of accreditation and licensure requirements
 - e. Reviewing and recommending to the University Wexner Medical Center Board changes to the medical staff bylaws, rules and regulations
 - f. Reviewing and approving membership and granting appropriate clinical privileges
 - g. Conducting peer review activities and recommending professional review actions.
 - h. Other areas necessary to maintain continuity of operations

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2. Meets monthly
 3. May include non-Board member committee membership
- b. Other Special or Ad-hoc Committees of the Board may be established by the Board as needed.
- c. Disposition of Hospital Boards
- i. University Wexner Medical Center Board to review and recommend changes to University Board of Trustees

IV. Powers and Duties of the University Wexner Medical Center Board

a. Scope of Authority & Oversight

- i. All Hospitals and clinics
- ii. Faculty Group Practice
- iii. Network of primary & specialty practices
- iv. Laboratories [clinical and research]
- v. Medical Center Signature Programs

b. Governance Powers & Duties

- i. Subject to the University Board of Trustees ultimate authority, consistent with the Board's duty to advise the University Board of Trustees, and within University Board of Trustees-approved guidelines, the Board has responsibility for the following governance powers and duties:
 1. Development and strategic allocation of resources [within University-defined parameters]
 - a. Operations
 - b. Financial management
 - c. Space and facilities management
 - d. Human Resources
 - e. Technology
 - f. Oversight and management of current and future affiliations, partnerships, and/or strategic business opportunities as approved by the University Board of Trustees
 2. Planning and delivery of medical services (and physician services)
 - a. Patient care
 - b. Quality assurance programs
 - c. Patient safety
 - d. Accreditation and licensure
 3. Medical and Health Sciences Staffs
 - a. Credentialing and delegated credentialing services
 - b. Medical Staff appointments
 - c. Clinical privileges
 - d. Medical Staff operations
 - e. Approval, adoption, and amendment of staff bylaws and rules and regulations
 - f. Conducting peer review and professional review actions for Medical Staff and credentialed providers
 4. Monitoring the implementation of the University Medical Center compliance and integrity programs as adopted by the Board of Trustees
 5. Review, approval, and monitoring of the Medical Center's strategic plan
 6. Advise and recommend to the University Board of Trustees about entering into certain strategic business opportunities including:

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- a. Partnerships
 - b. Affiliations
 - c. Joint ventures
 - d. Joint operating agreements
 - e. Mergers
 - f. Acquisitions
7. Advise and recommend to the University Board of Trustees changes to University Wexner Medical Center Board bylaws
 8. Advise and present to the University Board of Trustees for approval:
 - a. Medical Center Mission, Vision, Goals
 - b. Annual Medical Center Strategic plan
 - c. Annual capital and operating budgets
 9. Advise the University Board of Trustees regarding the creation of or changes to research centers and institutes
 10. Advise the Provost and/or University Board of Trustees regarding the creation of or changes to the conferring of degree programs, majors, minors, certificates, etc.
 11. Advise the University regarding the creation of affiliated entities
 12. Advise the University Board of Trustees regarding the issuance of new debt, determining borrowing limits and approval of any significant financial investments
 13. Advise the University Board of Trustees regarding the acquisition and sale of real estate
- ii. Delegation that University Wexner Medical Center Board is authorized and designated to act as the governing body on behalf of the University for licensing, accreditation, compliance, quality of medical services and related purposes for all of the hospitals and clinics of the University.
- c. **Relationship of the Medical Center to academic and research programs of the Health Sciences Academic Programs**
 - i. The University Board of Trustees shall have exclusive governing authority over the academic and research programs of the medical center, including the college of medicine, the planning, administration, and operations of the health sciences schools and colleges and all other educational and research institutes, centers, and programs.
 - ii. The health sciences schools and colleges, including the college of medicine, carry out a significant portion of their educational and research activity in Medical Center facilities. The University Wexner Medical Center Board shall assure that the programs of the health sciences schools and colleges and the college of medicine are fully and effectively supported in their collaboration with the Medical Center's patient and clinical care programs.
 - d. **Annual Reports to the University Board of Trustees**
 - i. The University Wexner Medical Center Board shall report to the University Board of Trustees on the following topics on an annual basis:
 1. **Annual Compliance Report** on the effectiveness of Medical Center Compliance and Integrity programs

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2. **Annual Patient Safety and Quality Report** on the quality data, patient safety, and performance improvement plans
 3. **Annual Financial Report** on the financial condition of the Medical Center
- e. **Chair of the Wexner Medical Center Board will provide a report/update as part of the Committee reports at every University Board of Trustees meeting**

V. Meetings of the Full Board

- a. **Quorum**
 - i. Majority of the Voting Members, including three University Trustees
- b. At minimum, the full Board will meet 5-6 times per year, including one annual retreat, and will correspond with dates for the University Board of Trustees meetings as closely as possible
- c. Ohio Open meetings law will apply to these proceedings
- d. Executive Session shall be comprised of only the board's voting members, unless otherwise determined by the Board
- e. Staffed by the University Board of Trustees Office
 - i. Support from Medical Center staff

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(APPENDIX LIV)

PERSONNEL ACTIONS (contd)

Appointments/Reappointments of Chairpersons/Directors

MARK A. BENDER, Chair, Department of East Asian Languages and Literatures effective September 1, 2013 through August 31, 2017

MARY A. BEECHER, Chair, Department of Design effective August 1, 2013 through August 31, 2017

L. MARK BERLINER, Chair, Department of Statistics effective July 1, 2011 through September 30, 2015

BERNHARD FISCHER,** Interim Chair, Department of Germanic Languages and Literatures effective September 1, 2013 through July 31, 2014

DOROTA A. GREJNER-BRZEZINSKA, Chair, Department of Civil, Environmental and Geodetic Engineering effective June 1, 2013 through May 31, 2017

YANA HASHAMOVA, Chair, Department of Slavic and East European Languages and Cultures effective August 1, 2013 through August 31, 2017

ROBERT S.D. HIGGINS, Chair, Department of Surgery effective April 1, 2013 through June 30, 2016

MICHAEL IBBA, Chair, Department of Microbiology effective September 1, 2013 through August 31, 2017

GUISELA LATORRE, Acting Chair, Department of Women's, Gender and Sexuality Studies effective June 1, 2013 through July 31, 2013

ELIZABETH A. MARSCHALL, Chair, Department of Evolution, Ecology and Organismal Biology effective July 1, 2013 through August 31, 2017

GLENN A. MARTINEZ, Chair, Department of Spanish and Portuguese effective July 1, 2013 through August 31, 2017

MICHAEL J. MERCIL, Interim Chair, Department of Art effective July 1, 2013 through June 30, 2014

W. JERRY MYSIW, Chair, Department of Physical Medicine and Rehabilitation effective April 1, 2013 through June 30, 2016

JEFF S. SHARP, Interim Director, School of Environment and Natural Resources effective June 1, 2013 through May 31, 2015

WILLIAM W. TASCHEK, Interim Chair, Department of Philosophy effective June 1, 2013 through June 30, 2014

KEVIN T. VAN BLADEL, Chair, Department of Near Eastern Languages and Cultures effective August 1, 2013 through August 31, 2017

JENNIFER WILLGING, Chair, Department of French and Italian effective July 1, 2012 through August 31, 2016

** Reappointments

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Professional Improvement Leaves

ADELEKE ADEEKO, Professor, Department of English effective Autumn Semester 2013 and Spring Semester 2014

ERIC A. BRAATEN, Professor, Department of Physics effective Autumn Semester 2014

MALCOLM H. CHISHOLM, Distinguished University Professor, Department of Chemistry and Biochemistry effective Autumn Semester 2013

SARAH R. COLE, Professor, The Moritz College of Law effective Spring Semester 2014

PETER S. CURTIS, Professor, Department of Evolution, Ecology and Organismal Biology effective Autumn 2013 and Spring 2014

ANAND DESAI, Professor, John Glenn School of Public Affairs effective Autumn Semester 2013

LISA J. DOWNING, Professor, Department of Philosophy effective Autumn Semester 2013 and Spring Semester 2014

A. RICHARD DUTTON, Professor, Department of English effective Autumn Semester 2013

MATTHEW D. GOLDISH, Professor, Department of History effective Autumn Semester 2013 and Spring Semester 2014

JAVIER GUTIÉRREZ-REXACH, Professor, Department of Spanish and Portuguese effective Spring Semester 2014

SUSAN B. HADLEY, Professor, Department of Dance effective Autumn Semester 2013

JOHN M. HELLMANN, Professor, Department of English (Lima) effective Autumn Semester 2013

JOAN M. HERBERS, Professor, Department of Evolution, Ecology and Organismal Biology effective Autumn Semester 2013 and Spring Semester 2014

IVO HERZOG, Professor, Department of Mathematics (Lima) effective Autumn Semester 2013

SAMIR D. MATHUR, Professor, Department of Physics effective Autumn Semester 2013

ROBERT J. MCMAHON, Professor, Department of History effective Autumn Semester 2013

CHRISTOPHER L. MILLER, Professor, Department of Mathematics effective Autumn Semester 2013 and Spring Semester 2014

NANCY A. NEEF, Professor, Department of Educational Studies effective Spring Semester 2014

GEORGE E. NEWELL, Professor, School of Teaching and Learning effective Autumn Semester 2013

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ANIL K. PRADHAN, Professor, Department of Astronomy effective Spring Semester 2014

KENNETH E. RINALDO, Professor, Department of Art effective Autumn 2013 and Spring Semester 2014

ROBERT J. STANTON, Professor, Department of Mathematics effective Autumn Semester 2013 and Spring Semester 2014

SALEH A. TANVEER, Professor, Department of Mathematics effective Autumn Semester 2013 and Spring Semester 2014

HUGH B. URBAN, Professor, Department of Comparative Studies effective Autumn Semester 2013 and Spring Semester 2014

HENDRIK VERWEIJ, Professor, Department of Materials Science and Engineering effective Spring Semester 2014

THOMAS H. WELLS, Professor, School of Music effective Autumn Semester 2013

DONALD C. WINFORD, Professor, Department of Linguistics effective Spring Semester 2014

DOUGLAS E. ALSDORF, Associate Professor, School of Earth Sciences effective Autumn Semester 2013 and Spring Semester 2014

JANET A. BEST, Associate Professor, Department of Mathematics effective Autumn Semester 2013 and Spring Semester, 2014

STANLEY E. BLAKE, Associate Professor, Department of History (Lima) effective Spring Semester 2014

SNJEZANA BUZOV, Associate Professor, Department of Near Eastern Languages and Cultures effective Autumn Semester 2013 and Spring Semester 2014

JOSE A. CABRAL, Associate Professor, Department of Chemistry and Biochemistry (Newark) effective Autumn Semester 2013

BENJAMIN D. CAPLAN, Associate Professor, Department of Philosophy effective Autumn Semester 2013

RAY D. CASHMAN, Associate Professor, Department of English effective Autumn Semester 2013 and Spring Semester 2014

MARYMEGAN DALY, Associate Professor, Department of Evolution, Ecology and Organismal Biology effective Autumn Semester 2013

JOHN E. DAVIDSON, Associate Professor, Department of Germanic Languages and Literature effective Autumn Semester 2013

ANA M. DEL SARTO, Associate Professor, Department of Spanish and Portuguese effective Autumn Semester 2013

LILIA FERNANDEZ, Associate Professor, Department of History effective Autumn Semester 2013 and Spring Semester 2014

RYAN J. FRIEDMAN, Associate Professor, Department of English effective Autumn Semester 2013 and Spring Semester 2014

June 7, 2013 meeting, Board of Trustees

DORINDA J. GALLANT, Associate Professor, Department of Educational Studies effective Autumn Semester 2013

THOMAS R. HAWKINS, Associate Professor, Department of Classics effective Autumn Semester 2013

SARAH-GRACE HELLER, Associate Professor, Department of French and Italian effective Autumn Semester 2013 and Spring 2014

MERRILL KAPLAN, Associate Professor, Department of English effective Autumn Semester 2013 and Spring Semester 2014

OUSMAN M. KOBO, Associate Professor, Department of History effective Spring Semester 2014

MORGAN Y. LIU, Associate Professor, Department of Near Eastern Languages and Cultures effective Autumn Semester 2013 and Spring Semester 2014

MANUEL L. MARTINEZ, Associate Professor, Department of English effective Spring Semester 2014

KORITHA MITCHELL, Associate Professor, Department of English effective Spring Semester 2014

SEAN L. O'SULLIVAN, Associate Professor, Department of English effective Spring Semester 2014

DANIELLE O. PYUN, Associate Professor, Department of East Asian Languages and Literatures effective Autumn Semester 2013 and Spring Semester 2014

ABRAHAM S. ROTH, Associate Professor, Department of Philosophy effective Autumn Semester 2013 and Spring Semester 2014

PATRICIA S. SIEBER, Associate Professor, Department of East Asian Languages and Literatures effective Autumn Semester 2013 and Spring Semester 2014

SUZANNE M. SILVER, Associate Professor, Department of Art effective Autumn Semester 2013 and Spring Semester 2014

CARMEN TALEGHANI-NIKAZM, Associate Professor, Department of Germanic Languages and Literatures effective Spring Semester 2014

MARY E. THOMAS, Associate Professor, Department of Women's, Gender and Sexuality Studies effective Autumn Semester 2013 and Spring Semester 2014

DONALD Y. YAU, Associate Professor, Department of Mathematics (Newark) effective Spring Semester 2014

Professional Improvement Leave – Cancellations

JANE MURPHY, Associate Professor, Knowlton School of Architecture effective Spring Semester 2014

Professional Improvement Leave – Changes

IMED DAMI, Associate Professor, Department of Horticulture and Crop Science, changed from Spring Semester 2013 and Summer Term 2013 to Spring Semester 2013

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CAEZILIA LOIBL, Associate Professor, Department of Human Sciences changed from Autumn Semester 2014, Spring Semester 2015 and Summer Term 2015 to Spring Semester 2015, Summer Term 2015 and Autumn Semester 2015

Leave of Absence without Salary

CAEZILIA LOIBL, Associate Professor, Department of Human Sciences effective Spring Semester 2014, Summer Term 2014 and Autumn Semester 2014; to start the Marie Curie Fellowship

Emeritus Titles

GORDON J. AUBRECHT II, Department of Physics (Marion) with the title Professor Emeritus effective June 1, 2013

WILLIAM I. AUSICH, Department of Earth Sciences with the title Professor Emeritus effective July 1, 2013

LEONA W. AYERS, Department of Pathology with the title Professor Emeritus effective July 1, 2013

VICENTE CANTARINO, Department of Spanish and Portuguese with the title Professor Emeritus effective July 1, 2013

MARTHA C. COOPER, Department of Marketing and Logistics with the title Professor Emeritus effective June 1, 2013

CRAIG B. DAVIS, School of Environment and Natural Resources with the title Professor Emeritus effective June 1, 2013

EARL F. EPSTEIN, School of Environment and Natural Resources with the title Professor Emeritus effective June 1, 2013

PATRICIA J. FLOWERS, School of Music with the title Professor Emeritus effective August 1, 2013

SYLVAN G. FRANK, College of Pharmacy with the title Professor Emeritus effective July 1, 2013

DONNA J. GUY, Department of History with the title Professor Emeritus effective September 1, 2013

W. JAMES HARPER, Department of Food Science and Technology with the title Professor Emeritus effective September 1, 2013

DONALD C. HUBIN, Department of Philosophy with the title Professor Emeritus effective June 1, 2013

KATHRYN A. JAKES, Department of Human Sciences with the title Professor Emeritus effective July 1, 2013

ROY A. KOENIGSKNECHT, Department of Speech and Hearing Science with the title Professor Emeritus effective June 1, 2013

DENNIS B. MCKAY, College of Pharmacy with the title Professor Emeritus effective July 1, 2013

JERRY R. MENDELL, Department of Pediatrics with the title Professor Emeritus effective July 1, 2013

June 7, 2013 meeting, Board of Trustees

ANTONIO G. MENDOZA, Department of Art with the title Professor Emeritus effective June 1, 2013

CAROLYN J. MERRY, Department of Civil, Environmental and Geodetic Engineering with the title Professor Emeritus effective June 1, 2013

BRUCE P. MEYER, Department of Pediatrics with the title Professor Emeritus-Clinical effective June 1, 2013

GRANT MORROW, Department of Pediatrics with the title Professor Emeritus effective June 1, 2013

MYROSLAVA M. MUDRAK, Department of History of Art with the title Professor Emeritus effective June 1, 2013

MILAP C. NAHATA, College of Pharmacy with the title Professor Emeritus effective July 1, 2013

KWAME OSEI, Department of Internal Medicine with the title Professor Emeritus effective July 1, 2013

ROGER J. OUBRERIE, Knowlton School of Architecture with the title Professor Emeritus effective June 1, 2013

BRUCE R. PATTON, Department of Physics with the title Professor Emeritus effective July 1, 2013

DENNIS K. PEARL, Department of Statistics with the title Professor Emeritus effective July 1, 2013

DALE K. VANKLEY, Department of History with the title Professor Emeritus effective September 1, 2013

ARTHUR L. WHITE, Department of Teaching and Learning with the title of Professor Emeritus effective June 1, 2013

WILLIAM E. WOLFE, Department of Civil, Environmental and Geodetic Engineering with the title Professor Emeritus effective June 1, 2013

RICHARD W. HALL, Department of Evolution, Ecology and Organismal Biology with the title Associate Professor Emeritus effective June 1, 2013

JOHN L. HEYWOOD, School of Environment and Natural Resources with the title Associate Professor Emeritus effective July 1, 2013

JOSEPH KOVACH, Department of Entomology (Wooster) with the title Associate Professor Emeritus effective July 1, 2013

HELEN M. MARKS, Department of Educational Studies with the title Associate Professor Emeritus effective June 1, 2013

WILLIAM M. MASTERS, Department of Evolution, Ecology and Organismal Biology with the title Associate Professor Emeritus effective June 1, 2013

LEO M. SCHMALL, Department of Veterinary Clinical Sciences with the title Associate Professor Emeritus effective July 1, 2013

MARY W. SCOTT, University Libraries with the title Associate Professor Emeritus effective June 1, 2013

June 7, 2013 meeting, Board of Trustees

KATHY L. JELLEY, Ohio State University Extension with the title Assistant Professor Emeritus effective July 1, 2013

JANE M. MCMASTER, University Libraries with the title Assistant Professor Emeritus effective July 1, 2013

SHERYL A. NICKLES, Ohio State University Extension with the title Assistant Professor Emeritus effective July 1, 2013

STEPHEN D. SCHUMACHER, Ohio State University Extension with the title Assistant Professor Emeritus effective July 1, 2013

Promotions, Tenure and Reappointments

**COLLEGE OF THE ARTS AND SCIENCES
DIVISION OF ART AND HUMANITIES**

PROMOTION TO PROFESSOR

Bender, Mark, East Asian Languages and Literatures effective September 1, 2013
Brintlinger, Angela, Slavic and East European Languages and Cultures effective September 1, 2013

Caplan, Benjamin, Philosophy effective September 1, 2013

Conklin, Alice, History effective September 1, 2013

Florman, Lisa, History of Art effective September 1, 2013

Haidt, Rebecca, Spanish and Portuguese effective September 1, 2013

Hashamova, Yana, Slavic and East European Languages and Cultures effective September 1, 2013

Podalsky, Laura, Spanish and Portuguese effective September 1, 2013

Powell, Susan, School of Music effective September 1, 2013

Shaw, Stephanie, History effective September 1, 2013

Shelton, Andrew, History of Art effective September 1, 2013

Valentine, Edward, Art, Lima effective September 1, 2013

Wu, Judy, History effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Beach, Alison, History effective September 1, 2013

Campos-Astorkiza, Rebeka, Spanish and Portuguese effective September 1, 2013

Crosby, Sara, English, (Marion) effective September 1, 2013

Delgadillo, Theresa, Comparative Studies effective September 1, 2013

Helfferich, Tryntje, History, (Lima) effective September 1, 2013

Higginbotham, Jennifer, English effective September 1, 2013

Keller, Daniel, English, (Newark) effective September 1, 2013

Malkmus, Bernhard, Germanic Languages and Literatures effective September 1, 2013

Mergenthaler, A. May, Germanic Languages and Literatures effective September 1, 2013

Munteanu, Dana, Classics, (Newark) effective September 1, 2013

Puga, Ana, Theatre effective September 1, 2013

Rudoff, Mark, School of Music effective September 1, 2013

Skinner, Carolyn, English, Mansfield effective September 1, 2013

DIVISION OF NATURAL AND MATHEMATICAL SCIENCES

PROMOTION TO PROFESSOR

Alfonzo, Juan, Microbiology effective September 1, 2013

Alsdorf, Douglas, School of Earth Sciences effective September 1, 2013

Gaudi, B. Scott, Astronomy effective September 1, 2013

Klumpen, Johannes, Evolution, Ecology and Organismal Biology effective September 1, 2013

Kubatko, Laura, Statistics effective September 1, 2013

Schaffrin, Burkhard, School of Earth Sciences effective September 1, 2013

June 7, 2013 meeting, Board of Trustees

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Castravet, Ana-Maria, Mathematics effective September 1, 2013
Hamilton, Ian, Evolution, Ecology and Organismal Biology effective September 1, 2013
Herbei, Radu, Statistics effective September 1, 2013
Holowinsky, Roman, Mathematics effective September 1, 2013
Jackman, Jane, Chemistry and Biochemistry effective September 1, 2013
Lamb, Rebecca, Molecular Genetics effective September 1, 2013
Ludsin, Stuart, Evolution, Ecology and Organismal Biology effective September 1, 2013
Magliery, Thomas, Chemistry and Biochemistry effective September 1, 2013
Roman, Cosmin, Mathematics, (Lima) effective September 1, 2013
Wu, Jian-Qiu, Molecular Genetics effective September 1, 2013

DIVISION OF SOCIAL AND BEHAVIORAL SCIENCES

PROMOTION TO PROFESSOR

Hayes, Andrew, School of Communication effective September 1, 2013
Healy, Eric, Speech and Hearing Science effective September 1, 2013
Kurtz, Marcus, Political Science effective September 1, 2013
Lecavalier, Luc, Psychology effective September 1, 2013
Mansfield, Becky, Geography effective September 1, 2013
Tylka, Tracy, Psychology, (Marion) effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Carroll, Patrick, Psychology, (Lima) effective September 1, 2013
Cheavens, Jennifer, Psychology effective September 1, 2013
Garrett, R. Kelly, School of Communication effective September 1, 2013
Leite, Fabio, Psychology, (Lima) effective September 1, 2013
Martens, Marilee, Psychology, (Newark) effective September 1, 2013
Mazzocco, Philip, Psychology, (Mansfield) effective September 1, 2013
Moritz, Matthijs, Anthropology effective September 1, 2013
Moyer-Guse, Emily, School of Communication effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE

Wang, Zheng, School of Communication effective September 1, 2013
[tenure will be granted once Permanent Residence is achieved]

COLLEGE OF DENTISTRY

PROMOTION TO PROFESSOR

Nusstein, John effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bailey, Michael effective September 1, 2013
Kim, DoGyoon effective September 1, 2013
Sun, Zongyang effective September 1, 2013

**COLLEGE OF DENTISTRY
REGULAR CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Kumar, Ashok effective September 1, 2013 and September 1, 2014

REAPPOINTMENT

Hall, David effective September 1, 2014
Kennedy, Kelly effective September 1, 2014
McNamara, Kristin effective September 1, 2014
Peregrina, Alejandro effective September 1, 2014
Reed, Daniel effective September 1, 2014
Stefanik, Dawne effective September 1, 2014

COLLEGE OF EDUCATION AND HUMAN ECOLOGY

PROMOTION TO PROFESSOR

Anderman, Lynley, Educational Studies effective September 1, 2013
Blackburn, Mollie, Teaching and Learning effective September 1, 2013
Erchick, Diana, Teaching and Learning, (Newark) effective September 1, 2013
Jones, Susan, Educational Studies effective September 1, 2013
Katz, Laurie, Teaching and Learning effective September 1, 2013
Kinloch, Valerie, Teaching and Learning effective September 1, 2013
Trundle, Kathy, Teaching and Learning effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Buettner, Cynthia, Human Sciences effective September 1, 2013
Lee, Young Ah, Teaching and Learning, (Lima) effective September 1, 2013
Moore, Leslie, Teaching and Learning effective September 1, 2013

COLLEGE OF ENGINEERING

PROMOTION TO PROFESSOR

Davis, James, Computer Science and Engineering effective September 1, 2013
Schniter, Philip, Electrical and Computer Engineering effective September 1, 2013
Xuan, Dong, Computer Science and Engineering effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Eryilmaz, Atilla, Electrical and Computer Engineering effective September 1, 2013
Gregory, James, Mechanical and Aerospace Engineering effective September 1, 2013
Guan, Jianjun, Materials Science and Engineering effective September 1, 2013
Khalil, Waleed, Electrical and Computer Engineering effective September 1, 2013
Koksai, Can Emre, Electrical and Computer Engineering effective September 1, 2013
Lara, Jesus, Knowlton School of Architecture effective September 1, 2013
Myers, Roberto, Materials Science and Engineering effective September 1, 2013
Qin, Feng, Computer Science and Engineering effective September 1, 2013
Rajan, Siddharth, Electrical and Computer Engineering effective September 1, 2013
Siston, Robert, Mechanical and Aerospace Engineering effective September 1, 2013
Wang, Jin, Electrical and Computer Engineering effective September 1, 2013
Wang, Junmin, Mechanical and Aerospace Engineering effective September 1, 2013

**COLLEGE OF ENGINEERING
REGULAR CLINICAL**

PROMOTION TO PROFESSOR-CLINICAL

Juhas, Mary, Materials Science and Engineering effective September 1, 2013

REAPPOINTMENT

Ramnath, Rajiv, Computer Science and Engineering effective September 1, 2014
Scaccia, Carlo, Chemical and Biomolecular Engineering effective September 1, 2014

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Ruegsegger, Mark, Biomedical Engineering effective September 1, 2013 and
September 1, 2014

**COLLEGE OF ENGINEERING
REGULAR RESEARCH**

REAPPOINTMENT

Burkholder, Robert, Electrical and Computer Engineering effective October 1, 2013
Ertn, Emre, Electrical and Computer Engineering effective October 1, 2013
Gupta, Inder, Electrical and Computer Engineering effective October 1, 2013

June 7, 2013 meeting, Board of Trustees

MAX M. FISHER COLLEGE OF BUSINESS

PROMOTION TO PROFESSOR

Greenberger, David, Management and Human Resources effective September 1, 2013
Mittendorf, Brian, Accounting and Management Information Systems effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Ben-David, Itzhak, Finance effective September 1, 2013
Erel, Isil, Finance effective September 1, 2013
Gray, John, Management Sciences effective September 1, 2013
Lount Jr., Robert, Management and Human Resources effective September 1, 2013
Naylor, Rebecca, Marketing and Logistics effective September 1, 2013
Sensoy, Berk, Finance effective September 1, 2013
Van Buskirk, Andrew, Accounting and Management Information Systems effective September 1, 2013

MAX M. FISHER COLLEGE OF BUSINESS REGULAR CLINICAL

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Pinteris, George, Finance effective September 1, 2013 and September 1, 2014

REAPPOINTMENT

Rucci, Anthony, Management and Human Resources effective September 1, 2014

COLLEGE OF FOOD, AGRICULTURAL AND ENVIRONMENTAL SCIENCES

PROMOTION TO PROFESSOR

Francis, David, Horticulture and Crop Science effective September 1, 2013
Goebel, Patrick, School of Environment and Natural Resources effective September 1, 2013
Jones, Susan, Entomology effective September 1, 2013
Kaletunc, Gonul, Food, Agricultural and Biological Engineering effective September 1, 2013
Kleinhenz, Matthew, Horticulture and Crop Science effective September 1, 2013
Martin, Jay, Food, Agricultural and Biological Engineering effective September 1, 2013
Mathers, Hannah, Horticulture and Crop Science effective September 1, 2013
Sneller, Clay, Horticulture and Crop Science effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bruskotter, Jeremy, School of Environment and Natural Resources effective September 1, 2013
Civittolo, David, OSUE County Operations effective September 1, 2013
Cole, Kimberly, Animal Sciences effective September 1, 2013
Ezeji, Thaddeus, Animal Sciences effective September 1, 2013
Flad, Jonathan, ATI- Administrative Support effective September 1, 2013
Hostetler, Kimberly, ATI- Administrative Support effective September 1, 2013
Jasinski, James, OSUE County Operations effective September 1, 2013
Jepsen, Shelly, Food, Agricultural and Biological Engineering effective September 1, 2013
Li, Jianrong, Food Science and Technology effective September 1, 2013
McCutcheon, Jefferson, OSUE County Operations effective September 1, 2013
Michel, Andrew, Entomology effective September 1, 2013
Selvaraj, Ramesh, Animal Sciences effective September 1, 2013
Wilkins, Jacqueline, OSUE Administration effective September 1, 2013
Wilson, Robyn, School of Environment and Natural Resources effective September 1, 2013

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PROMOTION TO ASSOCIATE PROFESSOR [ALREADY HAS TENURE]

Goard, Linnette, OSUE County Operations effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE

Chen, Qian, Food, Agricultural and Biological Engineering effective September 1, 2013
[tenure will be granted once Permanent Residence is achieved]

**COLLEGE OF FOOD, AGRICULTURAL AND ENVIRONMENTAL SCIENCES
REGULAR RESEARCH**

REAPPOINTMENT

Witter, Jonathan, Food, Agricultural and Biological Engineering effective September 1, 2014

JOHN GLENN SCHOOL OF PUBLIC AFFAIRS

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Boardman, Paul Craig effective September 1, 2013
Moulton, Stephanie effective September 1, 2013

COLLEGE OF LAW

PROMOTION TO PROFESSOR

Cohen, Amy effective September 1, 2013
Davidoff (Solomon), Steven effective September 1, 2013

COLLEGE OF MEDICINE

PROMOTION TO PROFESSOR

Clark, Kelly, Pediatrics effective September 1, 2013
Jakeman, Lyn, Physiology and Cell Biology effective September 1, 2013
Janssen, Paul, Physiology and Cell Biology effective September 1, 2013
Kaur, Balveen, Neurological Surgery effective September 1, 2013
Larsen, Deborah, School of Health and Rehabilitation Sciences effective September 1, 2013
Mauger, Thomas, Ophthalmology effective September 1, 2013
McHugh, Kirk, Pediatrics effective September 1, 2013
Shah, Manisha, Internal Medicine effective September 1, 2013
Wiet, Gregory, Otolaryngology effective September 1, 2013
Wolf, Kay, School of Health and Rehabilitation Sciences effective September 1, 2013
Xiang, Huiyun, Pediatrics effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Garzon, Ramiro, Internal Medicine effective September 1, 2013
Harper, Scott, Pediatrics effective September 1, 2013
Jontes, James, Neuroscience effective, September 1, 2013
King, Samantha, Pediatrics effective September 1, 2013
O'Brien, Sarah, Pediatrics effective September 1, 2013
Pohar, Kamal, Urology effective September 1, 2013
Stawicki, Stanislaw, Surgery effective September 1, 2013
Wang, Qianben, Molecular and Cellular Biochemistry effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE

Dungan, Kathleen, Internal Medicine effective September 1, 2013
Hains, David, Pediatrics effective September 1, 2013

TENURE [AT THE CURRENT RANK OF ASSOCIATE PROFESSOR]

Onate, James, School of Health and Rehabilitation Sciences effective September 1, 2013

**COLLEGE OF MEDICINE
REGULAR CLINICAL**

PROMOTION TO PROFESSOR-CLINICAL

Bahner, David, Emergency Medicine effective September 1, 2013
Eneli, Ihuoma, Pediatrics effective September 1, 2013
Forrest, Lowell, Otolaryngology effective September 1, 2013
Hoffman, Timothy, Pediatrics effective September 1, 2013
Khandelwal, Sorabh, Emergency Medicine effective September 1, 2013
Kovalchin, John, Pediatrics effective September 1, 2013
Lo, Warren, Pediatrics effective September 1, 2013

PROMOTION TO PROFESSOR-CLINICAL AND REAPPOINTMENT

Daniels, Curtis, Internal Medicine effective September 1, 2013 and September 1, 2014
Glassman, Andrew, Orthopaedics effective September 1, 2013 and September 1, 2014
Pancholi, Preeti, Pathology effective September 1, 2013 and September 1, 2014

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Andritsos, Leslie, Internal Medicine effective September 1, 2013 and September 1, 2014
Benson Jr., Don, Internal Medicine effective September 1, 2013 and September 1, 2014
Haddad, Nabil, Internal Medicine effective September 1, 2013 and September 1, 2014
Klisovic, Rebecca, Internal Medicine effective September 1, 2013 and September 1, 2014
Mazzaferri Jr., Ernest, Internal Medicine effective September 1, 2013 and September 1, 2014
McCallister, Jennifer, Internal Medicine effective September 1, 2013 and September 1, 2014
Narula, Vimal, Surgery effective September 1, 2013 and September 1, 2014
Senter-Jamieson, Leigha, Internal Medicine effective September 1, 2013 and September 1, 2014
Sturm, Amy, Internal Medicine effective September 1, 2013 and September 1, 2014
Tayal, Neeraj, Internal Medicine effective September 1, 2013 and September 1, 2014
Wang, Shu-hua, Internal Medicine effective September 1, 2013 and September 1, 2014

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

DeSocio, Peter, Anesthesiology effective September 1, 2013
Hamiwka, Lorie, Pediatrics effective September 1, 2013
Jaggi, Preeti, Pediatrics effective September 1, 2013
Kenney, Brian, Surgery effective September 1, 2013
Kman, Nicholas, Emergency Medicine effective September 1, 2013
Schmidt, Carl, Surgery effective September 1, 2013

REAPPOINTMENT

Aalberg, Joshua, Radiology effective September 1, 2014
Agnese, Doreen, Surgery effective September 1, 2014
Ajam, Amna, Radiology effective September 1, 2014
Al Taani, Jamal, Radiology effective September 1, 2014
Arnold, William, Neurology effective September 1, 2014
Atway, Said, Orthopaedics effective September 1, 2014
Barker, Samantha, Radiology effective September 1, 2014
Batley, Rosalind, Physical Medicine and Rehabilitation effective September 1, 2014
Behrouz, Reza, Neurology effective September 1, 2014
Bertino, Erin, Internal Medicine effective September 1, 2014
Blumenfeld, Michael, Obstetrics and Gynecology effective September 1, 2014
Borchers Jr., James, Family Medicine effective September 1, 2014
Boudoulas, Konstantinos, Internal Medicine effective September 1, 2014
Bout-Tabaku, Sharon, Pediatrics effective September 1, 2014

June 7, 2013 meeting, Board of Trustees

Bowden, Sasigarn, Pediatrics effective September 1, 2014
Bowyer, Brian, Physical Medicine and Rehabilitation effective September 1, 2014
Buoni, William, Family Medicine effective September 1, 2014
Carvalho, Ryan, Pediatrics effective September 1, 2014
Castellano, David, Ophthalmology effective September 1, 2014
Chase, Dustin, Internal Medicine effective September 1, 2014
Coffman, John, Anesthesiology effective September 1, 2014
Corrigan, Kelly, Radiology effective September 1, 2014
Cronau, Holly, Family Medicine effective September 1, 2014
Diavolitsis, Virginia, Radiation Oncology effective September 1, 2014
Dietrich, Ann, Pediatrics effective September 1, 2014
DiLorenzo, Carlo, Pediatrics effective September 1, 2014
Dimitrova, Galina, Anesthesiology effective September 1, 2014
El-Shammaa, Emile, Emergency Medicine effective September 1, 2014
Essig Jr., Garth, Otolaryngology effective September 1, 2014
Flores, Antolin, Anesthesiology effective September 1, 2014
Fraker Jr., Theodore, Internal Medicine effective September 1, 2014
Goist, Melissa, Obstetrics and Gynecology effective September 1, 2014
Greenberger, Sarah, Emergency Medicine effective September 1, 2014
Gupta, Nidhi, Radiology effective September 1, 2014
Gupta, Nilendu, Radiation Oncology effective September 1, 2014
Hardebeck, Charles, Internal Medicine effective September 1, 2014
Hendershot, Andrew, Ophthalmology effective September 1, 2014
Hendershot, Cathleen, Radiology effective September 1, 2014
Hewitt, Geri, Obstetrics and Gynecology effective September 1, 2014
Hickey, Scott, Pediatrics effective September 1, 2014
Highley, James, Anesthesiology effective September 1, 2014
Hitchcock, Charles, Pathology effective September 1, 2014
Ing, Steven, Internal Medicine effective September 1, 2014
James, Arthur, Obstetrics and Gynecology effective September 1, 2014
Jarjour, Wael, Internal Medicine effective September 1, 2014
Kahwash, Rami, Internal Medicine effective September 1, 2014
Kaide, Colin, Emergency Medicine effective September 1, 2014
Kerlin, Bryce, Pediatrics effective September 1, 2014
Khabiri, Hooman, Radiology effective September 1, 2014
Koranyi, Katalin, Pediatrics effective September 1, 2014
Kushelev, Michael, Anesthesiology effective September 1, 2014
Lee, Sungkyu, Radiology effective September 1, 2014
Lemanek, Kathleen, Pediatrics effective September 1, 2014
Levine, Edward, Internal Medicine effective September 1, 2014
Lind, Meredith, Otolaryngology effective September 1, 2014
Liston, Beth, Internal Medicine effective September 1, 2014
Lyaker, Michael, Anesthesiology effective September 1, 2014
Maddocks, Kami, Internal Medicine effective September 1, 2014
Magnussen, Robert, Orthopaedics effective September 1, 2014
Malone, Andrea, Neurology effective September 1, 2014
Mani, Matharbootham, Anesthesiology effective September 1, 2014
Manickam, Kandamurugu, Pediatrics effective September 1, 2014
Manilchuk, Andrei, Surgery effective September 1, 2014
Martin, Laura, Pediatrics effective September 1, 2014
Matson, Steven, Pediatrics effective September 1, 2014
McEntyre, Wanda, Physical Medicine and Rehabilitation effective September 1, 2014
Mehta, Madhu, Internal Medicine effective September 1, 2014
Meyer, Marty, Internal Medicine effective September 1, 2014
Michalsky, Marc, Surgery effective September 1, 2014
Mikulik, Zhanna, Internal Medicine effective September 1, 2014
Miller, Timothy, Orthopaedics effective September 1, 2014
Moseley, Mark, Emergency Medicine effective September 1, 2014
Nelson, Richard, Emergency Medicine effective September 1, 2014

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O'Brien, Nicole, Pediatrics effective September 1, 2014
Ochoa, Efrain, Radiology effective September 1, 2014
O'Doriso, Nathan, Internal Medicine effective September 1, 2014
Oza, Rupal, Family Medicine effective September 1, 2014
Park, Ariane, Neurology effective September 1, 2014
Patel, Hiren, Pediatrics effective September 1, 2014
Payne, Jason, Radiology effective, September 1, 2014
Pena, Eneysis, Pediatrics effective September 1, 2014
Phay, John, Surgery effective September 1, 2014
Phelps, Christina, Pediatrics effective September 1, 2014
Pope-Harman, Amy, Internal Medicine effective September 1, 2014
Quackenbush, Michael, Orthopaedics effective September 1, 2014
Quick, Allison, Radiation Oncology effective September 1, 2014
Rakowsky, Alexander, Pediatrics effective September 1, 2014
Rankin, Demicha, Anesthesiology effective September 1, 2014
Renton, David, Surgery effective September 1, 2014
Repaske, David, Pediatrics effective September 1, 2014
Reshmi, Shalini, Pathology effective September 1, 2014
Rizer, Milisa, Family Medicine effective September 1, 2014
Roble, Sharon, Internal Medicine effective September 1, 2014
Rong, Yi, Radiation Oncology effective September 1, 2014
Ross Jr., Patrick, Surgery effective September 1, 2014
Russell, Sarah, Anesthesiology effective September 1, 2014
Russo, John, Pediatrics effective September 1, 2014
Salazar, Luis, Family Medicine effective September 1, 2014
Satiani, Bhagwan, Surgery effective September 1, 2014
Sayat, Linbee, Obstetrics and Gynecology effective September 1, 2014
Schumacher, Eric, Internal Medicine effective September 1, 2014
Scrape, Scott, Pathology effective September 1, 2014
Sirak, John, Surgery effective September 1, 2014
Splaingard, Mark Pediatrics effective September 1, 2014
Starr, Jean, Surgery effective September 1, 2014
Vaccaro, Patrick, Surgery effective September 1, 2014
Van Gorp, Cornel, Orthopaedics effective September 1, 2014
Vermilion, Blair, Surgery effective September 1, 2014
Vidaurre, Jorge, Pediatrics effective September 1, 2014
Walsh, Katherine, Internal Medicine effective September 1, 2014
Weiland, Jeffrey, Internal Medicine effective September 1, 2014
Wu, Christina, Internal Medicine effective September 1, 2014
Yacob, Desalegn, Pediatrics effective September 1, 2014
Yates, Andrew, Pediatrics effective September 1, 2014
Zynger, Debra, Pathology effective September 1, 2014

COLLEGE OF NURSING

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

McDaniel, Jodi effective September 1, 2013

June 7, 2013 meeting, Board of Trustees

**COLLEGE OF NURSING
REGULAR CLINICAL**

REAPPOINTMENT

Hrabe, David effective September 1, 2014

**COLLEGE OF NURSING
REGULAR RESEARCH**

REAPPOINTMENT

Szalacha, Laura effective September 1, 2014

COLLEGE OF OPTOMETRY

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bailey, Melissa effective September 1, 2013

Chandler, Heather effective September 1, 2013

**COLLEGE OF OPTOMETRY
REGULAR CLINICAL**

REAPPOINTMENT

Flom, Roanne effective September 1, 2014

COLLEGE OF PHARMACY

PROMOTION TO PROFESSOR

McAuley, James effective September 1, 2013

Schmittgen, Thomas effective September 1, 2013

Werbovetz, Karl effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Fuchs, James effective September 1, 2013

**COLLEGE OF PHARMACY
REGULAR CLINICAL**

REAPPOINTMENT

Coyle, James effective September 1, 2014

Rodis, Jennifer effective September 1, 2014

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

Pai, Vinita effective September 1, 2013

COLLEGE OF PUBLIC HEALTH

PROMOTION TO PROFESSOR

Sun, Qinghua effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Anderson, Sarah effective September 1, 2013

Lee, Jiyoung effective September 1, 2013

Lu, Bo effective September 1, 2013

Seiber, Eric effective September 1, 2013

Song, Paula effective September 1, 2013

June 7, 2013 meeting, Board of Trustees

COLLEGE OF SOCIAL WORK

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Guada, Joseph effective September 1, 2013

UNIVERSITY LIBRARIES

PROMOTION TO PROFESSOR

Matejic, Predrag effective September 1, 2013

Schneider, Tina, Lima effective September 1, 2013

Schnell, Eric effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Boyd, Morag effective September 1, 2013

Gluibizzi, Amanda effective September 1, 2013

Schlosser, Melanie effective September 1, 2013

Wiener, Judith effective September 1, 2013

COLLEGE OF VETERINARY MEDICINE

PROMOTION TO PROFESSOR

London, Cheryl, Veterinary Biosciences effective September 1, 2013

Niewiesk, Stefan, Veterinary Biosciences effective September 1, 2013

Rajala-Schultz, Paivi, Veterinary Preventive Medicine effective September 1, 2013

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Gourapura, Renukaradhya, Veterinary Preventive Medicine effective September 1, 2013

Hoet, Armando, Veterinary Preventive Medicine effective September 1, 2013

**COLLEGE OF VETERINARY MEDICINE
REGULAR CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

Byron, Julie, Veterinary Clinical Sciences effective September 1, 2013

Cooper, Edward, Veterinary Clinical Sciences effective September 1, 2013

Daniels, Joshua, Veterinary Clinical Sciences effective September 1, 2013

(APPENDIX LV)

THE OHIO STATE UNIVERSITY		FY 2013 New Fundraising Activity Report New Fundraising Activity Progress 7/1/2012 through 4/30/2013		
	Activity	Goal	% Achieved	7/1/2011 through 4/30/2012 % Change
Outright Gifts and Pledges				
Cash and Securities	\$83,929,874			4.52%
Real Estate	\$0			-100.00%
Gifts-in-Kind	\$4,698,743			17.48%
Pledges	\$92,188,441			89.87%
Matching Gift	\$1,504,596			19.19%
Recurring	\$2,415,408			1.23%
Total Outright Gifts and Pledges	\$184,737,061	\$213,287,753	86.61%	32.57%
Planned Gifts				
Irrevocable Planned Gifts	\$2,978,002			-38.69%
Revocable Planned Gifts	\$45,294,716			69.16%
Total Planned Gifts	\$48,272,718	\$54,321,747	88.86%	
Private Grants (OSP)	\$64,951,273	\$92,390,500	70.30%	-21.46%
Total Fundraising Activity	\$297,961,052	\$360,000,000	82.77%	17.46%
		Time Elapsed	83.24%	



FY 2013 New Fundraising Activity Report
New Fundraising Activity Progress - Unit
 7/1/2012 through 4/30/2013

Unit	Outright Gifts and Pledges	Planned Gifts	OSU Foundation Activity	Private Grants (OSP)	Total Fundraising Activity	Goal	% Achieved
Academic Affairs	\$7,132,945	\$7,222,031	\$14,354,976	\$312,144	\$14,667,120	\$9,017,992	167.64%
Alumni Association	\$855,315	\$870,000	\$1,825,315	\$0	\$1,825,315	\$1,600,000	114.09%
Arts and Sciences (Colleges of the)	\$8,292,044	\$8,292,432	\$16,554,476	\$6,588,408	\$23,142,884	\$24,775,000	93.41%
Athletics	\$35,529,448	\$755,634	\$36,285,083	\$0	\$36,285,083	\$42,000,000	86.39%
Business (Fisher College of)	\$9,132,720	\$1,873,126	\$11,005,846	\$0	\$11,005,846	\$17,000,000	64.74%
Cancer (James / Solove)	\$45,207,801	\$8,427,770	\$53,635,571	\$8,532,478	\$62,168,049	\$60,000,000	103.61%
Dentistry (College of)	\$837,423	\$37,600	\$874,923	\$118,593	\$2,789,000	\$2,789,000	39.49%
Education and Human Ecology (College of)	\$4,862,288	\$1,241,464	\$6,103,752	\$1,211,242	\$7,315,004	\$7,750,615	94.39%
Engineering (College of)	\$17,897,705	\$3,542,190	\$21,539,895	\$20,541,683	\$42,081,578	\$38,024,000	110.67%
Food, Agricultural and Enviro Sciences (College of)	\$7,095,054	\$1,268,658	\$8,363,711	\$6,636,437	\$15,000,148	\$20,551,080	72.99%
Heart (Ross)	\$1,156,991	\$2,250,000	\$3,406,991	\$2,859,666	\$6,266,657	\$10,277,000	60.98%
Kiwan Institute	\$855,050	\$0	\$855,050	\$0	\$855,050	\$1,400,000	68.22%
Law (Michael E. Moritz College of)	\$2,551,423	\$550,000	\$3,101,423	\$100,000	\$3,201,423	\$5,100,000	62.77%
Medical Center (Wexner)	\$3,855,473	\$1,094,128	\$5,649,601	\$6,487,548	\$12,137,149	\$18,748,000	64.74%
Medicine (College of)	\$16,188,383	\$845,004	\$16,833,387	\$2,329,045	\$19,163,032	\$10,400,000	184.26%
Neurosciences	\$4,403,182	\$116,221	\$4,520,003	\$4,235,196	\$8,755,199	\$13,174,000	66.49%
Nursing (College of)	\$396,252	\$746,000	\$1,142,252	\$295,416	\$1,437,668	\$1,500,000	95.84%
Optometry (College of)	\$410,805	\$1,017,470	\$1,428,275	\$225,532	\$1,653,807	\$1,843,000	89.73%
OSU Lima	\$438,112	\$293	\$438,405	\$0	\$438,405	\$727,700	60.29%
OSU Mansfield	\$720,256	\$0	\$720,256	\$100,358	\$820,614	\$3,500,000	23.45%
OSU Marion	\$866,037	\$0	\$866,037	\$0	\$866,037	\$1,583,608	54.69%
OSU Newark	\$633,979	\$210,000	\$843,979	\$0	\$843,979	\$331,000	254.99%
Pharmacy (College of)	\$814,530	\$2,107,510	\$3,022,040	\$582,863	\$3,604,903	\$1,887,000	191.65%
Public Health (College of)	\$281,110	\$0	\$281,110	\$445,882	\$726,992	\$1,333,000	54.54%
Social Work (College of)	\$319,151	\$146,644	\$465,995	\$183,608	\$649,603	\$1,400,000	46.40%
Student Life	\$740,550	\$229,897	\$970,447	\$5,000	\$975,447	\$1,000,000	97.54%
University-wide Fundraising	\$3,062,371	\$3,062,322	\$6,124,693	\$1,812,706	\$7,942,309	\$35,284,004	22.51%
Veterinary Medicine (College of)	\$2,825,722	\$1,327,268	\$4,152,979	\$1,343,468	\$5,496,447	\$4,500,000	121.80%
Wexner Center for the Arts	\$3,251,969	\$0	\$3,251,969	\$4,000	\$3,255,969	\$8,180,000	37.06%
WOSU Public Stations	\$3,522,982	\$662,658	\$4,185,618	\$0	\$4,185,618	\$6,750,000	62.01%
Total	\$184,737,061	\$48,272,718	\$233,009,779	\$64,951,273	\$297,961,052	\$360,000,000	83.24%

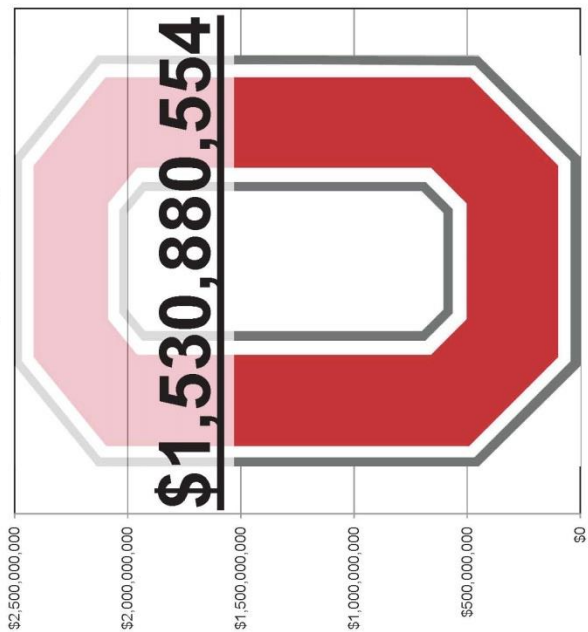
Time Elapsed



FY 2013 Philanthropic Receipts Report
Philanthropic Receipts
 7/1/2012 through 4/30/2013

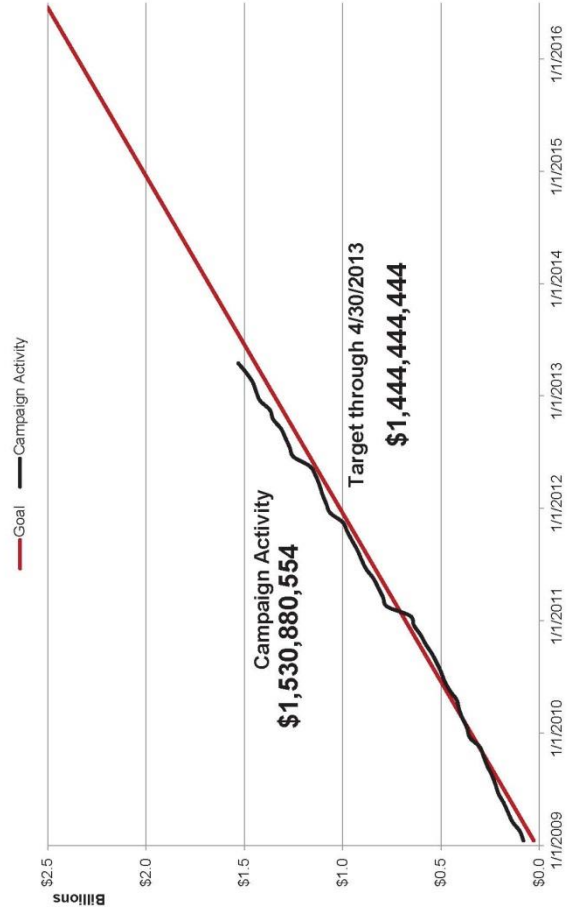
	7/1/2012 through 4/30/2013	7/1/2011 through 4/30/2012	% Change
Outright Gift Receipts			
Cash and Securities	\$87,850,431	\$83,946,698	4.65%
Gifts-in-Kind	\$4,698,743	\$3,999,714	17.48%
Real Estate	\$0	\$2,850,000	-100.00%
Outright Gift Receipts	\$92,549,174	\$90,796,412	1.93%
Pledge Receipts	\$69,787,139	\$64,317,579	8.50%
Planned Gift Receipts			
Revocable Planned Gifts	\$6,341,339	\$9,338,672	-32.10%
Irrevocable Planned Gifts	\$2,978,002	\$4,857,143	-38.69%
Planned Gift Receipts	\$9,319,341	\$14,195,815	-34.35%
Private Grant (OSP) Receipts	\$64,951,273	\$82,693,300	-21.46%
Philanthropic Receipts Total	\$236,606,927	\$252,003,106	-6.11%

I. Campaign Progress





II. Campaign Progress

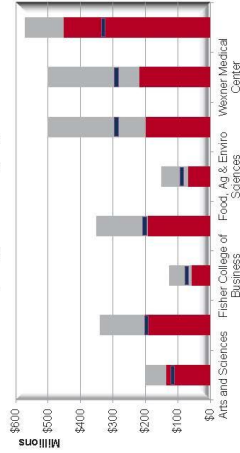




BUTT FOR OHIO STATE
Dashboard Report

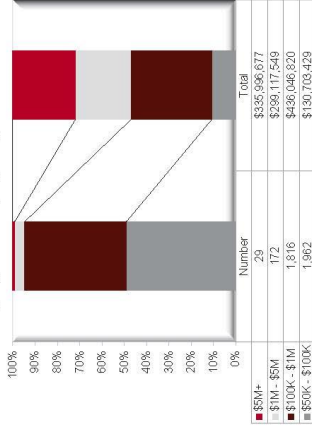
1/1/2009 through 4/30/2013 = \$1,530,880,554

III. Campaign Activity by Unit

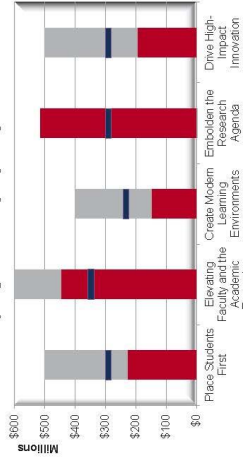


■ Total ■ Remaining — Target 1/1/2009 through 4/30/2013
* Includes undesignated portion of Wexner gift

Va. Campaign Activity by Major Gift Level

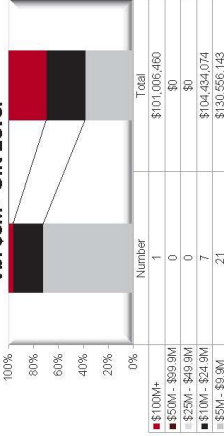


IV. Campaign Activity by Objective



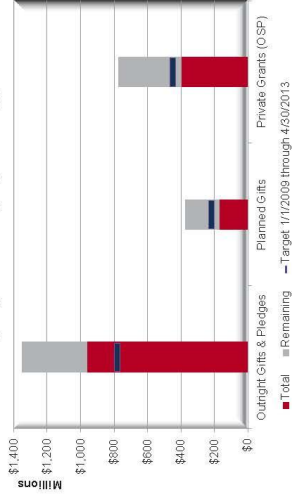
■ Total ■ Remaining — Target 1/1/2009 through 4/30/2013

Vb. \$5M+ Gift Level

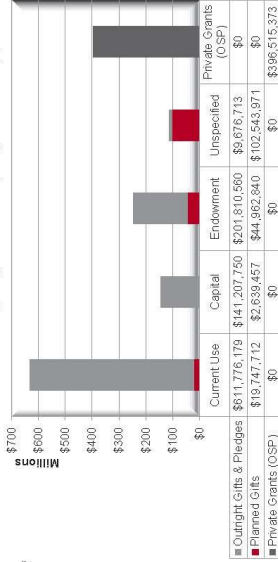


1/1/2009 through 4/30/2013 = \$1,530,880,554

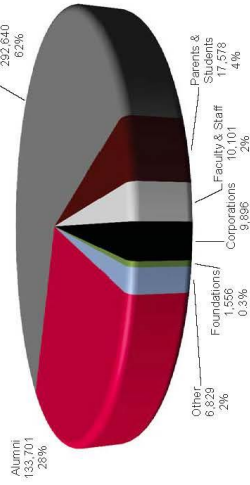
VII. Campaign Activity by Gift Type



VIII. Campaign Activity by Fund Type



VI. Campaign Donors by Type



Total Number of Donors = 472,301

- Alumni
- Non-Alumni
- Corporations
- Foundations
- Facility & Staff
- Parents & Students
- Faculty & Staff
- Other

If an individual donor fits multiple types they are only counted in the highest level in the hierarchy listed below.

Donor Type Hierarchy	Level
Alumni	1
Parents	2
Faculty & Staff	3
Student	4
Non-Alumni	5



BUT FOR OHIO STATE

Dashboard Report
 Campaign Progress Period
 1/1/2009 through 4/30/2013 = \$1,530,880,554

			Needed		Actual		Goal		Actual	
Donors	48		28		\$650,000,000		\$329,596,677		\$6,300,000	
Grants	0	\$5M+	1		\$0		\$6,300,000		\$335,896,677	
Total	48		29				\$650,000,000		\$335,896,677	
\$1M-\$5M										
Donors	193		141		\$54,803,167		\$26,893,164		\$62,493,986	
Grants	43		31		\$70,186,940		\$52,493,986		\$259,117,949	
Total	237		172		\$425,000,000		\$229,117,949			
\$100K-\$1M										
Donors	1,281		1,051		\$351,636,726		\$276,648,282		\$169,398,638	
Grants	1,766		765		\$398,403,274		\$169,398,638		\$750,000,000	
Total	3,036		1,816		\$750,000,000		\$446,046,920			
\$50K-\$100K										
Donors	1,624		947		\$108,890,812		\$52,338,037		\$141,109,788	
Grants	2,080		1,015		\$250,000,000		\$65,365,392		\$150,703,429	
Total	3,703		1,962				\$217,703,429			
\$0-\$50K										
Donors	184,559		370,448		\$248,635,429		\$218,993,021		\$110,023,068	
Grants	17,491		11,392		\$176,364,571		\$110,023,068		\$329,016,079	
Total	202,050		381,840		\$425,000,000		\$328,016,079			
Total										
Donors	187,705		372,616		\$1,713,926,124		\$1,134,366,181		\$396,616,373	
Grants	21,369		13,173		\$786,073,876		\$396,616,373		\$1,530,880,554	
Total	209,075		385,789		\$2,500,000,000		\$1,530,880,554			

Note: Donor Counts Reflect Number of Constituent Households

June 7, 2013 meeting, Board of Trustees

	<u>Amount Establishing Endowment *</u>	<u>Total Commitment</u>
<u>Change in Description of Named Endowed Fund</u>		
The Charles L. Babcock Rome Scholarship Fund		
The Marylou and Ernestine Kuhn Memorial Scholarship Fund		
The Marantz Distinguished Alumni Lectureship Fund		
The Modern Greek Studies Fund		
The Paissiy Endowed Fund in Bulgarian Language, Literature, and Culture		
The Talvi Endowment Fund		
<u>Change in Name and Description of Named Endowed Fund</u>		
From: William D. and Jacquelyn L. Wells Chair in Imaging Research at the Dorothy M. Davis Heart and Lung Research Institute		
To: William D. and Jacquelyn L. Wells Chair at the Dorothy M. Davis Heart and Lung Research Institute		
<u>Establishment of Named Endowed Chair</u>		
The Stuart M. Sloan – Larry J. Copeland MD Chair in Gynecologic Oncology Initiated by a Grateful Patient (Is being established June 7, 2013, with gifts from Stuart M. Sloan and The Sloan Foundation; used to support a chair position for a nationally or internationally recognized physician faculty member in the field of gynecologic oncology.)	\$2,000,000.0 0	\$2,000,000.0 0
<u>Establishment of Named Endowed Funds</u>		
Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative Fund (Is being established June 7, 2013, with gifts from the Bertram L. and Iris S. Wolstein Foundation; until June 30, 2016, the annual distribution shall be reinvested; thereafter, the fund shall support the components of the Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative.)	\$899,999.91	\$2,700,000.0 0
The Donald G. and Mary A. Dunn Chair Fund in Modern Military History (Is being established June 7, 2013, with gifts from the DGD Group, Inc.; until March 31, 2017, the annual distribution shall be reinvested; thereafter, the fund shall provide a chair, professorship, or support fund related to military history.)	\$400,000.00	\$2,000,000.0 0

June 7, 2013 meeting, Board of Trustees

Joseph A. Alutto Chair Fund in Leadership Effectiveness (Is being established June 7, 2013, with gifts from friends and colleagues; until July 1, 2018, the annual distribution shall be reinvested; thereafter, the fund shall provide a chair, professorship, or support fund focused on the systematic exploration of knowledge about and approaches to effective leadership in public and private sector settings.)	\$357,688.35	\$2,000,000.00
The Corbett Price President's Discretionary Fund (Is being established June 7, 2013, with gifts from Corbett Price; until the principal balance reaches \$1,000,000, the annual distribution shall be reinvested; thereafter, the fund shall be used at the discretion of the University president.)	\$125,020.00	\$1,000,000.00
The Dr. Russell Baldwin and Dorothy J. Baldwin Endowed Scholarship Fund for the College of Optometry (Is being established June 7, 2013, with gifts from Dr. Russell Baldwin and Dorothy J. Baldwin; used to provide scholarship support for students enrolled in the College of Optometry.)	\$100,000.00	\$100,000.00
Center for Historical Research Fund (Is being established June 7, 2013, with a gift from an anonymous donor; used to sustain the Center for Historical Research in the Department of History.)	\$100,000.00	\$100,000.00
The Burn J. Lin, PhD Endowed Fund for Graduate Student Travel Honoring Professor Emeritus Stuart Collins Jr., PhD (Is being established June 7, 2013, with a gift from Dr. Burn Jeng Lin; used to support travel, conference fees, and related expenses for graduate students in the Department of Electrical and Computer Engineering to present their research at professional conferences.)	\$70,017.00	\$250,000.00
The Carol Sue Zacks Entrepreneurial Program Award Fund (Is being established June 7, 2013, with gifts from Carol Sue Zacks; used to provide an annual merit award to offset the costs for two deserving students enrolled in the Max M. Fisher College of Business to take part in a semester-long experiential learning program with an Israeli start-up business.)	\$64,762.52	\$64,130.00
Norbert F. and Viola E. Bergman Endowed Fund for Auglaize County OSU Extension (Is being established June 7, 2013, with gifts from Catherine J. Bergman in honor of her parents; used to provide program funding for the Auglaize County OSU Extension.)	\$62,025.00	\$50,000.00+

June 7, 2013 meeting, Board of Trustees

Norbert F. and Viola E. Bergman Endowed Scholarship Fund (Is being established June 7, 2013, with gifts from Catherine J. Bergman in memory of Norbert F. and Viola E. Bergman; used to provide renewable scholarships for no more than two students ranking as juniors or seniors who have a minimum 3.0 grade point average, with first preference given to students from Auglaize, Shelby, or Mercer counties of Ohio.)	\$61,500.00	\$50,000.00+
The Grimm Family Athletic Scholarship Fund (Is being established June 7, 2013, with gifts from Judy and Jeff Grimm; used to supplement the grant-in-aid scholarship costs of a student-athlete who is pursuing an undergraduate degree, with preference given to candidates who are members of the women's basketball team.)	\$60,604.95	\$150,000.00
The Kevin and Connie Walsh Athletic Scholarship Fund (Is being established June 7, 2013, with a gift from Kevin and Connie Walsh; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the men's wrestling team and is pursuing an undergraduate degree at The Ohio State University.)	\$60,000.00	\$150,000.00
The Dr. Richard A. Caldwell Dental Scholarship Fund (Is being established June 7, 2013, with gifts from Dr. Richard A. Caldwell; used to provide a scholarship for a current dental student who is married and has a child or children with preference given to candidates with military experience.)	\$54,758.54	\$50,000.00
Mike and Janet Miller Scholarship Fund (Is being established June 7, 2013, with gifts from Mike and Janet Miller; used to provide scholarship support to students enrolled in the Michael E. Moritz College of Law who demonstrate financial need.)	\$53,902.50	\$50,000.00
Dr. Donald F. Bowers Jr. Advocacy Education Fund (Is being established June 7, 2013, with gifts given in his honor from family, friends, and colleagues; used to provide advocacy training to dental, dental hygiene, and dental specialty students for working with community decision-makers to improve oral health.)	\$53,259.50	\$50,000.00+
Rhonda and Michael Murnane Scholarship Fund in Honor of Donald Dunn (Is being established June 7, 2013, with gifts from Rhonda and Michael Murnane in honor of Donald Dunn's 90 th birthday; used to provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying WWII history.)	\$50,633.50	\$50,000.00

June 7, 2013 meeting, Board of Trustees

Kathleen I. Brooks Fund (Is being established June 7, 2013, with gifts given in her honor from friends, family, and colleagues; used to provide support to students in the MS and PhD programs in the College of Pharmacy.)	\$50,547.00	\$50,000.00+
The Robert D. Newcomb White Coat Fund (Is being established June 7, 2013, with gifts from Robert D. Newcomb; used for expenses related to the College of Optometry's annual White Coat Ceremony and other student events that instill professional and ethical values.)	\$50,110.00	\$50,000.00
Elizabeth Moffatt Williams Fund (Is being established June 7, 2013, with gifts from Gerald R. and Elizabeth M. Williams; used to provide scholarship support to students enrolled in the College of Education and Human Ecology who served or are serving in the military, are military/veteran spouses, or are children of veterans who demonstrate academic ability and financial need with first priority given to disabled veterans.)	\$50,100.00	\$50,000.00
The Albright Family Scholarship Fund (Is being established June 7, 2013, with gifts from Carl Albright; used to provide one need-based, renewable scholarship in increments of \$1,000 annually for undergraduate students who are Ohio residents enrolled full-time at the University's Columbus campus with preference given to a graduate of Highland High School in Medina, Ohio.)	\$50,000.00	\$150,000.00
Bone Marrow Transplant Research Endowment Fund (Is being established June 7, 2013, with initial gifts from Barry W. and Raenette M. Sanders to encourage support from community donors and grateful patients; until December 31, 2016, the annual distribution shall be reinvested; thereafter, the fund shall support the bone marrow transplant program. If by December 31, 2016, the principal balances reaches \$1,000,000 or \$2,000,000, the fund shall provide a bone marrow transplant professorship or chair position, respectively.)	\$50,000.00	\$250,000.00 +
The Tom W. Davis Men's Swimming and Diving Scholarship Fund (Is being established June 7, 2013, with gifts from Tom W. Davis; ten percent shall be reinvested and the remainder used to supplement the grant-in-aid costs of an undergraduate student-athlete who is a member of the men's swimming team or diving team, with first preference given to a member of the diving team.)	\$50,000.00	\$50,000.00

June 7, 2013 meeting, Board of Trustees

Nadine and Darold I. Greek Scholarship Fund (Is being established June 7, 2013, with gifts from Richard Weisheimer and Jon Weisheimer in memory of their mother and step-father, Nadine and Darold I. Greek; used to provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying World War II history.)	\$50,000.00	\$50,000.00
Biological Sciences Greenhouse Fund (Is being established June 7, 2013, with gifts from the Waller family, other donors, and friends; used to defray expenses in the Biological Sciences Greenhouse Facility.)	\$50,000.00	\$50,000.00+
Medical Student Merit Scholarship Fund (Is being established June 7, 2013, with gifts from an anonymous donor; used to provide scholarship support to incoming medical students based on academic merit.)	\$50,000.00	\$50,000.00
Frederick "Fritz" D. Meyers Scholarship Endowment Fund (Is being established June 7, 2013, with gifts from Frederick "Fritz" D. and Monalee Meyers; used to provide a scholarship for a student enrolled in the College of Engineering who has completed his/her first year as a student in the Fundamentals of Engineering Honors Program.)	\$50,000.00	\$50,000.00
The Robert E. Miller Transportation and Logistics Scholarship Fund (Is being established June 7, 2013, with gifts from Tom W. Davis; used to provide scholarships to undergraduate students at the Max M. Fisher College of Business majoring in transportation and logistics.)	\$50,000.00	\$50,000.00
The John T. Mount Fund for Regional Campuses (Is being established June 7, 2013, with gifts from John T. Mount; used to provide at least one opportunity for an undergraduate student in good academic standing who is attending a regional campus of The Ohio State University to participate in an approved study abroad program.)	\$50,000.00	\$50,000.00
The O.A.R. "Heard the World" Scholarship Fund (Is being established June 7, 2013, with a gift from O.A.R. via Heard the World Fund at The Community Foundation; used to provide a portable, transferable, tuition-only scholarship to an undergraduate student regardless of campus or major with preference given to graduates of Liberty High School in Youngstown, Ohio, who qualify for need-based financial aid.)	\$50,000.00	\$50,000.00
James and Sharon Rohr Innovation Fund (Is being established June 7, 2013, with gifts from James and Sharon Rohr; used by the dean of the Max M. Fisher College of Business to support the activities of the faculty, students, and staff, in accordance with the strategic plan of the college.)	\$50,000.00	\$150,000.00

June 7, 2013 meeting, Board of Trustees

William A. McCloy Dean's Innovation Fund (Is being established June 7, 2013, with gifts from William A. McCloy; used by the dean of the Max M. Fisher College of Business to support faculty, student, and staff activities, in accordance with the college's strategic plans.)	\$25,000.00	\$25,000.00
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Change in Name of Named Endowed Fund

From: The H. Keith Allen Family Unrestricted Endowed
Fund
To: The H. Keith Allen Family Endowed Fund

Change in Description of Named Endowed Fund

The Manuel Barkan Endowed Fellowship Fund

Rebecca Lucile Cornetet Endowed Scholarship Fund

The Kalbouss Russian Culture Fund

The Kenneth E. Naylor Professorship

David J. Neustadt Scholarship Fund in Greek and Latin

The Hongor Oulanoff Memorial Lecture in Classical
and/or Contemporary Russian Literature Fund

The Melanie and Philippe Radley Endowed Scholarship
Fund

The Dr. Miriam G. Schwartz Slavic Fund

The Úprka-Laga-Schweitzer Fund in Czech Studies

Fund Closure

The Abercrombie & Fitch Women's Oncology Center
Endowment Fund

TOTAL	\$5,299,928.7	7
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*Reflects gifts received as of May 6, 2013

The Charles L. Babcock Rome Scholarship Fund

The Charles L. Babcock Rome Scholarship Fund was established July 11, 1997, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University development fund from colleagues, students, and friends of Charles L. Babcock, professor emeritus of classics, and with major contributions from Charles L. and Mary T. Babcock, of Columbus, Ohio. Professor Babcock was the first dean of the College of Humanities from 1968 to 1970 and chair of the Department of Classics from 1980 to 1988. He specialized in Latin literature with a particular interest in Horace and Tacitus, Latin epigraphy, and Roman history and civilization. He is a recipient of the Alumni Distinguished Teaching Award, the college's first Exemplary Faculty Award, and the University's Distinguished Service Award. The description is being revised June 7, 2013.

All gifts are to be invested in the University's permanent Endowment fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used for awards to one or more deserving graduate or undergraduate student(s) of the classics to fund academic travel and/or research to Rome or Italy, such as attendance at the American Academy Summer Session or the Intercollegiate Center for Classical Studies, or for the purpose of conducting appropriate research projects. If an award is not made in a given year, the income shall be added to the principal.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees as recommended by the chair of the Department of Classics and the dean of the College of Arts and Sciences in order to carry out the intent of the donors.

The Marylou and Ernestine Kuhn Memorial Scholarship Fund

The Marylou and Ernestine Kuhn Memorial Scholarship Fund was established March 2, 2001, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University development fund from Dr. Marylou Kuhn (BS Edu 1945, PhD 1958). The description is being revised June 7, 2013.

All gifts are to be invested in the University's permanent endowment fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide scholarships for women graduate students in the College of the Arts and Sciences, Department of Arts Administration, Education and Policy. The scholarship recipients shall be chosen by the dean of the College of the Arts and Sciences, in consultation with the chairperson of the Department of Arts Administration, Education and Policy and Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees, in consultation with the dean of the College of the Arts and Sciences, in order to carry out the desire of the donor. Funding of this scholarship may begin immediately.

The Marantz Distinguished Alumni Lectureship Fund

The Marantz Distinguished Alumni Lectureship Fund was established December 3, 1999, by the Board of Trustees of The Ohio State University, with gifts to The Ohio

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State University development fund from Harold Marantz of New York, New York, and Kenneth Marantz of Columbus, Ohio. The description is being revised June 7, 2013.

All gifts are to be invested in the University's permanent endowment fund under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support events that illuminate the particular contributions of Department of Arts Administration, Education and Policy alumni such as: short term residencies, seminars, electronic conferences, exhibitions, etc. That income should cover expenses, a modest honorarium, some physical memento, and, when possible, the preparation of any appropriate publication related to the event. The donors believe that such publications would prove a valuable record of alumni success. Unused income shall be reinvested in the principal. The annual award shall be called "The Marantz Distinguished Alumni Lectureship." The principal criteria for this award should be the recipient's record of career achievements in teaching, leadership, innovative scholarship, and effective mentoring. The award recipient shall be determined by the corps of graduate students matriculating in the Department of Arts Administration, Education and Policy the year of the award, in consultation with the chair of the graduate studies committee and Kenneth Marantz or his designee. The responsibility for the selection process and the management of events should belong to the graduate students. The purposes of the award are to offer the graduate students in the department an opportunity to engage in a responsible decision-making event; to help install in the graduate students a sense of life-long continuity with the department, college, and University; and to honor one of their own who has created a successful career after graduation.

It is the desire of the donors that this fund should benefit the University in perpetuity. The donors would be pleased if funds from the department, college, and Graduate School would be used to supplement the endowment's income, and that supplementary funds be obtained to increase the principal, thus creating greater annual income. If the department ceases to engage in graduate education, or, indeed is terminated by the University, the original function of the endowment shall cease. Another use for the remaining funds shall be designated by the Board of Trustees upon recommendation of the sitting chair of the department, in consultation with the donors or their designees.

The Modern Greek Studies Fund

The Modern Greek Studies Fund was established August 29, 2001, by the Board of Trustees of The Ohio State University from the earnings of the Modern Greek Program development account in the Department of Classics. The description was revised on November 2, 2001, and is being further revised on June 7, 2013.

All gifts are to be invested in the University's permanent endowment fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support the teaching and research mission of the Modern Greek Program as determined by the chair of the Department of Classics.

It is desired that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees, as recommended by the dean of the College of Arts and Sciences, in consultation with the chair of the Department of Classics.

The Paissiy Endowed Fund in Bulgarian Language, Literature, and Culture

The Paissiy Endowed Professorship in Bulgarian Civilization and Culture was established September 3, 1982, by the Board of Trustees of The Ohio State University with a gift from the Ministry of Education of the People's Republic of Bulgaria, in honor of Paissiy Hilendarski/Paissiy of Hilander, an outstanding scholar of the Bulgarian Renaissance. Per section five of the gift agreement, the name and description were revised May 14, 2010. The description is being further revised on June 7, 2013.

The annual distribution from this fund shall be used at the discretion of the chairperson of the Department of Slavic and East European Languages and Cultures, in consultation with the executive dean of the College of the Arts and Sciences, to support courses and research in Bulgarian language, literature, and culture.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chairperson of the Department of Slavic and East European Languages and Cultures, in consultation with the executive dean of the College of the Arts and Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the chairperson of the Department of Slavic and East European Languages and Cultures, in consultation with the executive dean of the College of the Arts and Sciences.

The Talvi Endowment Fund

The Talvi Endowment Fund was established April 3, 1992, by the Board of Trustees of The Ohio State University, with gifts to The Ohio State University development fund from Professor David Robinson of the Department of Slavic and East European Languages and Cultures. The description is being revised on June 7, 2013.

All gifts are to be invested in the University's permanent endowment fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide financial assistance to undergraduate and graduate students in the Department of Slavic and East European Languages and Cultures in the form of annual awards for research, service, and teaching activities. The selection process shall be determined by the chairperson of the Department of Slavic and East European Languages and Cultures. If there is an excess of annual income beyond that used for the purpose stated above, such funds may be retained for use in following years or may be used to benefit the Department of Slavic and East European Languages and Cultures at the discretion of the department chairperson.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund shall cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees, in consultation with the

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appropriate college dean, department chairperson, or program administrative officer, in order to carry out the desire of the donor.

**William D. and Jacquelyn L. Wells Chair
at the Dorothy M. Davis Heart and Lung Research Institute**

The William D. and Jacquelyn L. Wells Chair in Imaging Research at the Dorothy M. Davis Heart and Lung Research Institute (DHLRI) was established June 7, 2005, by the Board of Trustees of The Ohio State University with discretionary funds from the DHLRI and the College of Medicine. The name and description are being revised on June 7, 2013.

The annual distribution from the fund shall provide a chair position held by the director of the DHLRI. This person will be selected by the director of the Heart and Vascular Center and dean of College of Medicine with approval of the senior vice president for Health Sciences and appointed by the University's Board of Trustees. The activities of the endowed chair holder shall be reviewed no less than every four years by the director of the Heart and Vascular Center, the senior vice president for Health Sciences, and the dean of College of Medicine, to determine compliance with the intent of the DHLRI, as well as the academic and research standards of the University. Research activities of the chair holder shall be supported to include their salary, research, personnel, equipment, supplies, and other necessary expenses of an active researcher involved in leading medical research. The chair holder will decide how to use this support with approval of the director of Heart and Vascular Center or dean of 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 college 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 and dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the DHLRI and College of Medicine as good conscience and need dictate.

**The Stuart M. Sloan - Larry J. Copeland MD Chair
in Gynecologic Oncology Initiated by a Grateful Patient**

It is proposed that The Stuart M. Sloan - Larry J. Copeland MD Chair in Gynecologic Oncology Initiated by a Grateful Patient be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Stuart M. Sloan and The Sloan Foundation.

The annual distribution shall support a chair position for a nationally or internationally recognized physician faculty member in the field of gynecologic oncology. The chair holder shall be appointed by the Board of Trustees of the University, as recommended by the chief executive officer of The James, in consultation with the director of the Division of Gynecologic Oncology and the chairman of the Department of Obstetrics and Gynecology, 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 chief executive officer of The James and the dean to determine compliance with the intent of the donors, as well as the academic and research standards of the University.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of The James, the dean of the College of Medicine, and the senior vice president for Health Sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative Fund

It is proposed that the Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Bertram L. and Iris S. Wolstein Foundation.

Until June 30, 2016, the annual distribution from the endowed fund shall be reinvested in the endowment principal. Thereafter, the annual distribution shall be used to fund the components of the Bert L. and Iris S. Wolstein Entrepreneurial Leadership Initiative, including a capstone course in which advanced students will incorporate leadership lessons from Mr. Wolstein's autobiography, *Crossing the Road to Entrepreneurship*, academic-based internship opportunities for students, and an annual educational program for entrepreneurs and executives concerning key entrepreneurship lessons. The fund is intended to establish a permanent program within the Max M. Fisher College of Business; however, it may be revised as needed for academic or other needs. Expenditures shall be approved by the college's dean.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and the dean of Max M. Fisher College of Business.

The Donald G. and Mary A. Dunn Chair Fund in Modern Military History

It is proposed that The Donald G. and Mary A. Dunn Chair Fund in Modern Military History be established June 7, 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 DGD Group, Inc.

The annual distribution from this fund shall be reinvested in the endowment principal until March 31, 2017. If the fund's principal balances reaches \$2,000,000 on or before March 31, 2017, the fund title shall be revised to The Donald G. and Mary A. Dunn Chair in Modern Military History and the annual distribution shall be used to support a chair position in the Department of History focusing on military history (post-1900). Appointment to the position shall be recommended to the provost by the executive dean of the College of Arts and Sciences and approved by the Board of Trustees. The activities of the chair shall be reviewed no less than every four years by the executive dean to determine compliance with the intent of the donor, as well as the academic and research standards of the University.

If on March 31, 2017, the fund's principal balance is less than \$2,000,000, but is greater than or equal to \$1,000,000, the fund title shall be revised to The Donald G. and Mary A. Dunn Professorship in Modern Military History and the annual distribution shall be used to support a professorship in the Department of History focusing on military history (post-1900). Appointment to the position shall be recommended to the provost by the executive dean of the College of Arts and Sciences and approved by the Board of Trustees. The activities of the professor shall be reviewed no less than every four years by the executive dean to determine compliance with the intent of the donor, as well as the academic and research standards of the University.

If on March 31, 2017, the fund's principal balance is not sufficient to establish an endowed professorship, the fund title shall be revised to The Donald G. and Mary A. Dunn Fund in Modern Military History. The fund's purpose shall be determined in consultation with a representative of the DGD Group, Inc.

After March 31, 2017, if the annual endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Joseph A. Alutto Chair Fund in Leadership Effectiveness

It is proposed that Joseph A. Alutto Chair Fund in Leadership Effectiveness be established June 7, 2013, by the Board of Trustees of The Ohio State University, in

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accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends and colleagues.

As dean of the Max M. Fisher College of Business from 1991 - 2007, Joseph A. Alutto, helped to transform the college into a destination for excellence in business education. Following his 16 year tenure with the college, he was appointed executive vice president and provost of The Ohio State University, making him the second-longest serving provost in Ohio State history.

To honor and perpetuate his legacy, friends of the University would like to create the Joseph A. Alutto Chair in Leadership Effectiveness.

The annual distribution from this fund shall be reinvested in the fund's principal until July 1, 2018, unless the fund is revised prior to that date.

As long as the endowment's principal reaches \$2,000,000 on or before July 1, 2018, the Foundation agrees to submit a request to the University's Board of Trustees to revise the endowment to the Joseph A. Alutto Chair in Leadership Effectiveness. The purpose of the fund is to support the systematic exploration of knowledge about, and approaches to, effective leadership in public and private sector settings. The chair holder shall conduct research and produce writings to influence leadership practices, which shall be reflected in the design and offering of undergraduate, graduate, and/or executive education programs. Candidates for the position do not need to have a doctorate to qualify. Appointment shall be recommended by the provost and approved by the University's Board of Trustees.

In the unlikely event that on July 1, 2018 the endowment's principal is less than \$2,000,000, but is \$1,000,000 or more, the Foundation agrees to submit a request to the University's Board of Trustees to revise the endowment to the Joseph A. Alutto Professorship in Leadership Effectiveness to be used for the same purpose as described above.

If, on July 1, 2018, the endowment's principal is less than \$1,000,000, the Foundation agrees to submit a request to the University's Board of Trustees to revise the endowment to the Joseph A. Alutto Faculty Support Fund in Leadership Effectiveness in the Max M. Fisher College of Business, to support the systematic exploration of knowledge about and approaches to effective leadership in public and private sector settings, as approved by the College's dean.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Corbett Price President's Discretionary Fund

It is proposed that The Corbett Price President's Discretionary Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance

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with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Corbett Price (MS 1975).

Until the endowment principal reaches \$1,000,000, the annual distribution shall be reinvested in the endowment principal. After the endowment principal reaches \$1,000,000, the annual distribution from this fund shall be used at the discretion of the president of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should he be alive, and the president of the University.

**The Dr. Russell Baldwin and Dorothy J. Baldwin Endowed Scholarship Fund
for the College of Optometry**

It is proposed that The Dr. Russell Baldwin and Dorothy J. Baldwin Endowed Scholarship Fund for the College of Optometry be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Russell Baldwin (BS 1941) and Dorothy J. Baldwin.

The annual distribution from this fund shall provide scholarship support for students enrolled in the College of Optometry. Scholarship recipients shall be selected by the college's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Optometry.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the College of Optometry.

Center for Historical Research Fund

It is proposed that the Center for Historical Research Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from an anonymous donor.

The annual distribution from this fund shall be used to sustain the Center for Historical Research in the Department of History, which employs fellows, invites guest lecturers, and teaches courses in one- and two-year programs centered on a theme with interdisciplinary reach, as approved by the chair of the Department of History.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of History.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chair of the Department of History. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Burn J. Lin, PhD Endowed Fund for Graduate Student Travel Honoring Professor Emeritus Stuart Collins Jr., PhD

It is proposed that The Burn J. Lin, PhD Endowed Fund for Graduate Student Travel Honoring Professor Emeritus Stuart Collins Jr., PhD be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Burn Jeng Lin (MS 1965, PhD 1970) of Taipei, Taiwan, ROC.

Burn Lin is considered the leading pioneer in the field of microlithography, which is about the creation of submicron patterns on semiconductor chips. His career has consisted of many "firsts." He was the first person to create a computer program to simulate partially coherent projected images from arbitrary 2-D patterns, which led to numerous breakthroughs, including the invention of the exposure-defocus diagrams. He was again the first person to report deep-UV lithography. He was also the first person to propose and convince the semiconductor industry to adopt immersion lithography, and managed to implement it for high volume manufacturing to extend Moore's law by three generations.

Stuart Collins Jr. received his PhD from the Massachusetts Institute of Technology. He began his career in industry at Sperry Gyroscope (later Sperry Rand) where he worked on masers and lasers for six years. He invented the "Collins chart," still in use today, for computations involving Gaussian beams. Dr. Collins came to Ohio State in 1964, where he developed the lens matrix diffraction integrals in terms of ray matrices. He worked on the White cell for optical computing using residue arithmetic in the 1970s, and in the '90s adapted the White cell for optical steering of phased array antennas.

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For many years, Dr. Collins taught a popular course in laser optics and holography, and developed a laboratory on liquid crystal displays. Dr. Collins retired in 1992.

Dr. Collins' first PhD student was Burn Lin, whose dissertation was about aberrations in holography and microscope holography, a theoretical work on the third and fifth order aberrations verified experimentally on the third order components. Drs. Collins and Lin are still in contact. The advisor characterizes his graduate as a first-rate scientist and an excellent speaker. Dr. Lin started the Society of Photographic Instrumentation Engineers Journal of Microlithography, Microfabrication, and Microsystems, which was later renamed Journal of Micro/Nanolithography, MEMS, and MOEMS. He edited JM³ from its inception in 2002 until 2011.

The annual distribution from this fund shall be used to support travel, conference fees, and related expenses for graduate students in the Department of Electrical and Computer Engineering to present their research at professional conferences. The purpose is to introduce students to future colleagues and begin their interconnected cycle of collaboration. Expenditures shall be approved by the dean of the College of Engineering, in consultation with the chair of the Department of Electrical and Computer Engineering and Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering, in consultation with the chair of the Department of Electrical and Computer Engineering.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Engineering, in consultation with the chair of the Department of Electrical and Computer Engineering.

The Carol Sue Zacks Entrepreneurial Program Award Fund

It is proposed that The Carol Sue Zacks Entrepreneurial Program Award Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Carol Sue Zacks. Carol was a friend and advocate of Ohio State. She was also an avid traveler and passionate about education through entrepreneurship.

The annual distribution from this fund shall be used to provide an annual merit award for juniors in the Max M. Fisher College of Business entrepreneurial program who have at least a 3.5 grade point average. The award will offset the costs for two deserving students to take part in a semester-long experiential learning program with an Israeli start-up business.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select award recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment or reinvested in the endowment principal at the discretion of the college's dean.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Norbert F. and Viola E. Bergman Endowed Fund for Auglaize County OSU Extension

It is proposed that The Norbert F. and Viola E. Bergman Endowed Fund for Auglaize County OSU Extension be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Catherine J. Bergman in honor of her parents.

The annual distribution from this fund shall be used to provide program funding for the Auglaize County OSU Extension. Expenses may include, but are not limited to, programs supporting extension education. It is the desire of the donor that decisions regarding use of the fund are made with local input. The OSU Extension professional in charge of Auglaize County Extension shall approve all expenditures from this fund. In doing so, he/she shall consult with the Auglaize County Extension Advisory Committee or a similar group of Auglaize County Extension volunteers if the advisory committee should cease to exist.

If the Auglaize County OSU Extension program ceases to exist, the fund shall be merged into the "Norbert F. and Viola E. Bergman Endowed Scholarship Fund" (Fund #481942).

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for agricultural administration and dean for Food, Agricultural, and Environmental Sciences, in consultation with the director of OSU Extension.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of

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Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the vice president for agricultural administration and dean for Food, Agricultural, and Environmental Sciences, in consultation with the director of OSU Extension.

Norbert F. and Viola E. Bergman Endowed Scholarship Fund

It is proposed that The Norbert F. and Viola E. Bergman Endowed Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Catherine J. Bergman in memory of Norbert F. and Viola E. Bergman.

The annual distribution from this fund shall be used to provide renewable scholarships for no more than two (2) students ranking as juniors or seniors who have a minimum 3.0 grade point average, with first preference given to students from Auglaize, Shelby, or Mercer counties of Ohio. If there are no qualified candidates from these counties, second preference shall be given to students from any county in the state of Ohio. Scholarship recipients shall be selected by the director of Student Financial Aid. During the donor's lifetime, the Office of Academic Affairs shall provide contact information to scholarship recipients so they may express to the donor how this scholarship has impacted their lives.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Student Financial Aid.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of Student Financial Aid.

The Grimm Family Athletic Scholarship Fund

It is proposed that The Grimm Family Athletic Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Judy and Jeff (BS 1978) Grimm from Gahanna, Ohio.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of a student-athlete who is pursuing an undergraduate degree, with preference given to candidates who are members of the women's basketball team. Scholarship recipients shall be selected by the director of Athletics, in consultation with Student Financial Aid.

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The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of Athletics.

The Kevin and Connie Walsh Athletic Scholarship Fund

It is proposed that The Kevin and Connie Walsh Athletic Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Kevin and Connie Walsh of Baltimore, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the men's wrestling team and is pursuing an undergraduate degree at The Ohio State University. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Department 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 the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the director of the Department of Athletics.

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The Dr. Richard A. Caldwell Dental Scholarship Fund

It is proposed that The Dr. Richard A. Caldwell Dental Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Richard A. Caldwell (DDS 1965) of Columbus, Ohio.

The annual distribution from this fund shall be used to provide a scholarship for a current dental student who is married and has a child or children. Preference shall be given to candidates with military experience. Scholarship recipients shall be selected by the dean of the College of Dentistry, or his/her representative, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the College of Dentistry.

Mike and Janet Miller Scholarship Fund

It is proposed that the Mike and Janet Miller Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mike (JD 1975) and Janet Miller.

The annual distribution from this fund shall provide scholarship support to students enrolled in the Michael E. Moritz College of Law who demonstrate financial need. Scholarship recipients shall be selected by the college's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Michael E. Moritz College of Law.

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

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Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Dr. Donald F. Bowers Jr. Advocacy Education Fund

It is proposed that the Dr. Donald F. Bowers Jr. Advocacy Education Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from family, friends, and colleagues of Dr. Donald F. Bowers Jr. (DDS 1959).

Dr. Bowers served The Ohio State University College of Dentistry, the Ohio Dental Association, and the children of central Ohio for almost a half century, contributing to the education of countless general dentists, pediatric dentists, and dental hygienists. He also was deeply involved in organized dentistry, recognizing well ahead of many of his peers the importance of policy and the education of decision-makers. Through his writing and participation in community and professional issues related to oral health care, he helped shape the oral health of central Ohio, creating access programs and directing educational efforts to benefit Ohio's citizens, particularly children.

The annual distribution from this fund shall provide advocacy training to dental, dental hygiene, and dental specialty students for working with community decision-makers to improve oral health. Potential uses may include, but are not limited to: the participation of students in organized dentistry; hosting visiting professors and lecturers; supporting student and faculty research in areas of policy; public health and access; and the creation and distribution of oral health advocacy media within the College of Dentistry. Expenditures shall be approved by the chair of the Division of Pediatric Dentistry and Community Oral Health, in consultation with the associate dean for Academic Affairs in the College of Dentistry, a faculty member with a public health background, and a representative from the Ohio Dental Association, National Dental Association (Ohio), and/or the Hispanic Dental Association (Ohio).

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Dentistry.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Dr. Bowers, if possible, and the dean of the College of Dentistry.

Rhonda and Michael Murnane Scholarship Fund in Honor of Donald Dunn

It is proposed that the Rhonda and Michael Murnane Scholarship Fund in Honor of Donald Dunn be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Rhonda and Michael Murnane (MD 1981) in honor of their good friend, Donald Dunn, for his 90th birthday.

The annual distribution from this fund shall provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying WWII history. Recipients shall be selected by the chair of the Department of History, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the executive dean of the College of Arts and Sciences.

Kathleen I. Brooks Fund

It is proposed that the Kathleen (Kathy) I. Brooks Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, and colleagues to honor her 32 years as graduate program coordinator in the College of Pharmacy. Kathy was an advisor, counselor, friend, and confidante to the graduate students that she served over those years.

The annual distribution from this fund shall support graduate students in the MS and PhD programs in the College of Pharmacy. Recipients shall be selected by the college's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Pharmacy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Pharmacy. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Robert D. Newcomb White Coat Fund

It is proposed that The Robert D. Newcomb White Coat Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Robert D. Newcomb (BS 1970, OPT 1971).

The annual distribution from this fund shall be used for expenses related to the College of Optometry's annual White Coat Ceremony and other student events that instill professional and ethical values. Expenditures shall be approved by the college's dean.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Optometry.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and dean of the College of Optometry.

Elizabeth Moffatt Williams Fund

It is proposed that the Elizabeth Moffatt Williams Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Gerald R. and Elizabeth M. Williams.

The annual distribution from this fund shall provide scholarship support to students enrolled in the College of Education and Human Ecology who served or are serving in the military, are military/veteran spouses, or are children of veterans who demonstrate academic ability and financial need. First priority will be given to disabled veterans. Scholarship recipients shall be selected by the college's dean, in consultation with Student Financial Aid.

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The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Education and Human Ecology. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Albright Family Scholarship Fund

It is proposed that The Albright Family Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Carl Albright (BA 1989) of Medina, Ohio.

The annual distribution from this fund shall be used to provide renewable, need-based undergraduate scholarships for Ohio residents enrolled full-time at the University's Columbus campus. It is the donor's preference that the recipient should be a graduate of Highland High School in Medina, Ohio. The annual distribution shall provide one need-based scholarship in increments of \$1,000 annually. The scholarship shall be used for the cost of tuition, room and board, books and supplies, and miscellaneous educational expenses. The scholarship is renewable up to four semesters or upon completion of a baccalaureate degree whichever comes first, as long as the recipient continues to meet satisfactory academic progress and maintain financial need.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of

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Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of Student Financial Aid.

Bone Marrow Transplant Research Endowment Fund

It is proposed that The Bone Marrow Transplant Research Endowment Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with initial gifts from Barry W. and Raenette M. Sanders of Marysville, Ohio, to encourage additional support from community donors and grateful patients who wish to advance the specialty of bone marrow transplant.

The annual distribution from this fund shall be reinvested in the endowment principal until December 31, 2016 after which it shall be used to support the bone marrow transplant program at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) – Comprehensive Cancer Center (CCC) as allocated by the chief executive officer of The James and the director of the CCC.

If, by December 31, 2016, the endowment principal reaches the required minimum funding level of \$1,000,000 for a professorship or \$2,000,000 for a chair, the endowment will be revised accordingly to provide a position supporting a nationally or internationally recognized faculty member in bone marrow transplant. After December 31, 2016, the fund may be revised if the endowment principal reaches the minimum funding level for a professor or chair required at that date. The chair or professorship holder shall be appointed by the Board of Trustees of The Ohio State University as recommended and approved by the chief executive officer of The James, director of the CCC, dean of the College of Medicine, and the senior vice president for Health Science. The activities of the professorship or 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.

After December 31, 2016, in any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chief executive officer of The James.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and as recommended by the chief executive officer of The James, director of the CCC, dean of the College of Medicine and by the senior vice president for Health Sciences.

The Tom W. Davis Men's Swimming and Diving Scholarship Fund

It is proposed that The Tom W. Davis Men's Swimming and Diving Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Tom W. Davis, Columbus, Ohio.

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Ten percent of the annual distribution from this fund shall be reinvested in the fund's principal. The remaining annual distribution shall supplement the grant-in-aid costs of an undergraduate student-athlete who is a member of the men's swimming team or diving team, with preference given to a member of the diving team. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused 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 the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the director of Athletics.

Nadine and Darold I. Greek Scholarship Fund

It is proposed that the Nadine and Darold I. Greek Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Richard Weisheimer (BA 1964) and Jon Weisheimer (BA 1970) in memory of their mother and step-father, Nadine and Darold I. Greek.

The annual distribution from this fund shall provide scholarship support to undergraduate and/or graduate students in the study abroad program who are studying WWII history. Recipients shall be selected by the chair of the Department of History, in consultation with the University's Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of

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Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the executive dean of the College of Arts and Sciences.

Biological Sciences Greenhouse Fund

It is proposed that the Biological Sciences Greenhouse Fund, formerly known as the Plant Biology Fund, be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Waller family, other donor, and friends.

The annual distribution from this fund shall be used to defray expenses in the Biological Sciences Greenhouse Facility as recommended by the greenhouse coordinator and approved by the chair of the Department of Molecular Genetics and the executive dean of the College of Arts and Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and the executive dean of the College of Arts and Sciences.

Medical Student Merit Scholarship Fund

It is proposed that the Medical Student Merit Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from anonymous donors.

The annual distribution from this fund shall be used provide scholarship support to incoming medical students based on academic merit. Recipients shall be selected by the College of Medicine Scholarship Committee, in consultation with Student Financial Aid, and as approved by the College's dean.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

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Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the chief executive officer or director.

Frederick "Fritz" D. Meyers Scholarship Endowment Fund

It is proposed that the Frederick "Fritz" D. Meyers Scholarship Endowment Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Frederick "Fritz" D. (BME 1949, MBA 1952) and Monalee (MA 1971) Meyers.

Fritz is a "very proud Buckeye" and refers to Ohio State as "my university." As an undergraduate, he was class president (1946-1947), business manager of The Makio, vice president of his fraternity, and a member of Student Senate, Sphinx, Bucket and Dipper, Romophos, American Society of Mechanical Engineers, Tau Beta Pi Honorary, Ohio Staters, Toastmasters, and Strollers. His activities on behalf of these organizations continue to this day.

Upon graduation, Fritz launched a successful career at Owens Corning. When he retired, he returned to Ohio State as a beloved professor in engineering graphics and the Fundamentals of Engineering for Honors (FEH) program. He considers his finest moments to be those spent in the lab, engaging his students in engineering. In both 1994 and 2007, he received the Distinguished Teaching Award. In 2008, he became professor emeritus.

The annual distribution from this fund shall support a scholarship for a student enrolled in the College of Engineering who has completed his/her first year as a student in FEH. Qualified candidates must display academic merit and involvement in The Ohio State University community through student leadership. Preference shall be given to candidates who have expressed an interest in mechanical and/or civil engineering and a desire to "build things." Scholarship recipients will be selected by the program director of FEH, in consultation with the dean of the College of Engineering and Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify

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the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Robert E. Miller Transportation and Logistics Scholarship Fund

It is proposed that The Robert E. Miller Transportation and Logistics Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Tom W. Davis, Columbus, Ohio.

Ten percent of the annual distribution from this fund shall be reinvested in the fund's principal. The remaining annual distribution shall provide scholarships to undergraduate students at the Max M. Fisher College of Business majoring in transportation and logistics. Scholarship recipients will be selected by the college's Undergraduate Programs office, in consultation with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and dean of the Max M. Fisher College of Business.

The John T. Mount Fund for Regional Campuses

It is proposed that The John T. Mount Fund for Regional Campuses be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from John T. Mount (BS 1941).

The annual distribution from this fund shall provide at least one opportunity for an undergraduate student attending a regional campus of The Ohio State University to participate in an approved study abroad program. Candidates must be in good academic standing and progressing toward a degree. The opportunity shall be made available to one regional campus per year and shall rotate based on the following order: Marion, Newark, Lima, Mansfield. Recipients shall be selected by the director of Study Abroad, in consultation with the appropriate regional campus dean or director.

If no candidates from the specified regional campus are identified for the study abroad opportunity, the annual distribution may be used to provide a one-time, tuition-only scholarship(s). Scholarship recipients shall be selected by the appropriate regional campus dean or director, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients

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should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Study Abroad, in consultation with the director of Student Financial Aid.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall seek advice from the director of Study Abroad, in consultation with the director of Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The O.A.R. "Heard the World" Scholarship Fund

It is proposed that The O.A.R. "Heard the World" Scholarship Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from O.A.R. via Heard the World Fund at The Community Foundation. This gift is considered as credit for Mahoning County within The Ohio Scholarship Challenge.

The annual distribution from this fund shall provide a tuition-only scholarship to an Ohio State undergraduate student, regardless of campus or major. The scholarship is portable and transferable if campus or major changes. Preference shall be given to graduates of Liberty High School in Youngstown, Ohio who qualify for need-based financial aid. If Liberty High School no longer exists, then preference shall be given to graduates of the new high school for students from the same area. If no candidate exists, the scholarship criteria may be expanded to include students from any high school in the Youngstown, Ohio area. Scholarship recipients shall be selected by Student Financial Aid and may be renewed for up to four years, as long as the student remains in good standing with the University.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

This endowment is eligible for a four-year annual distribution match as outlined in The Ohio Scholarship Challenge, beginning the fiscal year following authorization from the Board of Trustees. Per the request of the donor, the University will use the funds match to increase the award amount.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for agricultural

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administration director of Student Financial Aid. University funds used for the endowment distribution match are not eligible to be reinvested in the fund's principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and Student Financial Aid.

James and Sharon Rohr Innovation Fund

It is proposed that the James and Sharon Rohr Innovation Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from James (MBA 1972) and Sharon Rohr of Pittsburgh, Pennsylvania.

The annual distribution from this fund shall be used by the dean of the Max M. Fisher College of Business to support the activities of the faculty, students, and staff, in accordance with the strategic plan of the college.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and the dean of the Max M. Fisher College of Business.

William A. McCloy Dean's Innovation Fund

It is proposed that the William A. McCloy Dean's Innovation Fund be established June 7, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from William A. McCloy (BS 1982).

The annual distribution from this fund shall be used by the dean of the Max M. Fisher College of Business to support faculty, student, and staff activities, in accordance with the college's strategic plans.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in

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subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the Max M. Fisher College of Business.

The H. Keith Allen Family Endowed Fund

It is proposed that The H. Keith Allen Family Unrestricted Endowed Fund was established May 14, 2010, 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 H. Keith Allen (BSBA 1963) and L. Ann Allen of Powell, Ohio. The name is being revised on June 7, 2013.

Keith graduated from The Ohio State University College of Commerce and Administration (now known as The Max M. Fisher College of Business) in 1963, with a bachelor of science in accounting. He joined Peat, Marwick, Mitchell & Co. in Columbus, Ohio, upon graduation where he became a certified public accountant. Four years later, Keith joined The Ohio Company as assistant treasurer, working his way to becoming COO until the sale of the company to Fifth Third Bank. Keith was the recipient of an accounting scholarship and a member of Beta Alpha Psi. He served on many community boards, as well as on the board of the Chicago Stock Exchange, and served on committees affiliated with the New York Stock Exchange. Keith also served on the Fisher College of Business Dean's Advisory Council.

Until the principal of the fund reaches \$50,000, the annual distribution from this fund shall be used at the discretion of the dean of the Fisher College of Business to support activities of the faculty, students, and staff, in accordance with the College's strategic plans.

When the principal of the fund reaches \$50,000, the University agrees to revise The H. Keith Allen Family Endowed Fund to a restricted endowed scholarship fund at the Fisher College of Business. The annual distribution from this fund shall be used to provide scholarship support for an undergraduate student(s) enrolled at the Fisher College of Business. Selection of the recipient(s) shall be made by the director of the undergraduate programs office at the Fisher College of Business, in consultation with the University's Office of Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion will be reinvested into 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 the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and from the dean of the Fisher College of Business.

The Manuel Barkan Endowed Fellowship Fund

The Manuel Barkan Endowed Fellowship Fund was established August 30, 1995, by the Board of Trustees through funds received by the University from The Ohio State University Foundation, which has established an endowed fund with gifts from Theresa (Toby) Barkan Willits (MA Social Admin. '51) of Dublin, Ohio. The description was revised March 6, 1998, and is being further revised on June 7, 2013.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support the academic and living expenses of a graduate student in the Department of Arts Administration, Education and Policy who is completing the dissertation. The fellowship must be used for the final year of writing the dissertation. Applicants will have fulfilled all course work, passed all preliminary exams, and had the dissertation research proposal or plan approved. They will also be full-time students, unless work type and hours have been approved by the advisor. With approved outside work, they should devote not less than 50% of time to completion of the dissertation. It is anticipated that the doctoral degree will be received at the end of the fellowship year. The annual award, called the "Manuel Barkan Dissertation Fellowship," shall be given to a candidate determined by the Department of Arts Administration, Education and Policy Graduate Studies Committee, with the chairperson of the Department. The primary criterion is scholarly excellence. Other criteria to be considered are the quality of the project design, originality, feasibility and proposed schedule for the project, and scholarly significance and potential for contribution to the field. If in one year no award is made, two awards may be given the following year.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board, as recommended by the chairperson of the Department in order to carry out the desire of the donor, which is to support the completion of the PhD degree or other relevant terminal degree in the fine arts.

Rebecca Lucile Cornetet Endowed Scholarship Fund

The Rebecca Lucile Cornetet Endowed Scholarship Fund was established July 11, 2003, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the estate of Rebecca Lucile Cornetet (BSEd 1929, BA 1929, MA 1932) of Columbus, Ohio. The description is being revised on June 7, 2013.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support undergraduate merit-based scholarships for the study of Greek and Latin, with a preference for Latin. Scholarships will be awarded in consultation with Student Financial Aid.

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It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board, as recommended by the chairperson of the Department of Classics in order to carry out the desire of the donor.

The Kalbouss Russian Culture Fund

The Kalbouss Russian Culture Fund was established May 7, 1999, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from George Kalbouss, a member of the faculty of the Department of Slavic and East European Languages and Cultures since 1973, and from faculty, friends, and former students of Professor Kalbouss. The description was revised on September 17, 2010, and is being further revised on June 7, 2013.

The annual distribution from this fund shall be for used for outreach to Slavic cultures, especially in the state of Ohio, by supporting faculty and students who engage in activities including, but not limited to: research, conferences, lectures, presentations, and seminars. Emphasis should be placed on new approaches and new subjects, accenting more cultural studies rather than the traditional language and literature department activities, such as literary and linguistic research. Expenses may include, but are not limited to: travel, materials, and financial compensation for time. The chair of the Department of Slavic and East European Languages and Cultures will establish a committee to assign the funds each year.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Slavic and East European Languages and Cultures and the executive dean of the College of Arts and Sciences. (Formerly the College of Humanities was a separate entity; it is now the Division of Arts and Humanities within the College of Arts and Sciences.)

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management. It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from George Kalbouss, should he be alive, and the chair of the Department of Slavic and East European Languages and Cultures and the executive dean of the College of Arts and Sciences.

The Kenneth E. Naylor Professorship

The Kenneth E. Naylor Professorship was established November 5, 1993, in accordance with the terms and conditions of the last will and testament of Dr. Kenneth E. Naylor, the terms and conditions of this agreement, and the guidelines approved by the Board of Directors of The Ohio State University Foundation. Gifts are designated for support of the study of South Slavic culture in the College of Arts and Sciences from the estate of Kenneth E. Naylor. The description is being revised on June 7, 2013.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Board of Directors of the Foundation, with the right to invest and reinvest as

occasion dictates. Appointment to the professorship shall be made by the dean of the College of Arts and Sciences to the provost, and approved by the Board of Trustees.

The annual income of the fund shall be returned to principal until a permanent professor has been appointed. At that time, the annual income shall be distributed to the College of Arts and Sciences to be used to support the work of a distinguished teacher, researcher, and scholar in South Slavic studies, in accordance with the following provisions:

- (1) Preference shall be given to the creation of a professorship in the field of South Slavic linguistics in the Department of Slavic and East European Languages and Cultures, where Dr. Naylor had a distinguished career for many years as a scholar, teacher, and researcher. The incumbent will hold an adjunct appointment in the Center for Slavic and East European Studies at the University, where Dr. Naylor once served as director.
- (2) In the event the University should decide that it does not have the need for a senior scholar in South Slavic linguistics, or if it is unable to appoint a suitable scholar in South Slavic linguistics by October 1, 1995, for the initial appointment, the University shall create a Naylor Professorship of South Slavic History in the Department of History. This is in recognition of the fact that Dr. Naylor's broad interests went well beyond the confines of a single department, and included all facets of South Slavic linguistics, history, and culture. The incumbent will hold an adjunct appointment in the Center for Slavic and East European Studies.
- (3) Whenever a vacancy in the Naylor Professorship occurs, including the initial appointment vacancy, the dean of the College of Arts and Sciences shall appoint a successor in either the field of South Slavic linguistics in the Department of Slavic and East European Languages and Cultures, or the field of South Slavic history in the Department of History. This appointment shall be made upon the recommendation of the chairperson of the Department of History, the chairperson of the Department of Slavic and East European Languages and Cultures, and the director of the Slavic and East European Studies Center. Preference in making the appointment shall always be given to a senior scholar of South Slavic linguistics, provided there is a continuing need for instruction in this field at the University. In the event an appointment cannot be made in an appropriate period of time, the dean of the College of Arts and Sciences shall appoint a senior scholar in South Slavic history.
- (4) If the University should decide that it no longer wishes to offer instruction in South Slavic linguistics or history, then the money shall be used to create a fund in the Slavic and East European Studies Center to support scholarly research in the field of South Slavic linguistics, history, literature, or culture. Distribution of the income from the fund to support such research shall be made by the director of the center upon the recommendation of appropriate faculty members of the University. Preference will be given to the support of doctoral dissertation research in the fields of South Slavic linguistics, history, literature, and culture at The Ohio State University.
- (5) It is the desire of the donor that this professorship and the fund which supports it should benefit the University in perpetuity. The professorship, the fund, and the income from the fund must always be identified with the memory of Kenneth E. Naylor, whose distinguished career brought lustre to The Ohio State University.

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David J. Neustadt Scholarship Fund in Greek and Latin

The David J. Neustadt Scholarship Fund in Greek and Latin was established September 22, 2004, 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 Tim Neustadt (BA 1967, MA 1969) of Palos Verdes Estates, California. The description is being revised on June 7, 2013.

The annual distribution from this fund shall be used to provide scholarship support to an undergraduate student majoring in Greek and Latin.

Scholarship recipients shall be selected by the chairperson of the Department of Classics, in consultation with the dean of the College of Arts and Sciences and Student Financial Aid.

In any given year that the endowment 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 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 the Foundation Board, as recommended by the chairperson of the Department of Classics, in consultation with the dean of the College of Arts and 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.

The Hongor Oulanoff Memorial Lecture in Classical and/or Contemporary Russian Literature Fund

The Hongor Oulanoff Memorial Lecture in Classical and/or Contemporary Russian Literature Fund was established February 11, 2011, 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 Constance Alexa Oulanoff in memory of Hongor Oulanoff, professor of Russian at The Ohio State University, 1963-1991. The description is being revised on June 7, 2013.

The purpose of this fund is to promote a better understanding and appreciation of classical and contemporary Russian literature. The annual distribution from this fund shall provide an annual lecture by a distinguished scholar of Russian literature to be selected by the chairperson of the Department of Slavic and East European Languages and Cultures, in consultation with the donor or her designee and approved by the executive dean of the College of Arts and Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the

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original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, or her designee, and from the executive dean of the College of Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures.

The Melanie and Philippe Radley Endowed Scholarship Fund

The Melanie and Philippe Radley Endowed Scholarship Fund was established July 7, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Melanie (BA 1964) and Philippe Radley. The description is being revised on June 7, 2013.

The annual distribution from this fund shall be used to support undergraduate students majoring in Russian in the Department of Slavic and East European Languages and Cultures. The areas of support will include study abroad projects, student research project support, partial tuition support, and internships in Russia or in the field. Recipients will be selected by the dean of the College of Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures.

Scholarships will be awarded in consultation with 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 Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European 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.

The Dr. Miriam G. Schwartz Slavic Fund

The Dr. Miriam G. Schwartz Slavic Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Miriam G. Schwartz (BS 1944, MA 1967, PhD 1979) through the Miriam & Stanley Schwartz Jr. Philanthropic Foundation. The description is being revised on June 7, 2013.

The annual distribution from this fund shall be used to provide merit-based scholarship support for undergraduate students who have declared a major in Russian language, literature, culture, or linguistics. The recipient must be at least junior status and have a grade point average of 3.5 or higher. Scholarship recipients shall be selected by the chairperson of the Department of Slavic and East European Languages and Cultures, in consultation with the dean of the College of Arts and Sciences and Student Financial Aid. The donor shall be kept apprised of the selection process and the awarding of the scholarship.

A portion of the annual distribution may be used to recognize teaching and research excellence among the instructors and faculty in the Department of Slavic and East

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European Languages and Cultures at the discretion of the dean of the College of Arts and Sciences.

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 Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

The Úprka-Laga-Schweitzer Fund in Czech Studies

The Úprka-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 (BA 1984). The description was revised September 21, 2007, and is being further revised on June 7, 2013.

The fund is named after relatives of the donor: Jozef Úprka (artist) and his brothers, Frantisek Úprka (sculptor) and Jan Úprka (artist); the Laga family; the donor's mother, Evelyn Mary Laga Schweitzer; and the donor's maternal grandparents, 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 Arts and Sciences. 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 Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures and 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 Arts and Sciences, in consultation with the chairperson of the Department of Slavic and East European Languages and Cultures. 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.

June 7, 2013 meeting, Board of Trustees

The Abercrombie & Fitch Women's Oncology Center Endowment Fund

The Abercrombie & Fitch Women's Oncology Center Endowment Fund was established February 1, 2008, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation. The fund is being closed on June 7, 2013.

The Ohio State University Health System

FY 2014 Budget
OSU Wexner Medical Center Board
May 29, 2013



Improving People's Lives
through innovations in personalized health care



Wexner
Medical
Center

The Ohio State University Health System The Need for a Strong Budget

- Invest into the 3 mission areas of OSUMC
- Support the University's credit rating
- Provide sufficient cash flow to:
 - Service the debt
 - Invest in equipment and facilities
 - Invest in the three missions; clinical, education and research
 - Build cash reserves



Wexner Medical Center

The Ohio State University Health System 2014 Budget – Key Tenets and Targets

- The Long Range Financial Plan provides the foundation for the 2014 budget.
- The Budget is designed to generate margin and cash necessary to finance Medical Center Expansion.
- The Budget recognizes unprecedented uncertainty with Health Care Reform, reimbursements, and the economic outlook.
- The Budget produces financial results which meet the following Board approved financial targets.

Current Financial Targets

Operating EBIDA Margin	10.0 to 12.5%
Days Cash on Hand	Incr. 3 to 5 days/yr
Debt Service Coverage	> 4.0 Times



Wexner Medical Center

The Ohio State University Health System Significant Environmental Issues

- The budget assumes sequestration throughout 2014, with a negative revenue impact of \$9.0M.
- Proposed state budget reductions of approximately \$16.0M are also included.
 - 5.0% rate cut for inpatient and outpatient services
 - Reduction of up to 10% for the James cost reimbursement
 - Capital reductions and readmission penalties
 - Impact of these proposals in 2015 will be in excess of \$30.0M



Wexner Medical Center

The Ohio State University Health System Significant Environmental Issues

- Medicaid expansion in Ohio is uncertain
 - Both Medicare and Medicaid reductions were made in anticipation of Medicaid expansion
 - While reducing rates, expansion would greatly expand coverage of currently uninsured patients.
 - Budget assumes that Medicaid rate reductions will continue as currently proposed, but that the benefits to expansion will be minimal.
- Impact of insurance exchanges scheduled to begin January 2014 are difficult to project
 - The number and type of managed care organizations and networks participating in exchanges is uncertain.
 - Insurance exchanges may pose a particular challenge for academic medical centers such as OSUWMC as the insurance market may not maintain historic support of the teaching hospitals
- No significant charge increases in 2014



Wexner Medical Center

The Ohio State University Health System Significant Environmental Issues

- OSUWMC has run models to predict the impact of both Medicaid expansion and exchanges.
 - 6 month impact in 2014 of negative \$5M included
 - Generally favorable impact of uninsured individuals obtaining coverage with the anticipated negative rate pressure brought about by exchanges.
- Focus on 2014 will be expense control and ability to react to market and revenue changes.
 - Efficiency initiatives included in this budget
 - Shared Services expenses generally flat
- Capacity constraints will limit growth until opening of new hospital



Wexner Medical Center

The Ohio State University Health System Key Statistics and Assumptions

	FY 14 Budget	FY 13 Forecast	Inc(Dec) FY13 to FY14	FY 12 Actual
Admissions	57,747	56,300	2.6%	56,170
Average Daily Census	945	926	2.1%	913
Average Length of Stay	6.0	6.0	0.0%	6.0
Available Beds	1,190	1,190	0.0%	1,187
Occupancy %	79.4%	77.8%	2.1%	76.9%
Outpatient Visits	1,465,271	1,426,479	2.7%	1,197,969
Surgeries	39,760	38,951	2.1%	37,700
Case Mix Index	1.667	1.667	0.0%	1.670

ASSUMPTIONS ON INCREASES

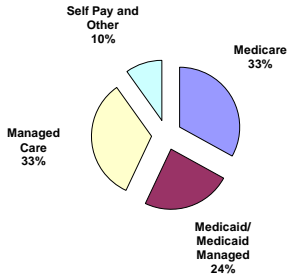
Gross/Net Revenue	FY 14 Budget	Payer Mix	Expenses	FY 14 Budget	% of Total
Gross Price Increase	0.0%		Avg. Salaries & Benefits	2.0%	51.5%
Medicare	0.0% to 1.0%	33.0%	Supplies and Drugs	3.5% - 4.5%	21.4%
Medicaid	0.0%	24.0%	Services	3.5%	19.8%
Mgd. Care/Commercial	4.0% - 5.0%	33.0%	Other	5.0%	7.3%
Other	0% - 1.5%	10.0%			



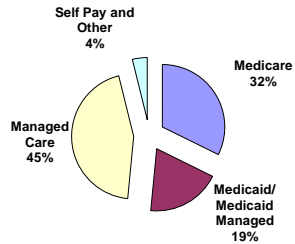
Wexner Medical Center

The Ohio State University Health System Payer Mix Assumptions

Health System Admissions



Health System Net Revenue



Wexner Medical Center

The Ohio State University Health System Consolidated Statement of Operations (in thousands)

<u>Statement of Operations</u>	<u>FY 14 Budget</u>	<u>FY 13 Forecast</u>	<u>Inc(Dec) FY13 to FY14</u>	<u>FY 12 Actual</u>
Total Operating Revenue	\$2,113,124	\$ 2,026,047	4.3%	\$ 1,913,546
Operating Expenses:				
Salaries and Benefits	981,534	941,464	4.3%	957,865
Supplies and Pharmacy	408,161	393,096	3.8%	385,798
Services	376,389	367,976	2.3%	275,659
Depreciation	79,313	79,857	-0.7%	75,985
Interest	11,251	8,873	26.8%	9,518
Univ Overhead	48,360	45,904	5.4%	43,046
Total Operating Expenses	<u>1,905,008</u>	<u>1,837,170</u>	<u>3.7%</u>	<u>1,747,871</u>
Income from Operations	208,117	188,877	10.2%	165,675
Investment Inc. & Non Operating	1,321	1,344	-1.7%	2,755
Excess of Revenue over Expense	209,438	190,221	10.1%	168,430
Other Changes in Net Assets:				
Medical Center Investments	(113,174)	(115,910)	-2.4%	(99,002)
Contrib for Property Acquisitions and other changes in net assets	33,594	31,183	7.7%	36,936
Increase/(Decrease) in Net Assets	<u>\$ 129,858</u>	<u>\$ 105,494</u>	<u>23.1%</u>	<u>\$ 106,364</u>
EBIDA Margin	14.1%	13.7%		13.1%
Days Cash on Hand	66.8	63.8		59.5
Debt Service Coverage	6.1	6.5		6.1



Wexner Medical Center

The Ohio State University Health System Consolidated Admissions

	<u>FY 14 Budget</u>	<u>FY 13 Forecast</u>	<u>Inc(Dec) FY13 to FY14</u>	<u>FY 12 Actual</u>
University Hospital	25,965	25,580	1.5%	25,405
Ross Heart Hospital	7,808	7,587	2.9%	7,754
James Cancer Hospital	10,880	10,472	3.9%	10,243
University Hospital East	9,791	9,371	4.5%	9,487
OSU Harding Hospital	3,303	3,290	0.4%	3,281
Consolidated	<u>57,747</u>	<u>56,300</u>	<u>2.6%</u>	<u>56,170</u>



Wexner Medical Center

The Ohio State University Health System Consolidating Margins, Pre-allocation, by Unit (in thousands)

	FY 14 Budget	FY 13 Forecast	Inc(Dec) FY13 to FY14
University Hospital	\$165,416	\$165,490	0.0%
Ross Heart Hospital	48,876	44,629	9.5%
James Cancer Hospital	255,265	246,579	3.5%
University Hospital East	32,025	27,537	16.3%
OSU Harding Hospital	4,141	4,205	-1.5%
Specialty Care Network	(29,286)	(36,261)	19.2%
Primary Care Network	12,687	14,332	-11.5%
Shared Services	(190,442)	(188,906)	-0.8%
Depreciation and Interest	(90,564)	(88,733)	-2.1%
Consolidated	\$208,117	\$188,872	10.2%



Wexner Medical Center

The Ohio State University Health System Consolidated Balance Sheet (in thousands)

<u>Balance Sheet</u>	FY 14 Budget	FY 13 Forecast	FY 12 Actual
<u>Assets</u>			
Cash	\$ 125,000	\$ 125,000	\$ 137,657
Other Current Assets	309,180	300,527	292,759
Assets Limited as to Use			
Trusted Assets	38,337	38,138	55,047
Designated Investments	209,356	182,219	133,997
Total Assets Limited as to Use	247,693	220,357	189,044
Property, Plant & Equipment			
Cost	2,234,783	1,914,193	1,545,961
Less Accumulated Depreciation	840,732	761,419	681,561
Property, Plant & Equipment - Net	1,394,051	1,152,774	864,400
Other Assets	13,956	16,264	18,572
Total Assets	\$2,089,880	\$ 1,814,922	\$ 1,502,432
<u>Liabilities & Net Assets</u>			
Current Liabilities	\$ 255,413	\$ 248,432	\$ 237,130
Long-Term Debt	840,882	702,760	507,063
Net Assets	993,585	863,730	758,239
Total Liabilities & Net Assets	\$2,089,880	\$ 1,814,922	\$ 1,502,432



Wexner Medical Center

The Ohio State University Health System Statement of Cash Flow from Operations (in thousands)

	FY 14 Budget	FY 13 Forecast	FY 12 Actual
Sources of Cash:			
Excess of Revenues over Expenses	\$ 208,117	\$ 188,875	\$ 165,673
Depreciation	79,313	79,857	75,985
Interest, Other and Non Operating, net	2,178	(2,794)	8,451
Restricted Contrib. Used for Property Acquisitions	-	-	2,419
Non MCE borrowing	-	4,607	8,471
Cash transfers from designated (to) funds	-	-	500
Total Sources of Cash	\$ 289,608	\$ 270,545	\$ 261,499
Uses of Cash:			
Change in Working Capital	\$5,580	(\$6,120)	\$53,907
Long Term Debt Payments	43,054	40,551	32,810
Capitalized Interest on MCE construction	32,660	27,219	16,623
Cash Growth	27,137	35,565	(13,222)
Medical Center Investments	113,174	115,910	99,002
Routine Capital Expenditures	68,000	57,420	72,379
Total Uses of Cash	\$ 289,605	\$ 270,545	\$ 261,499
Medical Center Expansion not included above, financed through bonds and short term borrowing	\$ 219,929	\$ 283,593	\$ 200,376



Wexner Medical Center



Wexner Medical Center



Wexner Medical Center

The Ohio State University Wexner Medical Center

Expansion Project Status Update

May 2013

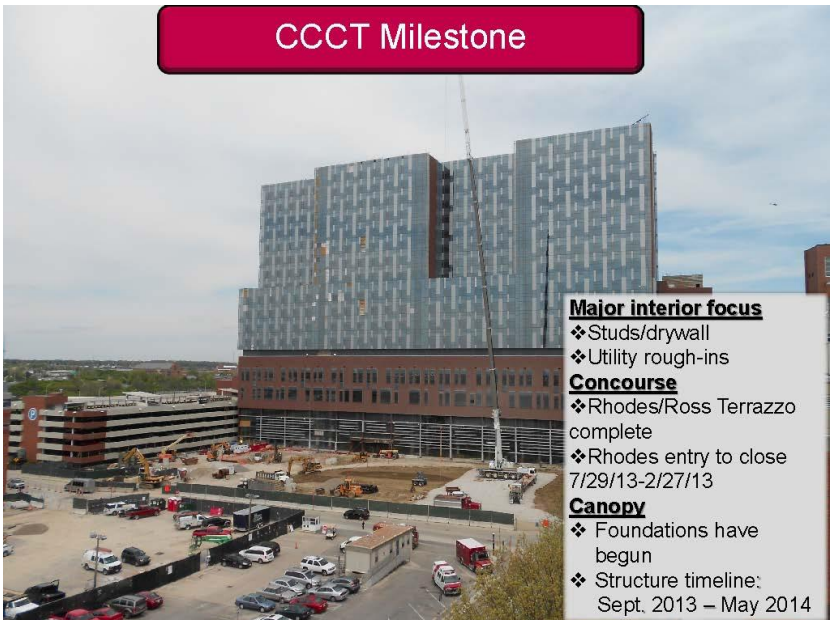


Improving People's Lives
through innovations in personalized health care



Wexner
Medical
Center

CCCT Milestone



Major interior focus

- ❖ Studs/drywall
- ❖ Utility rough-ins

Concourse

- ❖ Rhodes/Ross Terrazzo complete
- ❖ Rhodes entry to close 7/29/13-2/27/14

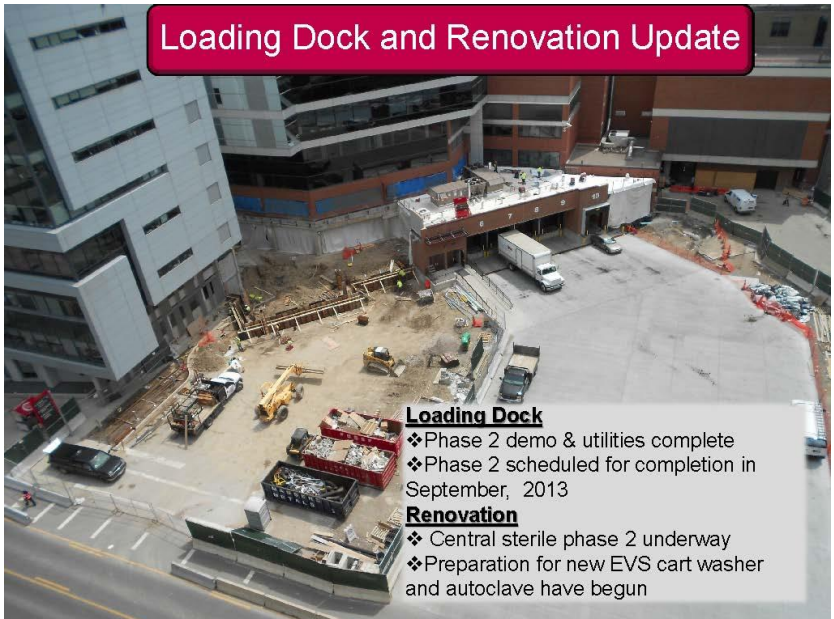
Canopy

- ❖ Foundations have begun
- ❖ Structure timeline: Sept. 2013 – May 2014



Jones Legacy Park

- ❖ Cramblett demolition complete
- ❖ Construction trailers removed
- ❖ ED parking will relocate to Cramblett site
- ❖ Dodd Loop completion in 3rd quarter, 2013



Loading Dock and Renovation Update

Loading Dock

- ❖ Phase 2 demo & utilities complete
- ❖ Phase 2 scheduled for completion in September, 2013

Renovation

- ❖ Central sterile phase 2 underway
- ❖ Preparation for new EVS cart washer and autoclave have begun

Expansion Project Commitments Thru March 2013

Project Element (\$ in millions)	Current Budget	Funding Released By Board	Contract Commitments to Date	Spent to Date
Cancer & Critical Care Tower (CCCT)	\$ 743.0	\$ 662.0	\$ 612.4	\$ 350.3
Infrastructure & Roadways (I&R)	\$ 91.5	\$ 91.9	\$ 90.9	\$ 69.1
Spirit of Women Park (SoWP)	\$ 5.6	\$ 5.7	\$ 5.6	\$ 5.4
Rhodes, Doan, James, Cramblett Mechanical Electrical Plumbing (RDJC-MEP)	\$ 51.2	\$ 51.2	\$ 49.1	\$ 39.0
Demolition & Decommissioning (Demo)	\$ 18.4	\$ 18.4	\$ 16.9	\$ 13.5
Support & Project Contributions	\$ 190.3	\$ 188.3	\$ 178.0	\$ 170.3
Total Project	\$ 1,100.0	\$ 1,017.5	\$ 952.9	\$ 647.6



Expansion Project Funding Request For Project Commitments-Final Request

Project Element (\$ in millions)	FINAL Funding Release Request
Medical Equipment	37.6
Technology & AGV	21.0
FF&E	11.8
Signage & Wayfinding	10.5
Master Planning & Administration	.1
Cancer & Critical Care Tower (CCCT)	\$ 81.0
Infrastructure & Roadways (I&R)	\$ (0.4)
Spirit of Women Park (SoWP)	\$ (0.1)
Rhodes, Doan, James, Cramblett Mechanical Electrical Plumbing (RDJC-MEP)	\$ 0.0
Demolition & Decommissioning (Demo)	\$ 0.0
Support & Project Contributions	\$ 2.0
Total Project Budget	\$ 82.5



Questions?

June 7, 2013 meeting, Board of Trustees

(APPENDIX LVIII)

**The Ohio State University Board of Trustees
Finance Committee**

June 6, 2013

Topic:

Fiscal Year 2014 Budget – Tuition Increase (including instructional, general and activity fees)

Context:

In order to provide the Board of Trustees a total Fiscal Year 2014 Budget Plan at this Board meeting, it is necessary to bring the tuition and fee increases for fiscal year 2014 for approval at this time.

Summary:

- Undergraduate instructional fees are proposed to remain at the fiscal year 2013 level, with no increase requested.
- Graduate instructional fees are proposed to increase 2.0%.
- Non-resident graduate and undergraduate surcharge fees are proposed to increase 2.0%.
- These tuition decisions are applicable to the Columbus Campus and Regional Campuses.

Requested of Finance Committee:

Approval of the attached resolution regarding fiscal year 2014 tuition increases.

June 7, 2013 meeting, Board of Trustees

**The Ohio State University Board of Trustees
Finance Committee**

June 6, 2013

- I. Background
- II. Tuition
 - a. Comparison to other selective admission Ohio universities
 - b. Benchmark Comparisons
 - c. Recommendations for instructional and general fees and non-resident surcharge
 - d. Regional campuses and ATI
- III. What Happens Next
- IV. Summary and Conclusions

I. Background

The administration considered a number of factors to arrive at the proposed fiscal year 2014 tuition and mandatory fee recommendations. These included:

- A. The State of Ohio Biennial Budget as proposed for fiscal year 2014 and fiscal year 2015 included an increase of state subsidy funding to the university in excess of \$11 million in fiscal year 2014. Based on initial estimates provided by the Board of Regents, we expect to receive approximately \$8 million more in state subsidy for fiscal year 2015.
- B. The desire to keep costs affordable for students of The Ohio State University. In the comparison to other selective public universities in Ohio shown in section II of this document, tuition at The Ohio State University is expected to remain one of the lowest in the state.
- C. The recommended tuition and mandatory fee increases for Ohio State are expected to be at the same level or below all of our peer universities as shown in section II.

II. Tuition

A. Comparisons to other Ohio selective admissions public universities

The chart below outlines expected tuition costs for the other Ohio selective admission public universities for the Fall Semester of fiscal year 2014. Currently, with Ohio State's tuition freeze, as proposed, the university would be the 5th most expensive among the six selective admission public universities – representing a good value in Ohio.

**Annualized Undergraduate Resident Tuition and Mandatory Fees
and Percent Increase**

Autumn Semester FY 2014 (1)

	<u>Expected Tuition</u>	<u>Expected % FY 14 Increase</u>
Miami University (2)	TBD	TBD
University of Cincinnati	\$10,784	0.0%
Bowling Green	\$10,721	2.0%
Ohio University	\$10,380	1.0%
Ohio State University	\$10,036.80	0.0%
Kent State University (2)	TBD	TBD

Source: OSU Office of Financial Planning and Analysis - from campus representatives

- (1) Estimated figures: increases announced for Autumn Semester fiscal year 2014 are preliminary and may change.
- (2) Miami University and Kent State University have not finalized their tuition for fiscal year 2014. For comparison purposes, Miami University's fiscal year 2013 Annualized Tuition and Fees is \$13,547 and Kent State University's fiscal year 2013 Annualized Tuition and Fees is \$9,672.

B. Benchmark Comparison

The undergraduate tuition freeze, as proposed, will make Ohio State one of the 5 universities holding tuition flat for the upcoming academic year at the benchmark institutions and other Big Ten institutions. The average increase for the comparable universities shown below, excluding OSU, is 2.0%. See the following table:

Comparable Universities
Annualized Tuition and Mandatory Fees For Resident Undergraduates
As of Fall Semester FY 2014

Institution	Annual Fees as of Fall Semester 2014 (1)	Annual % Increase from Fall FY 2013 to Fall FY 2014
Penn State University (2)	\$16,996	2.4%
University of Illinois at Urbana-Champaign	\$15,734	1.6%
University of Michigan (2)	TBD	TBD
Michigan State University (2)	\$13,739	4.0%
Rutgers University-New Brunswick (2) (3)	\$13,531	3.5%
University of Minnesota-Twin Cities (2)	TBD	TBD
University of Washington (2)	\$12,950	4.6%
University of California-Los Angeles	\$12,692	0.0%
University of Wisconsin – Madison (2)	\$10,609	2.2%
University of Arizona	\$10,391	3.5%
Indiana University – Bloomington (2)(3)	\$10,133	1.0%
Ohio State University – Columbus	\$10,036.80	0.0%
Purdue University (2)	\$9,900	0.0%
University of Maryland (2)	\$9,153	2.8%
University of Iowa	\$8,061	0.0%
University of Nebraska-Lincoln (2)	\$7,897	0.0%
University of Florida (2)	TBD	TBD

Source: OSU Office of Financial Planning and Analysis - from campus representatives and other news sources.

- (1) Estimated figures: some increases announced for Fall fiscal year 2014 are preliminary and may change.
- (2) Most of the institutions listed above have not yet officially announced the Fall fiscal year 2014 tuition increases.
- (3) Annual Fees and rate increases are an average of the estimated range provided by the campus representative.

- C. Recommended tuition and fees effective Autumn Semester 2013 – Columbus
 - 1. Undergraduate
 - a. Undergraduate tuition (including instructional, general and student activity fees) is proposed to remain flat at \$9,615 for fiscal year 2014. This proposal meets the tuition cap restriction of not raising tuition above 2% for undergraduate instructional fees consistent with the State of Ohio's fiscal year 2014-2015 Biennial Budget as currently being negotiated in the Ohio Senate or Conference Committee.
 - b. No increases are proposed for other mandatory fees not subject to the cap, including Recreational and Physical Activity Center (RPAC), Ohio Union and COTA fees.
 - c. Including tuition and all mandatory fees, the proposed cost for undergraduate resident students would remain at \$10,036.80 as shown below.
 - d. Non-resident undergraduate surcharge fees for the Columbus Campus are recommended to increase 2.0% to \$15,720.
 - 2. Graduate
 - a. Graduate tuition (including instructional, general, student activity, RPAC, Ohio Union, and COTA fees) is proposed to increase by 1.8% to \$12,424.80 for fiscal year 2014.
 - b. Non-resident graduate surcharge fees for the Columbus Campus are recommended to increase 2.0% to \$17,664.

Tuition Summary
Full-Time Undergraduate and Graduate, Columbus Campus
 (NOTE: These figures are per Academic Year)

FY 2013 and FY 2014 Comparison

Rank	Component	FY 2013	FY 2014	\$ Change	% Change
Undergraduate	Instructional Fee	\$9,168.00	\$9,168.00	\$0	0.0%
	General Fee	372.00	372.00	\$0	0.0%
	Student Activity Fee	75.00	75.00	\$0	0.0%
	Subtotal: Capped Fees ¹	\$9,615.00	\$9,615.00	\$0	0.0%
	RPAC Fee	\$246.00	\$246.00	\$0	0.0%
	COTA Fee	27.00	27.00	\$0	0.0%
	Student Union Fee	148.80	148.80	\$0	0.0%
	Subtotal: Mandatory Fees	\$421.80	\$421.80	\$0	0.0%
	Resident Total	\$10,036.80	\$10,036.80	\$0	0.0%
	Non-Resident Surcharge	15,408.00	15,720.00	\$312	2.0%
	Non-Resident Total	\$25,444.80	\$25,756.80	\$312	1.2%
Graduate (Masters & PhD)	Instructional Fee	\$11,336.00	\$11,560.00	\$224	2.0%
	General Fee	368.00	368.00	\$0	0.0%
	Student Activity Fee	75.00	75.00	\$0	0.0%
	RPAC Fee	246.00	246.00	\$0	0.0%
	COTA Fee	27.00	27.00	\$0	0.0%
	Student Union Fee	148.80	148.80	\$0	0.0%
	Resident Total	\$12,200.80	\$12,424.80	\$224	1.8%
Non-Resident Surcharge	17,312.00	17,664.00	\$352	2.0%	
	Non-Resident Total	\$29,512.80	\$30,088.80	\$576	2.0%

¹ These fees are subject to the legislative cap on undergraduate instructional and general fees

B. Recommended tuition and fees effective Autumn 2013 - Regional Campuses and Agricultural Technical Institute (ATI).

1. Undergraduate instructional fees are proposed to remain flat at \$6,912 for regionals and \$6,876 for ATI.
2. No increases are proposed for the mandatory general fee.
3. The graduate tuition increase for residents is proposed to be 1.9%.
4. Non-resident graduate and undergraduate surcharge fees for the regional campuses and ATI are recommended to increase 2.0% for a full-time student. For undergraduates this would be \$15,720 at both the regional campuses and ATI. For graduates this would be \$17,664 as shown below.

Tuition Summary
Full-Time Undergraduate and Graduate, Regional Campuses and ATI
 (NOTE: These fees are per Academic Year)
FY 2013 and FY 2014 Comparison

Regional Campus	Component	FY 2013	FY 2014	\$ Change	% Change
Undergraduate	Instructional Fee	\$6,912	\$6,912	\$0	0.0%
	General Fee	\$228	\$228	0	0.0%
	Total	\$7,140	\$7,140	\$0	0.0%
	Non-Resident Surcharge	\$15,408	\$15,720	\$312	2.0%
Graduate (Masters & PhD)	Instructional Fee	\$11,272	\$11,496	\$224	1.9%
	Non-Resident Surcharge	\$17,312	\$17,664	\$352	2.0%

Agriculture Technical Institute	Component	FY 2013	FY 2014	\$ Change	% Change
Undergraduate	Instructional Fee	\$6,876	\$6,876	\$0	0.0%
	General Fee	\$228	\$228	\$0	0.0%
	Total	\$7,104	\$7,104	\$0	0.0%
	Non-Resident Surcharge	\$15,408	\$15,720	\$312	2.0%

June 7, 2013 meeting, Board of Trustees

III. What Happens Next

- A. Approval of User Fees for fiscal year 2014 is a separate action for this Board meeting
- B. Approval of the fiscal year 2014 Budget Plan for fiscal year 2014 is a separate action for this Board meeting.

IV. Summary and Conclusions

- A. Several Ohio selective 4-year institutions have announced resident undergraduate increases of 0.0% to 2%, as proposed in the fiscal year 2014-2015 Biennial Budget. With Ohio State keeping undergraduate instructional fees flat, we will remain a very good value relative to these other Ohio institutions.
- B. Other comparable peer universities have estimated resident undergraduate fees ranging from 0.0% to 4.6%. The proposed tuition freeze at Ohio State is the lowest of this peer group.
- C. The fiscal year 2014-2015 Biennial Budget is currently in the Ohio Senate at this time. The University is monitoring the legislation closely and working to assure that the budget bill is supportive of higher education as it comes out the Senate and goes into deliberations in the Conference Committee.
- D. If there are changes in the final State Budget Bill as passed that legally require adjustments to tuition and fee rates, these changes will be made and reported to the Board prior to the next Board meeting. The resolution as attached provides for Board approval for any such adjustments.

June 7, 2013 meeting, Board of Trustees

(APPENDIX LVIX)

THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES
FINANCE COMMITTEE

June 6, 2013

Topic: User Fees and Charges for Fiscal Year 2014

Context: By establishing user fees and charges for fiscal year 2014 now, our students and other stakeholders will have ample time to plan ahead.

Summary:

- Approval of increases in differential, program, technology, and course-based fees.
- Approval of the establishment of a fee for a new Specialized Masters in Business – Logistics.
- Approval of combined room and board/base meal plan increases of 3.7% to 3.8%
- Approval of an increase fee for the Wilce Supplemental Plan.

Requested of Finance Committee:

Approval of the attached resolution regarding fiscal year 2014 User Fees and Charges

June 7, 2013 meeting, Board of Trustees

THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES
FINANCE COMMITTEE

June 6, 2013

- I. Student Fees Overview
- II. Summary of Proposed Differential Instructional and Non-Resident Fees
- III. Summary of Proposed Fee Increases
- IV. Student Life and Designated User Fees

I. Student Fees Overview

Student fees generally consist of differential fees, selected clinical and other program fees, regional campus fees, user fees, administrative fees and laboratory, program and learning technology fees. All proposed fee increases will be effective Autumn Semester of fiscal year 2014.

Differential Instruction Fees

University policy allows selectively differential increases in the instructional fee for professional degrees and Board of Regents approved tagged masters programs. The differential portion of the instructional fee increase, above the graduate base increase, is determined by market demand and pricing. Details of the proposed increases are included in Section II and include both the instructional fee increase paid by both resident and non-resident students as well as the surcharge fee paid by non-resident students.

Course-based, Learning Technology and Program Fees

Course-based, learning technology and program fee increases are shown in Section III.

User Fees

Proposed user fee increases are shown in Section IV. These include:

- Room and board – rate increases of 3.7% to 3.8% are proposed to cover inflation and increased debt service related to significant remodeling of certain residence halls and dining.
- An increase in the Wilce Care Supplemental Plan of \$8.00 or 4.3%.
- No increases are proposed for other fees, including the Recreational Fee, the Ohio Union Fee, the COTA Fee and the Student Activity Fee.

II. Summary of Proposed Differential Instructional/Non-Resident Fees; FCOB Specialized Programs

Proposed Differential Instructional and Non-Resident Surcharge Fees

Program	Sem per year	Instructional Fees ^{[1],[2],[3]}				Non-Resident Surcharge				
		FY2013 Inst Fee/Year	Total % Increase	Total \$ Increase	FY2014 TOTAL Inst Fee/Year [Resident]	FY2013 Non-Resident Surcharge/Year	% increase	\$ increase	FY2014 Non-Resident Surcharge/Year	FY2014 TOTAL Inst Fee + Non-Resident Surcharge/Year
Master of Accounting	2	\$28,792	5.0	\$1,440	\$30,232	\$17,312	2.0	\$352	\$17,664	\$47,896
Master of Business Administration (MBA)	2	\$26,968	5.0	\$1,352	\$28,320	\$17,312	2.0	\$352	\$17,664	\$45,984
Working Professional - MBA	3	\$33,588	5.0	\$1,680	\$35,268	\$23,076	2.0	\$468	\$23,544	\$58,812
Master of Business Logistics Engineering	3	\$35,952	5.0	\$1,800	\$37,752	\$23,076	2.0	\$468	\$23,544	\$61,296
Master of Human Resource Management	2	\$13,088	7.0	\$912	\$14,000	\$15,928	2.0	\$320	\$16,248	\$30,248
Dentistry (Rank 1)	2	\$30,584	2.0	\$608	\$31,192	\$35,184	2.0	\$704	\$35,888	\$67,080
Dentistry (Ranks 2,3,4)	3	\$40,680	2.0	\$816	\$41,496	\$46,788	2.0	\$936	\$47,724	\$89,220
Law	2	\$26,632	2.0	\$536	\$27,168	\$14,952	0.0	\$0	\$14,952	\$42,120
Master of Ag and Extension Education ^[4]	3	\$20,676	2.0	\$420	\$21,096	\$15	0.0	\$0	\$15	\$21,111
Medicine ^[5]	2	\$28,184	2.0	\$560	\$28,744	\$17,456	2.0	\$352	\$17,808	\$46,552
Master of Occupational Therapy	3	\$16,224	2.0	\$324	\$16,548	\$23,076	2.0	\$468	\$23,544	\$40,092
Doctor of Physical Therapy	3	\$18,072	2.0	\$360	\$18,432	\$23,076	2.0	\$468	\$23,544	\$41,976
Pharmacy (Ranks 1,2,3)	2	\$19,224	2.0	\$384	\$19,608	\$18,232	2.0	\$368	\$18,600	\$38,208
Pharmacy (Rank 4)	3	\$21,144	2.0	\$420	\$21,564	\$20,040	2.0	\$396	\$20,436	\$42,000
Master of Public Health	2	\$11,912	2.0	\$240	\$12,152	\$17,312	2.0	\$352	\$17,664	\$29,816
Program for Experienced Professionals	2	\$11,912	2.0	\$240	\$12,152	\$17,312	2.0	\$352	\$17,664	\$29,816
Master of Health Administration	2	\$13,432	2.0	\$264	\$13,696	\$17,312	2.0	\$352	\$17,664	\$31,360
Optometry (Ranks 1,2)	2	\$23,456	2.0	\$472	\$23,928	\$29,056	0.0	\$0	\$29,056	\$52,984
Optometry (Ranks 3,4)	3	\$31,248	2.0	\$624	\$31,872	\$38,736	0.0	\$0	\$38,736	\$70,608
Doctor of Audiology	2	\$11,664	2.0	\$232	\$11,896	\$17,312	2.0	\$352	\$17,664	\$29,560
Master of Speech-Language Pathology	2	\$11,664	2.0	\$232	\$11,896	\$17,312	2.0	\$352	\$17,664	\$29,560
Master of Social Work	2	\$11,760	2.0	\$232	\$11,992	\$17,312	2.0	\$352	\$17,664	\$29,656
Veterinary Medicine (Ranks 1,2,3)	2	\$27,200	2.0	\$544	\$27,744	\$33,464	2.0	\$664	\$34,128	\$61,872
Veterinary Medicine (Rank 4)	3	\$31,740	2.0	\$636	\$32,376	\$39,054	2.0	\$786	\$39,840	\$72,216

NOTES:

[1] Dollar increase may vary slightly from percentage increases due to rounding of fees to per-credit hour rates.

[2] Instructional fee is for educational and associated operational support of the institution. Additional fees are assessed for these programs, including the general fee, student activity fee, student union fee, recreation fee, and COTA fee. These fees add \$865 per year for ranks/programs that attend 2 semesters/year and \$1,237 per year for ranks/programs that attend 3 semesters/year.

[3] Both the base increase and the differential increase are calculated based on the prior year's instructional fee. The total dollar increase includes both the base increase of 2.0% and the differential increase by program.

[4] Distance Learning program; program is 6 hours per semester but full-time rates are presented here (8 hours)

[5] As a result of semester conversion, there are three different fee tables by rank for Medicine. The percentage increase is the same for all fee tables as listed here for the instructional fee and non-resident surcharge, but the amounts differ by rank.

Fisher College of Business Specialized Programs

Program	Program Fee				Non-Resident Surcharge			
	FY 2013 Program Fee	\$ Change	% Change	FY 2014 Program Fee	FY 2013 Surcharge	\$ Change	% Change	FY 2014 Surcharge
Executive MBA	\$85,500	\$4,000	4.7%	\$89,500	\$15	\$0	0%	\$15
Specialized Masters in Business - Finance	\$51,500	\$1,500	2.9%	\$53,000	\$15	\$0	0%	\$15
Masters of Business Operational Excellence	\$47,500	\$1,000	2.1%	\$48,500	\$15	\$0	0%	\$15
Specialized Masters in Business - Logistics (new)	\$0	\$52,000	N/A	\$52,000	\$0	\$15	N/A	\$15

III Summary of Proposed Fee Increases

Fee Type	College	Fee Request	FY 2013 Rate	Dollar Increase	FY 2014 Rate
Course-Based Fees	Medicine	Anatomy Course Fee - Lower Range	\$20	\$30	\$50
	Medicine	Anatomy Course Fee - High Range	\$50	\$50	\$100
	Regional Campuses	Engineering 1182 Course Fee	\$50	\$20	\$70
	Arts and Sciences	Chemistry and Biochemistry Lab Fee	\$200	\$25	\$225
	Arts and Sciences	Introductory Physics Lab Fee	\$275	\$25	\$300
	Arts and Sciences	Biology 1113, 1113H, 2100 Lab Fee	\$84	\$16	\$100
	FAES	Stone Lab Fee Increase	\$40	\$40	\$80
Learning Technology Fees	Nursing	Nursing Learning Technology Fee - UG	\$151.20	\$49.20	\$200
	Nursing	Nursing Learning Technology Fee - Grad	\$154.80	\$45.20	\$200
Program Fees	Engineering	Engineering UG Program Fee	\$300	\$50	\$350
	FCOB	UG Program Fee	\$577	\$23	\$600
	Nursing	UG Program Fee ¹	\$468	\$100	\$568
	Nursing	Graduate Program Fee - Students Enrolled Prior to Autumn 2013 ²	N/A	\$1,000	\$1,000
	Nursing	Graduate Program Fee - Students Enrolled Autumn 2013 and later ²	N/A	\$1,250	\$1,250
Other Fees	Graduate School	Graduate Application Fee - Domestic	\$40	\$20	\$60
	Graduate School	Graduate Application Fee - International	\$50	\$20	\$70

¹ The Undergraduate Program Fee for fiscal year 2013 was \$78 and the lowest clinical fee was \$390. Each fee is proposed to increase \$50 and be combined into one program fee. Clinical Fee is to be eliminated

² Clinical Fees which ranged from \$390 to \$750 per semester have been eliminated and replaced with the Graduate Program Fee

June 7, 2013 meeting, Board of Trustees

No new undergraduate fees were brought to the Board of Trustees for review and approval for fiscal year 2014.

IV. Student Life and Designated User Fees

Description	Academic Year			
	2012-13	2013-14	\$ change	% change
Room				
Room and Board Rate I	\$7,220	\$7,500	\$280	3.9%
Room and Board Rate II	\$6,020	\$6,250	\$230	3.8%
Room and Board Rate III	\$5,620	\$5,840	\$220	3.9%
May Session – daily, 6 days or less	\$35	\$35	\$0	0.0%
May Session – weekly	\$210	\$210	\$0	0.0%
May Session – full session	\$800	\$800	\$0	0.0%
Summer Session	\$1,910	\$2,010	\$100	5.2%
Board				
Unlimited (includes \$300 Buck ID flex spending)	\$5,300	N/A	N/A	N/A
Unlimited 10 (includes 10 blocks per week plus \$300 BuckID flex spending)	N/A	\$5,100	N/A	N/A
Unlimited 4 (includes 4 blocks per week plus \$300 BuckID flex spending)	N/A	\$3,600	N/A	N/A
600 Block (600 blocks/semester plus \$200 BuckID flex spending)	\$5,100	N/A	N/A	N/A
450 Block (450 blocks/semester plus \$300 BuckID flex spending)	\$4,350	\$4,550	\$200	4.6%
350 Block (350 blocks/semester plus \$300 BuckID flex spending)	\$3,700	\$3,750	\$50	1.4%
Traditional (19 meals plus 2 blocks/week; no BuckID flex spending)	\$3,475	N/A	N/A	N/A
May Session – daily; 3 blocks per day	\$14.25	\$14.50	\$0.50	1.8%
May Session (80 blocks plus \$25 BuckID spending)	\$400	\$400	\$0	0.0%
Summer Session (80 blocks plus \$25 BuckID spending)	\$400	\$400	\$0	0.0%
Summer Session (160 blocks plus \$50 BuckID spending)	\$780	\$780	\$0	0.0%
Summer Session (196 blocks plus \$120 BuckID spending)	\$1,000	\$1,000	\$0	0.0%
Room and Board Combined				
Room and Board Rate I with Traditional (FY 2013) or Unlimited 4 (FY 2014) ¹	\$10,695	\$11,100	\$305	3.8%
Room and Board Rate II with base meal plan ²	\$9,495	\$9,850	\$355	3.7%
Room and Board Rate III with base meal plan ³	\$9,095	\$9,440	\$345	3.8%
Other Rates				
Buckeye Village two bedroom apartment, excluding utilities (per month)	\$695	\$685	\$10	-1.4%
Gateway Studio Apartment (per month)	\$800	\$830	\$30	3.8%
Other Student Fees Increasing				
Wilce Care Supplemental Plan	\$187.00	\$195.00	\$8.00	4.3%

¹ Air-conditioned doubles with suite bath, singles, Neilwood & Worthington/Neil apartments.

² Air-conditioned quads with suite bath, semi-private baths, doubles with corridor bath

³ Non air-conditioned doubles, triples, and quads with corridor bath

¹ Air-conditioned doubles with suite bath, singles, Neilwood & Worthington/Neil apartments.

¹ Air-conditioned quads with suite bath, semi-private baths, doubles with corridor bath

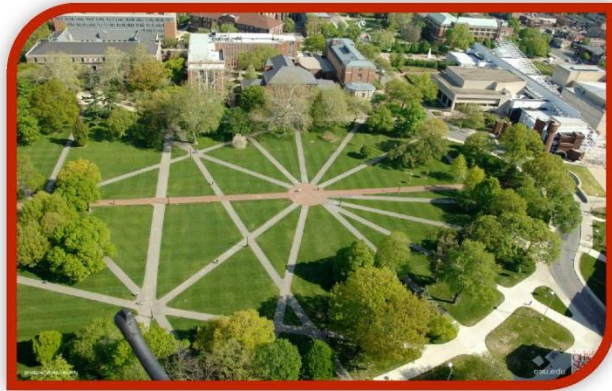
¹ Non air-conditioned doubles, triples, and quads with corridor bath

June 7, 2013 meeting, Board of Trustees

Other Student Fees Increasing				
Wilce Care Supplemental Plan	\$187.00	\$195.00	\$8.00	4.3%

The Office of Student Life continues to refine the Board plans since semester conversion based on feedback from students and their families. The University is discontinuing some of the existing board plans and adding more flexible plan options for fiscal year 2014. All other student fees, including the Ohio Union Fee, the Recreational Fee, COTA Fee and Student Activity Fee are remaining at the fiscal year 2013 rates.

Budget Plan Fiscal 2014

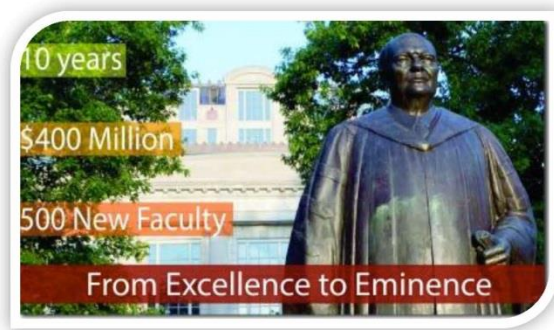


The Ohio State University
Office of Business and Finance
Financial Planning and Analysis



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Executive Summary

The Ohio State University continues to move forward to achieve its vision to be the world's preeminent public comprehensive university, solving problems of world-wide significance and to fulfill our mission to advance the wellbeing of the people of Ohio and the global community through the creation and dissemination of knowledge. In order to meet this vision the University has continued to work towards strengthening traditional revenue streams and streamlining expenses while seeking to expand its revenue base in new and unique ways.

As fiscal 2013 comes to an end, the University remains financially strong. Tuition and subsidy revenue remains stable and student applications continue to grow. The OSU Health System continues to improve its financial position while nearing completion on the Critical Care Tower, and the auxiliary units continue to be self-supporting. Environmental factors including financial pressures on students and families, federal sequestration and health reform require that we build a more dynamic and adaptable approach in financing Ohio State. In fiscal 2013 we deposited \$483 million into our long-term investment pool as a result of leasing our parking operations to a third party. From the investment yield, we will distribute \$21 million per year to be used to fund faculty initiatives and research, transportation and sustainability, scholarships and an Arts District.

We also refinanced \$117 million of debt at an average yield of 2.32%, saving \$12 million in debt service payments. We continue to explore new revenue opportunities in addition to the leased parking funding, century bond funding, and current affinity contracts. We continue to focus on our financial investment strategies, streamlining activities and procurement strategies in order to maximize the funding available to advance our goals of Teaching and Learning, Research and Innovation, Outreach and Engagement, and Resource Stewardship.

This document presents The Ohio State University's fiscal 2014 Budget Plan for approval. The Budget Plan has two parts: The University Budget for Revenues, Expenses and Other Changes in Net Assets and the Health System Budget for Revenues Expenses and Other Changes in Net Assets. The document also presents details on the overall budget process, revenue and expenditure estimates and drivers.

Vision

The Ohio State University will be the world's preeminent public comprehensive university, solving problems of world-wide significance.

Mission

We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

STRATEGIC CONTEXT

The Fiscal 2014 Budget Plan is built around the fundamentals of our long range strategic plan which is founded on Ohio State's common vision, mission and values as well as four core goals and a focus on three discovery themes that will inform our decision making throughout the University.

Core Goals

Four institution wide goals are fundamental to Ohio State's mission and future success and must be reflected in all that we accomplish:

- **Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.
- **Research and Innovations:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to solutions of the world's most pressing problems.
- **Outreach and Engagement:** to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.
- **Resource Stewardship:** to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

Discovery Themes at The Ohio State University

The University's move to eminence will be founded in the University's three discovery themes of Health and Wellness, Food Production and Security, and Energy and Environment. These themes are based on special, broad, and deep expertise across the University. Through these discovery themes, Ohio State will focus its resources and activities on finding durable solutions to issues of global as well as regional importance. The discovery themes are essential elements of Ohio State's strategic planning.

Discovery Themes

The **Health and Wellness** Discovery Theme will allow faculty from Ohio State's seven health sciences colleges and the Wexner Medical Center to work with partners across the university in nutrition, social work, health education, and public policy, to cite but a few examples. These experts will focus on such issues as disease prevention, community health, and health systems.

The Discovery Theme for **Energy and Environment** will create an unprecedented interdisciplinary collaboration of experts spanning the university and touching upon every specialization to fully address issues related to energy and environment. By working with experts beyond the university, Ohio State faculty will lead the way in developing scientific and policy responses to the global need for energy and the associated effects on the environment.

The Discovery Theme for **Food Production and Security** will draw on Ohio State's unique expertise in food, agricultural, and environmental sciences as well as the arts and sciences, health sciences, business, law, and beyond. Working with partners within and outside the university, these experts will focus on enhancing the quality of food and animal feed and ensuring an adequate, affordable and safe food supply for a global population.

Faculty from every college and all six campuses of the University will be encouraged to actively contribute to these discovery themes. Meanwhile, as these colleagues concentrate their efforts on the issues the discovery themes are meant to address, they and others will continue to advance our understanding of history and philosophy, languages and cultures, and the arts as they pursue excellence in our core goals. Our programs in medicine, agriculture, veterinary sciences, engineering, business and many other fields of study are rich and strong because they are grounded by excellence in the arts, humanities and physical as well as social sciences.

The University is positioned to make significant strategic investments over the next several years to advance our vision, mission and core goals. We have adjusted to the loss of the federal stimulus funding that occurred in fiscal 2011 and fiscal 2012 and continue to adjust to the impact of the conversion to semesters that occurred in fiscal 2013. As anticipated, the conversion to semesters did have a detrimental impact in fiscal 2013 on revenue due to increases in graduation rates in June 2012, credit hour fluctuations and enrollment numbers. We expect to be back to pre-conversion enrollment of students and credit hours by fiscal 2015 as our qualified application pool remains strong.

We continue to focus on improving our financial position and investing strategically through new ways of financing the University. We have implemented several new resource stewardship strategies, encompassing both innovative resource generation and resource savings strategies. Revenue generation strategies included the establishment of unique partnerships and collaborations, such as the affinity agreement with the Huntington Bank; innovative financing strategies such as the issuance of \$500 million in century bonds; asset monetization strategies such as the 50-year parking concession agreement; and strengthening the endowment through diversification and value orientation strategies. Additionally, we will continue to build on several expense savings strategies that have included strategic procurement initiatives such as reducing the number of suppliers in our database; leveraging the buying power to negotiate more aggressively; implementing several eTools designed to improve operational efficiencies; lean process reengineering; and supporting the University's sustainability efforts by moving to paperless systems.

Moving forward, we will continue to build and diversify our revenue streams from traditional and innovative sources, including continued exploration of asset monetization opportunities, technology commercialization and endowment growth. And we will continue to reduce our expenses by leveraging our purchasing power and standardizing our processes. In addition, we are undertaking several financial transformation projects that will strengthen the ability to manage the University's resources in a more robust manner. These tools include a new planning and budgeting system, a long-range strategic planning system and a new reporting tool for monitoring and analyzing financial information in a timely manner.

The Fiscal 2014 Budget Plan also marks the beginning of investment in our Discovery Themes starting on our journey to hire 500 new tenure or tenured-track faculty by 2023. Start-up funding is also budgeted to assure that the University can hire the best faculty for our programs. These faculty will be working specifically on one of the Discovery Themes.

Fiscal 2014 will also be the first year of the State of Ohio's new funding model for higher education. The recommendations were developed by the Commission on Higher Education under the leadership of President Gee. The new model emphasizes degree completion as the main driver of funding along with course completion metrics. It will also reward the ability of the University to retain the best and brightest in Ohio after graduation. The state has increased its pool of funding allocated to state colleges

and universities by 2% in fiscal 2014. The University as a whole will benefit from the increased State funding pool available to state higher education institutions as well as the shift in funding allocations driven by these new output based parameters.

The budget plan also focuses on additional compensation for faculty and staff, increasing the institutionally funded financial aid for undergraduate students, supporting colleges with additional revenue for the loss of increased tuition funding, funding priority requests for support operations and assuring that general funds are balanced.

The Fiscal 2014 Budget Plan outlines important aspects of the University's financial strategy in the year ahead. The budget plan, coupled with our Annual Financial Report, presents our current financial state and our future opportunities and challenges. It illustrates our financial path for achieving our vision of being the world's preeminent public comprehensive university.

A cornucopia of research

From cancer-preventing juice to salmonella-free eggs, Ohio State works to make food healthful and safe



OVERVIEW OF THE CONSOLIDATED BUDGET FOR REVENUES, EXPENSES, AND OTHER CHANGES IN NET ASSETS

The budget as presented reflects the revenue and expense line items for the fiscal 2014 consolidated budget and compares those amounts to our current projection for fiscal 2013. The format is similar to the annual financial statements, with the exception that expenses are shown in categories (salaries, benefits, etc.) instead of functions (instructional and general, separately budgeted research, etc.).

Overall, fiscal 2014 is projected to end with a surplus of \$258 million on \$4.3 billion in operating revenues, \$4.9 billion in operating expenses, and \$843 million in net non-operating revenue and total other changes in net assets. Highlights of selected line items are discussed below.

Operating Revenues

Operating revenues are expected to increase \$109 million, or 3%, to \$4.3 billion in fiscal 2014. This increase is driven by the following items:

Sales and Services of the OSU Health System and OSU Physicians, Inc. – The largest increase in operating revenues is from the OSU Health System and OSU Physicians, Inc., which is expected to increase \$124 million, or 5%, to \$2.4 billion in fiscal 2014. Although there are no planned price increases in fiscal 2014, patient admissions at the OSU Health System are expected to increase by 2.5%, and outpatient visits and surgeries are expected to increase approximately 2%. OSU Physicians, Inc. is projecting a 13% net revenue increase on an 11% increase in work relative value units (wrvu), a method for measuring physician productivity.

Tuition and Fees – Although undergraduate instructional and mandatory fees were not increased for fiscal 2014, net tuition and student fees are budgeted to increase \$15 million, or 2%, to \$818 million in fiscal 2014. This is a result of expected increases in non-resident enrollment and 2% increases in the instructional fees for graduate and professional students and the non-resident surcharge.

Sales and Services of Auxiliary Enterprises – Revenues from sales and services of auxiliary enterprises are expected to increase \$10 million, or 4%. The increase is primarily driven by additional revenue from room and board as Student Life brings more renovated rooms into service and continues to improve meal plan options in fiscal 2014. Revenues from other events held at the various campus venues (i.e. Schottenstein Center, Drake Union and Ohio Union) are also expected to increase.

Federal, State, Local and Private Grants and Contracts – Increases in most revenue line items are offset by a \$40 million, or 6%, decrease in federal, state, local and private grants and contracts. The projected decreased revenues for sponsored research projects is the result of federal and state budget cuts and the uncertainty associated with grant funding during the federal sequestration.

Operating Expenses

Operating expenses are expected to increase \$168 million, or 4%, to \$5 billion in fiscal 2014. Of the total increase, \$102 million is attributable to increases in operating expenses from the OSU Health System and OSU Physicians, Inc., driven predominantly by the increase in admission and outpatient volumes.

Salaries and Benefits – Salaries and benefits continue to be the largest expense at 61% of total operating expenses and account for \$86 million of the expense increase. Salaries are expected to increase by \$69 million, or 3%, to \$2.3 billion in fiscal 2014. Contributing to this increase is a 2% salary guidelines increase for faculty and staff and a 2% increase in full-time equivalent employees from the OSU Health System. Benefits are expected to increase by \$17 million, or 2%, to \$760 million in fiscal 2014. Increases in benefits are driven by the 2% salary guideline increase, which directly affects retirement plan contribution expenses, a 7% increase in medical plan benefits, and a 1% average rate increase on all other benefit plans combined.

Supplies and Other – Supplies and other expenses are budgeted to increase \$52 million, or 6% to \$958 million. Increases at the OSU Health System account for \$15 million of the increase and are driven by a 4% increase in costs for medical supplies and drugs related to the increase in admissions and procedures, and general drug cost increases. The non-health system portion of the increase is due to a combination of a \$9 million increase in institutionally funded student financial aid, increases in startup expenses for new faculty and new and expanded services offered by Student Life.

Purchased Services – Purchased services are expected to increase \$15 million, or 3%, to \$621 million in fiscal 2014. Expenses for the health system and OSU Physicians, Inc., which include hospital physician fees and physician and faculty fees, account for \$10 million of the increase. Other increases are attributed to increased contracted services for sponsored projects and consulting services at the University.

Non-Operating Revenues (Expenses)

Non-operating revenues (expenses) are expected to decrease \$68 million, or 9%, to \$725 million in fiscal 2014.

State Share of Instruction (SSI) and Line-Item Appropriations – SSI and line-item appropriations are expected to increase \$10 million, or 2%, to \$439 million in fiscal 2014. The increase is consistent with the state's total SSI pool increase of 2% for all higher education institutions in the state. Ohio State's share of the pool was driven by changes to the state funding model recommended by the Ohio Higher Education Funding Commission, which is focusing more on degree awards and course completions. State line item appropriations for the University are expected to remain flat in fiscal 2014.

Investment Income – Investment income is expected to decrease by \$65 million, or 20%, to \$262 million in fiscal 2014. The fiscal 2013 results are reflective of unusually strong investment performance during the period and reflect a 9.6% investment return on the long-term investment pool (LTIP), net of investment fees. The fiscal 2014 budget assumes an 8% return on the LTIP, net of investment fees.

May 24, 2013 [FISCAL YEAR 2014]

Interest Expense on Plant Debt – Interest expense on plant debt is expected to increase by \$22 million, or 22%, to \$119 million in fiscal 2014, due to the financing of significant construction projects nearing completion such as the Medical Center expansion and dormitory renovations and construction.

Other Changes in Net Assets

Other changes in net assets are expected to increase \$7 million, or 6%, over fiscal 2013 levels due to a budgeted increase in private capital gifts and endowment additions. Including current use gifts, which are classified as non-operating revenues, the University is budgeting \$200 million in total gift revenue in fiscal 2014 under its multi-year \$2.5 billion *But For Ohio State* fundraising campaign.



May 24, 2013 [FISCAL YEAR 2014]

FISCAL 2014 CONSOLIDATED BUDGET FOR REVENUES, EXPENSES AND OTHER CHANGES IN NET ASSETS

(IN THOUSANDS)	Fiscal 2014 Consolidated Budget	Fiscal 2013 Projected Actual	Increase/Decrease	
			Dollars	%
Operating Revenues				
Tuition and Fees, net of Scholarship Allowance	\$ 818,062	\$ 803,544	\$ 14,518	1.8%
Federal, State, Local and Private Grants and Contracts	618,423	658,081	(39,658)	(6.0%)
Sales and Services of Educational Departments	127,310	122,579	4,731	3.9%
Sales and Services of Auxiliary Enterprises, net of Scholarship Allowance	244,652	234,383	10,269	4.4%
Sales and Services of OSU Health System, including OSU Physicians, Inc.	2,438,450	2,314,518	123,932	5.4%
Other Operating Revenues	62,139	67,264	(5,125)	(7.6%)
Total Operating Revenues	4,309,036	4,200,369	108,667	2.6%
Operating Expenses				
Salaries	2,287,735	2,218,846	68,889	3.1%
Benefits	760,146	743,105	17,041	2.3%
Supplies and Other	958,086	906,410	51,676	5.7%
Purchased Services	621,205	606,276	14,929	2.5%
Depreciation	266,700	251,724	14,976	5.9%
Total Operating Expenses	4,893,872	4,726,361	167,511	3.5%
Operating Gain (Loss)	(584,836)	(525,992)	(58,844)	11.2%
Non-Operating Revenues (Expenses)				
State Share of Instruction and Line-Item Appropriations	439,046	428,868	10,178	2.4%
Federal Subsidies for Build America Bonds Interest	11,252	11,252	-	0.0%
Gifts	130,000	117,864	12,136	10.3%
Net Investment Income	261,780	326,396	(64,616)	(19.8%)
Interest Expense on Plant Debt	(118,556)	(96,939)	(21,617)	22.3%
Other Non-Operating Revenues (Expenses)	1,539	5,649	(4,110)	(72.8%)
Net Non-Operating Revenue	725,061	793,090	(68,029)	(8.6%)
Income Before Other Revenues, Expenses, Gains or Losses	140,225	267,098	(126,873)	(47.5%)
Other Changes in Net Assets				
State Capital Appropriations	48,100	49,100	(1,000)	(2.0%)
Private Capital Gifts	15,000	7,888	7,112	90.2%
Additions to Permanent Endowments	55,000	54,281	719	1.3%
Total Other Changes in Net Assets	118,100	111,269	6,831	6.1%
Increase in Net Assets	\$ 258,325	\$ 378,367	\$ (120,042)	(31.7%)

FISCAL 2014 UNIVERSITY BUDGET FOR REVENUES, EXPENSES AND OTHER CHANGES IN NET ASSETS

(IN THOUSANDS)	Fiscal 2014 Budget	Fiscal 2013 Projected Actual	Increase/Decrease Dollars	%
Operating Revenues				
Tuition and Fees, net of Scholarship Allowance	\$ 818,062	\$ 803,544	\$ 14,518	1.8%
Federal, State, Local and Private Grants and Contracts	618,423	658,081	(39,658)	(6.0%)
Sales and Services of Educational Departments	127,310	122,579	4,731	3.9%
Sales and Services of Auxiliary Enterprises, net of Scholarship Allowance	244,652	234,383	10,269	4.4%
Other Operating Revenues	110,499	113,167	(2,668)	(2.4%)
Total Operating Revenues	1,918,946	1,931,754	(12,808)	(0.7%)
Operating Expenses				
Salaries	1,300,028	1,285,708	14,320	1.1%
Benefits	485,959	484,635	1,324	0.3%
Supplies and Other	509,852	477,409	32,443	6.8%
Purchased Services	209,369	205,519	3,850	1.9%
Depreciation	184,001	167,640	16,361	9.8%
Total Operating Expenses	2,689,209	2,620,911	68,298	2.5%
Operating Gain (Loss)	(770,263)	(689,157)	(81,106)	11.8%
Non-Operating Revenues (Expenses)				
State Share of Instruction and Line Item Appropriations	439,046	428,868	10,178	2.4%
Federal Subsidies for Build America Bonds Interest	11,252	11,252	-	0.0%
Gifts	130,000	117,864	12,136	10.3%
Net Investment Income	260,460	325,097	(64,637)	(19.9%)
Interest Expense on Plant Debt	(106,749)	(87,269)	(19,480)	22.3%
Other Non-Operating Revenues (Expenses)	-	2,816	(2,816)	(100.0%)
Net Non-Operating Revenue	734,009	798,628	(64,619)	(8.8%)
Net Transfers from OSU Medical Center and OSU Physicians, Inc.	77,264	83,100	(5,836)	(7.0%)
Income Before Other Changes in Net Assets	41,010	192,571	(151,561)	(78.7%)
Other Changes in Net Assets				
State Capital Appropriations	48,100	49,100	(1,000)	(2.0%)
Private Capital Gifts	15,000	7,888	7,112	90.2%
Additions to Permanent Endowments	55,000	54,281	719	1.3%
Total Other Changes in Net Assets	118,100	111,269	6,831	6.1%
Change in Net Assets	\$ 159,110	\$ 303,840	\$ (144,730)	(47.6%)

**FISCAL 2014 OSU HEALTH SYSTEM BUDGET FOR REVENUES, EXPENSES
AND OTHER CHANGES IN NET ASSETS**

(IN THOUSANDS)	Fiscal 2014 Budget	Fiscal 2013 Projected Actual	Increase/Decrease	
			Dollars	%
Revenues				
Total Patient Revenue	\$ 6,827,785	\$ 6,674,092	\$ 153,693	2.3%
Charity	247,648	252,805	(5,157)	(2.0%)
Provision for Bad Debt	108,594	106,407	2,187	2.1%
HCAP and UPL	(29,331)	(28,677)	(654)	2.3%
Contractual Allowances	2,690,665	2,594,767	95,898	3.7%
Sales Discounts	1,721,311	1,731,997	(10,686)	(0.6%)
Administrative Adjustments	40,768	55,032	(14,264)	(25.9%)
Total Deductions	4,779,655	4,712,331	67,324	1.4%
Net Patient Revenue	2,048,130	1,961,761	86,369	4.4%
Related Operations	660	2,325	(1,665)	(71.6%)
Reference Lab Operations	4,969	4,969	-	0.0%
Other Revenue	59,365	56,592	2,373	4.2%
Total Operating Revenue	2,113,124	2,026,047	87,077	4.3%
Expenses				
Salaries	712,236	685,261	26,975	3.9%
Benefits	220,426	210,203	10,223	4.9%
Hospital Physician Fees	93,545	92,315	1,230	1.3%
Physician/Faculty Services	11,250	9,990	1,260	12.6%
Supplies	257,953	248,701	9,252	3.7%
Cost Of Drugs	150,207	144,342	5,865	4.1%
Services	271,593	265,711	5,882	2.2%
Resident Salaries and Benefits	48,873	46,011	2,862	6.2%
Depreciation	79,313	79,859	(546)	(0.7%)
Interest	11,251	8,873	2,378	26.8%
University Overhead	48,360	45,504	2,456	5.4%
Total Expense	1,905,007	1,837,170	67,837	3.7%
Gain (Loss) from Operations	208,117	188,877	19,240	10.2%
Operating Margin Percentage	9.8%	9.3%	22.1%	237.0%
Investment Income	1,321	1,299	22	1.7%
Gain/Loss On Sale of Assets	-	45	(45)	(100.0%)
Excess of Revenue over Expense	209,438	190,221	19,217	10.1%
Total Medical Center Investments	113,174	115,910	(2,736)	(2.4%)
Contributions For Property Acquisitions	33,594	31,183	2,411	7.7%
Change in Net Assets	\$ 129,858	\$ 105,494	\$ 24,364	23.1%

**FISCAL 2014 OSU PHYSICIANS, INC. BUDGET FOR REVENUES,
EXPENSES AND OTHER CHANGES IN NET ASSETS**

(IN THOUSANDS)	Fiscal 2014 Budget	Fiscal 2013 Projected Actual	Increase/Decrease	
			Dollars	%
Net Patient Revenue	\$ 276,048	\$ 245,016	\$ 31,032	12.7%
Other Revenue	49,277	43,455	5,822	13.4%
Total Operating Revenue	325,325	288,471	36,854	12.8%
Expenses				
Salaries and Benefits	71,235	66,801	4,434	6.6%
Supplies and Pharmaceuticals	25,027	22,955	2,072	9.0%
Purchased Services and Management Fees	18,588	20,343	(1,755)	(8.6%)
Other	16,859	12,398	4,461	36.0%
Total Purchased Services	35,447	32,741	2,706	8.3%
Occupancy and Utilities	7,739	6,834	905	13.2%
Depreciation	3,386	4,225	(839)	(19.9%)
Interest	557	798	(241)	(30.2%)
Total Operating Expense	143,391	134,354	9,037	6.7%
Total General and Administrative	8,409	8,115	294	3.6%
Excess Revenues over Expenses Prior to Provider	173,525	146,002	27,523	18.9%
Total Provider Salaries and Benefits	204,122	178,331	25,791	14.5%
Total Provider Related Expenses	208,022	181,372	26,650	14.7%
Excess Revenues over Expenses After Provider	(34,497)	(35,370)	873	(2.5%)
Non-Operating Income	1,539	2,788	(1,249)	(44.8%)
Medical Center Investment	35,910	33,997	1,913	5.6%
Increase (Decrease) in Net Assets	\$ 2,952	\$ 1,415	\$ 1,537	108.6%

The Budget Process at OSU

For the Fiscal 2014 Budget Plan, the University implemented a new budgeting process that encompasses all funds of the University.

While prior budgets focused exclusively on current funds and emphasized general funds, this revised approach affords a holistic view of all operations of the University. As the University's sources of funding continue to evolve, it has become evident that a consolidated view of all sources of funding received and monies spent is necessary to make informed strategic decisions in a timely manner.

This all funds budget will provide the base framework for evaluating the activities of all academic and support units within the University, allowing proactive responses to changing economic issues as they arise.

Budget System

The University uses a budget system that is comprised of two components: a modified Responsibility Center Management (RCM) model and the strategic investment of central funds. This structure allows for decentralized decision making and control of financial resources at the colleges and support units. The modified RCM budget model assigns substantial control over resource decisions to individual colleges and support units. The underlying premise of the University's decentralized budget model is entrusting academic and support unit leaders with significant control over financial resources, leading to more informed decision making and better results and outcomes for the University as a whole. Through this decentralized model, colleges in particular are incentivized to increase resources by teaching more credit hours and increasing research activity.

The OSU Health System prepares its budget based on projected activity and associated costs. External factors, such as government regulations and reimbursements rates, as well as contractual agreements with health care payers also play an integral part in developing the health system's budget.

Fund Accounting

The University's budget is developed and managed according to the principles of fund accounting. We manage over 19,000 active expendable funds and over 4,800 endowment principal funds through a robust accounting system. Revenue is segregated into a variety of fund types, the use of which is governed by the restrictions of the fund. Some fund types are unrestricted, including general funds and some earnings funds. Others have restrictions derived from the source of the revenue, including grants and contracts received from government agencies, foundations, and other outside sponsors. Individual funds are set up to ensure strict adherence to the terms of the grant or contract that governs these funds.

"As the University's sources of funding continue to evolve, it has become evident that a consolidated view of all sources of funding received and monies spent is necessary to make informed decisions in a timely manner."

Endowments are another type of restricted fund, where separate funds are set up to preserve the corpus or principal of the gifts. As those funds earn investment returns, annual income distributions are made out of the endowment fund and into a current fund for spending in accordance with the donors' restrictions. The segregation of each gift allows the University to ensure the funds are spent appropriately and to enable reporting to donors on the activities that their funds support.

Although emphasis was placed on including all University funds in the fiscal 2014 budget process, general funds continue to remain a key component of the budget. General funds can be used for any university purpose. These funds play a major role in the budget, as they cover many expenses in the colleges and support units for which it is difficult to raise money to cover. The main sources of general funds are tuition and other student fees, state support of instruction, indirect cost recovery, and overhead charged to earnings units.

Allocation of Funds

Each college and support unit receives a portion of general funds in support of both academic and administrative functions. The process for allocating the funds is administered through the Office of Financial Planning & Analysis under the guidance of the Chief Financial Officer and Provost. General funds are allocated to colleges and support units on a marginal basis under an established set of criteria. In other words, increases (or decreases) in the pool of general funds available each budget year are allocated back to colleges and support units as increases (or decreases) to their base general funds budgets.

Marginal changes in revenue are allocated to colleges based on three primary funding formulas. The first funding formula for colleges utilizes a 60/40 model to distribute undergraduate marginal tuition and state support. Sixty percent of the funding is allocated based on total credit hours taught, while 40% is allocated based on the type of course taught. This takes into account the fact that some courses have a higher cost for delivery and are, thus, allocated a greater share of the funding. The other two formulas allocate graduate tuition and state support based on credit hours in fee-paying categories (tuition) and type of course taught (state support). As a college teaches more of the share of total credit hours, it receives a larger share of the incremental funding. Conversely, if a college's share of the hours taught declines, the college's allotted share of the margin will correspondingly decline. Colleges also receive their pro rata share of the margin on indirect cost recoveries and learning technology, course and program fees.

Support units are funded through a central tax and assessments charged to colleges and an overhead rate charged to auxiliary and earnings units. The central tax, assessments and overhead charges are designed to provide the funds necessary to maintain support services such as payroll services, central human resource services, and student life services. Support units are generally ineligible for marginal revenue changes because the funding formulas rely on credit hours taught; instead, support units must request additional funding during the annual budget process to support new services or mandates.

Auxiliaries and earnings units are expected to operate at a break even or better margin and generally do not receive general fund support. One exception is the Office of Student Life which does receive general fund support via special Student Activity, Ohio Union and Recreational Facility fees that were enacted to specifically advance the student experience.

Regional campuses develop their own individual campus budgets primarily based on the student tuition and fees received from the regional campus students, the State Share of Instruction they expect to collect and costs directly incurred to operate those campuses.

University-wide initiatives and special requests by colleges and support units are funded through the formal budget process or through central reserves established to fund campus-wide projects that benefit the entire population or advance the mission of the University.

Investing in Tools to Enhance the Budget Process

As the political and economic environments continue to change, affecting the funding and statutory requirements of higher education, the University recognizes it needs access to timely and relevant financial data to make informed decisions. As such, Ohio State is embarking on several finance transformation projects that will collect, maintain and report financial activity in a more concise and timely manner.

One project involves the implementation of a flexible web and Microsoft Office based planning application that will support the University's planning and budgeting process. The tool is expected to be deployed and available for use for the fiscal 2015 budget. Reporting through the new application will allow both colleges/units and central users to monitor and analyze data in a more consistent and timely manner.

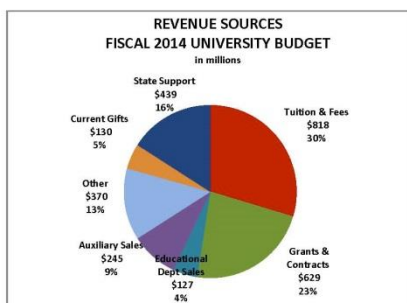
In conjunction with the planning tool, the University is also implementing a long-term strategic planning tool that will connect data from the planning program into longer range planning scenarios. We believe these tools, along with business intelligence initiatives, such as financial data warehousing, data governance and reporting projects underway, will provide the administration with the financial data necessary to monitor progress against goals and provide the flexibility for developing "what if" scenarios on a more ad-hoc basis as external factors change.



The University's Budget Overview

The University's budget plan provides an overview of the estimated revenues, expenditures and other changes in net asset activity of the University for the 2014 fiscal year. This section of the budget plan addresses the University's core academic research and service operations and excludes the operations of the OSU Health System and OSU Physicians, Inc., which are discussed beginning on page 32. The University's budget is based on forecasts from the colleges and administrative units and includes the income statement impact of projected activity in the plant and endowment funds, including income distribution from the endowment funds for current use.

REVENUES



Total operating revenues are expected to decrease \$13 million, or 1%, to \$1.9 billion in fiscal 2014. The decrease is driven primarily by a \$40 million, or 6%, expected decline in revenues from grants and contracts as a result of reduced funding from various governmental entities. The decline is offset by an increase in tuition and fee revenue driven by a 2% increase in non-mandatory fees and graduate and professional instructional fees and enrollment mix. Undergraduate instructional and mandatory fees for fiscal 2014 will remain unchanged. Sales and

service revenues from auxiliary enterprises and educational departments are expected to increase \$15 million primarily as a result of increases in room and board through Student Life and a projected increase in the number of events at the various venues on campus.

Net non-operating revenues, which include the University's State Share of Instruction (SSI), are expected to decline \$65 million, or 9%, to \$734 million. The decrease is primarily driven by an expected \$65 million decline in investment income, which is reflective of an unusually strong fiscal 2013 investment performance and a \$19 million increase in interest expense on plant debt. These decreases are offset by a \$10 million increase for SSI and line item appropriations under the State of Ohio's new funding formula as proposed in the Governor's budget, and a \$12 million budgeted increase in current use gifts.

Tuition and Fees

Gross tuition and fees, before scholarship allowance, are expected to increase by \$17 million, or 2% in fiscal 2014 to \$962 million. These increases are driven by changes in the mix of students shifting from resident to non-resident and a greater number of professional students. Undergraduate instructional and mandatory fees will not increase in fiscal 2014. Some fees, such as the non-resident surcharge and the instructional fees for graduate and professional students are scheduled to increase 2%. In addition, the number of international undergraduates who are assessed a per semester fee are also expected to increase. While tuition and fees represent only 30% of the University's total revenue, they make up 66% of general funds and are an important source of revenue for instruction.

On the Budget for Revenues, Expenses and Other Changes in Net Assets, tuition and fees are presented net of \$144 million of student financial aid, which is a \$3 million, or 2%, increase over fiscal 2013 projected actuals.

Enrollments - The University continues to implement the Enrollment Plan, which began in fiscal 2012 to increase the quantity, quality and diversity of the student body. The Plan has been successful and has been able to offset many of the effects of the conversion to semesters. While the semester conversion

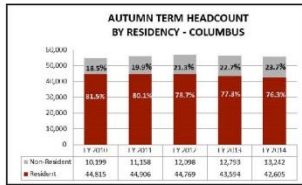
Headcounts	2010	2011	2012	2013	2014	1 YR	1 YR	5 YR
						Chg	% Chg	% Chg
Columbus	55,014	56,064	56,867	56,387	55,847	(540)	(1.0%)	1.5%
Lima	1,508	1,530	1,306	1,131	1,055	(76)	(6.7%)	(30.0%)
Mansfield	1,647	1,405	1,388	1,265	1,202	(63)	(5.0%)	(27.0%)
Marion	1,828	1,816	1,525	1,273	1,213	(60)	(4.7%)	(33.6%)
Newark	2,515	2,562	2,677	2,390	2,300	(90)	(3.8%)	(8.5%)
ATI	705	700	666	612	692	80	13.1%	(1.8%)
Grand Total	63,217	64,077	64,429	63,058	62,309	(748)	(1.2%)	(1.4%)

reduced the total enrollment in fiscal 2013, the fiscal 2014 budget expects the number of incoming freshmen and transfer students to be ahead of the Enrollment Plan schedule. The Plan also projects an additional 100 new freshmen by fiscal 2016.

The greatest impact from semester conversion was experienced in Summer 2012, the initial term under the semester plan, when head counts dropped 24% and credit hours dropped 55%. Although enrollment and credit hours partially rebounded during the subsequent Autumn and Spring semesters of fiscal 2013, we do not anticipate a full recovery to pre-conversion levels until fiscal 2015.

As a result of the semester conversion impact, fiscal 2014 enrollment is budgeted to decrease 1% over fiscal 2013 levels to 62,309 students. All campuses, except ATI, are planning for decreases, ranging from 1% at the main Columbus campus to 7% at the Lima campus.

Even with virtually the same number of entering students as last year, the enrollment level at Columbus is expected to decrease 1%, or 540 students, as a result of fewer continuing students. However, the change in mix of resident to non-resident students will increase the tuition and fees revenue.



The regional campuses, which account for 9% of the University's enrollment, continue to be negatively impacted by several factors including the semester conversion, continued poor economic conditions in the communities they serve, the decreasing number of high school graduates and the competition from community and technical colleges. As a result, fiscal 2014 enrollments are projected to decline an average of 3% over fiscal 2013 levels. The regional campus enrollment decline was driven by the loss of the nursing program in Ashland (Mansfield Campus) and the closing of the Delaware Center (Marion Campus).

and the closing of the Delaware Center (Marion Campus).

Undergraduate Fees - In an effort to continue to remain affordable, resident instructional fees will not change (0% increase) in fiscal 2014 at any of the Ohio State campuses. The general and mandatory fees, including the recreation fee, student activity, student union facility fee, and COTA bus fee will also not increase in fiscal 2014.

Graduate and Professional Fees - Masters and PhD instructional fees will increase 2%. Some graduate and professional students pay a higher or differential instructional fee based principally on market demand and market pricing. Revenue generated from these increases is earmarked to support the graduate and professional programs that generate the fee income. Most differential fees are expected to increase 2%, while some are budgeted to increase between 3% and 5% in fiscal 2014.

Non-Resident Surcharges - Effective Autumn term fiscal 2014, the non-resident surcharge will increase 2% for all undergraduate, graduate, and most professional programs at each campus. Exceptions to this include the Colleges of Law and Optometry, which will see no increase, and three graduate business programs and an on-line FAES program that charge a flat non-resident surcharge.

Program, Technology and Other Fees - The University, several colleges and academic programs have established additional fees to support specific programs and initiatives. These include program fees designed to provide financial support for specific programs, technology fees, international student fees, course fees and distance education fees.

UNDERGRADUATE RESIDENT FRESHMAN TUITION & FEES - AY 2013 & AY 2014
FULL-TIME RATES FOR OHIO SELECTIVE PEER INSTITUTIONS

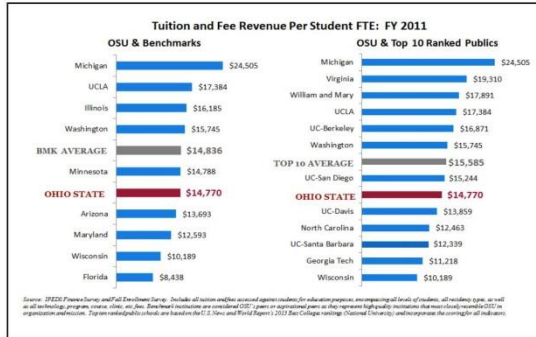
Ohio Peer	US News Rank*	AY 2013	AY 2014	% Change
Ohio State	38	\$10,037	\$10,037	0%
Miami	70	\$13,523	TBD	TBD
Ohio University	94	\$10,282	\$10,380	1%
Cincinnati	118	\$10,784	\$10,784	0%
Bowling Green	171	\$10,514	\$10,721	2%
Kent State	171	\$9,672	TBD	TBD
Average		\$10,802	\$10,480	1%

Source: Ohio Board of Regents Peer Survey of Student Charges (AY 2013); campus representative and campus website (AY 2014); US News Rank and Peer are the published information for resident non-feeless. TBD = To be determined.
*US NewsRank's Reputation Rank (formerly known as the Peer Assessment Rank) is based on scores from the U.S. News and World Report's 2013 Best College Rankings.

continue to have one of the lowest student fees among the selective public institutions. This makes Ohio State an excellent value for students and taxpayers.

Comparison with Selective Ohio Peers - Among Ohio's public universities, Ohio State ranks highest in academic reputation, yet has the second lowest undergraduate student fees among Ohio's six public four-year universities with selective admissions. Given the continued commitment to keep tuition affordable by not raising resident undergraduate rates in the 2013-14 academic year, Ohio State will

Comparison with Benchmarks and Top Public Schools - In comparing Ohio State with our peer institutions on tuition and fees (latest data available is fiscal 2011), revenues per student FTE were 0.4% below the average of OSU's benchmark institutions and 5% below the top 10 ranked public institutions' average. Again, even among other highly ranked institutions across the nation, Ohio State is an excellent value for students.



State Support

The State of Ohio continues to emerge from the recession of 2008. Unemployment in the state, once at 10.6% in February of 2010, has dropped to 7% in April 2013. The state finances appear to be strengthening and the state projects to have a surplus at the end of their fiscal year 2013.

SSI and State Line Item Support - Ohio is expected to appropriate \$1.8 billion for SSI in fiscal 2014, a \$33 million, or 2%, increase over fiscal 2013. Ohio State expects to receive \$363 million of that SSI funding in fiscal 2014, an increase of \$9 million, or 3%, over fiscal 2013 levels.

The SSI allocation is the State of Ohio's primary funding support for enrollments and degree completions at its colleges and universities. The SSI funds campuses based on several criteria including successful course completions, indexed by financially and academically at-risk students; degree completions with added funding for completions by at-risk students; research activity; and other criteria intended to advance the goals of the state. The state distributes SSI by campus. Of the \$363 million, the main Columbus campus will receive \$342 million, the Newark campus \$6 million, the Marion and Mansfield campuses \$4 million each, and the Lima and ATI campuses \$3 million each.

In addition to SSI funding, the University also receives state line item support funding directed to specific purposes, such as support for the OSU Extension offices, Ohio Agricultural Research and Development

Centers (OARDC) and many of the clinical operations. In fiscal 2014, the University expects to receive \$76 million in line item funding, which is flat over fiscal 2013 levels.

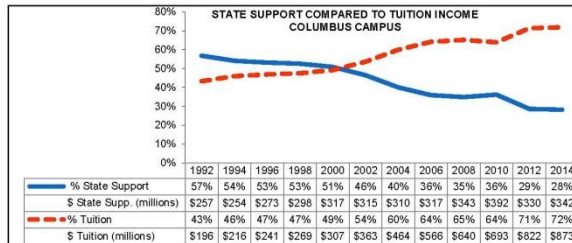
Note that these are preliminary figures based in part on estimated enrollment figures and the Governor's proposed budget and may change as the House and Senate consider the budget. The state budget is expected to be final on or before June 30, 2013.

Recommended Changes to State Funding Model - In the fall of 2012, Governor Kasich asked President Gee to chair the Ohio Higher Education Funding Commission comprised of the presidents from several Ohio public universities. The committee was charged with recommending changes to the State Share of Instruction (SSI) formula to better align it with the goals of the state. The committee was tasked with finding ways to use the formula to support several objectives, including: increase participation rates; encourage the best and brightest to attend; improve graduation rates; make higher education more affordable; graduate students with the skills they need; and encourage graduates to stay in Ohio.



The committee recommended that their changes be made over the course of three years. In 2014, they recommended 50% of the subsidy be allocated based on degree completions, the stop loss protection for a campus's subsidy be removed, the state use a three year average of FTE and degree awards for the subsidy allocation, and the STEM weights used for the course completion subsidy also be used for the degree completion subsidy. These changes are expected to provide an additional \$9 million to Ohio State in fiscal 2014 under the Governor's proposed budget. For 2015 and 2016, the committee recommended the elimination of a separate funding formula for regional campuses, degree credit in the formula be awarded to non-residents degree recipients who remain in Ohio, proportional degree credit be awarded for transfer students, that at risk weightings be used in the formula be applied at the student level, and the elimination of the Access Challenge and plant, operations and maintenance (POM) earmarks currently in the formula. Governor Kasich incorporated the recommendations into his proposed 2014-2015 biennial budget.

The graph below illustrates the inverse relationship between decreases in state support and increases in tuition rates. The proportional share of state support in the Columbus campus budget is expected to fall to a historic low of 28% relative to the total of state funding and tuition and fees in fiscal 2013. The table below shows the continuing long-term decline in state support as a proportion of total income.



State Capital Appropriations – The University also receives capital appropriations from the state to improve the physical infrastructure of the University. The state capital budget process occurs in the off years from the state budget process. The fiscal 2013-14 capital process allocated approximately \$83 million to the University, of which approximately \$48 million is expected to be received in fiscal 2014 and used to fund such projects as construction of the Chemical and Biomolecular Engineering and Chemistry (CBEC) building, the Smith Lab renovation, renovations at the regional campuses and other infrastructure projects.

Sponsored Research Programs

The University secures funding for sponsored research programs from a variety of external sources. External grants are awarded by federal, state and local agencies along with private foundations and corporate sponsors.



Federal, State, Local and Private Grants and Contracts – Revenue from grants and contracts is expected to decrease \$40 million, or 6%, due to decreased governmental funding.

The grant and contract revenue is primarily used for sponsored research projects. A reduction in total research expenditures, which are budgeted at \$442 million for fiscal 2014, account for \$35 million of the grant and contract decrease. The expected decline is primarily due to the projected decrease in federal and state funding.

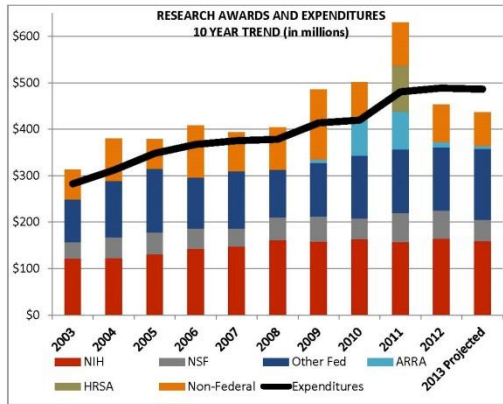
Research expenditures include facilities and administrative (F&A) recovery which is projected to be \$91 million, a \$3 million, or 3%, decrease from fiscal 2013 levels. F&A costs are recovered from most sponsored programs to offset the cost of maintaining the physical and administrative infrastructure that supports the research enterprise at the University. Because some direct cost expenditures do not recover F&A, direct and indirect cost expenditures do not necessarily align when comparing expected revenue streams.

Agencies differ in how they award funds to the University. Some sponsors will provide all spending authority at the beginning of a multi-year award whereas others tend to fund in annual increments; therefore, awards and expenditures do not necessarily track together. This is illustrated in the graph on page 25.

In fiscal 2009 through 2011, three extraordinary research awards were received. In fiscal 2009 there was a large increase in state awards for the Ohio Research Scholars program; in fiscal 2010 and 2011 we received American Recovery and Reinvestment Act (ARRA) funding from the federal government; and in fiscal 2011 we received a Health Resources and Services Administration (HRSA) award for the construction of the critical care tower at the Wexner Medical Center. In fiscal 2012 all of these additional sources of funding were absent and awards were down. With the impact of sequestration and on top of flat federal budgets, we expect fiscal 2013 awards to be down even further, and have already seen a 20% reduction in NSF awards.

Expenditures are significantly lower than awards from fiscal 2009 through 2011. However, in fiscal 2012 expenditures exceeded awards because spending is in arrears. We anticipate fiscal 2013 projected

actual expenditures will be about the same as fiscal 2012 but in fiscal 2014 expenditures will start to follow awards downward.



Not unexpectedly, awards from not-for-profit entities that provide grants from funds they raise from charitable donations (e.g. American Cancer Society) are also trending downward. State funding is also being redirected toward private enterprises and not toward research development at universities.

The University is working to mitigate potential damage using two primary strategies. First, we are actively focusing on increasing the competitiveness of researchers through activities internal to the University, including facilitating multidisciplinary research to take advantage of the breadth of expertise at the University; establishing new centers focused on current and emerging research challenges; creating a proposal development center; and establishing and maintaining cutting edge core facilities to support our growing community of research-intensive faculty. The second strategy involves building external relationships that will help grow the University's portfolio of federally-funded research, expand strategic partnerships with industry and promote and develop the Ohio Technology Consortium (OH-Tech).

Sales and Service Revenues

Sales and Services of Educational Departments – Sales and services of educational departments are expected to increase \$5 million, or 4%, over fiscal 2013 levels due to increased services at the instructional clinics (Dentistry, Optometry and Veterinary Medicine) and the opening of the Veterinary Medical Center of Dublin.

Sales and Services of Auxiliary Enterprises - Student Life and Athletics comprise the majority of sales and services of auxiliary enterprises. Revenues for the group are projected to increase \$10 million, or

4%, to \$245 million in fiscal 2014. These increases are driven by a combination of factors including increased revenue from room and board through Student Life as they bring more rooms on-line with the re-opening of Smith-Steeb Hall and continue to expand on dining options. Room and board fees are expected to increase by an average of 3.7% to 3.8% on most services in fiscal 2014. The Room Rate II and the Unlimited 4 meal plan for a student choosing to live on campus will be \$9,850 in fiscal 2014.

In addition, more events are planned at the various venues on campus and Athletic revenues are expected to increase slightly as a result of increased ticket sales, offset by the fact that the University will host one less home football game in fiscal 2014 compared to fiscal 2013.

EXPENSES

Salaries and Benefits

Salaries and benefits are expected to increase by \$16 million, or 1%, in fiscal 2014 to \$1.8 billion. Salaries and benefits continue to be the single largest expense accounting for 66% of total operating expenses.

Salaries - Salaries are expected to grow \$14 million, or 1% over fiscal 2013 projected actuals. Faculty and staff salary guideline increases of 2% have been approved for fiscal 2014. Under the University's policy, most salary increases will be effective September 1, 2013. Consistent with prior years, the approved salary guidelines take into consideration the financial condition of the University as well as statistics of the current labor market. The University continues to employ its philosophy of setting faculty salaries at a level that will maintain or advance Ohio State's position nationally for the highest quality faculty, and to set staff salaries to be competitive with the local employment markets.

Benefits - Benefit costs are expected to remain flat for fiscal 2014 at \$486 million. Benefits include the University's contribution to employee retirement plans, various medical, dental, vision, life and disability plans, employee and dependent tuition plans, graduate fee authorizations and University's expense related to compulsory plans, such as workers' compensation and unemployment compensation. Benefits are driven by the 2% salary guideline increase, which directly affects the retirement plan contribution expenses and a 1% average rate increase on other benefit plans combined.

Retirement Plans - University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements. Under each of the plans, the University contributes 14% of the employee's pay to the plan annually, while the employees contribute 10%. Vesting varies by plan.

Medical Plan - The University is self-insured for employee health insurance. Fiscal 2014 medical plan costs are budgeted based on historical cost trend data, projected employee eligibility, and expected plan changes associated with governmental regulations. These factors resulted in a projected increase of 7% for fiscal 2014 across all medical plans. The University will continue to monitor the impact the new health care laws will have on the University as an employer as legislation and regulations evolve.



To account for the volatile nature of benefit plan costs, the University maintains cash reserves for certain benefit accounts. Reserve minimums are set to cover the full accrual of related liabilities and a medical plan reserve for Incurred But Not Recorded (IBNR) claims. A general reserve is also maintained to cover costs associated with other University provided benefits, such as tuition assistance and support of the Your Plan For Health (YP4H) and related initiatives.

Fee Authorizations - Offsetting the increase in benefit plan costs is a reduction in fee authorizations, which are included in benefits. Graduate fee authorizations are expected to decrease \$6 million, or 6% to \$96 million in fiscal 2014. Fee authorizations are granted to graduate and professional students who perform services, generally teaching, while enrolled in classes, and cover the cost of graduate tuition.

Student Financial Aid

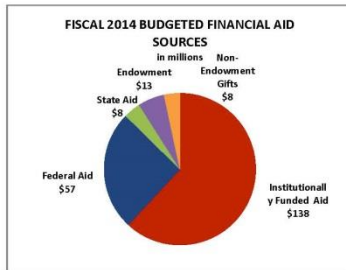
Financial Aid is a critical investment of resources that keeps the cost of education manageable for students. The Ohio State University engages both the federal and state governments in conversations to stress the importance of financial aid and reasonable loan programs for students. Interactions with donors also stress the importance of gifts that support financial aid.



The financial aid budget seeks to advance two specific goals for the University: to invest in the quality, quantity and diversity of students in order to continue to move Ohio State towards its goal of being in the top ten public universities in the country; and to invest in students to fulfill our role as the land grant university for the State of Ohio, whereby access to college is afforded to those students with limited resources. The University continues to work to support both

goals and continues to develop the appropriate balance in moving the University towards eminence. Fundraising efforts are also underway via the Ohio Challenge in which all 88 Ohio counties are raising funds to recruit students from each county to attend Ohio State.

Ohio State expects to distribute a total of \$223 million of financial aid to students in fiscal 2014. Sources for the aid include institutionally funded aid, federal and state programs, and gifts and endowments.



Institutionally funded financial aid is expected to increase by \$ 9 million, or 7%, in fiscal 2014 to a total of \$138 million. These increases are driven by further investments in financial aid to support the Enrollment Plan, funding for need-based financial aid, funding for the Eminence Financial Aid program for high-performing students, and for the inflationary costs of room and board. In addition, as the University's share of SSI has decreased from 40% of tuition income ten years ago to an estimated 28% in fiscal 2014, Ohio State has more than doubled its budget for internally funded financial aid.

Federal financial aid, which consists primarily of Pell and some Supplemental Educational Opportunity Grant (SEOG) grants, is expected to increase \$1 million, or 2%, to \$57 million in fiscal 2014. State financial aid is expected to hold steady at approximately \$8 million in fiscal 2014 and is driven by funding levels for programs such as the Ohio College Opportunity Grant (OCOG).

Donor and other funds are also expected to remain flat in fiscal 2014 at \$20 million. This funding level is driven by the focus of student financial aid in our current fund-raising campaign.

In the operating budget, financial aid is presented under two categories. Approximately \$144 million of the \$223 million expected to be awarded is included as an allowance against tuition and fees in the operating revenue section and the remainder is included as an operating expense in supplies and other.

Supplies & Other

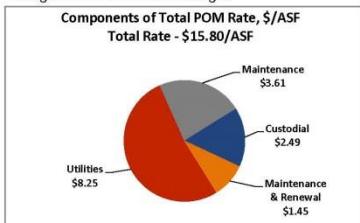
Supplies and other are projected to increase \$32 million, or 7%, to \$510 million in fiscal 2014. The increase is driven by a \$9 million increase in institutional student financial aid, \$4 million of increased costs associated with the additional student housing and food costs through Student Life, \$5 million of increased costs associated with the continued ramp up of new graduate programs, \$6 million of increased costs associated with faculty start-ups in several colleges, and increases in general support office costs.

Purchased Services

Purchased services are expected to total \$209 million in fiscal 2014, a \$4 million, or 2% increase over fiscal 2013 levels. Purchased services include costs associated with contracted services for sponsored research projects, as well as outside services, such as housekeeping and consulting.

Plant Operations and Maintenance

The cost of utilities, maintenance, and a basic level of custodial services are allocated on a uniform campus-wide average, based on the square feet of space assigned to units. The total plant operations and maintenance (POM) charge is based on four separate cost pools: utilities, maintenance, custodial, and maintenance and renewal. For fiscal 2014, the total rate for all components is \$15.80/ASF which is a 2% increase over fiscal 2013 rates. Expenses related to POM are spread through all operating expense categories in the fiscal 2014 budget.



Utilities - Columbus campus utilities expenses including commodities are expected to increase by \$4 million, or 4%, in fiscal 2014 to \$100 million. The increase is driven primarily by increases in debt service associated with utilities projects undertaken as part of the infrastructure master plan and the construction of two chilled water plants on campus. The increase in debt service was partially offset by decreases in expenses for natural gas, purchased power, and water and sewage.

The delivery of utilities to the Columbus campus involves three significant components: 1) 61% for purchased utilities and commodities including electricity, natural gas, fuel oil, and water; 2) 31% for debt service for utilities capital projects; and 3) 8% for other expenditures, which include maintenance for central systems, supplies and staff labor costs. Maintenance for building-based utilities systems is covered in the maintenance cost pool.

The Wexner Medical Center and major auxiliaries such as Student Life and Athletics are not charged for utilities by the assignable square foot but are directly billed for specific utilities based on meter data. This direct billed revenue is deducted from the total utilities expenses in calculating the rate per assignable square foot paid by other units.

The University has contracted with Johnson Controls for a pilot project to install energy conservation measures in five energy-intensive buildings: Biomedical Research Tower, RPAC/McCorkle Aquatics Pavilion, Scott Lab, Physics Research Building, and the Veterinary Hospital. The total minimum guaranteed energy savings for these buildings will be \$1 million annually after the project is completed.

Building Maintenance and Custodial Services - Maintenance expenses are expected to increase by \$1 million, or 2 %, in fiscal 2014 to \$32 million. The increase was driven by increases in salaries and benefits for University maintenance staff. Services provided include repairs resulting from normal wear and tear, including plumbing, central HVAC and electrical systems, elevator repair and maintenance, and maintenance of the building envelope, including windows, foundations, walls, and floors.

In addition, custodial expenses are expected to decrease by \$1 million, or 4%, in fiscal 2014 to \$17 million. This decrease was driven by the conversion of a number of buildings from custodial services provided by University employees to external custodial services contracts. For fiscal 2014, contract services will provide custodial services for approximately 56% of Columbus campus buildings. A basic level of cleaning services is provided, including floors, restrooms, and public and private spaces. Units can choose to voluntarily contract for a higher level of services.

Certain auxiliary units, such as Athletics and Student Life, do not participate in the building maintenance and custodial service pools due to their unique nature (stadium, arenas, dormitories, etc.). Instead, they provide their own building maintenance and custodial services.



Maintenance and Renewal - In an effort to keep pace with maintenance needs for newer buildings and prevent additions to the deferred maintenance backlog, the POM rates provide annual funding for a preventative maintenance pool and a second fund for a deferred maintenance endowment.

The annual funding for the preventative maintenance pool will increase by \$1 million, or 35%, in fiscal 2014 to \$4 million. All \$4 million expected to be collected is budgeted to be spent on scheduled maintenance in fiscal 2014.

The deferred maintenance endowment was established to provide funding for future maintenance on buildings constructed after 2000. \$6 million will be added to the endowment during fiscal 2014, bringing the principal balance to \$33 million. Although no income from the fund will be distributed or spent in fiscal 2014, the endowment is expected to begin income distributions in 2015 and should generate approximately \$2 million per year.

University Overhead

Overhead is charged to non-general funds units to help fund centrally-provided services. In fiscal 2014, \$71 million is expected to be transferred via overhead to fund centrally-provided services, an increase from \$67 million in fiscal 2013. Since overhead is an intra-university transfer, it is eliminated in consolidation.

Specific expense categories comprising the overhead rates include Facilities Support, Administrative Support, and Specialized Support (Health Administration and Student Services). Different overhead rates are calculated based on participation in the different expense categories. The base rate includes all expense categories; other rates are calculated to include only those expenses applicable to those units. For example, the regional campus rate includes only the insurance, academic administration, and central support expense categories. For fiscal 2014, the rates ranged from 2.7% for the Wexner Medical Center to 5.7% for most earnings operations.

For all units except the Wexner Medical Center, overhead is calculated based on the overhead percentage times net revenue. Net revenue is defined as revenue less direct pass through costs. The Wexner Medical Center's overhead is charged a dollar amount based on actual prior year expenses, in order to be compliant with federal Medicare reimbursement policies. The rates are stable compared with fiscal 2013 rates, reflecting moderate growth in both revenues and allocated overhead costs.

NON-OPERATING ACTIVITIES

Advancement

The University launched the public phase of its \$2.5 billion *But For Ohio State* campaign in October 2012. The fundraising campaign invites those who believe in Ohio State to invest in our students, our faculty, and our potential. By supporting Ohio's land-grant institution, alumni, friends, parents and partners can help us secure educational opportunities for future generations of students and meet the enormous challenges we face as a society. Campaign proceeds will be used to fund scholarships to attract the most promising students, elevate faculty, create modern learning environments, promote multidisciplinary research, and drive high-impact innovation.



In fiscal 2014, the University expects to recognize aggregate fundraising revenue of \$200 million by engaging a variety of constituents, including students, faculty and staff, alumni, friends, corporate partners and private foundations. The Office of Advancement, which oversees all fundraising activities, is undergoing reorganization under new leadership. The Advancement strategic plan currently under

design will focus on aligning fundraising with communications and alumni engagement to use innovative funding approaches with Ohio State's partners across all facets of the University.

Financial Services and Investments

The Office of Financial Services manages cash, short and intermediate term investments, and debt for all departments within the University. In performing these functions, the office serves as bank to the University departments, taking deposits, issuing debt, investing operating funds and distributing loans. The internal bank is a framework for coordinating these activities and providing a consolidated view of the associated assets, liabilities, revenues and expenses.

In addition, the Office of Investments manages the Long Term Investment Pool (LTIP), which totals over \$3 billion and includes gifted endowment funds, designated funds and a portion of the operating funds. Through a partnership with external managers, the Office of Investments has adopted an asset allocation model for the LTIP that groups assets into four broad categories. This model enables the investment team to build a portfolio of specialized investment teams around the world to implement our strategic allocation and to be responsive to changing market conditions.

Investment Income - Investment income is projected to total \$260 million, a 20% decrease over fiscal 2013 projected actual totals. The fiscal 2013 projected income is reflective of the unusually strong investment performance in fiscal 2013. Of this total, the LTIP is expected to produce an 8% return, or \$249 million in fiscal 2014, net of investment expenses. The remaining short and intermediate term investments, are expected to produce an \$11 million return on an approximately \$2 billion asset base.

Debt - The Office of Financial Services manages over \$2.5 billion of outstanding debt. The proceeds of debt issuances have been utilized to fund major construction projects like the Wexner Medical Center addition and dormitory refurbishments, as well as several university-wide initiatives.

The debt is comprised of a mix of tax exempt and taxable bonds. Over 80% of the outstanding balance is under fixed rate obligations ranging between 3% and 5.25%. The remainder is held under variable rate agreements. The variable rates, which are subject to changes every seven days, averaged 0.11% through the first ten months of fiscal 2013 and have a 15 year history of not exceeding 1.84%. Under the terms of the variable rate agreements, the rates cannot exceed between 8% and 12%.

In fiscal 2014, we plan to issue approximately \$300 million of new debt to assist in funding the Medical Center expansion. The University expects to incur approximately \$107 million of interest expense on plant debt in fiscal 2014, an increase of \$19 million, or 22%, over fiscal 2013 projected actual levels.



The Health System's Budget Overview

The 2014 OSU Wexner Medical Center Health System (Health System) operating budget generates margins and cash flows sufficient to meet or exceed the Health System's three strategic financial targets. The first goal is to earn an EBIDA margin of at least 10%. The fiscal 2014 budget generates a 14% EBIDA margin. The second goal is the increase the days cash on hand by three days. The fiscal 2014 budget results in a three day increase from \$307 million to \$334 million. The final target is to achieve a debt service coverage ratio of 4:1. The budget results in a 6:1 debt service coverage ratio.

Revenue and Expense Drivers

The rate of revenue and expense growth in the fiscal 2014 budget is less than previous years. Lower reimbursements, state and federal budget reductions, the status of Medicaid expansion and the impact of health care reform, combined with no new bed capacity until fiscal 2015 will cause operating revenue to grow 4.3%. Ongoing efforts to improve operating efficiencies are expected to hold expense growth to 3.7%, our lowest increase in many years. Excluding ramp-up expenses for the new hospitals, the New Albany Wellness Center, and the Jameson Crane Sports Medicine Center, core expense growth is 3%. Supplies, pharmacy and purchased service expenses, adjusted for volumes, are planned to grow between 2% to 4%. Salary expense is planned to grow by 4%, reflecting a 2% growth in FTE's and a 3% increase in wages and benefits.



Should revenue fall short of these estimates, expenses, capital or medical center investments will be adjusted to meet targets. Approximately two-thirds of the revenue increase is attributable to volume with the balance attributable to rate increases. Rate increases for major managed care payers of between 3% and 5% have been negotiated through 2014/2015 and are included in this budget. There are no planned price increases in 2014. Admissions are projected to grow 2.5%, outpatient visits by 2%, and surgeries by 2%. Growth is limited by the availability of new inpatient, ambulatory, and faculty

office space which should be addressed when the new hospitals are opened in fiscal year 2015.

Estimating the Impact of Reimbursement Changes

The budget assumes federal sequestration throughout 2014 and beyond, with a negative revenue impact of \$9 million. Proposed state budget reductions of approximately \$16 million are also included. These reductions include a 5% rate cut for inpatient and outpatient services, a reduction of up to 10% for the James cost reimbursement and capital reductions. The Medicaid reductions are to be implemented January 1, 2014 and will represent only 6 months of fiscal 2014 impact. The full year impact of these proposals in 2015 will be in excess of \$30 million. Both Medicare and Medicaid reductions were made in anticipation of Medicaid expansion, which while reducing rates, would greatly expand coverage of currently uninsured patients. At this writing, the ultimate resolution of Medicaid expansion in Ohio is uncertain. This budget assumes that Medicaid rate reductions will continue as

currently proposed, but that the shift of payment from self-pay to Medicaid will not materialize to any significant extent.

The impact of insurance exchanges scheduled to begin January 2014 are difficult to estimate. The number and type of managed care organizations participating in exchanges is uncertain, and the composition of the plans' networks is still to be determined. Insurance exchanges may pose a particular challenge for academic medical centers such as our Health System as the insurance market may not maintain historic support of the teaching mission. Key issues related to exchanges are the impact of consumerism on provider choice, small business migration to exchanges, provider bed capacity, and the outcome of Medicaid expansion. The Health System has run various financial models to predict the impact of both Medicaid expansion and exchanges. Since these items will begin January 2014 and will affect only six months, we have assumed limited impact for this fiscal 2014 budget. We have included a reduction in revenue of approximately \$5 million in 2014 which combines the generally favorable impact of uninsured individuals obtaining coverage with the anticipated negative rate pressure brought about by exchanges.

New Facilities

The new James Cancer Hospital/Solove Research Institute is scheduled to open in late 2014/early 2015. The new Critical Care Center will also come on line in the same timeframe. The activities necessary for the opening and transition of patients to the new building will begin in 2014. Facility planners and outfitters, building technicians, trainers and clinical staff will begin the process of preparing the building for occupancy. There is approximately \$6 million planned in this budget for these transition expenses in the fiscal 2014 budget.



Debt is budgeted to grow as construction on the new hospitals continues. Interest paid on the construction is approximately \$33 million, almost all of which is capitalized as a cost of the building. Substantially all of the debt on the Health System books represents either debt issued by the University or loans from the University's internal bank on behalf of the Health System. This debt is covered under memorandums of understanding with the University at various rates and terms. Principal and interest on all debt, including the tower, capital leases, and existing bonds totals approximately \$86 million in 2014. Of note, once the new James opens and as a result of the PPS exemption, the amount of additional capital cost recovery that can be claimed by the James is estimated at between \$10 and \$13 million in CMS reimbursement (on average, per year) over approximately 30 years, which represents the average useful life of the new James building and equipment. This reimbursement would begin in mid fiscal 2015.

In addition to the construction, the servicing of debt and cash growth, the Health System has budgeted \$68 million for medical equipment, renovations, infrastructure and technology capital expenditures. Medical Center Investments of \$113 million are planned for 2014. These investment support strategic programs, new recruits, research and provide clinical support. These capital and program investments are subject to the Health System achieving debt service and cash growth goals.

2014 will provide the multiple challenges of navigating the impact health care reform, moving forward on opening the cancer and critical care tower, and managing limited bed capacity until the new hospital opening. The budget attempts to incorporate these uncertainties by planning for conservative rate of growth, minimal increases in cost, activities necessary to open the tower, and flexibility to reduce expenses further if revenue does not meet expectations.

OSU Physician, Inc.'s Operating Budget Overview

OSU Physicians, Inc. is a multi-specialty faculty practice bringing outpatient care to Central Ohio communities with physicians focusing on personalized healthcare, patient satisfaction, research and education.

The fiscal 2014 budget for OSU Physicians, Inc. includes an increase in operating revenue of \$37 million, or 13%, based on an expected 14% increase in volume, measured by work relative value units (wrvus), a system for measuring physician productivity. Provider related expenses are budgeted to increase \$27 million, or 15%, due to 71 new physicians that have either recently started in fiscal 2013 or will start in fiscal 2014.



Appendices

COLUMBUS CAMPUS TUITION AND STATE SHARE OF INSTRUCTION HISTORY

Year	Resident Undergraduate Tuition (1)	Percent Change	State Share of Instruction (000's) (2)	Percent Change
1989	\$2,040	7.9%	\$238,111	3.1%
1990	\$2,190	7.4%	\$251,658	5.7%
1991	\$2,343	7.0%	\$262,311	4.2%
1992	\$2,568	9.6%	\$246,306	-6.1%
1993	\$2,799	9.0%	\$240,881	-2.2%
1994	\$2,940	5.0%	\$251,406	4.4%
1995	\$3,087	5.0%	\$264,759	5.3%
1996	\$3,273	6.0%	\$273,327	3.2%
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%	\$314,597	2.9%
2008	\$8,676	0.1%	\$330,269	5.0%
2009	\$8,679	0.0%	\$362,682	9.8%
2010	\$8,726	0.5%	\$391,658	8.0%
2011	\$9,420	8.0%	\$390,830	-0.2%
2012	\$9,735	3.3%	\$329,548	-15.7%
2013	\$10,037	3.1%	\$331,829	0.7%
2014	\$10,037	0.0%	\$342,083	3.1%

(1) Resident Undergraduate Tuition includes instructional, general, and mandatory fees.

UNDERGRADUATE TUITION & FEES - AUTUMN 2013
FULL-TIME RATE BY CAMPUS AND RESIDENCY

Campus				Resident	Non-Res
	Resident*	Non-Resident	Non-Resident**	% Chg	% Chg
Columbus	\$10,036.80	\$25,756.80	\$25,756.80	0.0%	1.2%
Lima	\$7,140.00	\$15,720.00	\$22,860.00	0.0%	1.4%
Mansfield	\$7,140.00	\$15,720.00	\$22,860.00	0.0%	1.4%
Marion	\$7,140.00	\$15,720.00	\$22,860.00	0.0%	1.4%
Newark	\$7,140.00	\$15,720.00	\$22,860.00	0.0%	1.4%
ATI	\$7,104.00	\$15,720.00	\$22,824.00	0.0%	1.4%

*Resident=instructional + mandatory fees.

**Non-Resident=instructional + non-resident surcharge (2% increase) + mandatory fees.

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(APPENDIX LXI)

FY2014-18 Capital Investment Program

(\$Millions)



Line	Prior BoT Approved Commitment Remaining Spend	FY2014	FY2015	FY2016	FY2017	FY2018	Total
1	NRD Design and Construction	\$100.0	\$110.0	\$110.0	\$26.0	\$0.0	\$346.0
2	Wexner Medical Center Expansion	\$242.0	\$141.9	\$0.0	\$0.0	\$0.0	\$383.9
3	CBEC Building	\$23.3	\$5.8	\$0.0	\$0.0	\$0.0	\$29.1
4	Sullivant Hall and Billy Ireland Cartoon Library	\$10.2	\$0.0	\$0.0	\$0.0	\$0.0	\$10.2
5	East Regional Chilled Water Plant	\$14.4	\$10.8	\$0.0	\$0.0	\$0.0	\$25.2
6	South High Rise Renovations	\$11.5	\$0.0	\$0.0	\$0.0	\$0.0	\$11.5
7	Roll-up of smaller projects	\$178.4	\$113.8	\$28.8	\$7.5	\$0.0	\$328.3
8	Subtotal	\$577.8	\$382.1	\$138.8	\$33.5	\$0.0	\$1,132.2
Proposed New Projects to Begin in FY2014		FY2014	FY2015	FY2016	FY2017	FY2018	Total Cost
9	Cash Ready Projects (Roll-up of 36 projects)	\$42.3	\$26.9	\$13.8	\$0.0	\$0.0	\$83.0
10	RDM Projects (Future State capital allocation)	\$0.0	\$5.0	\$15.0	\$5.0	\$0.0	\$25.0
11	WMC – Jameson Crane Sports Med Institute	\$10.0	\$15.0	\$10.0	\$0.0	\$0.0	\$35.0
12	Proposed Projects to Begin FY2014	\$52.3	\$46.9	\$38.8	\$5.0	\$0.0	\$143.0

Proposed New Projects Funding By Source	
13	Classroom Fund \$2.0
14	Local Funds \$3.8
15	Student Life Reserves \$8.4
16	State Funds In Hand \$10.3
17	Future State Funds \$25.0
18	Development \$10.0
19	University Financing \$15.0
20	WMC Operating Funds \$68.5
21	Total \$143.0

June 6, 2013

(APPENDIX LXII)

BACKGROUND

TOPIC:

Establishment of University Derivatives Policy

CONTEXT:

In recent years, the University has considered and transacted a small number of derivative transactions primarily to lock in interest rates prior to issuing bonds. In anticipation of continuing to utilize these types of transactions and with the promulgation of regulations governing derivatives transactions (Dodd-Frank), it is desirable to establish a Board approved policy to govern the use of derivatives.

SUMMARY:

- Define a derivative as a contract, security or payment exchange whose value is derived from another security, underlying asset, reference rate or index.
- Outline the purpose for using derivatives including reducing exposure to changes in interest rates, lowering the net cost of borrowing, achieving higher rate of return on investments, managing the risk of future cash inflows and outflows, reducing exposure to changes in foreign currency and commodity prices, and achieving a better matching of assets and liabilities.
- Establish principals regarding the use of derivatives. These would include:
 - Derivatives are to be used for hedging purposes and not for speculation.
 - Derivatives must be documented using agreements with terms and conditions that meet accepted industry standards or are traded through standardized exchanges.
 - Counterparties to any derivative agreement must have a long-term credit rating of A or above if the swap is uncollateralized. Counterparties with a lower rating will be required to post collateral.
 - A swap dealer may be deemed to be acting as an advisor to the University under certain circumstances. The University may engage a third party or utilize a University employee to serve as a qualified independent representative to provide independent advice.
 - Derivative agreement should not require the University to post collateral.
- Approval and oversight of derivative transactions will include:
 - Agreements shall receive prior approval of the Chair of the Finance Committee of the Board of Trustees. Agreements may be executed only by the Vice President and Treasurer or the Senior Vice President of Business and Finance and Chief Financial Officer.
 - All agreements must be reviewed and approved by legal counsel.
 - The Vice President and Treasurer or the Senior Vice President of Business and Finance and Chief Financial Officer will determine whether to engage a third party or utilize a University employee to serve as a qualified independent representative.
 - The Office of the Treasurer is responsible for oversight, monitoring and compliance with applicable rules and regulations for any derivative transaction.
- Specifies risks associated with derivatives including counterparty risk, termination risk, amortization risk, basis risk, tax risk, liquidity risk, regulatory risk and compliance risk.

REQUESTED OF FINANCE COMMITTEE

Approval



OBJECTIVE

To implement a policy to use derivative instruments to accomplish the hedging of certain financial transactions in an effort to reduce or manage financial risk and/or lower costs.

POLICY

Applies to: All university personnel responsible for the management of university debt and financial assets excluding the Office of Investments.

Issued: 6/2013

I. Definition of Derivatives

A derivative is a contract, security or payment exchange whose value is derived from another security, underlying asset, reference rate or index. There are three fundamental classes of derivatives – futures, options and swaps, each with many variations. Some variations include, but are not limited to interest rate caps, floors, collars and rate locks.

II. Purposes for Use of Derivatives

- A. Reduce exposure to changes in interest rates on a particular or anticipated future financial transaction.
- B. Lower net cost of borrowing.
- C. Achieve higher rate of return on investment.
- D. Manage variable rate exposure on debt issuance.
- E. Manage the risk of future cash inflows and outflows.
- F. Reduce exposure to changes in foreign currency prices.
- G. Reduce exposure to fluctuations in price for commodity purchases.
- H. Achieve a better matching of assets and liabilities.

III. Principles Regarding Use of Derivatives

- A. Derivatives are to be used for hedging purposes and not for speculation.
- B. Derivatives may be used to better manage assets and liabilities and to lower overall costs and reduce interest rate risk.
- C. Derivatives must be documented using agreements that contain terms and conditions as set forth in the International Swaps and Derivatives Association (ISDA) Master Agreement as modified by an appropriate ISDA schedule, confirmation and/or credit support annex. This requirement shall not apply to standardized exchange-traded products such as futures contracts executed through a trading exchange.



- D. Counterparties to any derivative agreement must have a long-term credit rating of A or above by a nationally recognized rating agency if the swap is uncollateralized. Counterparties with a lower rating will be required to post collateral.
 - E. A swap dealer may be deemed to be acting as an advisor to the University under certain circumstances with respect to a specific swap or trading strategy involving a swap. The University may engage a third party or utilize a University employee to serve as a qualified independent representative to provide independent advice and oversight of any swap or trading strategy involving a swap in which case the swap dealer will not be deemed to be acting as an advisor to the University.
 - F. Derivative should not require the University to post collateral unless approved by the Vice President and Treasurer or the Senior Vice President for Business and Finance and Chief Financial Officer.
- IV. Approval and Oversight
- A. The Vice President and Treasurer in collaboration with the Senior Vice President of Business and Finance and Chief Financial Officer shall make the determination if any transaction is in the best interests of the University.
 - B. All derivative agreements shall receive prior approval of the Chair of the Finance Committee of the Board of Trustees. All completed derivative transactions will be reported to the Chair of the Finance Committee of the Board of Trustees within five business days of execution.
 - C. All derivative agreements must be reviewed and approved by legal counsel.
 - D. Derivative agreements may be executed only by the Vice President and Treasurer or the Senior Vice President of Business and Finance and Chief Financial Officer.
 - E. Derivative agreements may be terminated before maturity upon approval of the Senior Vice President of Business and Finance and Chief Financial Officer.
 - F. The Vice President and Treasurer or the Senior Vice President of Business and Finance and Chief Financial Officer will determine whether to engage a third party or utilize a University employee to serve as a qualified independent representative regarding a specific derivative or trading strategy involving a derivative. In the event the determination is made to engage a third party, the applicable agreement may be executed only by the Vice President and Treasurer or the Senior Vice President of Business and Finance and Chief Financial Officer.
 - G. The Office of the Treasurer is responsible for oversight, monitoring and compliance with applicable rules and regulations for any derivative transaction.
- V. Risks Associated with Derivatives
- A. Counterparty Risk – risk of a failure by a counterparty to perform as required under the agreement.



- B. Termination Risk – the ability of either party to terminate the agreement prior to maturity. Early termination could result in adverse results.
- C. Amortization Risk – the risk that the cash flow schedule of the derivative does not exactly match the cash flow schedule of the asset/liability. This can result in a less than satisfactory hedge and create unnecessary risk.
- D. Basis Risk – arises as a result of movements in interest rates that may not be in tandem between the asset/liability and the derivative instrument. This could create a favorable or unfavorable cost differential.
- E. Tax Risk – the risk that tax laws may change resulting in an unexpected movement in the value of the hedge.
- F. Liquidity Risk – the risk that collateral is not posted when due resulting in possible exposure to loss.
- G. Regulatory Risk – the risk that laws and regulations may change resulting in unexpected movement in the value of the hedge and/or additional compliance requirements.
- H. Compliance Risk – not complying with laws and regulations can result in penalties, fines or the inability to do additional transactions.

RESOURCES

[Office of Financial Services](#)
1590 N. High Street, Suite 400
Columbus, OH 43201
Phone: (614) 292-6261 OR (800) 678-6009 (toll free)
Fax: (614) 292-7568

June 7, 2013 meeting, Board of Trustees

(APPENDIX LXIII)

Authorization for Designated Officials to Buy, Sell, Assign and Transfer Securities; to Deposit or Withdraw Funds from Bank Accounts; to Designate Depositories; and Approve Financial Services

BACKGROUND

This resolution serves as a reauthorization giving authority to the Senior Vice President for Business and Finance and the University Treasurer to perform necessary functions to maintain bank accounts, enter into agreements for various financial services including debt issuance, insurance brokerage and coverage, derivative transactions, financial advisory assignments, and to designate signatory authority. It also establishes the University Treasurer as trustee for deferred gifts made to the University.

This resolution is typically required by financial institutions to be passed on an annual basis. The only material change from the previous resolution is to specify entering into agreements for insurance brokerage, insurance coverage, and financial advisory assignments.

Project Data Sheet for Board of Trustees Approval

Academic Core Infrastructure

OSU-130545

- **approval requested and amount**
prof services and construction \$25.3M
- **project budget**
construction w/ contingency \$21.3M
professional services \$4.0M
total project budget \$25.3M
- **funding sources**
university debt
- **project schedule**
 - BoT approval 06/13
 - design/bidding 07/13 – 06/14
 - construction 07/14 – 12/15



- **Framework context**
 - this project is consistent with the Framework principles to improve existing campus infrastructure and to provide for future growth
- **project scope**
 - the project will provide equipment and distribute chilled water to buildings in the Academic Core North that are not currently served by the McCracken Chiller Plant
 - buildings to be connected include the North Residential facilities, Celeste Laboratory of Chemistry, MacQuigg Laboratory, Newman & Wolfrom Laboratory of Chemistry, and Evans Laboratory
 - the project scope also includes replacing the tunnel between College Avenue and Smith Laboratory and upgrading the steam line for future buildings in the Academic Core North
 - this project is part of the FY13-17 Capital Plan
- **project status and update**
 - approval is requested to enter into professional services and construction contracts

• **project team**
University project manager: Tom Ekegren
A/E: tbd

Project Data Sheet for Board of Trustees Approval

Stadium – South Stands and Lighting

OSU-130519

Project Location: Ohio Stadium

202,896 ASF / 812,422 GSF

• approval requested and amount	
prof services and construction	\$9.0M
• project budget	
construction w/contingency	\$7.8M
professional services	\$1.2M
total project budget	\$9.0M
• funding sources	
auxiliary funds	
• project schedule	
BoT approval	06/13
design/bidding	06/13 – 12/13
construction	01/14 – 08/14



- **Framework context**
 - this project is consistent with the Framework principles to improve existing campus facilities
- **project scope**
 - this project includes the addition of approximately 2,500 seats to the south end zone and the addition of permanent lighting
 - the project will also construct a new player's tunnel from the home locker room to the field
 - this project will use the CM at Risk delivery method
- **approval requested**
 - approval is requested to enter into professional services and construction contracts

• project team	
University project manager:	Kristin Poldemann
AE/design architect:	tbd
CM at Risk	tbd

Project Data Sheet for Board of Trustees Approval

Emergency Department Renovation

OSU-130547

Project Location: Rhodes Hall (University Hospital)

243,605 ASF / 503,387 GSF

- **approval requested and amount**
prof services and construction \$4.8M

- **project budget**
construction w/contingency \$3.7M
professional services \$0.6M
other costs (equipment) \$0.5M
total project budget \$4.8M

- **funding sources**
general funds

- **project schedule**
BoT design approval 06/13
design/bidding 07/13 – 04/14
construction 05/14 – 11/14



- **Framework context**
 - this project is consistent with the Framework principles to improve existing facilities

- **project scope**
 - the project will renovate the emergency department in Rhodes Hall (University Hospital)
 - renovation work will occur once the new emergency department space in the critical care tower is open
 - the project will use the CM at Risk delivery method

- **approval requested**
 - approval is requested to enter into professional services and construction contracts

-
- **project team**
University project manager: Lance Timmons
AE/design architect: tbd
CM at Risk: tbd

Project Data Sheet for Board of Trustees Approval

Jameson Crane Sports Med Institute

OSU-130469

Project Location: Jameson Crane Sports Medicine Institute

125,000 GSF

- **approval requested and amount**
 - professional services \$2.0M
- **project budget**
 - construction w/contingency \$27.0M
 - professional services \$2.0M
 - other costs (equipment) \$6.0M
 - total project budget \$35.0M
- **funding sources**
 - development funds, internal loan, general funds
- **project schedule**
 - BoT design approval 06/13
 - design/bidding 08/13 – 06/14
 - construction 07/14 – 12/15



- **Framework context**
 - o this project is consistent with the Framework principles to consolidate facilities
- **project scope**
 - o the project will construct a new facility for OSU Sports Medicine in the Athletics district at Ackerman Road, with space for more than 15 inter-disciplinary specialties
 - o the facility will include multi-disciplinary clinics and procedure rooms, a physical therapy center, imaging (MRI and x-ray), aquatics, indoor/outdoor performance fields, education and conference rooms, offices, research labs, retail, and shelled space for future operating rooms
 - o the project will use the CM at Risk delivery method
- **approval requested**
 - o approval is requested to enter into professional services contracts

-
- **project team**
 - University project manager: Paul Lenz
 - AE/design architect: tbd
 - CM at Risk: tbd

The Jameson Crane Sports Medicine Institute at The Ohio State University

Project Summary

The Jameson Crane Sports Medicine Institute at The Ohio State University will provide expanded space for OSU Sports Medicine's collaborative and innovative programs of health care, education, training and medical research. This integrated approach will provide patients from within the university community, Columbus community and beyond with the best in sports-related medical care. To be located in the Athletics district on Ackerman Road just east of State Route 315, the approximately 125,000 square foot facility will bring together more than 15 interdisciplinary specialties under one roof, providing coordinated, comprehensive services and efficient care for all patients. The new facility will include spaces such as: multi-disciplinary clinics and procedure rooms, a physical therapy center, imaging, aquatics, indoor and outdoor performance fields, education and conference rooms, offices, research labs, retail, and shelled growth space for future operating rooms.

Services to be offered at the new facility will include:

- Multidisciplinary medical services
- Physical therapy
- Aquatic therapy
- ACL injury care and prevention
- Arthritis in athletes
- Asthma in athletes
- Athletic training
- Bicycle fitting
- Cardiac screening
- Cartilage restoration
- Concussion treatment
- Dance medicine
- Elite athlete program
- Endurance medicine - cyclist, swimming, running
- Golf performance and analysis
- Hip preservation
- Human performance center – performance enhancement and return to play training
- Massage therapy
- Research
- Retail dining
- Sports nutrition
- Sports psychology
- And more...

Project Data Sheet for Board of Trustees Approval

Smith Lab Rehabilitation

OSU-090442

Project Location: Smith Laboratory

133,735 / 219,438 GSF

• **approval requested and amount**

	Prev.	Incr.	New
construction	\$10.8M	\$1.9M	\$12.7M

• **project budget**

construction w/contingency	\$12.7M
professional services	\$1.8M
total project budget	\$14.5M

• **funding sources**

state appropriations, general funds, university debt

• **project s schedule**

BoT design approval	04/09
design/bidding	04/11 – 03/13
BoT construction approval	02/13
construction	03/13 – 04/14



• **Framework context**

- o this project is consistent with the Framework principle to improve existing campus infrastructure

• **project s scope**

- o this project will upgrade the HVAC in the entire building and install sprinkler systems throughout the building
- o HVAC work includes improvements to duct work, terminal boxes and controls
- o the project will replace the building chillers and chilled water will be supplied from the chilled water plant
- o project work will be phased based on building occupancy and uses
- o the project is using the CM at Risk method

• **approval requested**

- o approval is requested to increase construction contracts
- o the total project cost is increasing \$1.9M to upgrade lighting and to upgrade the HVAC for the entire facility; Smith Laboratory consists of three buildings; the original project included HVAC upgrades for two of the buildings only
- o the additional funds will be provided from state appropriations that are available for new commitments

• **project team**

University project manager:	Bill Holtz
AE/design architect:	Prater Engineering Associates
CM at Risk	Gilbane Building Co.

(APPENDIX LXV)

BACKGROUND

EASEMENT
CITY OF UPPER ARLINGTON
WALTHAM ROAD, KINNEAR ROAD, NORTH STAR ROAD ROUNDABOUT,
COLUMBUS, OHIO 43221

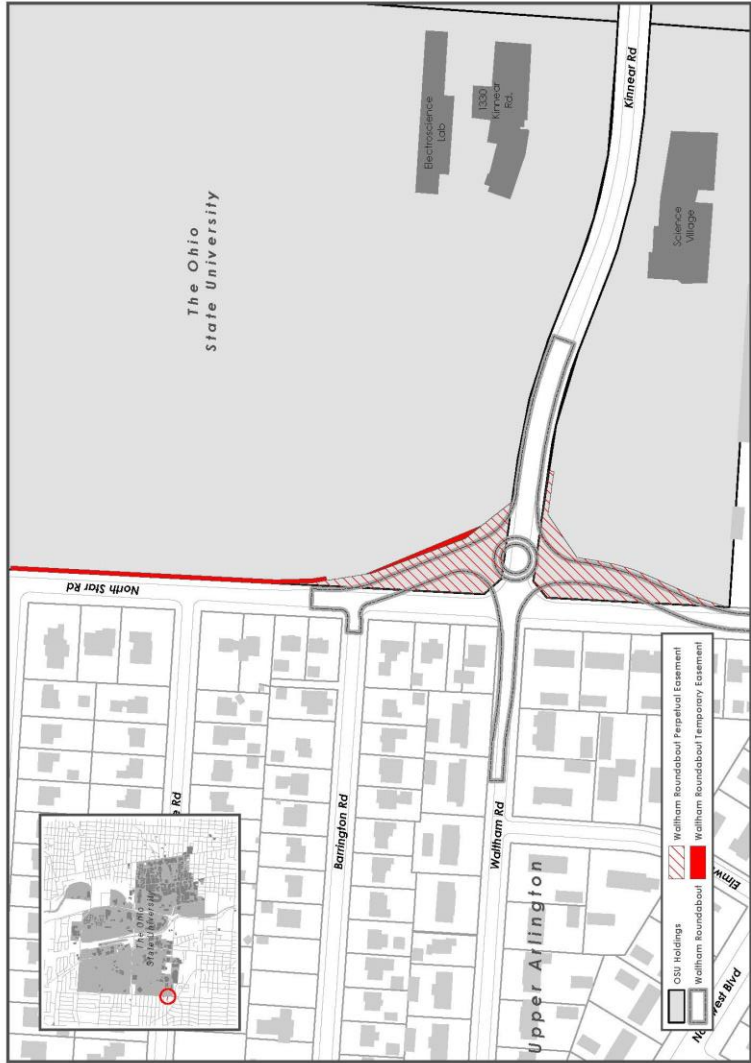
In May 2013 The Ohio State University (OSU) entered into a Memorandum of Understanding with the City of Upper Arlington for construction of a roundabout at the intersection of Kinnear Road, North Star Road, and Waltham Road.

In exchange for providing the necessary land for the project, OSU will benefit from improved traffic circulation and reduced traffic congestion at this west campus entrance. In addition, the roundabout will be designed to provide a gateway into the campus.

The land impacted by the proposed project is located within a 150-foot perimeter zone established as a no-build, landscape only area in the City of Columbus zoning limitation text for this parcel. When this zoning was enacted in 1984, the perimeter was established at the request of Upper Arlington. An amendment to this limitation text will be pursued with the City of Columbus to ensure that the 150-foot perimeter does not shift as a result of the proposed project. Upper Arlington has agreed to provide support (letters, testimony at meetings, exhibits, etc.) to achieve the amendment.

This project will require a perpetual roadway easement of approximately 1.1 acres and a temporary roadway easement of approximately 0.2 acres. Final acreage of all easements will be developed as the project planning progresses. Upper Arlington will be responsible for all construction, maintenance, and operation of the roadway easement area, including any associated lighting, curbs, ramps, gutters, sidewalks, plantings, etc. inside the boundaries of the easement. A portion of the land for the roundabout is currently encumbered by a ground lease with Scitech. As a result, the granting of easements is subject to amending the lease to reduce acreage necessary for the roundabout.

Pursuant to policy, Board of Trustees authority is required for all easements for street, roadway, or highway purposes. Therefore, Physical Planning and Real Estate is requesting Board of Trustee approval of a perpetual roadway easement and associated temporary construction easement to the City of Upper Arlington.



Prepared By: A. Kidwell
 Issue Date: April 26, 2013
 Board of Trustees Meeting

Attachment One
Roadway Easements Between
The Ohio State University And The City of Upper Arlington

Physical Planning
 and Real Estate
 2003 Millikin Road
 Suite 200, McCracken
 Columbus, OH 43210

BACKGROUND

EASEMENT
MARION COUNTY COMMISSIONERS
THE OHIO DEPARTMENT OF TRANSPORTATION
COUNTY ROAD 221 EXTENSION,
MARION, OHIO 43302

In February 2012 The Ohio State University (OSU) entered into a Memorandum of Understanding with Marion County for the extension of County Road 221 (University Drive) along the west side of OSU Marion campus. This project will extend County Road 221 along the length of the campus boundary and provide a new entrance to campus. As the extension connects at the existing State Route 529/Marion-Edison Road intersection, a realignment of State Route 529 will improve traffic safety in the area. Consequently, OSU, the Marion County Commissioners, and the Ohio Department of Transportation (ODOT) are coordinating the performance of this project.

In exchange for providing the necessary land for the extension project, OSU Marion campus will receive a new campus entrance drive with appropriate traffic control and signals, roadway storm drainage, and signage, as well as landscaping along both edges of the new road, at the new entry road and the north and south ends of the new road. In addition the project will construct an 8 to 10 foot multipurpose pathway with pedestrian lighting along the eastern side of the new road extension.

This project will require perpetual and temporary roadway easements be granted to the Marion County Commissioners and ODOT.

- The perpetual roadway easement to the Marion County Commissioners will be approximately 8 acres and the temporary construction easement will be approximately 5 acres.
- The perpetual roadway easement to ODOT will be approximately 1 acre and the temporary construction easement will be approximately 0.2 acres.

Final acreages of all easements will be developed as the project planning progresses. The Marion County Commissioners and ODOT will be responsible for all construction, maintenance, and operation of the roadway easement areas. OSU Marion will assume responsibility for the ongoing maintenance associated with the project installed landscaping, lighting, and multipurpose pathway. These maintenance expenses will be paid out of OSU Marion operating funds.

Pursuant to policy, Board of Trustees authority is required for all easements for street, roadway, or highway purposes. Therefore, Physical Planning and Real Estate is requesting Board of Trustee approval of the two perpetual roadway easements and associated temporary construction easements to the Marion County Commissioners and the Ohio Department of Transportation.



Prepared By: A. Kikwell
 Issue Date: April 26, 2013
 Revised Date:
 Board of Trustees Meeting

Roadway Easements Between
 The Ohio State University and the Marion County Commissioners
 and
 The Ohio State University and the Ohio Department of Transportation

Physical Planning
 and Real Estate
 2000 Neil Avenue Road
 Columbus, OH 43210
 1" = 600'

June 7, 2013 meeting, Board of Trustees