

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

Columbus, Ohio, August 24-25, 2017

The Board of Trustees met on Thursday, August 24 and Friday, August 25, 2017 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. Shumate, called the meeting of the Board of Trustees to order on Thursday, August 24, 2017 at 3:36pm.

Present: Chairman Alex Shumate, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, Cheryl L. Krueger, Michael J. Gasser, Brent R. Porteus, Erin P. Hoeflinger, Alex R. Fischer, Abigail S. Wexner, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Lydia A. Lancaster, H. Jordan Moseley, Alan VanderMolen, and James D. Klingbeil.

Mr. Shumate:

Good afternoon. I would like to convene board meeting. Will the Secretary please note the attendance?

Dr. Thompson:

A quorum is present, Mr. Chairman.

Mr. Shumate:

I move that the Board recess into Executive Session to consider business sensitive trade secret and research matters required to be kept confidential by Federal and State statutes, to consult with legal counsel regarding pending or imminent litigation, and to discuss personnel matters regarding the employment, appointment, compensation, discipline and dismissal of public officials.

Upon the motion of Mr. Shumate, seconded by Ms. Krueger, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees Mr. Shumate, Dr. Reid, Mr. Jurgensen, Dr. Wadsworth, Mr. Kellogg, Mr. Smucker, Ms. Krueger, Mr. Gasser, Mr. Porteus, Mrs. Hoeflinger, Mr. Fischer, Mrs. Wexner, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Dr. Lancaster, and Mr. Moseley.

Dr. Thompson:

Motion carries, Mr. Chairman.

Mr. Shumate:

Good morning everyone. I would like to reconvene our board meeting. Will the secretary please note the attendance?

Dr. Thompson:

A quorum is present, Mr. Chairman.

Mr. Shumate:

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

We are so pleased to be here this morning and to hold our board meeting on the Newark campus. Certainly, our deepest thanks to you, Dean MacDonald, as well as the faculty, the staff, and the students here at the Newark campus.

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You have given us such a warm, friendly welcome and we are very much looking forward to our walking tour and the luncheon later today. It will be a pleasure to better know both the people and the places of our OSU Newark campus.

Dean, would you like to say a few words?

Dr. MacDonald:

Sure, I will say just a few. It is a privilege to have you here. We are tremendously excited. We have a wonderful community and a wonderful faculty and staff. We appreciate all of the kind compliments about the campus that I have already received this morning, it's really to the credit of the community and the faculty and staff and our students that we have such a wonderful place and of course thanks to the support of the university as well. We have students here from over 65 of Ohio's 88 county's, and you will get to meet two of them today and I look forward to seeing you at lunch.

Mr. Shumate:

Well thank you very much, and again thank you to the faculty, staff, and students for welcoming us and allowing us to host our meeting here today. On behalf of the board, let us give them a round of applause.

Mr. Moseley, we will begin with a presentation from you. If you would, please introduce our student recognition award recipients.

STUDENT RECOGNITION AWARDS

Mr. Moseley:

Thank you Chairman Shumate. I would like to call Emily Adam and Troy Moore up to the table.

Emily Adam is a senior, majoring in psychology, from the College of Arts and Sciences, at the Ohio State University Newark campus. She graduated from Grandville High School in 2015.

As a first generation college student, she enthusiastically dove head first into her college experience with no hesitation. She went to class, worked in the admissions office, and gave a tour, all on her first day as an undergraduate.

Emily is completing her degree in three years, instead of four, and has had an incredible journey along the way. She will be serving on the 2017 Ohio State Newark homecoming court, participating in an internship with the Office of Student Life in the spring, and will be a resident advisor in the new resident halls for the 2017-2018 school year.

After graduation, Emily hopes to attend Ohio University in the College Student Personnel program for a degree in higher education. She hopes to get a job in a higher education setting to help students with their college experiences, just as so many people helped her with hers.

Please join me in congratulating Emily. Emily if you have a few words.

Ms. Adam:

I want to say thank you so much to everybody who have given me the opportunity to be here; I apologize, this is very exciting. I have loved every minute of my experience at

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Ohio State Newark. I want to say thank you to everybody who has supported me while I have been here. Thank you so much.

Mr. Moseley:

Thank you for that Emily.

Troy Moore is a sophomore, majoring in construction systems management, from the College of Food, Agricultural and Environmental Sciences, and plans to become a project manager for a major construction company. Troy graduated from Cincinnati Elder High School, a private school on the west side of Cincinnati in 2016 and started his buckeye journey, here, at the Ohio State Newark campus.

In his first year of college, Troy became very active on campus, participating in the Buckeye Generation Learning Community, the Black Heritage dinner, Habitat for Humanity, Fresh Image and work-study. The communities he engaged with helped him through many struggles he faced during his freshman year. Troy attributes much of his growth to the relationships he made here at Newark.

Later in life, he would like to become a pastor and entrepreneur to give back to the community from which he came. Troy will dearly miss Newark as he leaves for the Columbus campus, but he appreciates the friends he made and the opportunities he had.

Please join me in congratulating Troy. Troy, if you have any words.

Mr. Moore:

I would like to say that I am very happy to receive this honor and very excited to receive it. I appreciate that the struggles I had my first year were recognized and to receive this award from the faculty and the people here on campus. I really have a very fun time here during my freshman year. Thank you very much.

Mr. Moseley:

If your guests would like to join, we will take pictures up here with President Drake and Chairman Shumate.

Mr. Shumate:

Again, on behalf of the board and the university, congratulations. Let's give them another round of applause.

Next, we have the privilege to present the Distinguished University Professor Awards to two recipients who have contributed to the teaching, research, and service missions of the university and have inspired the generation of students like those we just recognized.

Dr. McPherson, I give you the floor.

DISTINGUISHED UNIVERSITY PROFESSOR AWARDS

Dr. McPherson:

Thank you Mr. Chairman. This morning we celebrate the university's highest honor for a faculty member - the Board of Trustees conferment of the title Distinguished University Professor. Thus far, in the history of the university, this university has conferred this permanent honorific title on only 56 other faculty members.

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This program has a rigorous selection process. Each August, the Office of Academic Affairs sends a call for nominations to recommend faculty for this honor. Department chairs, school directors, or faculty awards committees forward their nominations to their college deans. Deans develop a college review process, solicit support letters nationally and internationally, and forward their final nomination decisions to the Office of Academic Affairs. My colleague, Vice Provost for Academic Policy and Faculty Resources Kay Wolf, oversees this program along with other university wide awards that our office sponsors.

Selection committees are chosen from among the members of the President and Provost Advisory Committee. Although they are not able to attend today's meetings and be recognized in person, I thank this year's committee members: Bharat Bucshon, John Byrd, Joshua Dressler, and Ellen Mosley-Thompson, for their time and commitment to the selection process.

The Distinguished University Professor designation includes automatic membership in to the Presidents and Provost Advisory Committee. In addition, the Office of Academic Affairs designates a one time, cash award of \$30,000 to each of these distinguished university professors to be used in support of their scholarly work.

Members of the board, it's an honor to recommend two esteemed colleagues for the designation of Distinguished University Professor: Clark Spencer Larsen, Distinguished Professor of Social and Behavioral Sciences from the Department of Anthropology in the College of Arts and Sciences and David Hal Weinberg, Henry L. Cox Professor of Astronomy, Distinguished Professor of Mathematical and Physical Sciences and chair of the Department of Astronomy.

Would Dr. Larsen and Dr. Weinberg please come forward and be seated at the speakers table?

Before the confirming of the titles, I would like to say a few words about each of these internationally respected colleagues. Each of them have outstanding records in teaching and learning, research and innovation, and outreach and engagement. They have taught students at all levels and their work is highly praised and widely published. In addition, their service to the university has made a significant impact. I will make a few comments and then turn to each of them for their comments.

I will begin with Dr. Larsen. Nominators wrote that the global reach of Dr. Larsen's fieldwork and his laboratory-based research are both considered exceptional. In addition, one nominator wrote that the impact of maize agriculture on humanity and thereby establishing the significance of agriculture, which is a relatively recent phenomenon, is essential for what we think of now as human construct.

His work frames questions about the biological costs of life in the remote past, including the effects of activities, our dietary practices, and infectious diseases. Another scholar wrote that his most recent work on disease, and its implications for global health, has rocketed him beyond the stellar trajectory he had previously established, into original domains, where he's launching new intellectual initiatives that are sure to prove as important as his previous work.

Among his honors, he is an elected member of the National Academy of Sciences and a fellow of the American Association for the Advancement of Science. Dr. Larsen joined Ohio States faculty in 1999. He earned a bachelor's degree in anthropology, with honors, from Kansas State University, and a doctorate in biological anthropology from the University of Michigan, and we love him none-the-less.

Dr. Weinberg has been recognized as one of the most original and creative astrophysicists of his generation and an influential member of the National Astronomical

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community. His research area is cosmology, the origin of the structures of our universe, and his research straddles the divide between theory and observation.

He discerns the difference between dark matter and dark energy. As part of his outreach to an engagement with the community outside academia, he has presented lectures called 'The Dark Matter Rap' at Perkins Observatory in Delaware County. We look forward to seeing whether his remarks this morning take any particular construct as he speaks.

Among his honors and recognitions, he was selected to receive Ohio State's Distinguished Scholar Award, and is a fellow of both the American Physical Society and the American Association for the Advancement of Science.

Dr. Weinberg joined Ohio State's faculty in 1995. He earned a bachelor's degree in physics, summa cum laude, Phi Beta Kappa, and with distinction in physics from Yale University and a doctorate in astrophysics from Princeton University.

Ladies and gentleman, please join me in congratulating the 2017 Distinguished University Professors. I will ask our guests to make a few remarks, Dr. Larsen would you start.

Dr. Larsen:

I would be happy to. I wanted to make sure I get all this in one spot so I prepared a written [statement]. As Bruce said, I work in the discipline of biological anthropology, the study of human evolution and diversity. While I am interested in all aspects going back millions of years, I focus mainly on human skull remains going back about 10,000 years. Whether I dig them up or not, I am pretty much interested in anyone dead.

As a scientist, I address big questions about the natural world; especially those related to health and lifestyle. Beginning with my graduate work at that university up north, I will not mention the name, in the mid-1970s; I have been perusing one specific problem relating to global development that eventually would affect virtually every human on the planet, including all of us. The development is the transition from everyone globally living on a diet that was hunted, collected, fished, or otherwise captured, to a diet where everyone is dependent on domesticated plants, especially corn, wheat, and rice, the super foods. We can tell from the bones using stable isotope analysis what these people are eating and we know precisely what they were doing.

The transition began some 10,000 years ago in the ancient Middle East, and spread from there and a number of other centers in Asia and the Americas. This dietary change has largely fueled an explosion in world population from around 10 million - 10,000 years ago, to our current 7.5 billion, and rising.

In the archeological skeletal populations we investigate, our research has shown a number of health and lifestyle associated changes with the adaption of food production based on domesticated plants: namely, a rise in population density dependent on infectious diseases including lots of new ones ranging from tuberculosis and leprosy around 5,000-10,000 years ago, to Ebola and Zika in the last decade or so; a decline in quality of nutrition as seen in the record of iron deficiency, anemia, and other deficiency diseases, still rampant globally; a decline in oral health is shown in the huge increase in tooth decay and periodontal disease due to the dominance of dietary carbohydrates in our diets; and an appearance of rampant malocclusion and occlusion abnormalities, one of my favorite topics when I lecture to the orthodontics residents, who we have one here, they eat it up so to speak. There is one good bit of news though, we see a general decrease in osteoarthritis in this time frame, although an alarming increase in knee osteoarthritis, in the last few decades, in our own population.

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Our activity in the lab I direct, the Bioarcheology Research Laboratory, involves juggling a bunch of projects including in Turkey, North and South America, and Europe. The big one is the *Global History of Health Project*, and will soon begin its East Asian arm, starting in China next summer.

Lastly, I would like to say how very thrilled I am with conferment. It caps off a wonderful 16 years at Ohio State. I would like to acknowledge the succession of deans: Dean Joan Huber, whose not [here] with us today, Randall Ripley whose is here, Paul Beck who was not able to come, Gifford Weary, Joe Steinmetz, Janet Box-Steffensmeier, and David Manderscheid. I am certain that I was the easiest department chair to work with in the past 16 years. The deans supported my efforts to build our department into one with national prominence. I am especially proud of the 17 PhD students who have graduated under my supervision and the scores of undergraduates who have worked with me in the field, laboratory, and classroom.

Thank you President Drake, Provost McPheron, university leaders, Chairman Shumate, and members of our Board of Trustees. Thank you, it is a privilege to be here today.

Dr. McPheron:

Dr. Weinberg.

Dr. Weinberg:

It is an honor to be here and it is a great honor to be here with Clark Larsen, who is distinguished as both a great individual scientist and a great academic leader.

Astronomy is a branch of physics. It is the oldest and the best branch of physics. The link between astronomy and physics works two ways: astronomers use the laws of physics that we learn for terrestrial experiments to interpret our observations and to understand how planets, stars, and galaxies work, but also we use astronomical observations to discover new laws of fundamental physics that we could never uncover with terrestrial experiments alone.

In the three decades since I started graduate school, we have learned that the dominant form of matter in the universe is not made of the protons, neutrons, and electrons that make up the atoms of our everyday world. We call this stuff dark matter, but we still do not know what it is. Even more remarkably, we have learned over the last two decades that otherwise empty space is pervaded by some form of exotic energy that exerts repulsive gravity, and is making the expansion of the universe speed up, instead of slow down. We call this stuff dark energy, but we understand even less about that than we do about dark matter.

Among astronomers, I am known in part for my work on interpreting giant 3-dimensional maps of the distribution of galaxies and for techniques where we analyze those maps and use them to address questions about the nature of dark matter, dark energy, and the initial conditions of the cosmos. I am also known for work on the theory of the formation of galaxies and cosmic structures where we use super computer simulations to model how these structures grow out of tiny fluctuations present in the early universe.

A lot of my work is theoretical, but I have also been involved in some big observational projects. I played several leading roles in the Sloan Digital Sky Survey, which over the last 20 years has made the largest ever maps of the distributions of galaxies in the universe and the distribution of stars in the Milky Way [galaxy]. You can see a little bit of one of those maps on my necktie. Along with other Ohio State colleagues, I'm now very involved in preparations for NASA's WFIRST (wide-field infrared survey telescope) mission, which I have on my lapel pin, and will be launched in the mid-2020s and will be the Sloan Digital Sky Survey in space.

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An unusual and very rewarding part of my work has been a decade-long collaboration with artist, Josiah McElheny, on sculptures that were inspired by the chandeliers in the Metropolitan Opera House, but also have detailed representations of modern cosmological ideas and discoveries about the universe. Some of you may have seen the first of these works, *An End to Modernity*, which exhibited at the Wexner Center for the Arts in 2005. This thing could only have happened at Ohio State because of the Wexner Center. It has been tremendous fun to work on. I have made various less serious forays into popular culture including the dark matter rap, which I originally composed just to amuse my colleagues, but has had a very long life in undergraduate classes.

I am proud to be receiving this award having come here as an assistant professor and risen through the ranks. My wife Lisa Florman and I came together in 1995, and she is now the chair of the Art History department and I am the chair of Astronomy. I am glad that she could be here today, [along with] my former department chairs Pat Osmer and Brad Peterson.

My personal academic success is parallel and intertwined with that of the astronomy department, which over the last 25 years has really built a spectacular world-class program. We measure ourselves against Harvard, Princeton, Cal Tech, MIT, Yale, Chicago, and Berkley; we push ourselves very hard and we have a lot of fun doing it. I think Ohio State is justly proud of its breadth, of its undergraduate program, of its strength in economically important fields like material science, engineering, and agriculture. But, there are also places where some combination of good hires, good environment, good leadership, and strong university investments have given us a world class program in one of the grand fields of human intellectual endeavor: fields like astronomy, anthropology, and linguistics. These are some of the jewels in the university's crown and it is a great privilege to be a part of one of them. Thank you.

Dr. McPherson:

Perhaps before we take a photo op, are there any questions from any of the board members?

Dr. Lancaster:

I do not have any questions, but I would like to make a comment. I am sorry I have never taken an astronomy course, but that was phenomenal. I did have the privilege of [hearing] a lecture from Dr. Larsen in my First-Year Growth and Development course. We learned about how the cranial base and the jaws grow, things the others probably are not interested in, but as an orthodontist, we are. I was blown away by the vast history and the knowledge that Dr. Larsen had about dentistry. I learned about the evolution, as he mentioned, on how cavities came about in the themes of evolution. We did not have crowded teeth at one point in our history and I had the pleasure of learning all of that from him. I am happy to have you here today and thank you both for all you do and for [filling] our university [with] so many super stars here. It is great to recognize you.

Mr. Shumate:

Again, we thank you Dr. Larsen and Dr. Weinberg, for all you do for the university and for our students. Your distinguished service lends excellence to Ohio State and on behalf of the board, we are very grateful. Congratulations!

What a magnificent day! We had an opportunity to hear how our students and faculty make a difference through their scholarship. As a land-grant university, Ohio State is also committed to making a difference in the lives of people around the state and beyond.

As many of you know, Ohio State faculty, staff, and students, travel across Ohio every year as part of our annual summer tours. President Drake leads these tours to connect

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and engage with alumni, businesses and community leaders, students and families, legislators, and others around the state. This year's summer tours took the university to cities, towns, and villages, in southeast, southwest, and northern Ohio. It is my pleasure to introduce a short video to share the flavor and engagement of this year's tours.

(Video)

Mr. Shumate:

President Drake.

PRESIDENT'S REPORT

President Drake:

Thank you very much Alex. It is very good to be here this morning, always nice to visit Newark, and a great morning for us all to come. It is nice, I think, for us, for the board, to get a chance to come to the regional campuses and to see what we are doing and then to hear from students here, as well as be able to celebrate our faculty, which is such a wonderful way to begin this morning.

What the regional campuses do so well you know, is help us create ever-greater access to an affordable and excellent education for students and families, broadly across Ohio. It is nice to see that happening and great to continue to support these efforts.

We mentioned the state tours just now. I had not seen the video like that; it was interesting. It was weird actually, because, some of it was like last week and it was funny to put together into a historical thing. During the state tours, we visited the Marion campus to cut the ribbon on a new state of the art science and engineering building. Later today, we are going to visit the new 40,000 square foot residence hall, here at the Newark campus as a part of this tour. These are just a few of the examples of the important investments we continue to make throughout campuses all over Ohio.

The new semester, the new academic year, is already underway. Last week was one of my favorites of the year. We helped new buckeyes and their families get acquainted with Ohio State on move-in-day, followed by convocation and our Columbus Welcome Event, an annual celebration of our town-gown relationship that has become a favorite of our students. Actually, there are several people here who have participated in those events from a variety of points of view and that is great. Our new students are more prepared for college and more diverse than ever before. Whether at the Newark, Marion, Lima, Mansfield, Wooster, or Columbus campus, they bring different talents, interests, and perspectives that create our unique university community.

About three weeks ago, we had more than 8,000 individuals come together to ride in this year's Pelotonia event. Last count, \$147 million has been raised for cancer research over the life of this event. That is an incredible number and [an] amazing example of how our community can come together to improve lives. The total number of riders this year, 8,022 to be exact, was a new all-time high and we are very excited and pleased about that. Again, many people are here who participated in multiple aspects of that endeavor.

As we heard Wednesday, the Wexner Medical Center also had its own historic year. It was recently ranked among the best hospitals in the nation by *U.S. News & World Report*. Overall, the medical center was recognized as a particular leader in seven specialties, an honor that is achieved by less than 1% of the hospitals in the country. We had our best year in history for patient care, that is both in the volume of patients that we saw, and in the levels of patient satisfaction and patient outcomes. We also had

the strongest financial year that we have ever seen. All these factors are rising together. It is great that the financial performance, volume, quality, and satisfaction of our services are all at all-time highs.

I should also mention that this last month, we admitted the most diverse and the most qualified class of medical students in our history. It occurred at a time when we had nearly a 20% increase in NIH grant support. The research mission, the patient care mission, and the education mission are all at historic highs.

One of the reasons that we are able to do so well with qualifications of the medical school class was that the numbers of applicants were at an all-time high. In fact, over 7,000 people applied to be a first-year student - incredible.

Our athletic program also remains the very finest. In my remarks, it says the finest in the country; it is actually the finest collegiate athletics program in the world because it is a wonderful program. We finished number one in the Capital One Cup, which measures men's sports and number two in the Directors Cup, which measures sports across the board. We had 622 scholar athletes last year on campus, an incredible number of people who have done so well. This is by far the most in our history.

Our faculty and staff continue to demonstrate what it means to be Buckeyes. Yesterday, in our Talent and Compensation Committee, we celebrate recipients of the University's Distinguished Staff Award, which is the highest honor bestowed on staff at the university. We recognized 12 individuals for their outstanding work and service.

For faculty, citations of excellence from or elections to learned societies were up 29% over the previous year. A few minutes ago, we heard from our newest two Distinguished University Professors. It is our highest honor for faculty accomplishments and research, scholarly, or creative work, teaching and service. It was great to hear about their careers. When we are presenting Distinguished Professor Awards or acknowledging that someone has been elected to one of the national academies, the thing that I think distinguishes them is that these people have done work that influences and actually changes the way that the people in the world, who know the most about their subject, are thinking about that thing that they know the most about; if you can process that. The real experts in the world change the way they are thinking because of the work that our distinguished professors do. It is amazing to have that level of impact, it is really great.

Simply stated, the university has broadly had an incredible year. We admitted the most talented and diverse undergraduate class, I mentioned that was the case for classes in our professional schools, the medical school is the one that mentioned. We actually had a tremendous year in our law school. Our law school class was dramatically different and stronger than the class just a year before. Most of our outstanding measures are at all-time highs and accelerating, which is great.

How do we ensure that our momentum continues and that we are able to make the next bold leap in Ohio State's history? That, of course, is the work of the strategic plan, titled *Time and Change*, and represents the next steps and what it means to be a flagship public research university in the 21st century.

The plan is a collaborative effort. We met with over 500 campus leaders and received close to 1,000 responses from faculty, staff, and students through online engagement efforts. We gathered input from alumni, from friends and leaders in the community, as recently as this week. It builds on our existing strengths and sets forth five pillars of broad focus including Teaching and Learning; Access, Affordability and Excellence; Research and Creative Expression; Academic Health Care; and Operational Excellence and Resource Stewardship. Overall, the plan provides a living breathing framework that allows for flexibility moving forward.

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What is not flexible is our aspirations to be the best university that we can be. When we are at our best we make a real difference to real people, our size, rep, geography, history, and standard of excellence position us to drive the future of higher education. As I have said many times, what happens at Ohio State matters and how we do it matters. Our strategic plan will be the work of all buckeyes requiring on going collaboration across the university and in the community. I am pleased to embark on this exciting journey with you and all of Buckeye nation.

That concludes my report. Thank you.

COMMITTEE REPORTS

Mr. Shumate:

Thank you Dr. Drake, both for your report and your outstanding leadership. Next, we will move to our committee reports. Dr. Reid, we will start with you in governance.

Dr. Reid:

Thank you Mr. Chair. The Governance Committee met Wednesday. To open the meeting, we provided a brief on-boarding update for our two new trustees: John Zeiger and Jordon Moseley.

Second on our agenda, the committee picked up from our June discussion around the development of trustees. This is intended to be a standing agenda item for the Governance Committee with the goal to build on our on-boarding program and continuously groom, educate, and develop, in trustees, a deeper understanding of the institution and the ways in which we come together to enhance the boards effectiveness, especially in times of key decision making, such as with our strategic plan, and challenges and crisis.

Moving on to items for action, Mr. Shumate, our chair, presented the resolution to ratify committee appointments for 2017 and 2018. The roster is provided in your board materials and reflects three items: the committee appointments for Alan Stockmeister to Master Planning and Facilities, Advancement, and Academic Affairs and Student Life Committees; the appointment of Clark Kellogg as chair of Academic Affairs and Student Life Committee; and the reappointment of Richard Herrmann as a faculty representative to Academic Affairs and Student Life.

These resolutions were passed by the Governance Committee and are included in the Board of Trustees consent agenda today. The committee then met in executive session.

That concludes my report Mr. Chairman.

Mr. Shumate:

Thank you Dr. Reid, any questions or comments?

If not, Mr. Fisher, give us the Master Planning and Facilities [Committee] report.

Mr. Fischer:

Yes, thank you Mr. Chairman. The Master Planning and Facilities Committee met yesterday morning and there were four items presented for discussion.

Mr. Kasey presented the physical environmental scorecard. Overall, it has 10 areas coded as green, 6 coded as yellow, and one coded as red. Mr. Kasey also provided an

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update on the crime statistics, compared to benchmark schools, as a follow up from our April meeting.

The major status report, which includes projects over \$20 million, was presented by Ms. Readey. It was noted that Pomerene and Oxley Halls are coded yellow for budget and Cannon Drive Phase 1 is coded yellow for budget and schedule, as a precautionary note, given the complexities of that project as it begins. All other projects are rated green on the report as on time and on budget to date.

Mr. Meyers presented the current design for the Franklin County Extension Office. The donor-funded project was studied as a part of the College of Food, Agriculture and Environmental Science's Master Plan and Framework 2.0. The project is located on Waterman Laboratory and will be used by the Franklin County Extension for community service and educational programs.

Mr. Meyers also presented an update on the Faculty and Staff Homeowner Incentive Program. This program is administered by Campus Partners, in conjunction with the university's Office of Human Resources. It incentivizes faculty and staff to purchase single family, owner occupied, homes in the University District. Updates to the program include increasing the incentive from \$6,000 to 6% of the overall purchase price, capped at \$15,000. The boundaries of the program have also been updated to include the entire University District.

Ms. Readey and Mr. Kasey also presented several requests for approval for professional services in construction contracts, which are in your board materials. Mr. Chatas and Mr. Kasey presented the Capital Investment Plan for the fiscal year 2018. Each year our board approves a five-year rolling Capital Plan. This plan, finalizing the interim plan approved in June, authorizes \$265 million for 49 new projects. All projects greater the \$4 million are required for separate approval, by both the committee and this board.

Mr. Kasey and Mr. Chatas also presented the fiscal year 2018 Utilities System Capitals Improvements Projects. Typically, these have been a part of the Capital Plan but have been separated this year to reflect the new Comprehensive Energy Management partnership with the Ohio State Energy Partners, LLC.

Mr. Meyers presented two real estate items for consideration: the acquisition of real property on Polaris Parkway and the sale of unimproved property in Madison County. They are included in the [consent] agenda items as well. All of these were voted upon and are recommended to the full board and on the consent agenda today. We also met in executive session to cover several items.
That concludes my report.

Mr. Shumate:

Thank you Mr. Fischer. Any questions?

If not our next report will be the Talent and Compensation Committee, Mr. Jurgensen.

Mr. Jurgensen:

Thank you Mr. Chairman. The Talent and Compensation Committee met yesterday. After meeting in executive session, we recognized the recipients of the 2017 Distinguished Staff Award, which Dr. Drake referenced. This honor celebrates outstanding staff members who have made a positive impact at Ohio State. This year's honorees will also be recognized on the field at Ohio Stadium during the October 7th football game.

Our next report was Ms. Mincey and Mr. Shea gave an update on the 2017 Employee Appreciation Event that we hold. This will be held on September 23rd for the OSU UNLV

football game. This is the fourth year that we've held this employee appreciation event. It has an employee opt-in feature attached to it. Within 24-hours of starting this, the opt-in email notification from the president's office generated 11,000 employees who have opted-in to attend versus 7,000 last year. Nearly half of the selected employees attend a pregame tailgate provided by Business Advancement. This event will provide food and activities for over 1,500 employees and their families and friends. We receive positive feedback from our employees on this event and it just seems to grow each year and that's great.

Ms. Mincey then updated our committee on both searches for the dean and director of the Mansfield and Lima campuses. In addition, she informed the committee about the vice provost of undergraduate studies, and dean of the undergraduate education search that is underway.

Ms. McGoldrick and Ms. Doseck gave an overview of the 2018 Health Benefits Program at Ohio State. This is really something. Through effective management, we saw a negative trend rate of 1.4% for our medical plan in 2016 - a decrease in claims and expenses. In my entire corporate career, I never once experienced negative numbers in health claims for my employees, this is really something. The committee had a lot of questions on how in the world we did this. Various factors have contributed to our positive plan experience including improved utilization management, a wellness program, which is really the heart of all of it, and effective contracting. Some changes that we made in the previous year to the plan, all contributed to this decline. With the past three years of medical plan design changes, we've incorporated more consumerism by moving from plans with mostly copay provisions, to those that incorporate deductibles and coinsurance. Essentially empowering people to play a more active role in their own health.

We have made changes while also balancing our goals of maintaining affordability for our faculty and staff and ensuring that our plans remain competitive in the market place. OSU's average medical plan trend rate has outperformed the market for the past several years. In 2018, we are projecting that our medical costs will continue to decrease by more than 4% over the rates that we budgeted for 2017. As we move into 2018, we will continue to focus on transitioning our plans to incorporate greater accountability, evolving our wellness programs to focus more on holistic wellbeing with an emphasis inside of that on mental health as well as physical health, and continuing to benchmark to ensure that we maintain plan competitiveness working with all of our providers to implement more value based payment strategies. University composite rates, premiums, will remain flat and employees in the three lowest compensation tiers will see a decrease in their premium contributions in fiscal year 2018. Again, that doesn't happen in a lot of places these days.

Ms. McGoldrick presented personnel actions for the committee's consideration. First of which is an appointment of Chris Holtmann as our new head basketball coach; reappointments of Michal Caligiuri, Chief Executive Officer of The Author G. James Cancer Hospital and Richard J. Solove Research Institute; Michael Eicher Senior Vice President for Advancement and president of the Ohio State University Foundation [Board]; Kristine Devine, Deputy Chief Financial Officer and Vice President of Operations; and Michael Papadakis, Deputy Chief Financial Officer, Treasurer, and Vice President of Financial Services and Innovation. We also approved amendments to the agreements we have with Bruce McPheron, Executive Vice President and Provost; and Geoffrey Chatas, Senior Vice President for Business and Finance and Chief Financial Officer.

Our second action item was the 2018 University Goals. I shared an overview of the five goals with the committee and again were discussed yesterday. The goals for the university cascade down to President Drake, obviously, but they further cascade down into all of the executives who report to Dr. Drake; everybody owns a piece of this. The foundation for the goals flow out of the strategic plan presented to us yesterday and that

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many around this table have worked on. The five key areas are: advancing key initiatives that further establish Ohio State as a national leader in teaching and learning; improving access, affordability and excellence; strengthening the quality of our research programs; continuing outstanding work in academic health care that enables solutions to improve people's lives; and advancing operational excellence in resources stewardship across the university.

The president has made significant progress thus far towards delivering on these goals and we look forward to continued updates on the progress at future meetings. As we discussed yesterday in our presentation, everyone's eyes appropriately on the executional challenges in the strategy and at the end of the day the strategy will only be as good as that execution. I think we are locked onto the same thing there.

These resolutions were passed by the Talent and Compensation Committee and are included in the Board of Trustees consent agenda today.

That concludes my report.

Mr. Shumate:

Thank you Mr. Jurgensen, any questions or comments?

Mr. Kellogg:

Employee claims reduction, is that lightning in a bottle or is that something that can be looked ahead into the future to be maintained?

Mr. Jurgensen:

You know Clark, I think that it's hard to say. I wouldn't expect negative decreases to be the order of the day for a continued period of time. I think bending the curve is terrific in its own right because there are so many pressures that are pushing health care costs up. I think that almost every large enterprise has recognized that wellness is really the key to this; helping all our employees from getting sick in the first place is really a fundamental thing. It's hard to say how far that can go.

Over 70% of organizations health care is cost-hunted in seven conditions; diabetes would be one. If you can manage those, decrease smoking and some others, you can make a dent in this. I think hearing that the university has their eye on mental health is really a big deal too because depression is something that cascades into other physical issues down the road if not attended to properly and adequately and quickly enough. It is a hidden thing inside of big organizations or large groups of people. The university has their eye on that and I think that that also will contribute to bending this curve over time. It's a great job so far that's for sure.

President Drake:

I'll make one quick comment, Clark, this is just for the board broadly. There's a long arch of time and history. A few things that we've done, you've done, over the years that have been small at the time, have added up. I'll remind you of a couple of ones. We went to a smoke or tobacco free campus a couple of years ago. We were mostly tobacco free, but we took a step to become entirely tobacco free. It doesn't seem like a big deal at the time but over time that will help a lot. We also did something very quietly three years ago - we separated the premiums that are paid by the more modestly compensated employees. Previously, they were the same. The percentage of your take home check was dramatically greater if you were a lower income employee than if you were a higher income employee and our highest income employees were paying less than people in the world generally, our lower income employees were paying much more than other people in the world.

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One nice thing that has happened is that we've been able to separate this out so that most of the savings has really been distributed to people to at the lower part of the income curve, where it makes an actual, real difference in their weekly take home checks. Little things like that happen over time, and we hope that they work in the right direction.

Mr. Shumate:

Any other questions?

If not Mrs. Hoeflinger, if you would present the Advancement Committee Report.

Mrs. Hoeflinger:

Thank you Mr. Chairman. The Advancement Committee met yesterday and I am pleased to share our progress.

We had a special guest, Dr. Tim Pawlik, who holds the Urban Meyer III and Shelley Meyer Chair for Cancer Research within the Department of Surgery at The James. The endowed chair was established with gifts from the Meyers and many others, who attended the Buckeye Cruise event, cruise for cancer. These endowed positions are important in elevating the prestige of our units and they help to recruit and retain incredible talent. As Dr. Pawlik said "we don't want to be the people reading the books, we want to be the people writing the books." It was nice to have him with us as an illustration of how philanthropic support is used to make a difference.

Then the Ohio State University Alumni Association updated us on how it is building connections between students and alumni. This is being established through programs like Buck-I-SERV, which provides a connection through service trips and Summer Send Off, which allows alumni clubs across the country to connect with their local students before they head off to Ohio State in the fall.

In the spring the annual giving team asked alumni to give back, not only their financial support, but some words of wisdom for new students through the Alumni Advice Campaign. They raised \$475,000 in scholarships and collected more than 350 pieces of advice for incoming freshman. The advice was put into these notebooks, which you have in front of you. If you open them and look at the bottom of your pages, you'll see some of their advice, and I encourage you to read through them. A few of the favorites from the Alumni Association were things like, "get a campus job, it's a great way to meet people"; "remember that failure is just a new opportunity to succeed"; and one of their biggest favorites was, "just remember no matter how bad your day is, there are people who are attending the University of Michigan". Great fun, great advice, people were wonderful.

Reflecting on our numbers - we wrapped up the fiscal year of 2017 as our best fundraising year on record, closing with an impressive \$533 million in new fundraising. This was a \$76 million increase from last year and \$58 million over our goal. Our donor counts are up 9% from last year and we also saw an increase in first time donors.

Marketing has gained a lot of insight during this benchmarking year, and will be able to use that knowledge in setting more focus goals moving forward. The team is looking at the importance of storytelling through modern marketing methods and this increasing public awareness of the attractive qualities of Ohio State, many of which you just named earlier. While we are only one month into fiscal year 2018, it has been our strongest year yet, and already putting us slightly ahead of our goal.

Our public session concluded with the approval of the endowments and the naming resolutions, which illustrate the thoughtful ways our donors continue to give back to Ohio State. The committee then met in executive session.

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That concludes my report, Mr. Chairman.

Mr. Shumate:

Thank you, any questions, or comments?

Ms. Krueger:

Since Mike Eicher has been here, our fundraising has been nothing short of spectacular. It is so automatic now. We take it for granted - these extraordinary increases. I was here before Mike was, we had like 7 or 8 [years] in a row that were not so good. I really appreciate these extraordinary numbers that the development department has generated. It is very difficult to do that consistently year in and year out. We are very blessed and fortunate to have Mike.

I think we should just give him a round of applause. Thank you.

Mr. Shumate:

Thank you Cheryl. Any other comments?

If not, Mr. Smucker, if you could present the Audit and Compliance [Committee] report.

Mr. Smucker:

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

The first item for discussion was an update on the university's fiscal year 2018 external audit from Christa Dewire from PWC (PricewaterhouseCoopers). The audit planning process has been completed with no changes in the significant risk communicated to the committee in April. Interim procedures are underway with no significant issues identified to date. Year-end procedures began this month and weekly status meetings are being held with management to track progress and avoid surprises. We will review the audit consolidated financial statements, which the university then provides to the Auditor of State's office at the November meeting.

Next Gates Garrity-Rokous and Chris Glaros provided the committee with a presentation on the university's ethics and conflicts of interest program. In addition to state ethics laws, which cover all public officials including university trustees, there are a number of conflict of interest laws that the university must consider. Areas such as federally funded research, technology, commercialization, and clinical trials also have separate but related conflicts of interest legal requirements that the university must pay careful attention to. Over the past several years, significant work has gone into streamlining and consolidating the annual self-disclosure and reporting process, for these multiple areas of responsibility. Training and education, also is a critical component of the university's ethics program, and the university's efforts at building and maintaining an integrity culture. As you know, the board of trustees has its own online ethics-training tool. You know I always like to remind you, that if you have not already taken the training I would strongly encourage you all to do, so which I am sure you have.

Finally, Gates presented the Audit and Compliance Committee scorecard. There were no major changes from the report at our last meeting. Gates did note that there has been about a 10% increase in the number of public records requests received by the university in each of the past four years, yet the amount of time needed by the public records office and partner units across campus to fulfill this request has remained consistent over time. Our committee then met in executive session.

That concludes the report.

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Mr. Shumate:

Thank you Mr. Smucker. Any questions?

Mr. Kellogg, if you could present the Academic Affairs and Student Life Committee report.

Mr. Kellogg:

Yes, thank you Mr. Chairman. The Academic Affairs and Student Life Committee met yesterday. We started the meeting by thanking Cheryl Krueger for her leadership during the chair transition and her continued leadership as the committee's vice chair. We also welcomed fellow trustee, Alan Stockmeister as a new member of our committee and John Zeiger as an attendee as part of his trustee on-boarding.

Following executive session, Dr. Adams-Gaston introduced Dr. Micky Sharma, director of Student Life's Counseling and Consultation Services to discuss the trends in student mental health. Dr. J reiterated the multi-modal approach that Ohio State takes to address student's needs. To piggy-back a little bit on what Jerry talked about in terms of the focus on the whole aspect of mental health, really informative and enlightening, the presentation that Dr. Sharma and Dr. J presented around mental health from the standpoint of wellness, and continuing to erode the stigma attached to mental health, particularly as it relates to all of us, but our students primarily were the focus there. Very informative and enlightening presentation and also, inspiring work that we're doing in that space for our students.

Provost McPheron introduced the next topic, online learning and distance education, highlighting the growth in that program over the last four years. It was awesome to see a brief video highlighting the faculty perspectives on the online program. The video was followed by remarks from Dr. Alice Teal, director of the Online Family Nurse Practitioner program, which is a leading program in that space and the country. She addressed several myths associated with distance education. The presentation concluded with the second video telling the story of Randall Moores, a student who has personally benefited from online learning.

Provost McPheron reviewed highlights of the academic affairs scorecard pointing to the progress in distance education, particularly, the increase in online enrollments and gave us a brief appetizer as to the new scorecard that will be more directly aligned with our strategic plan going forward. We hope to see that at the November meeting.

Vice Provost, Randy Smith, confirmed that Ohio State received written confirmation from the higher learning commission indicating continued accreditation. Dr. Smith summarized the reaccreditation process and he highlighted how the HLC (Higher Learning Commission) review expresses no concerns, which is really a big deal when you talk about accreditation in regards to Ohio State achieving reaccreditation process. The next reaffirmation will be 2026-2027.

Provost McPheron recommended a series of resolutions for approval by the full board. They include a series of faculty appointments and reappointments, approval of an honorary degree, approval of degrees and certificates to include three posthumous degrees, and the revocation of degree. These resolutions were passed by the Academic Affairs and Student Life Committee and are included in the Board of Trustees consent agenda.

Mr. Chairman that concludes my report.

Mr. Shumate:

Thank you Mr. Kellogg. Any questions?

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Mr. Zeiger:

Mr. Chairman, this is not a question, but I would like to second what Mr. Kellogg said on the presentation to the committee yesterday about the reaccreditation effort. I was involved in a small institution and watched them struggle with their reaccreditation. The idea that Ohio State is at such a point that there were no concerns and the reaccreditation was granted automatically, I think speaks well not only of the institution, but I think we should be in particular, expressing our thanks to Dr. Smith and the committee that undertook all of those efforts with such an incredible outcome.

Mr. Shumate:

Thank you for that comment. Dr. Smith, would you stand and be recognized?

Any other questions or comments? If not Mr. Zeiger, I am sorry, Mr. Gasser, the Finance [Committee] report.

Mr. Gasser:

Thank you Mr. Chairman. Before I give my remarks, though, I do want to thank you and President Drake for allowing us to have this meeting on this campus. It is my first time on this campus and it is a very impressive and beautiful campus. Thank you for allowing us to have the meeting here.

The Finance Committee did meet yesterday and we had three items for discussion. Mr. Chatas presented the university financial overview for fiscal year 2017. It was a very strong financial year, enabling the university to deepen our investments in access, affordability and academic excellence, and exceptional patient care. The university had \$6.8 billion in revenue and \$6.2 billion in expenses. Our margins for the year was 10.3% driven by investment returns and patient care performance in the health system and OSU Physicians. Our long-term investments pool will surpass \$4.2 billion for the year after achieving results that are likely, and we do not have the final results yet, but we're likely to be above the median for our peer group, which was a very important change. The long-term investment pool also distributed more than \$166 million in fiscal year 2017, with more than half devoted to student scholarship, faculty positions, and educational support.

Ms. Readey updated the committee on 13 projects of more than \$20 million that collectively totaled more than \$593 million. Most remain green on our scorecard for being on time and budget, while two continue to be watched closely, and those are the two that Alex mentioned in the Master Planning and Facility Committee.

Mr. Papadakis, Vice President and university Treasurer, presented the annual update on the operations of the internal bank. Currently there is \$2.5 billion loans outstanding, which are used to address capital needs for internal OSU departments.

The Finance Committee also discussed five items for the consent agenda and I will briefly review those five items. First, the university is seeking approval of a professional service and construction contracts for four projects that Alex talked about in the Master Planning and Facility Committee. The committee also recommended several other items for approval: approval of the operation budget for 2018; acquisition of property located on 2001 Polaris Parkway; the approval of the Capital Investment Plan that Alex talked about; and then approval of the Utilities System Capital Improvement for [fiscal year] 2018.

These five resolutions were passed by the finance committee and are included in the board consent agenda. The committee then met in executive session.

That concludes my report, Mr. Chairman.

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Mr. Shumate:

Thank you Mr. Gasser. Any questions or comments?

If not, our last committee report, Mrs. Wexner, the Wexner Medical Center Board.

Mrs. Wexner:

Thank you Mr. Chairman. The Wexner Medical Center Board met on Wednesday, and we had a very full agenda of many items to cover. We first met in executive session and then moved into public session.

The first report we heard was given by Mr. Doug Ulman, who is the president and CEO of Pelotonia, as our president has referenced. Just to take a moment to acknowledge again what an extraordinary thing Pelotonia is. This was our ninth year and we attracted more than 8,000 riders. Again, on track to raise over \$25 million and every single one of those dollars goes directly to fund research efforts by the university. It is truly an extraordinary thing, the envy of, clearly any university, but in additionally any cancer hospital, so we are so blessed. I think the other amazing thing is that it is really an aggregate of this notion of having our students ride, our professors ride, our whole community riding and doing something together to support the university in its efforts to change people's lives. We are truly very blessed and we have an extraordinary leader in Mr. Ulman; he is a treasure.

We then followed with an update from the dean, Dr. Kent. He highlighted two of the critical areas of our stool, in terms of the medical center our game changing research efforts. He described those of Dr. Li and Dr. Sen. We heard presentations from Dr. Pawlik regarding the Department of Surgery and Dr. Jones in the Burn Center. I think the board members there were really moved by the quality of patient care and research that we are conducting at the medical center. Not only did we hear presentations about our surgery and how competitive it is at the highest levels, but a very moving presentation from the Burn Center and their staff. The emphasis was on the extraordinary care that our doctors and our nurses provide to our patients and to our community. Even when the results are not what we had hoped, and you have unfortunate results, the care that is given is really world class. Just an emphasis on that.

Mr. McQuaid followed with an update on our key metrics: people; service and reputation; quality and safety; innovation and strategic growth; productivity and efficiency; and financial performance. As Dr. Drake mentioned, everything is tracking extremely well at the medical center and critically important.

Mr. Laramore presented the financials. We have had the best year we have ever had, the most successful financial performance. At the same time, our patient-satisfaction scores are the highest. That is an amazing result: where you are busy, you are doing well, you are being efficient, and you are satisfying your patients. Kudos to the amazing work that is going on at the medical center.

Dr. Susan Moffatt-Bruce provided an update on the Quality Base Payment Program results. As Dr. Drake mentioned the *U.S. News & World Report* rankings, noting that the medical center is in the top 1% in the nation. It is ranked in seven specialties and it continues to progress, in terms of, not only the quality, but the reputation. People are very much on that. Again, patient reputation and appreciation is a very important part of that score.

In items for action, Ms. Taylor sought approval to enter into professional services and construction contracts for the 680 Ackerman IHC/Histology Lab and Mr. Meyers brought forward the acquisition of property located at 2001 Polaris Parkway. These resolutions, as were messaged, were passed by the medical center board and were also reviewed

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by the Master Planning and Facilities Committee and the Finance Committee and are included in the Board of Trustees consent agenda for today.

Finally, Ms. Krueger presented for approval the Plan for Patient Care Services for University Hospitals and Arthur G. James Cancer Hospital. These plans are regulatory requirements that must be approved annually. They describe the medical centers missions, values, and vision, and its philosophy for patient care services.

That concludes my report Mr. Chairman.

(See Appendix VII for background information, page 99)

Mr. Shumate:

Thank you Mrs. Wexner. Any questions? Congratulations on the success at the medical center. It has been an outstanding year.

Let me also take a moment to thank all of our committee chairs for your leadership. We really appreciate the hard work and the thoroughness of our committee process and we realize that much of the work of the board is conducted in the committee structure. We appreciate the fact that our chairs have been aligned with the strategy of the university and the priorities of the university. We will use our committee process to drive our strategic plan, which we are very excited about. We believe that working together, we will be able to enable, empower, and inspire during this time of great progress and momentum at the university. Thank you to all of our committee chairs.

Lastly, the consent agenda is before the trustees. Dr. Drake would you please present it to the board.

CONSENT AGENDA

President Drake:

Thank you Chairman Shumate. Today we have a total of 20 resolutions on the consent agenda. We will hold a separate vote for item 14, Naming of Internal Spaces: Veterinary Medical Center Hummel & Trueman Hospital for Companion Animals.

RESOLUTIONS IN MEMORIAM

Resolution No. 2018-09

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.

David Mark Goss

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 4, 2017, of David M. Goss, Professor Emeritus of Mathematics in the College of Arts and Sciences.

Professor Goss received his PhD in Mathematics from Harvard University in 1977, and held positions at Princeton, Berkeley, and Brandeis before coming to The Ohio State University in 1982. He was promoted to Associate Professor in 1984 and to Professor in 1991. His research was in algebraic number theory, and algebraic geometry, where he

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made extensive contributions to the arithmetic theory of function fields. He published over 40 academic papers and a book: *Basic Structures of Function Field Arithmetic*. He had three doctoral students and was a popular teacher of undergraduates.

Professor Goss served the university and the profession in many ways. He served on many departmental and university committees, and guided the mathematics department as chair from 2006 to 2010. In 2011, he served on the Senate Fiscal Committee, and was chair of that committee in 2012. He was appointed as associate editor of the *Journal of Number Theory* in 1988, and then became its editor-in-chief in 1999. In 2012, he was chosen as an inaugural Fellow of the American Mathematical Society. He became an emeritus professor upon his retirement in 2013, and was appointed to the Emeritus Academy at The Ohio State University.

After retiring, he remained as editor-in-chief of the *Journal of Number Theory*, and he continued his active research program. A conference honoring his work in the theory of function fields was held in 2015 at Imperial College, London.

Professor Goss's warmth and energy contributed greatly to the life of the mathematics department.

On behalf of the university community, the Board of Trustees expresses to the family of Professor David M. Goss 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 L. 'Bob' Bartels

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 6, 2017, of Robert Louis "Bob" Bartels, Professor Emeritus of Exercise Science in the College of Education and Human Ecology.

Dr. Bartels served on the faculty from 1961 until he retired in 1989. He is remembered for advancing research in interval training, conditioning and strength training, including work that helped 11 swimmers achieve career bests and took them to an NCAA championship in 1962. He served as Ohio State's head swimming coach from 1963 to 1967, after which he focused on his faculty role while continuing to work with swimmers. He is known for hiring Ron O'Brien, as well as sitting on his doctoral committee. O'Brien coached nearly 200 gold-medal-winning divers, including Greg Louganis.

Dr. Bartels began his career as a varsity swimming team member during his undergraduate years at Ohio State. He was a member of three Big Ten Championship teams and two NCAA championship-winning teams (1949 and 1950). In 1949, he was named to the Collegiate All-American swimming team as one of the best breaststrokers in the country. He was a graduate assistant in the Department of Physical Education for Men while earning his MA, which he received in 1952.

Dr. Bartels returned to Ohio State in 1959 to earn a PhD degree. He received it in 1961 and was named assistant professor of physical education and assistant swimming coach in 1962. He became head swimming coach in 1963, succeeding legendary coach Mike Peppe. He continued until 1967, when he became an associate professor in physical education.

He became a full professor in 1972 and was particularly proud of serving as major advisor to nearly 60 PhD graduates of the university. His advisees went on to become prominent faculty at many universities. He was also an exercise physiologist for several years at the U.S. Olympic Training Center.

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An innovator in the field of physical education, Bartels received many honors. He was elected to the Board of Directors of the College Swimming Coaches Association of America in 1968 and was elected as president in 1971. The organization honored him with its Distinguished Coach recognition in 1972 and the Honor Award for Service to Aquatic Sports in 1980. In 1979, he was named a Fellow of the American College of Sports Medicine. He was named to the Ohio State University Athletic Hall of Fame in 1989. The College of Education and Human Ecology inducted him into its Hall of Fame in 2002, an honor specified for alumni and administrators with widely recognized, international influence in their fields.

Dr. Bartels had a positive impact on the lives of so many at Ohio State. In 1975, he created the university's first Faculty/Staff Fitness Program, which he continued to direct in his retirement. The exclusive exercise facility and program is available to all Ohio State employees and provides individualized workout programs and more. Before retirement, Bartels also was president of the Ohio State Faculty Club, and in 1991, he served as president of Ohio State's Retirees Association. Always civic minded, he spent 23 years as chairman of Safety Services for the Columbus Area Chapter of the American Red Cross.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Robert Louis "Bob" Bartels 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 Chynoweth Burnham

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 12, 2017, of John Chynoweth Burnham, Professor Emeritus of the Department of History.

Professor Burnham was awarded a bachelor's degree from Stanford in 1951. After graduating, he immediately went on to earn a master's degree in history at the University of Wisconsin in 1952. He returned to Stanford, and, in 1958, he received his PhD in history. After serving as a postdoctoral fellow at Johns Hopkins, followed by a position at the Austen Riggs Center and an assistant professorship at San Francisco State University, Professor Burnham arrived at The Ohio State University, where he became an internationally-known historian in the history of medicine, the history of psychiatry and psychoanalysis, and sociocultural history. He served on the faculty from 1963 until his retirement in 2002.

Many describe Professor Burnham as an "historian's historian." He was the first modern scholar to challenge the idea that American prohibition (of alcoholic beverages) failed, and in 1993 he published a prize-winning, albeit controversial book, *Bad Habits: Drinking, Smoking, Taking Drugs, Gambling, Sexual Misbehavior, and Swearing in American History*. He was one of the first non-MD historians to work in the field of the history of psychiatry, and he has been recognized all over the world for his contributions. One of his early articles was a description of how progressivism influenced technical and theoretical work in psychiatry and psychology. His book on the impact of Freud on American medicine is now considered a classic, as are his papers on psychoanalysis as avant-garde. His research led him to become an early historian of sexuality, and his explorations of the history of instinct theory and of psychotherapeutic practice and psychiatric institutions continue to be cited today. Among his many honors, Professor Burnham was presented with The Ohio State University's Distinguished Scholar Award in 1993.

As a faculty member, he taught thousands of students at every level, from first-year to graduate, including postdoctoral resident physicians in the Department of Psychiatry. He was an informal mentor to many graduate students and young historians from all over, some briefly, some for a lifetime, and many just through his unacknowledged peer reviewing and editing. Professor Burnham continued to publish and to mentor younger

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scholars after his retirement. Awarded the honorary title of Research Professor of History when he became emeritus, he spent 2002-2003 as a Bye-Fellow at the University of Cambridge's Robinson College, England. Thereafter, he was associated with the Medical Heritage Center at Ohio State.

Throughout Professor Burnham's career, he proved to be a leader in his field. He served as president of the American Association for the History of Medicine from 1990 to 1992. His other achievements include serving as a senior Fulbright lecturer at the University of Melbourne and at the University of Tasmania; Tallman professor of history and psychology at Bowdoin College; distinguished foreign visiting professor at the University of Sydney; fellow of the American Psychological Association; fellow of the American Association for the Advancement of Science; lifetime achievement award for leadership in the history of psychology by Division 26 of the American Psychological Association; and a lifetime achievement award from the American Association for the History of Medicine.

On behalf of the university community, the Board of Trustees expresses to the family of Professor John Chynoweth Burnham 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.

RATIFICATION OF COMMITTEE APPOINTMENTS 2017-2018

Resolution No. 2018-10

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2017-2018 are as follows:

Academic Affairs and Student Life

Committee:

CLARK C. KELLOGG, CHAIR

Cheryl L. Krueger, Vice Chair

Janet B. Reid

Timothy P. Smucker

Erin P. Hoefflinger

Abigail S. Wexner

Hiroyuki Fujita

ALAN A. STOCKMEISTER

H. Jordan Moseley

James D. Klingbeil

Richard K. Herrmann (faculty member)

Alex Shumate (ex officio)

Cheryl L. Krueger

Brent R. Porteus

Alexander R. Fischer

Abigail S. Wexner

ALAN A. STOCKMEISTER

Lydia A. Lancaster

Nancy J. Kramer

Craig S. Bahner

Barbara J. Tootle (Alumni Assn member)

Georganne M. Shockey (Alumni Assn member)

James F. Dietz (Foundation Board member)

Gifford Weary (Foundation Board member)

Alex Shumate (ex officio)

Finance Committee:

Michael J. Gasser, Chair

Brent R. Porteus, Vice Chair

W. G. "Jerry" Jurgensen

Jeffrey Wadsworth

Alexander R. Fischer

Lydia A. Lancaster

Alan VanderMolen

Alex Shumate (ex officio)

Audit and Compliance Committee:

Timothy P. Smucker, Chair

W. G. "Jerry" Jurgensen, Vice Chair

Michael J. Gasser

Jeffrey Wadsworth

Hiroyuki Fujita

H. Jordan Moseley

James D. Klingbeil

Lawrence A. Hilsheimer

Amy Chronis

Craig S. Morford

Alex Shumate (ex officio)

Advancement Committee:

Erin P. Hoefflinger, Chair

Alan VanderMolen, Vice Chair

Clark C. Kellogg

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Governance Committee:

Janet B. Reid, Chair
Timothy P. Smucker, Vice Chair
Erin P. Hoeflinger
Hiroyuki Fujita
Lydia A. Lancaster
Alan VanderMolen
Alex Shumate (ex officio)

Erin P. Hoeflinger
Hiroyuki Fujita
Lydia A. Lancaster
Alex Shumate (ex officio)

Master Planning and Facilities:

Alexander R. Fischer, Chair
James D. Klingbeil, Vice Chair
Brent R. Porteus
ALAN A. STOCKMEISTER
H. Jordan Moseley
Robert H. Schottenstein
Alex Shumate (ex officio)

Talent and Compensation:

W. G. "Jerry" Jurgensen, Chair
Janet B. Reid, Vice Chair
Michael J. Gasser

APPROVAL OF UNIVERSITY GOALS AND FISCAL YEAR 2018 TARGETS

Resolution No. 2018-11

Synopsis: Approval of the attached presidential goals, is proposed.

WHEREAS pursuant to the terms and agreement in the president's term sheet, the president will be responsible for achieving performance targets and goals formulated and mutually agreed upon by the president and the board; and

WHEREAS in order to establish these goals, the president is submitting the attached for review and approval; and

WHEREAS once approved by the board, the attached goals will serve to evaluate the president during this review period:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached goals to align with the president's 2020 Vision and The Ohio State University Strategic Plan for Ohio State surrounding access, affordability and excellence; community engagement; and diversity and inclusion - and to move the university forward as a 21st century land-grant institution.

(See Appendix VIII for background information, page 178)

**APPROVAL TO ADOPT A NEW STRATEGIC PLAN
FOR THE OHIO STATE UNIVERSITY**

Resolution No. 2018-12

Synopsis: Approval of the new strategic plan for The Ohio State University, is proposed.

WHEREAS the strategic plan shapes and defines the reach and aspirations of The Ohio State University for years to come; and

WHEREAS Ohio State is committed to serving the nation as a flagship public research university; and

WHEREAS Ohio State enjoys the privilege and responsibility as a land-grant university to translate knowledge into solutions that serve Ohio and the world; and

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WHEREAS Ohio State will lead innovative solutions to ensure excellence in teaching, learning, research, and outreach; and

WHEREAS Ohio State is nurturing a culture of interdisciplinary collaboration that will distinguish the university and advance the well-being of humanity; and

WHEREAS Ohio State is committed to preparing a diverse student body to be leaders and engaged citizens:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby endorses the 2017 strategic plan, titled "Time and Change: Enable, Empower and Inspire," as the framework for our progress and the basis of our greatest success; and

BE IT FURTHER RESOLVED, That this resolution shall take effect and be in force immediately upon its adoption.

(See Appendix IX for background information, page 179)

FACULTY PERSONNEL ACTIONS

Resolution No. 2018-13

BE IT RESOLVED, That the Board of Trustees hereby approves the faculty personnel actions as recorded in the personnel budget records of the university since the June 9, 2017, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves, and emeritus titles:

Appointments

Name: JOSEPH E. BRANDESKY
Title: Interim Dean and Director
Regional Campus: The Ohio State University - Lima
Term: July 8, 2017 through June 30, 2018

Name: *PELAGIA-IRENE GOUMA
Title: Professor (The Edward Orton, Jr., Chair in Ceramic Engineering)
College: Engineering
Term: August 22, 2017 through May 31, 2022

Name: SORABH KHANDELWAL
Title: Professor-Clinical (Samuel J. Kiehl III MD Professorship in Emergency Medicine)
College: Medicine
Term: January 1, 2017 through December 31, 2021

Name: SALLY V. RUDMANN
Title: Faculty Ombudsman
Office: Academic Affairs
Term: August 15, 2017 through August 31, 2018

Name: NORMAN W. JONES
Title: Interim Dean and Director
Regional campus: The Ohio State University - Mansfield
Term: July 1, 2017 through June 30, 2018

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Appointments (cont'd)

Name: CLARK S. LARSEN
Title: Distinguished University Professor
Department: Anthropology
Effective: July 1, 2017

Name: DAVID H. WEINBERG
Title: Distinguished University Professor
Department: Astronomy
Effective: July 1, 2017

Name: LU ZHANG
Title: Professor (The John W. Galbreath Chair in Real Estate)
College: Fisher College of Business
Term: June 15, 2017 through September 30, 2020

Reappointments

Name: MICHAEL B. CADWELL
Title: Professor (The Walter H. Kidd Designated Professorship in the Knowlton School of Architecture)
College: Engineering
Term: July 1, 2017 through June 30, 2022

Name: MELISSA M. DRUM
Title: Associate Professor (Alfred W. Reader Endowed Professorship in Endodontics)
College: Dentistry
Term: October 1, 2017 through September 30, 2022

Name: DENNIS R. HELDMAN
Title: Professor (The Dale A. Seiberling Professorship in Food Engineering)
College: Food, Agriculture, and Environmental Sciences
Term: September 1, 2017 through August 31, 2022

Name: DOROTHEE C. IMBERT
Title: Professor (The Hubert Schmidt Chair in Landscape Architecture)
College: Engineering
Term: July 1, 2017 through June 30, 2021

Name: KARIN MUSIER-FORSYTH
Title: Professor (Ohio Eminent Scholar in Macromolecular Structure Determination)
Department: Chemistry and Biochemistry
Term: July 1, 2017 through May 31, 2022

Name: WALTER J. MYSIW
Title: Professor (The Dr. Ernest W. Johnson Chair)
College: Medicine
Title: Chair
Department: Physical Medicine and Rehabilitation
Term: July 1, 2017 through June 30, 2021

Name: DAVID B. WILLIAMS
Title: Dean (Monte Ahuja endowed Dean's Chair)
College: Engineering
Term: July 1, 2017 through June 30, 2022

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(See Appendix XVII for background information, page 316)

PERSONNEL ACTIONS

Resolution No. 2018-14

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the personnel budget records of the university since the June 9, 2017, meeting of the board, including the following appointments:

Appointment

Name: *CHRISTOPHER A. HOLTSMANN
Title: Head Men's Basketball Coach
Department: Athletics
Term: June 9, 2017 through June 30, 2025

Reappointments

Name: MICHAEL A. CALIGIURI
Title: Chief Executive Officer
Unit: The Arthur G. James Cancer Hospital and Richard J. Solove
Research Institute
Term: July 1, 2017 through June 30, 2021

Name: GEOFFREY S. CHATAS
Title: Senior Vice President
Chief Financial Officer
Office: Business and Finance
Term: February 14, 2017 through February 13, 2020

Name: KRISTINE G. DEVINE
Title: Deputy Chief Financial Officer and Vice President Operations
Office: Business and Finance
Term: April 1, 2017

Name: MICHAEL C. EICHER
Title: Senior Vice President for Advancement and
President of The Ohio State University Foundation
Office: Advancement
Term: November 1, 2017

Name: BRUCE A. MCPHERON
Title: Executive Vice President and Provost
Office: Academic Affairs
Term: June 1, 2016 through May 31, 2021

Name: MICHAEL PAPADAKIS
Title: Deputy Chief Financial Officer, Treasurer, and
Vice President Financial Services and Innovation
Office: Business and Finance
Term: April 1, 2017

* New Hire

DEGREES AND CERTIFICATES

Resolution No. 2018-15

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; and

WHEREAS the College of Engineering has recommended that Almamy Coumbassa be awarded a Bachelor of Science degree in Electrical and Computer Engineering, posthumously; and

WHEREAS the Arts and Sciences has recommended that Zachary Franczek be awarded a Bachelor of Science degree with Research Distinction in Earth Sciences, posthumously; and

WHEREAS the College of Engineering has recommended that Cody Sweitzer be awarded a Bachelor of Science degree Welding Engineering, posthumously:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 17, 2017, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools that Almamy Coumbassa be awarded the above named degree, posthumously; that Zachary Franczek be awarded the above named degree, posthumously; that Cody Sweitzer be awarded the above named degrees, posthumously; and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

HONORARY DEGREE

Resolution No. 2018-16

Synopsis: Approval of the below honorary degree, is proposed.

WHEREAS pursuant to paragraph (A)(3) 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 degree as listed below:

Marian Wright Edelman

Doctor of Humane Letters

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the awarding of the above honorary degree.

REVOCAION OF DEGREE

Resolution No. 2018-17

Synopsis: Revocation of a Doctor of Philosophy degree, is proposed.

WHEREAS a panel of the committee on academic misconduct constituted according to rule 3335-5-48.7 of the Administrative Code requested that the Board of Trustees effectuate the revocation of the Doctor of Philosophy degree of Jodi Whitaker; and

WHEREAS the request was concurred with by the Executive Vice President and Provost; and

WHEREAS the request was further concurred with by the Academic Affairs and Student Life Committee; and

WHEREAS the appropriate bodies and administrative officer of the university have fully complied with applicable procedures and, in accordance with those procedures:

NOW THEREFORE:

BE IT RESOLVED, That the Doctor of Philosophy degree of Jodi Whitaker, granted on December 15, 2013, pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, is hereby revoked immediately.

UNIVERSITY FOUNDATION REPORT

Resolution No. 2018-18

Synopsis: Approval of the University Foundation Report as of July 31, 2017, 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 1 (one) endowed professorship: the Endowed Professorship for the Curator of Dance; two (2) endowed scholarships as part of the Ohio Scholarship Challenge; and twenty (20) additional named endowed funds; the revision of seventeen (17) named endowed funds; and the closure of two (2) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of July 31, 2017.

(See Appendix X for background information, page 198)

NAMING OF THE SANDER AND MECHELE FLAUM ADVANCEMENT SUITE

Resolution No. 2018-19

IN FISHER HALL, MAX M. FISHER COLLEGE OF BUSINESS

August 25, 2017 meeting, Board of Trustees

Synopsis: Approval for the naming of the Advancement Suite (room 101) in Fisher Hall, located at 2100 Neil Avenue on the Columbus campus, as the Sander and Mechele Flaum Advancement Suite, is proposed.

WHEREAS Fisher Hall is the administrative building of the Max M. Fisher College of Business (Fisher), and the Office of Advancement is located in an area that is accessible to visitors and enables access to college leaders; and

WHEREAS Sander and Mechele Flaum have generously supported the activities of Fisher in Columbus and in New York City; and

WHEREAS Sander and Mechele Flaum have provided generous contributions to Fisher to support activities of the faculty, students, and staff as directed by the dean of the college:

NOW THEREFORE

BE IT RESOLVED, The Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the aforementioned Office of Advancement (room 101) in Fisher Hall shall be named the Sander and Mechele Flaum Advancement Suite.

NAMING OF THE ROTHERMICH CONFERENCE ROOM

Resolution No. 2018-20

IN THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER
DAVIS MEDICAL CENTER

Synopsis: Approval for the naming of conference room S2056, located in the Davis Medical Research Center at 480 Medical Center Drive, as the Rothermich Conference Room, is proposed.

WHEREAS Dr. Norman O. Rothermich founded the Division of Rheumatology at Ohio State and served as a professor at the university for over 40 years; and

WHEREAS Dr. Rothermich served as a member of the Ohio State Medical Board, a co-director for the Arthritis Section, and authored or co-authored over 50 publications before retiring as a professor emeritus in 1983; and

WHEREAS the university and the Wexner Medical Center wish to honor Dr. Rothermich's service; and

WHEREAS Dr. Rothermich's son, Don Rothermich, has generously supported the renovation of the conference room in memory of his father:

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, conference room S2056 in the Davis Medical Research Center shall be named the Rothermich Conference Room.

NAMING OF THE TANYA RUTNER HARTMAN ROOM

Resolution No. 2018-21

IN THE OHIO UNION

August 25, 2017 meeting, Board of Trustees

Synopsis: Approval to change the name of the Tanya R. Rutner Conference Room, located in the Ohio Union at 1739 North High Street, to the Tanya Rutner Hartman Room, is proposed.

WHEREAS the Ohio Union is a center of activity, dialogue, and learning that honors university traditions and provides a welcoming environment for students and guests; and

WHEREAS the conference room was named in 2010 in recognition of generous contributions from Tanya R. Hartman to the construction of the Ohio Union; and

WHEREAS the university wishes to continue to celebrate Ms. Hartman's contributions and reflect her current name:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Tanya R. Rutner Conference Room shall be renamed the Tanya Rutner Hartman Room.

APPROVAL OF FISCAL YEAR 2018 BUDGET

Resolution No. 2018-22

Synopsis: Approval of the Budget Plan for the fiscal year ending June 30, 2018, is proposed.

WHEREAS the State of Ohio Biennial Budget for State Fiscal Years 2018 and 2019, including funding levels for state institutions of higher education, was signed into law on June 29, 2017; and

WHEREAS tuition and fee levels for the Columbus and Regional Campuses for the fiscal year ending June 30, 2018, were approved at the July 11, 2017 Board of Trustees meeting; and

WHEREAS the president now recommends approval of the budget for the university for the fiscal year ending June 30, 2018:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the university's budget plan for the fiscal year ending June 30, 2018, as described in the accompanying fiscal year 2018 budget plan book, and authorizes the president to make expenditures within the projected income.

(See Appendix XI for background information, page 240)

APPROVAL OF FISCAL YEAR 2018 CAPITAL INVESTMENT PLAN

Resolution No. 2018-23

Synopsis: Authorization of the Capital Investment Plan for the fiscal year ending June 30, 2018, is proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2018; and

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

WHEREAS the Board of Trustees approved the Interim Fiscal Year 2018 Capital Investment Plan at their June 9, 2017 meeting; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Capital Investment Plan for the fiscal year ending June 30, 2018, as described in the accompanying documents, be approved; and

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

(See Appendix XII for background information, page 306)

**APPROVAL FOR FISCAL YEAR 2018 UTILITY
SYSTEM CAPITAL IMPROVEMENT PROJECTS**

Resolution No. 2018-24

Cannon Drive Phase 1 - Utility Infrastructure
Postle Hall - Extension of Chilled Water Infrastructure
McCracken Power Plant - North Stack Repairs and Brickwork
McCracken Power Plant - Boiler Controls and Equipment Replacement (Design Only)

Synopsis: Authorization for Ohio State Energy Partners LLC to make capital improvements to the utility system pursuant to terms of the Energy Concession Agreement dated April 10, 2017 ("Agreement"), is proposed.

WHEREAS the university has presented the energy concessionaire, Ohio State Energy Partners LLC, with recommended utility system capital improvement projects for the fiscal year ending June 30, 2018; and

WHEREAS the recommended utility system capital improvements are the result of the university's capital planning process; and

WHEREAS Ohio State Energy Partners LLC has reviewed and accepted the recommended utility system capital improvement projects and supporting technical data and concurs with the need for and the existing technical details of the projects; and

WHEREAS the projects will be delivered pursuant to the terms of the Agreement or by separate contract if required; and

WHEREAS the capital expenditures for the approved utility system projects will be added to the variable fee component of the utility fee pursuant to the Agreement:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes Ohio State Energy Partners LLC to proceed with capital improvements to the utility system as outlined in the attached materials.

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(See Appendix XIII for background information, page 308)

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

Resolution No. 2018-25

Approval to Enter Into Professional Services Contracts

Cannon Drive Relocation - Phase 2

Waterman - Multi-Species Facility

Approval to Enter Into Professional Services and Construction Contracts

680 Ackerman - IHC/Histology Lab

WHAC - East Wing Renovation

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

WHEREAS in accordance with the attached materials, the university desires to enter into professional services contracts for the following projects; and

| | Prof. Serv. Approval Requested | Total Project Cost | |
|--------------------------------------|--------------------------------------|--------------------------|------------------|
| Cannon Drive Relocation - Phase 2 | \$3.0M | \$TBD | University funds |
| Waterman - Multi-Species Facility | \$2.2M | \$15.4M | University funds |

WHEREAS in accordance with the attached materials, the university desires to enter into professional services and enter into construction contracts for the following projects; and

| | Prof. Serv. Approval Requested | Construction Approval Requested | Total Project Cost | |
|-------------------------------------|--------------------------------------|---------------------------------------|--------------------------|-----------------|
| 680 Ackerman - IHC/Histology Lab | \$0.5M | \$4.7M | \$5.2M | Auxiliary funds |
| WHAC - East Wing Renovation | \$0.9M | \$6.9M | \$7.8M | Auxiliary funds |

WHEREAS the Master Planning and Facilities Committee has reviewed the projects listed above for alignment with all applicable campus plans and guidelines; and

WHEREAS the Finance Committee has reviewed the projects listed above for alignment with the Capital Investment Plan and other applicable financial plans:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to enter into 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 XIV for background information, page 309)

ACQUISITION OF IMPROVED REAL PROPERTY

Resolution No. 2018-26

2001 Polaris Parkway
Columbus, Delaware County, Ohio 43240
Parcels 318-443-02-003-000 and 318-443-02-003-001

Synopsis: Authorization to purchase real property located at 2001 Polaris Parkway, Columbus, Delaware County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to purchase improved real property located at 2001 Polaris Parkway, Columbus, Ohio identified as Delaware County parcels 318-443-02-003-000 and 318-443-02-003-001; and

WHEREAS the property is currently zoned as a Commercial Planned District and consists of a two-story office and research facility occupied by The Ohio State University Wexner Medical Center; and

WHEREAS the Wexner Medical Center currently leases the entire building and has determined that the acquisition of this property will support its research and lab programs; and

WHEREAS all costs associated with the acquisition of the property will be provided by the Wexner Medical Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to take action required to effect the purchase of the referenced property in the name of the State of Ohio for the use and benefit of The Ohio State University upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XV for background information, page 313)

SALE OF UNIMPROVED REAL PROPERTY

Resolution No. 2018-27

1782 State Route 38
In Madison County, Ohio
A Portion of Parcel 05-00446.001

Synopsis: Authorization to sell a portion of unimproved real property located 1782 State Route 38, London, Madison County, Ohio, is proposed.

WHEREAS the property is located at Molly Caren Agricultural Center adjacent to a privately owned house located at 1570 State Route 38, London, Ohio; and

WHEREAS the property is utilized by the owner of the adjacent house for a leach bed; and

WHEREAS for the last 25 years the university has provided an easement for the owner of the adjacent house to utilize the land; and

WHEREAS it has been recommended by the Office of Planning and Real Estate, in coordination with the College of Food, Agricultural, and Environmental Sciences, that the university sell the land to the property owner of the adjacent house, rather than continue to grant easements; and

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WHEREAS proceeds from the sale will benefit the College of Food, Agricultural, and Environmental Sciences' Molly Caren Agricultural Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to take action required to effect the sale of the property and to negotiate a purchase contract containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XVI for background information, page 315)

Mr. Shumate:

May I have a motion? Second? Will the secretary please call the roll.

Upon the motion of Mr. Gasser, seconded by Mr. Kellogg, the Board of Trustees adopted the foregoing resolutions with sixteen affirmative votes, cast by trustees Mr. Moseley, Dr. Lancaster, Mr. Zeiger, Mr. Stockmeister, Dr. Fujita, Mrs. Wexner, Mr. Fischer, Mrs. Hoeflinger, Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Smucker, Mr. Kellogg, Mr. Jurgensen, Dr. Reid, and Mr. Shumate.

Dr. Thompson:

Motion carries, Mr. Chairman.

President Drake:

We are also seeking approval of the following and Mrs. Wexner will abstain.

NAMING OF INTERNAL SPACES

Resolution No. 2018-28

In the Veterinary Medical Center Hummel & Trueman Hospital
for Companion Animals and Clinical Office Building

Synopsis: Approval for naming of the internal spaces at the new Veterinary Medical Center (VMC) Hummel & Trueman Hospital for Companion Animals and the Clinical Office Building, located at 601 Vernon L. Tharp Street on the Columbus campus, is proposed.

WHEREAS since 1885 the College of Veterinary Medicine has graduated more than 9,100 veterinarians, has alumni practicing in all 50 states and 40 countries, has alumni constituting 85% of the practicing veterinarians in Ohio, and has a comprehensive referral VMC that admits more than 35,000 animal patients each year, representing a wide range of species including companion, farm, equine, and service animals; and

WHEREAS the Clinical Office Building will house clinical faculty and VMC administrative staff as well as conference and learning spaces that will be utilized by faculty, staff, and students; and

WHEREAS the VMC Hummel & Trueman Hospital for Companion Animals offers advanced medical techniques and procedures for patients while providing high-quality learning experiences for students, residents and interns, allowing them to apply their classroom learnings in a clinical setting and better preparing them for careers in the veterinary profession; and

WHEREAS the VMC Hummel & Trueman Hospital for Companion Animals consists of a new intensive care unit, lobby, emergency triage, patient exam rooms, enriched teaching

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and learning areas for students and dedicated treatment areas for specialty services, and the collaborative clinical environment will give veterinary students the ability to work one-on-one with expert faculty in a top-ranked veterinary school giving them the edge they need to come out on top in today's competitive job market; and

WHEREAS the donors listed below have provided significant contributions to the building funds in the College of Veterinary Medicine for the new Veterinary Medical Center Hummel & Trueman Hospital for Companion Animals and the Clinical Office Building:

- Loann Crane
- The Hamlin Family and Friends
- Charlene Hinson and Family
- Janet Johnston
- Matthew and Jennifer Joy

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the internal spaces in the Veterinary Medical Center Hummel & Trueman Hospital for Companion Animals and Clinical Office Building named the following:

- Room 1021 - The Loann Crane ER Triage Exam Room
- Room 1137A - The Dr. Robert Hamlin Cardiology Conference Room
- Room 1017 - The Chloe Hinson Exam Room
- Room 1066D - The Janet Johnston Operating Room
- Room 1135 - The Josie and Coco Joy Echocardiogram Room

Mr. Shumate:

May I have a motion please? Is there a second? Secretary please call the roll.

Upon the motion of Mr. Porteus, seconded by Mr. Stockmeister, the Board of Trustees adopted the foregoing resolutions with fifteen affirmative votes, cast by trustees Mr. Moseley, Dr. Lancaster, Mr. Zeiger, Mr. Stockmeister, Dr. Fujita, Mr. Fischer, Mrs. Hoeflinger, Mr. Porteus, Mr. Gasser, Ms. Krueger, Mr. Smucker, Mr. Kellogg, Mr. Jurgensen, Dr. Reid, and Mr. Shumate. Mrs. Wexner abstained.

Dr. Thompson:

The motion carries Mr. Chairman.

Mr. Shumate:

Thank you, the next meeting of the board of trustees is Friday, November 3, 2017. If there is no further business, this meeting is adjourned. Thank you very much.

Attest:

Alex Shumate
Chairman

Blake Thompson
Secretary

(APPENDIX VII)

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
TWENTY-SECOND MEETING OF THE
WEXNER MEDICAL CENTER BOARD

Columbus, Ohio, August 23, 2017

The Wexner Medical Center Board met on Tuesday, August 23, 2017 at the Richard M. Ross Heart Hospital, Columbus, Ohio, pursuant to adjournment.

** ** *

Minutes of the last meeting were approved.

** ** *

August 23, 2017 meeting, Wexner Medical Center Board

Mr. Wexner called the meeting of the Wexner Medical Center Board to order on Wednesday, August 23, 2017, at 10:37am.

Present: Leslie H. Wexner, Alex Shumate, William G. Jurgensen, Cheryl L. Krueger, Abigail S. Wexner, Robert H. Schottenstein, Michael V. Drake, Geoffrey S. Chatas, Bruce A. McPheron, K. Craig Kent, E. Christopher Ellison, David P. McQuaid, Michael A. Caligiuri, Amanda N. Lucas, Elizabeth O. Seely and Marti C. Taylor. Dr. McPheron, Mr. Chatas, and Janet B. Reid were late and David B. Fischer and Stephen D. Steinour were absent.

Mr. Wexner:

Good morning. I would like to convene the meeting of the Wexner Medical Center Board.

Thank you. At this time, I move that the committee recess into executive session to consider business sensitive trade secrets required to be kept confidential by federal and state statutes, to discuss quality matters which are required to be kept confidential under Ohio law, to consult with legal counsel regarding pending or imminent litigation, and to discuss personnel matters regarding the employment, appointment and compensation of public officials.

Dr. Thompson:

May I have a motion?

Upon motion of Mr. Wexner, seconded by Mr. Shumate, the Wexner Medical Center Board members adopted the foregoing motion by unanimous roll call vote, cast of board members: Dr. Drake, Mr. Schottenstein, Mrs. Wexner, Ms. Krueger, Mr. Jurgensen, Mr. Shumate, and Mr. Wexner.

Dr. Thompson:

Motion carries.

Mr. Wexner:

We are going to reconvene. I am reminding myself to turn off my phone and you should turn off yours so we are not interrupted. The minutes of previous meeting has been circulated. I assume they can be approved, as distributed.

So, everybody has to talk fast. We begin with Pelotonia, Mark, welcome. Tell us about what happened.

Mr. Ulman:

Good to see everybody. Thank you for the opportunity to update you on what has been another record-breaking year for Pelotonia. Obviously, none of our success as a community and as a movement would be possible without many of you in this room. I want to acknowledge everybody here for their investment in the operations and their investment in riders, volunteers, and partnerships that make what we do possible. We are eternally grateful.

We just celebrated our ninth Pelotonia weekend and it was remarkable. Not the least of which had to do with the fact that we have had the best weather we have ever had. Seventy-five degrees and zero humidity for August in Columbus, Ohio is pretty special; we can't count on that going forward.

What I thought I'd do briefly is give you a quick overview. This year, our theme was *The Greatest Team Ever*. The idea was that it takes every single person who is involved in Pelotonia to make it work. Often times, you'll hear from people who say "I couldn't ride this year" or "I couldn't do this or that". The reality is whether you volunteer, donate, a virtual rider, or rode, it all adds up to an enormous impact. I'm going to show you a quick video and this is the video that we showed on Friday night of Pelotonia weekend to about 16,000 people who gathered downtown to kick off the weekend.

(Video)

Hopefully, that gives you a sense of the community spirit, the engagement, and the teamwork that it takes to pull this off and to raise millions and millions of dollars for research here at Ohio State. We had a record-breaking year, as I mentioned earlier. We, for the first time, had more than 8,000 riders. We had never before crossed that threshold. We had more than 3,000 volunteers for the first time ever. Fundraising continues until October 7th. Since the slide was created, we are now at \$16.6 million. We will end up at over 150,000-160,000 donors from, as you have seen, more than 61 countries.

While we are proud that this is based here in Columbus, it really is growing way beyond. To be honest, a lot of that is a result of people in this room - whether it is team members from LBrands or other institutions who are participating. This year we had rides in Hong Kong and we had an indoor ride in Bangalore. You know, it is remarkable.

We are excited about the future. We also had a pretty special weekend where we had both former Vice President Joe Biden and his wife Dr. Jill Biden with us. They were amazed at what they saw when they were here. We have cancer survivor and Survivor TV show winner Ethan Zohn here to speak and ride. We also had 17 time Tour de France rider George Hincapie here to ride. We had an incredible athlete named Chris Waddell who joined us this year. He is a 14-time Paralympic Gold Medalist. He rode a hand cycle 180 miles, which is one of the more remarkable things I have ever seen. His wife rides with him. She blows by him on the uphill, then he flies by her on the downhill and then they catch up again and again. It was just a special weekend.

As you all know, very well, the results of the weekend really are not about fundraising and the participation numbers, they are really about impact. [It is about] what we are doing to translate that impact into new therapies and treatments that will ultimately save tons and tons of lives. We are really proud of Mike's team and the leadership that he has provided that allows this work to go forward.

While we can talk about any number of these, I want to highlight the last one, which I know you all are familiar with. I think it is inspiring to see the fact that a 50 plus hospital network has been created across the state where we can now invest funds raised by the community to have an impact on people who may or may not live in Columbus or who may or may not actually be treated here. [It is] where the research is done and then we're delivering care where they live and where they need to receive that care, which not only improves their outcomes but also improves their quality of life.

As we go out and recruit riders and donors, one of the things we hear all the time is "tell us more about the impact, tell us about the impact of these dollars". Moving forward, that is going to be our focus. This year we were focused on what we call 'surprise and delight'. You saw some of that in the video with the painting of barns. Thank you to the Wexner's for allowing us to paint that beautiful barn. We have actually had two families contact us since the ride who want to, at their own expense, paint their barns next year. We thought that might happen, which is great, and gives visibility across the state.

We also did other things along the route. We had video boards at the hardest point in the route this year that were playing scenes from Rocky. If you asked anybody about the ride, they will remember that moment. The speed of riding picked up dramatically at

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that spot. We are excited to continue to surprise and delight our participants next year. Next year is our 10th anniversary and we are already deep in planning for that.

I would just mention lastly that we will be beta testing a new app this fall, starting in October, that will allow anyone in the world, who is physically riding a bike for any purpose: commuting to work, riding with their kids to the park, to school, et cetera, to press start and stop on an app and generate money for cancer research. We are going to pilot it this fall and then launch it nationally and internationally in the spring. Our goal is to get a couple hundred thousand people to each raise \$50-\$100 a year in micro donations that would ultimately add up to \$25 million or \$30 million, or \$40 million, or \$50 million per year. We are excited to launch that very soon, more to come on that.

Thank you for your incredible support and leadership that allows all this to be possible. With that, I'll conclude my remarks.

(See Attachment I for background information, page 121)

Mr. Wexner:

The result this year, what do you guess it will be?

Mr. Ulman:

That's a great question. I believe it will be \$25.5 million. It could be \$26 million, but roughly speaking.

Mr. Wexner:

So, would that beat...

Mr. Ulman:

Last year was \$24 million. I think it will be \$25.5 million.

Mr. Wexner:

What kind of target do you have for next year then?

Mr. Ulman:

Given that we are launching this app, we would like to see a significant increase - \$30 million plus. We are not satisfied...

Mrs. Wexner:

As a Pelotonia board member, I know I speak on behalf of the board and obviously the university, but more importantly on behalf of the community and all of us who live here, that we are truly blessed to have someone of Doug's caliber leading this organization. He is tireless in his efforts and sees the very big picture and is really galvanized an entire movement. We thank you and are appreciative.

Mr. Ulman:

Thank you very much.

Mrs. Wexner:

Oh, it's me again. Quick two second up on the strategic plan, is that where we are? Many of you know we have completed over a yearlong process in strategic planning for the

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medical center. We completed that in May and have spent the last three months having this plan tested with faculty, staff, and members of the community. We are very excited about it. We have an aspiration to take us to the top 20 academic medical centers in the country therefore, the world. That plan is very pivotal pillar of the university's strategic plan that will be discussed and reviewed more fully tomorrow. I am just sharing the excitement.

Ms. Marsh:

A big thank you to the patients and the students that also helped us produce it.

President Drake:

OK. We are on then to the College of Medicine report.

Dr. Kent:

Excellent. I think Doug's report on Pelotonia is a great segue into mine, because as he alluded, it is all about the research. I would like to begin my presentation today by featuring two of our researchers at Ohio State.

Many of you know that we, of course, are involved in great science here. Occasionally, science has the chance of being transformational and changing people's lives. There are two journals that, if you are a basic scientist, you would like to publish in - one is [*The American Journal of Science* and [*the Journal of Nature*. I think everybody in the room has heard of both of those journals. We were fortunate enough at Ohio State, over the last two months, to have an article in [*The American Journal of Science* and another one in the [*Journal of Nature* by two of our investigators.

I will start with Vadim Fedorov, who is part of our cardiology group and our physiology group, and is doing incredibly innovative research. If you look at that picture over on the left, you see a Petri dish that actually has a portion of a human heart. This is a human heart that's not pulsing appropriately. There is a dysrhythmia, the rhythm is not right. What he has found is that he can go in and find the cell that is producing this dysrhythmia, ablate it to make it go away, then channel the heart in a way that the new cell next door takes over and becomes a normal pacer. It takes over for the heart. You think of the clinical application of this. There are literally thousands of people that need pacemakers every year because their heart does not function well. Well, maybe there will be a day when those pacemakers go away because we can transform the patient's normal heart into something that works and functions well. In fact, to that end, the next phase of Dr. Fedorov's studies are in humans, where they are actually going to try to mimic something that is very similar to humans. That is one of our articles.

The next slide please. Chandan Sen, who is part of our Department of Surgery and is very interested and involved with regenerative medicine, has published a paper in *Nature Nanotechnology* and this is equally innovative. What he has over in the left, you can see a mouse that has poor circulation to the leg. He has created a microchip that has nanoparticles in it and the nanoparticles [contain] DNA (Deoxyribonucleic acid). He puts the chip on the leg of the mouse that does not have good circulation. The nanoparticles infiltrate the leg and go to fibroblasts, [which are the cells] just under the skin. The DNA transforms those smooth fibroblasts into cells that then create new blood vessels. The animals have chips, good blood vessel flow, good circulation to the legs and those that do not have the chips do not. This is transformational. We can think about improving circulation as one part of this technology, but it's really a way of delivering drug and transformational cellular regeneration to any part of the body, [for example] the brain. You can imagine the other uses of this. As you can imagine, this was a very notable paper and something that I think that makes OSU very proud.

We just happened to have Dr.'s Sen and Fedorov in the audience. I ask that they stand and be recognized. Thanks so much for coming.

I will use that as a segue to do a little more bragging about our research. It turns out this past year, our overall funding in the College of Medicine is up 20%, which is amazing considering the constraints on research funding now. NIH (National Institutes of Health) funding itself is up over 19% and the research funding around clinical trials is up around 38%; really a great accomplishment. The question is where did that come from? Much of it comes from faculty that have been a part of OSU for a number of years.

For those that are in research, a great accolade is to get your first NIH grant. I am proud to say that over the past year, we have had 20 investigators at OSU that have received their first RO1. If that's not enough to brag about, if you look at the NIH as a total, the average age of an individual that receives their first RO1 is 46 years old. It is amazing how you have to go that long before you receive your first federal grant. The average age of those 20 individuals that received their first RO1 at OSU is 37. We seem a little precocious, I am thinking. This is a very impressive accomplishment.

Update. Lang Li, my first department chair recruit arrived in July. Lang is a chair of Bioinformatics, one of our important departments. Lang brought along with him \$2.1 million worth of funding; seven grants from a number of different institutes. We found already in his first few weeks with us he is a very collaborative person. In fact, he has already partnered with [the College of] Arts and Sciences to recruit the next director of the Mathematical Science Institute. That seems odd, but that person is recruited and is now going to be part of the College of Medicine. What he has done was to create this relationship between mathematics and behavioral biology, which then translates into medicine. Congratulations to Lang in a very early success. We look forward to his career at OSU.

We have research recruitments underway in 16 different departments. I think many of you know from our previous conversations we have areas of focus that are developing. One of those is diabetes in metabolism, another Alzheimer's disease, and a third in opioid research. There will be many others but these are areas that we are highlighting.

We have been working on this idea around diabetes for a number of months now and I am happy to say we have a verbal commitment from our first recruit. This is an individual by the name of Doug Lewandowski. He is one of the world's experts on diabetes metabolism and brings with him four RO1's to our institution. He is extremely well funded. It was tough competition, there was Vanderbilt, Penn, Yale, and Ohio State, but he made the right decision, he is coming to Ohio State. We are excited about the beginning of that recruitment.

We are also initiating a search for a new chair of immunology and infectious disease. This is a department that has been very focused on infectious disease in the past and we are expanding it to immunology because we see that as a very important foundation for all of the disease processes. We look forward to seeing a number of great candidates over the next few years.

I am going to pause for a moment and highlight on the educational side that we had our White Coat Ceremony about two weeks ago. My first class at Ohio State, 207 bright bushy tailed and excited medical students, whose average GPA was 3.77. Their average MCAT score, which is the test to get into medical school, was in the 90th percentile. This is a very impressive class and we are excited to bring them into our College of Medicine.

I want to finish by highlighting a couple of individuals who are new to Ohio State. I am going to create an award and it is called the Award for Transformational Leadership. The first person that I would like to speak about is Mark Bechtel. He is a long-standing individual at Ohio State. About three years ago, [he] was recruited away to Penn State to be a leader in one of the programs. He missed being a Buckeye and we recruited him

back to be chief of dermatology within the Department of Internal Medicine. Mark has been back here at Ohio State for three months. He has taken a department that had six clinical faculty and in three months has recruited five additional faculty; unbelievable. And, from really fantastic places including UCSF (University of California, San Francisco).

In addition to that, he has recruited two researchers that are doing transformational work in psoriasis and cutaneous malignancy. If that wasn't enough, he created this telemedicine program, which is so important now so that a family physician that has a patient with a dermatologic problem doesn't have to send a patient to a dermatologist but [can] take a picture and send it in by telemedicine and then the diagnosis is made. If that is what he can do in three months, I think in a few years, it is going to be impressive. Accolades to Mark. I asked him to come in and join us today and he said, "No, I got clinic today and I'm double booked and I can't come". I guess you got some insight into his personality.

The second program that I wanted to highlight is our lung transplant program. Brian Whitson leads that under Ken Washburn's leadership. I will acknowledge to begin with, it is not just Brian. A lung transplant is a large team of people from a lot of different disciplines. It turns out in 2013 we did four lung transplants at this institution, which is just beginning. It turns out, annualized in 2017 we'll do 41 lung transplants. Why the growth? It is all about innovation. There is a new technique called lung perfusion, where you can take a lung that really is not quite good enough for transplant and perfuse it and then you put this magic formula in the perfusion, the lung gets better, and then all of a sudden it is ok to be transplanted. Twenty-six of the lungs that he has done over the last year have been available because of this perfusion technique. The significance of that is interesting. Those 26 lungs could not have been used without this technique and there would be 26 people who did not have the ability to live because of lung transplantation. We are clearly one of the national leaders in this area and our program is growing dramatically. Again, congratulations to Brian and all he has done. I asked Brian to join us, he was here about 20 minutes ago, but guess what, he has a lung transplant that he needed to get back to.

(See Attachment II for background information, page124)

Onward to our guests. We have two individuals that are going to be with us today. The first who is going to present is Tim Pawlik, the chairman in our Department of Surgery. Tim was recruited here about a year ago. Just a little bit about his pedigree, which is more than impressive, he was a graduate of Georgetown University, went to Tufts Medical School, did his surgery at University of Michigan, and then was a surgeon fellow at MD Anderson. After that, he joined the faculty at Johns Hopkins University where he rose to the rank of professor of surgery and then chief of the Division of Surgical Oncology. Tim has this thing about degrees. In addition to all of the others I have mentioned, he has a Masters in Theology at the Harvard Divinity School and his PhD at John's Hopkins in public health. I think he is well trained.

Tim is incredibly accomplished and very well known in the world of surgery. He has over 450 manuscripts. That is a little young for that many manuscripts. I have never seen an individual so prolific. Leadership roles at many of our important surgical organizations. His area of interest is Pancreatic and Liver Cancer. He is a superb surgeon and investigator in those areas. If I were going to use a few words to describe Tim, I would say innovative, energetic, smart, and an academic leader. Thank you Tim for joining us. Please welcome our Chair of Surgery, Tim Pawlik.

Dr. Pawlik:

From my mother and I thank you for that introduction.

Dr. Kent:

I consulted her.

Dr. Pawlik:

I am thrilled to be here today, to share with you a little bit about what has been going on in the Department of Surgery over the last year and give you a view into the vision and the future of the Department of Surgery here at the Wexner Medical Center at Ohio State University.

To give you some context, the Department of Surgery is made up of nine divisions that you see here: Cardiac, Colorectal, Transplant, and Surgical Oncology, [et cetera]. I think we have three missions. One is clinical program building and delivery of great care to our patients, one is education, and one is research. I am going to touch on those themes during this brief presentation.

The Department of Surgery is a wonderful department of surgery. It is rich in history. We have Dr. Ellison here and Dr. Zollinger, who was the longest standing chair in the Department of Surgery and a true icon and legend in American Surgery and International Surgery. We had the first female chair of surgery here at The Ohio State University. This is a place that is steeped in history.

Like any Department of Surgery, we have our challenges. We have to continue to grow our programs of distinction when it comes to clinical care. We have to continue to retain and recruit the best faculty so we can complete our missions in education and research and continuing to have innovative care in the clinical arena.

I was pretty happy where I was, but I specifically decided to come to Ohio State because I think Ohio State, and I really believe this, I think people have heard me talk, I think it is an amazing place, now and it is poised to do even greater things. I looked at the Department of Surgery and saw the Wexner Medical Center, an enormous clinical machine, 1,300 beds, a lot of great healthcare delivery. I saw great surgeons who were delivering great care who had amazing quality scores, who were hitting it out of the ballpark. I saw a program that had a large clinical mission, a large residency program, and many fellows training next generation of surgeons. I saw amazing research being done by people like Chandan Sen, and then I saw the university. We see here this road; I specifically picked this picture, this road that opens up into the whole university to leverage all of those resources for the medical center and the Department of Surgery. I think Columbus is a special town also. I think it is a great place to live for me and my four children.

I came here not to implement my vision, but really to build the shared vision with all of you and the members in my department. To do this, I think that we are really going to need talent. At the end of the day, it is all about the people - it is all about people and it is all about relationships. When I look around Ohio State and I look around at the Department of Surgery, we have some amazing people, we have some real all-stars. At the same time, I think that we need to build our bench, we need more depth. We need more depth throughout the entire department and I would argue the entire institution because I think ultimately, it is going to be talent that allows us to accomplish our tripartite mission of teaching, clinical excellence, and education.

What has occurred over the last year and what are we kind of looking for in the future? We are into clinical program building, with some minor tweaks here and there. We have had good growth over the last year. We have had a 5% growth in surgical cases across the board. We have had a growth in our work RVU's (relative value units), the metric by which we assess a surgeon's productivity and we have also increased our charges and our revenue in the department; I think a real success. That being said, I think we need to be more strategic going forward.

With the help of Craig, we've put together specific teams. We have identified four to six different areas that we want to focus on and that will bring together all of the different talent, if you will, from the medical center; people from data analytics, people from outreach, people from marketing, a surgical lead, and administrative health; to come up with a specific plan. I met with the teams yesterday and we have viewed the visual strategy maps that we are building so we can very concretely map out the way forward with regards to specific tactics and specific timelines about how we were going to grow these clinical programs. That is underway and I feel very good that we are going to be able to accomplish that in the time going forward.

We have also identified some innovative programs that we are working on. One is the Robotic Whipple. The Whipple, as some of you may know, is one of the most complex general surgery operations where we remove a third of the pancreas, part of the stomach, part of the biliary tree, and part of the intestines. It is a fairly complex operation that can be associated with some morbidity and a long length of stay. We want to do this in a minimally invasive way using a robot. This has been done at other academic medical centers, we need to be doing it here at the Wexner Medical Center, and we are doing that. Our first Robotic Whipple is booked for October 31. I hope its ok, it is Halloween, and I think it is going to go fine. We are moving at this innovative space, which I think will allow us to further differentiate ourselves as market leaders in pancreas and liver surgery.

Some other exciting things that we are doing clinically is our ECMO (Extracorporeal Membrane Oxygenation) program. This is a program by which we can basically circulate blood outside of the body. Our surgeons and cardiac surgery have been working with the Columbus Division of Fire. It is for those individuals who have a cardiac arrest, or if their heart stops out on 12th Avenue and you have tried CPR (cardiopulmonary resuscitation) but they are not coming back. We can crash them onto a machine that will basically take the blood out of their body, act as a pump outside of their body, and then put their blood back in and keep them alive even if their heart isn't pumping to give them time to get to the medical center and allow their heart to recover. This is really moving technology out of the hospital and into the field to allow people to live long enough to get here to the Wexner Medical Center.

I think in addition to building innovative programs, we need to work on outreach. I am a huge fan of physician-to-physician communication. In the Department of Surgery this year, with a lot of help from our marketing team, we have put together a mobile app. I challenged all of our surgeons in the department to provide their personal email addresses and their personal phone numbers. This app is now being sent out to all of our referring doctors. On their phone, they can open this app, query by doctor name or by specialty and then see Tim Pawlik, have my cell phone number, click my cell phone number and get me directly. We want to make sure that we open the doors to any referring physician that they can contact us directly and we can get their patients into the medical center.

How about research? I think that we are doing pretty well in the Department of Surgery. We are ranked 15th overall in the country amongst Departments of Surgery. There are about 140 departments of surgery in the country and we are ranked 15th. We are not happy with that. We want to be top 10 and I think that we are going to get there.

We have had a lot of productivity in the department, over 300 papers published, and we are doing very well with regards to grant funding. In research, we are focused on basic science research. This is Jianjie Ma who's been doing some work with regards to a specific gene that acts as a molecular Band-Aid, if you will. When there is injury, like injury to the heart after a heart attack, they can give this molecule to help repair the heart. Just before this meeting, I heard from Jianjie that it was awarded another RO1 for five years of funding to continue this research.

We are also interested in translational research. You heard our dean talk about the work that Dr. Whitson and his team is doing with regards to rejuvenating and recuperating the lungs that are marginal so that we can deliver them to our patients.

We are also interested in health services research. This is some work done by Dr. Santry, a person I recruited, whose RO1 funded, to look at the quality access of general surgery in the country. As we know, much of surgery is not done at major medical centers, but is done in rural settings. The federal government has a big interest with regards to how access of care occurs outside of urban centers and Dr. Santry has been doing some important seminal work in this area.

Education. We have had some initiatives this year that we have embarked upon. One is a global surgery program. I think if we are going to be players and attract the best of the best residents to Ohio State, global surgery is something people are very interested in. We have launched two programs and one is in a high-income country. We are going to be sending a resident this year to Sydney, Australia to work there and she will be operating there. We are also sending a resident to a low-income country, Ethiopia. We have opportunities for our residents to experience the delivery of surgical care in both high-income and low-income countries.

We have also started a program for medical students called CUPID (cancer in the underprivileged indigent or disadvantaged). This is directed for underprivileged medical students. It pairs the medical students with a mentor to give them a research opportunity in a lab, a formal didactic program, and then the program is culminated in a visit to Washington D.C. where they go to Capitol Hill and work with the CUPID program to lobby for cancer care for underprivileged individuals in the United States. We did very well this year with regards to our surgical match, out of the six individuals that we matched, four were AOA (American Osteopathic Association), which means they were in the top 15% of their medical school class and two were from top 10 medical schools in the country.

I think faculty development is also very important. We talked about talent; it is all about recruiting and retaining talent. This year, we had a number of great recruits. We recruited Dr. Williams from Cleveland Clinic, Dr. Cloyd and Dr. Kneuertz from MD Anderson and from Memorial Sloan-Kettering respectively. As I have mentioned, we also recruited Dr. Santry, who is also RO1 funded and Dr. Sutherland and Dr. Bittner who are nationally known in their specialties of trauma and mentally invasive surgery respectively.

I was a little bit nervous about putting that Michigan thing up there, but the other thing that we started this year to create more opportunities. I engaged with my colleagues, my fellow chairs, at these institutions to create an exchange program. Many times, junior faculty do not have an opportunity to go to another institution to be a visiting professor because they are too young, their CV (curriculum vitae) isn't as thick yet. What we decided is to do is an exchange, a Big Ten exchange. We're going to send an assistant professor to Michigan, they're going to send one to us and then we're going to send an Associate's professor to Northwestern, they're going to send one back to us. I think that will be a great opportunity.

The other thing that we did was we set up a specific K-Award program. This is a career development award for young people who are trying to apply for NIH funding. I am happy to say that this year; we will have two people reapply for their K-Award. We will have one person apply for a new career development award, and we are going to have one individual apply for an RO1 award. When a department that when I entered had no young surgeons and scientists who were funded, within the next year, I think, we are going to have four or five.

The other thing that I am trying to do through philanthropy is start an emerging surgeon, scientist, scholar professorship. This is something that I think is a relatively unique idea. Most professorships go to older people who are rewarded for a great long career. This

is an idea to endow professorship to an assistant professor that they will hold for three years allowing them the opportunity to get their career launched. Then, the professorship would be paid forward to a new person after three years. This way we can recruit the very best from across the country and provide them resources that they need to launch their career.

The other thing that I think is important is, like I said, all about relationships. Last year and then this year, we have a big party at my house. I had 180 people in my backyard two weekends ago. I think showing faculty that we value them, not only as professionals and as surgeons but as people, is something that I feel very passionate about.

I will conclude. As the Urban Meyer professor, I must conclude showing Urban Meyer's book. I like this. I have this whole idea that "I don't do 'very good' well". I come here to be very good. We want to be exceptional and I firmly believe that we will have a top 10 surgical program within five years with the vision that we are building and with the support that I have from Mr. McQuaid and Dean Kent. Let there be no doubt about it that is our goal. As I have mentioned, I think the department of surgery is very, very rich in history, has a solid foundation, and we have a very bright future. I am excited to be here. It has only been a year and feels like we have accomplished a lot in a year. It has really been wonderful.

With that, I will conclude and I appreciate the opportunity to address all of you today.

(See Attachment III for background information, page 125)

Dr. Kent:

That was outstanding and expected. It is hard to believe that you have only been here a year, impressive. Any questions for Tim?

Dr. Pawlik:

Everyone has been supportive already. Again, it comes back to the talent in the recruitment. One thing that I'm focusing on is philanthropy and development because I think one thing that gives us a competitive edge is the more endowed professorships and chairs that we have, will make us that much more competitive to recruit the superstars and to retain the superstars. In an era where NIH funding is so tight, we need to find other revenue streams to support our people other than clinical revenue. I think these endowed professorships are extremely important to do that.

Dr. Kent:

Excellent. Thank you Tim, that was fantastic, I really appreciate it.

Our next presentation takes a little bit of a different approach. If we are going to be successful at the academic medical center, I mentioned earlier, it is all about the teams, right. It is not just the physicians but it is the nurses, the physical therapists, the social workers, and everybody that works together as a team. One of the things that I have discovered in my year at Ohio State is that we have extraordinary teams here and extraordinary people. To tell you a story that I think you will enjoy, we have asked Larry Jones to join us. Larry is the director of our burn unit. It turns out that our burn unit at Ohio State is the largest in the state of Ohio. It is sort of a treasury referral center where we do all of this innovative work. Larry has been for the last 35 years an academic leader in trauma and burn and six years ago, he joined the Ohio State team. Larry, thank you for joining us.

Dr. Jones:

As Dr. Kent mentioned, Ohio State houses the only burn center in central Ohio that is verified by the American College of Surgeons and the American Burn Association as meeting their very stringent criteria for what a burn center should be. That verification is based on our clinical care and our quality of improvement program, and it is judged by national leaders outside of Ohio.

Right now, we are treating about 1,100 patients a year. Most of those are outpatients; we have shifted from major inpatient to outpatient. Many of our faculty members are instructors in what is called the Advanced Burn Life Support Course, which is sponsored by the American Burn Association, and focuses on the initial resuscitation and management of severe burns. Several of our faculty have served as national faculty for that program.

We are recognized in the burn world as a leader and the use of colloid for resuscitation from burn shock. We are also on the cutting edge using lasers for remodeling of burn scars, and are known for our unique approach to the management of frostbite injuries.

We recently had a very difficult case and many of you have heard of the case over the news last year or so. This was a young lady who suffered a horrific injury. She suffered very deep burns covering a majority of her body including her entire face, head, and neck as you saw. She was an inpatient at University Hospital for over a year and then went on to other area care facilities. We were shocked when we heard earlier this month that she had died.

But, good things came from her case. One of the good things that came was that state legislature passed what has become known as Judy's Law, which prescribes very severe penalties for perpetrators of domestic, partner, and spousal abuse. Another good thing that came from this experience was that the nursing staff on '9 West Doan', which houses the burn center, was awarded the DAISY Team award by the Barnes Foundation and Thomas Jefferson University Hospital. It is a national award, one is given a year. That award is designed to honor collaboration by two or more people, led by a nurse who identify and meet patient and family needs by going above and beyond the traditional role of nursing.

Some of the examples of this particular case were making sure that Judy had some of her favorite foods (the chili cheese fries were notorious up there), seeing that she had hair coverings, lip balm, and bracelets. When nurses and staff had the time, they would actually sit with her and watch movies and just talk and provide her with caring human contact, which is so vital to healing.

Not to make light of that award, but I want all of you to understand that going above and beyond traditional nursing happens in our burn unit every day. The nurses on '9 West Doan' and in the surgical intensive care unit are richly deserving of this award. They are also deserving of our thanks for the tremendous work that they do and for being the caring and compassionate people that they are. I have often said that standing shoulder to shoulder with every good doctor is an even greater nurse, and I have brought two of them with me today. Tova Wiesenthal is the Nurse Manager of '9 West Doan' that houses the burn unit and Cheryl Newton is a clinical nurse specialist from the Surgical Intensive Care Unit. Thanks to both of you.

(See Attachment IV for background information, page 141)

Dr. Kent:

Thank you Larry. That was wonderful and I think exemplary of the quality of care that we provide at Ohio State. Thank you for your time.

President Drake:

Maybe just a quick comment. I will speak fast because I know our time here is short. I have a chance to visit the hospital every few weeks. It tends to be when there is a bad news circumstance or when one of our students has been injured by someone else. Many of you I see on the awards and different times doing this work that I as I mentioned to the board is going on as we speak here today, 24/7. One of the things that you know and my colleagues, the dean, and others know is we love the successful outcomes that we produce. We often, and I remember this so much from my career, form the tightest relationships with patients with whom we do not share successful outcomes. We get to the point of human care and doing our best in circumstances that we cannot come to a miracle or a good or great finish, but what we can do is to be there with that person and do all that we can to help him or her move forward. Something that gives me chills, as I speak, is thinking about patients that I knew over the years, who didn't do so well and how grateful their families were to the effort that we put forward; how much it meant to have the privilege of being able to work with people when they are at their weakest and most vulnerable, and to bond with them to try to help with them move forward. I want to make sure for all of your colleagues, that you know how much we appreciate that this work goes on every day, it makes a real difference, and it really moves us. Thank you.

Dr. Kent:

Thank you Dr. Drake. One last notation in my report, bittersweet. I want to announce that this young gentleman next to me, Chris Ellison, is up for retirement, is that right? We all know Chris, faculty member, then division chief, then chair of the Department of Surgery, then leading our practice plan, and then dean. His contributions to this organization over the past 30 years have been more than extraordinary.

It was interesting, we talked about Ken Washburn and the transplant program and Bryan Whitson, and Tim Pawlik; Chris recruited all of them. In some ways, he is responsible for much of the great news that we have heard about today. I would love to recognize Chris for all that he is done and we appreciate him coming back quickly as an emeritus professor. Thank you.

Dr. Ellison:

Thank you.

Dr. Kent:

That concludes my report.

Dr. McPheron:

If I could just lean in quickly, Chris you were going to say something?

Dr. Ellison:

Yes. I would like to take this opportunity to thank the university for the privilege and honor of serving this organization, the medical center, Department of Surgery, and the College of Medicine. I hope that my efforts have made a difference for the institution. I am grateful that we have been able to work together to recruit some great people in surgery and in other departments. I am delighted that Dr. Kent is here taking charge of the College of Medicine. He is a fabulous leader, dean, scientist, and person. Mr. Wexner, President Drake, thank you very much.

Dr. McPherson:

Just very quickly. I work with all 19 of the deans in my role as provost. We have heard some incredible stories here today. Craig, thanks for bringing those folks forward and Chris thanks for your role in helping to recruit.

The fact of the matter is that I think this illustrates the sky is the limit for this place. Most of us who are in this room are here because of the potential for the future and Craig, we've asked you to do some heavy lifting here in your first year as dean. It is not often that you would bring in a leader and say well create a strategic plan and oh by the way, create a new compensation plan and, all of the other things we have asked you to do. I wanted to say in front of the board and your colleagues how much I have appreciated the way you have stepped in to learn your leadership role and change your style in some cases. It has been a real learning experience for all of us as we work closely together. As I have talked to the chairs around the College of Medicine, they are really appreciating the work that you are doing. That sky is within reach I think.

Mr. Wexner:

Conveniently true.

President Drake:

Absolutely. Incredible work and a real important performance across the board. We have said several times, when we were talking of the quality of the report that we were having at the College of Medicine the way things were going and those things don't happen by accident. Dean Kent is about to celebrate his first anniversary. A year of incredible progress with us, we are grateful and excited about the future Craig, thank you and congratulations.

We are able to go onto Wexner Medical Center report, Mr. McQuaid, go ahead.

Mr. McQuaid:

Ok, I have a couple of announcements. The fiscal 2017 scorecard is in your packet. I am going to reserve time because Mark Larmore, our chief financial officer, is going to give the financial report and Dr. Susan Moffatt-Bruce will talk about quality so I will tend them to that. I wanted a couple announcements because of the time.

I want to give kudos to community health day that was held June 24. This was just an outstanding day held on the east campus with 1,400 screenings performed, 401 people were screened, and 42 exhibitors. That was 100% increase in the number of screenings and a 65% increase in the attendees. It takes so many people to pull that off and I am really proud of the entire team of people that came together: the representation from the university, the different colleges, and others. Next year is going to be even bigger and better.

I want to acknowledge that Dr. Quinn Capers, one of our interventional cardiologists, won the [Columbus] Business First Diversity in Business, Outstanding Diversity Champion Award, which recognizes individuals within the community who show outstanding initiative to promote diversity and inclusion either in their organization or community, making a positive difference in other's lives through contributions to social justice, equality, and diversity. Kudos to Dr. Capers for his achievement.

We had a great meeting, roundtable discussion, coordinated by Jen Carlson in Government Affairs and her team of people, Andy Thomas and others, and Dr. Caligiuri to host Congressman Tiberi in a Medicare roundtable discussion on August 17. I will tell you that the engagement and feedback from that roundtable event, focusing on cutting red tape, focusing on administrative burden, and putting more attention on patients what

he could hear from leaders, clinicians at Ohio State to lessen that burden so that we can spend more time with patients. Also, during that event, Dr.'s Drake and Caligiuri presented the congressman with the 2017 Congressional Champion Award from the Alliance of Dedicated Cancer Centers for his support of medical centers that are dedicated to fighting cancer. That was a big deal and Congressman Tiberi is a great friend of Ohio State. It was a great honor to have him here and have our faculty and staff engage with him.

Finally, what I want to say are three things quickly. The Castle Connolly Top [Doctors] were announced in June. We, at Ohio State, have 198 of our physicians whose names are featured in the August Columbus Monthly [Magazine], take a look at that. I am proud of all the work that the development team is doing, particularly around WexMed [Live] talks. You know that these are engaging presentations that were put together of medical discoveries made by our physicians and scientists. The next one is in Cleveland on September 7. It is going to be held at the Rock and Roll Hall of Fame at 6:30pm. We have [many] people already RSVP'ing to that, about 150 or 160 or so. They expect probably 250 to be there.

Finally, I received this yesterday and I want to call attention to give credit to Mark Larmore and Hal Mueller in our supply chain area. Mark, Hal, and the entire team of people received an award from Vizient. This was the Supply Chain Management Excellence Award from Vizient for the work that they had done in the past 12-18 months that improved the physical movement of supplies, lowered the cost of those, and increased internal customer satisfaction. The work that Mark, Hal, and the entire team have been doing are making a difference and Vizient has recognized the Wexner Medical Center once again.

That concludes my report.

President Drake:

Thank you very much. I appreciate the incredible work that you have done with us this last year and a half, a great report to have. We are moving, I know we are way behind, quickly on to the Financial Report, Mr. Larmore. The Vizient award winner, Mr. Larmore.

Mr. Larmore:

Thanks. I am just going to talk to two of the slides. The first one being the health system, which is the hospital's profit/loss statement. This is for the year ending June 30, 2017. [It was] a very successful year for the health system. You can see in the middle of the page that we ended the year with a bottom line of just about \$238 million, which was \$33 million better than we budgeted and \$50 million increase year over year.

The statistics on the bottom that are adjusted to mission, which is just a factor of both admissions and ambulatory volume, grew by 6%, which is larger growth than we have seen in the past. A focus this year was to make sure that we were growing our revenue faster than our expenses to see marginal improvement. Our revenue grew 1.9% and our expense grew 1.6% year over year. It was a fabulous year from the health system standpoint.

On page four, we incorporate the College of Medicine and the Practice Plan into the financials, which is presented as the medical center. You can see both of those two enterprises had successful years. The total bottom line, \$302 million, which was \$89 million better than budget and \$67 million better than the prior year. That margin of 8.8%, which last year we were at 7.7%, a good improvement year over year. Part of that was a good financial return on the market, probably about 0.7% of that. The rest is an improvement in the operations.

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In the middle of the statistics is the physician encounters. These are at the practice locations. It is a huge number, almost 2.7 million encounters, which is an 8.8% growth year over year. This is a great growth. I think Dr. Kent reported earlier on the success we have had with recruiting physicians here and we see that in the physician visit volume. There is more detail in the deck and I can take questions on those, if anyone has any.

(See Attachment V for background information, page 142)

President Drake:

Are there any questions? This the strongest financial report that we have ever had and our best year ever. It is not something to look at lightly. We had an incredibly aggressive budget last year. We talked in this room about what a stretch that would be and then through the hard work of the people here. You, David, and Craig in particular wanted to focus on hard work. Throughout this time, we actually exceeded our goals significantly. We do acknowledge that is work every day.

We're going quickly so we'll save applause till the end. If there are no more comments, we move to quality. Susan?

Dr. Moffat-Bruce:

Yes, thank you. Laura if you could bring up the presentation, I just have two slides. This is the slide that I want to show you first and foremost.

Over the past six years of the federal government, CMS (Centers for Medicare and Medicaid Services), has put at risk millions of dollars initially starting with \$2 million, now up to \$6 million, around quality. We get reimbursed based on our outcomes. Over those six years, we have been able to not only improve our quality, but also our patient experience and reduce our readmission rate. Finally, this year, we are actually getting money back relative to our performance. While there are over \$6 million at risk, we were in the positive this year based on our outcomes. You can see here the trajectory has been positive over the past six years. As I said, this is a composite of readmissions, quality, and patient satisfaction and I would anticipate continued success going forward.

The other slide that I want to show the board and team members is our *U.S. News and World Report* top ranked specialties. This year, we had seven specialties ranked. The 2017 *U.S. News and World Report* is a composite of reputation, safety, mortality, and structure. It reflects data from 2013-2015. However, it gets resulted in 2017, you're always two years behind. Having said that, over the past year, these seven specialties: Cancer, Cardiology, Diabetes, ENT (ear, nose and throat), Nephrology, Neurology, and Pulmonary Medicine, have made tremendous increases and good movement in the rankings. We now have these seven specialties that are moving up the board. For the others that are not yet on the leaderboard, they are very close behind having managed structure, reputation, safety, and outcomes.

Those are the two publicly reported quality programs that I wanted to let the board know about. These are obviously very important to us because it helps us understand our true north around quality and outcomes and how it is reflected in others as to our performance. There is some other information in the book and I am happy to take any questions, but those two slides summarize the public reporting of quality outcomes for any institution.

(See Attachment VI for background information, page 145)

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President Drake:

Again, very good work. There are about 5,300 hospitals in the country and only 170 get points in even one of these at any time. To score in seven of these categories puts us in the top .5% of hospitals.

Dr. Moffat-Bruce:

Absolutely, there are only 38 hospitals that have seven specialties ranked, so we are at 1%.

President Drake:

I apologize, I was rounding off the .5%. We were close enough. This is a very distinguished company. This ranks specialties that fit into the top 50 across the country. We have several that are in the 50's.

Dr. Moffatt-Bruce:

Absolutely.

President Drake:

We have many others that are very good and I always point this out. We heard in the beginning about the quality of our academic programs and saw the incredible work we are doing there. We saw how successful the hospital has been financially, the most successful year ever, but this is our patient quality and safety and we are at the top of the rung of this as well. It is important to know that all of those things are modifying each other. Thanks very much for that report.

Dr. Moffat-Bruce:

Very good, thank you. That ends my report.

President Drake:

Great. We are now ready to move on to Approval to Enter into Professional Services and Construction Contracts, Mrs. Taylor.

Ms. Taylor:

Thank you President Drake. Today, we are asking for approval of \$5.2 million for renovation and relocation of Histology and Immunochemistry Histology labs or IHC labs. This would be movement from the third floor of Doan [Hall] in University Hospital to 680 Ackerman Road.

The rationale for this move is defined by a few key issues. First, our past inspections by the College of [American] Pathologists cited these areas as having inadequate space for quality of work and personnel. This citation was based on the fact that the IHC and Histology labs do not meet basic square-footage requirements, being 36 inches of clear passage between work stations. Currently, these laboratories only have 25 inches passageway between workstations. This was space that was built originally without those requirements in place but now, over time as Doan has aged, we no longer meet those requirements.

Our own internal environment of care rounds find and manage issues ongoing in these two laboratories of inadequate airflow and humidity issues due to the many pieces of equipment that are now being housed in this confined space. The ventilation system in Doan simply cannot keep up with the heat that is being thrown off from this equipment.

Based on our overall patient volume growth, there is demand for this type of work being performed in these laboratories. However, given the constraints previously outlined, there is no ability for these areas to grow their book of business. We are beginning to see recruitment and retention issues, both with faculty and staff because of these environment of care and facility issues.

The benefit of moving to 680 Ackerman will be to enhance the operational efficiencies, eliminate workplace and environmental concerns, and meet our regulatory requirements. This new Ackerman space will double in size from the current Doan footprint. The expansion will allow for clinical growth, helping to create adequate workflows, and help with recruitment and retention of our staff and faculty.

The services provided by IHC and Histology are not mission critical to be on this campus, as they are really moving to a digital platform. I think Mike and certainly, other experts in the room can talk about the digital platform. It is no longer necessary that we have them here on the main campus - 680 Ackerman Road is a space that we have been looking at for the past year and we are asking for the funding be approved for this project.

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Resolution No. 2018-05

680 ACKERMAN - IHC/HISTOLOGY LAB

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

WHEREAS in accordance with the attached material, the university desires to enter into professional services and construction contracts for the following project:

| | Prof. Serv. Approval Requested | Construction Approval Requested | Total Project Cost | |
|-------------------------------------|--------------------------------------|---------------------------------------|--------------------------|-----------------|
| 680 Ackerman - IHC/Histology Lab | \$0.5M | \$4.7M | \$5.2M | Auxiliary funds |

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves and proposes that the professional services and construction contracts for the project listed above be recommended to the University Board of Trustees for approval; and

BE IT FURTHER RESOLVED, That the president and/or senior vice president for business and finance be authorized to enter into professional services and 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 Attachment VII for background information, page 151)

Dr. Thompson:

May I ask Mr. Meyers to go ahead with his resolution?

Mr. Meyers:

Thank you. This is for the Acquisition of real property of 2001 Polaris Parkway. The university would like to purchase 9.316 acres of improved land at 2001 Polaris Parkway. The property has been leased by the university for its Wexner Medical Center since

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2004. It contains a two-story, 72,000 square foot office and research facility. The university currently uses the building for office space, lab medical office, and a vivarium. We expect improvements to be made to accommodate additional labs and administrative space for the James.

Recent appraisals of the facility put its value between \$6.775 million and \$6.825 million. As set forth in the option to purchase in OSU's lease, if the closing occurs prior to October 31, then the purchase price will be \$2,054,840. If it closes after October 31, but before February 1, then the purchase price will be \$2,075,937 million. If closing cannot occur by February 1, then the university will have the option to extend for two 30-day periods, each costing \$20,000. If the university cannot close by April 1, then its option to purchase will be terminated.

Money from the purchase comes from the Wexner Medical Center capital budget. Because the title would be taking the name of the state of Ohio, this acquisition will require approval from the State Controlling Board. The Ohio Legislature, we are prepared to appear at the board at the September 25 meeting.

ACQUISITION OF IMPROVED REAL PROPERTY

Resolution No. 2018-06

2001 Polaris Parkway
Columbus, Delaware County, Ohio 43240
Parcels 318-443-02-003-000 and 318-443-02-003-001

Synopsis: Authorization to purchase real property located at 2001 Polaris Parkway, Columbus, Delaware County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to purchase improved real property located at 2001 Polaris Parkway, Columbus, Ohio identified as Delaware County parcels 318-443-02-003-000 and 318-443-02-003-001; and

WHEREAS the property is currently zoned as a Commercial Planned District and consists of a two-story office and research facility occupied by The Ohio State University Wexner Medical Center; and

WHEREAS the Wexner Medical Center currently leases the entire building and has determined that the acquisition of this property will support its research and lab programs; and

WHEREAS all costs associated with the acquisition of the property will be provided by the Wexner Medical Center:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves and proposes that the acquisition of improved real property located at 2001 Polaris Parkway be recommended to the University Board of Trustees for approval; and

BE IT FURTHER RESOLVED, That the president and/or senior vice president for business and finance be authorized to take action required to effect the purchase of the referenced property in the name of the State of Ohio for the use and benefit of The Ohio State University upon terms and conditions deemed to be in the best interest of the university.

(See Attachment VIII for background information, page 152)

Dr. Thompson:

Both of these resolutions are on the consent agenda by the full board later this week. May I have a motion to recommend the resolutions to the University Board of Trustees?

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Upon motion of Mr. Schottenstein, seconded by Ms. Krueger, the Wexner Medical Center Board members adopted the foregoing motion by unanimous voice vote.

Dr. Thompson:

The motion carries. Final item is Ms. Krueger.

Ms. Krueger:

Yes, thank you. QPAC (Quality and Professional Affairs Committee) met yesterday and I will be reporting the following. Both the University Hospital System and the James Cancer Hospital are required by regulating bodies to define in writing how they effectively manage programs, services, sights, and departments, as well as defining in writing the nurse executive's authority and responsibility.

OSU Wexner Medical Center accomplishes this through two plans for patient care services. One, which encompasses all the business units under Ohio State University Medical Center, its hospital through their CMS provider number, and the other is encompassed through all business units under the James Cancer Hospital and Solove Research Institute CMS provider number.

The 2017 University Hospital plan was reviewed by key members of a management team for the university hospital including representation from Dodd Rehabilitation, Brain and Spine, Ross Heart, University Hospital East, as well as the Ambulatory services.

In addition to minor grammatical changes throughout, the changes in the 2017 University Hospital Plan for Patient Care Services are as follows: updated role for the chief nurse to reflect the current structure with ACNO (Associate Chief Nursing Officer) and updated appendix A to be encompassing more of any ancillary services.

In 2017, the James Hospital plan was reviewed by key members of the management team for the James including representation from the operations leadership, ambulatory care, as well as patient care service leadership team.

In addition to grammatical changes throughout, changes in the 2017 James Cancer Hospital Plan for Patient Care Services are, again, updated appendix include the addition of the clinical call center, a telephone triage department addressing established James patient needs after hours.

That will conclude my report.

PLAN FOR PATIENT CARE SERVICES

Resolution No. 2018-07

University Hospitals

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

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

WHEREAS the University Hospitals plan for inpatient and outpatient care describes the integration of clinical departments and personnel who provide care and services to patients at The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, and University Hospital East; and

August 23, 2017 meeting, Wexner Medical Center Board

WHEREAS the University Hospitals Plan for Patient Care Services was approved by the Quality and Professional Affairs Committee of the Wexner Medical Center Board on June 27, 2017:

NOW THEREFORE

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

(See Attachment IX for background information, page 154.)

PLAN FOR PATIENT CARE SERVICES

Resolution No. 2018-08

Arthur G. James Cancer Hospital

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

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

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

WHEREAS the Arthur G. James Cancer Hospital Plan for Patient Care Services was approved by the Quality and Professional Affairs Committee of the Wexner Medical Center Board on August 22, 2017:

NOW THEREFORE

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

(See Attachment X for background information, page 165)

Dr. Thompson:

May I have a motion to approve the plan for patient care services?

Upon motion of Dr. McPheron, seconded by Dr. Reid, the Wexner Medical Center Board members adopted the foregoing motion by unanimous roll call vote, cast by board members Dr. McPheron, Mr. Chatas, Dr. Drake, Mr. Schottenstein, Ms. Krueger, Dr. Reid, and Mr. Shumate.

Dr. Thompson:

The motion carries.

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President Drake:

Great, that just about does our meeting, for the good of the org. One more bit of information that we did not share. If I could ask Dr. Kent to say a word about the American Board of Surgery and the recent election that they had. I want to make sure you say it so that it done correctly.

Dr. Kent:

Well that's very kind, thank you. I have been involved for the past few years in the American Board of Surgery. Just a month or so ago, I was elected vice chair, so I will be chair of the American Board of Surgery this coming year. I am excited about that. I think, amongst all of the accolades of everyone in this group, it raises OSU to another level.

Thank you again for mentioning that.

President Drake:

And, it's a great reflection of the esteem that you're held in nationally by your most critical colleagues and I think that deserves a round of applause.

That concludes our meeting, thank you again to everybody for being here; long day and great work. Thank you.

Attest:

Leslie H. Wexner
Chairman

Blake Thompson
Secretary

(ATTACHMENT I)



→ PELOTONIA



THE ROAD TRAVELED →

PELOTONIA 17

8,022 RIDERS FROM
38 STATES AND 7 COUNTRIES

3,009 VOLUNTEERS

137,000+ DONATIONS FROM
49 STATES AND 61 COUNTRIES

\$16.3MM IN FUNDRAISING (AND COUNTING!)

This infographic features a dark blue background with a faint image of a large crowd of cyclists. The text is centered and presented in a clean, sans-serif font. A green horizontal line is positioned below the title 'PELOTONIA 17'. The statistics are listed in white text, with the final fundraising amount in a larger font size for emphasis.



THE ROAD TRAVELED →

IMPACT

433 STUDENT FELLOWSHIPS
108 IDEA GRANTS
87 SENIOR SCIENTISTS FUNDED
3 STATEWIDE INITIATIVES

The James
The Ohio State University
Wexner Medical Center

This infographic features a dark blue background with a faint image of a crowd of people. The text is centered and presented in a clean, sans-serif font. A green horizontal line is positioned below the title 'IMPACT'. The statistics are listed in white text. At the bottom right, there is a logo for 'The James' at 'The Ohio State University Wexner Medical Center'.

***WE'RE FASTER
TOGETHER***

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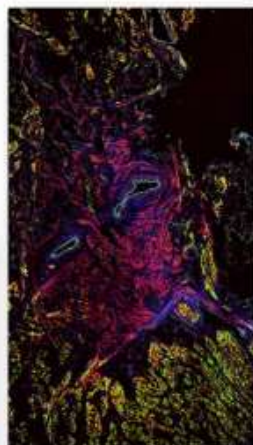
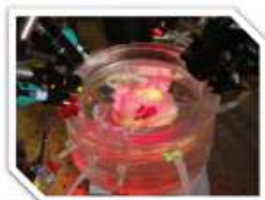
Game-changing WMC Research

SCIENCE TRANSLATIONAL MEDICINE | RESEARCH ARTICLE

HEART DISEASE

Redundant and diverse intranodal pacemakers and conduction pathways protect the human sinoatrial node from failure

Ning Li,^{1,2,3*} Brian J. Hanson,^{1,2,3} Thomas A. Csepe,^{1,2} Jichao Zhan,⁴ Anthony J. Ignasz,^{1,2} Lidya V. Sol,^{1,2} Sounilava O. Zakharenko,¹ Anaradha Kalyanasundaram,^{1,2} Jonathan P. Davis,^{1,2} Brandon J. Besciolochi,^{1,2} Ajmer Khatib,^{1,2} Paul M. L. Janssen,^{1,2,3} Peter J. Mohler,^{1,2,3} Raul Weiss,^{2,4,5} John D. Hammer,^{2,4,5} Vadim V. Fedorov^{1,2,1}



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Game-changing WMC Research

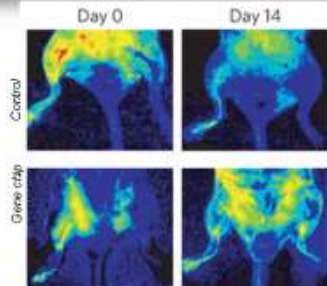
nature
nanotechnology

LETTERS

ISSN 2044-3330 | 7 AUGUST 2017 | DOI: 10.1038/NTNANO.2017.04

Topical tissue nano-transfection mediates non-viral stroma reprogramming and rescue

Daniel Gallego-Perez^{1,2,3,4*}, Durba Pal^{1,5}, Subhadip Ghatak^{1,6}, Veyzi Malkoc^{1,6}, Natalia Higazi-Castro⁶, Surya Gnyawali^{1,7}, Lingjian Cheng⁸, Wei-Ching Liao⁹, Junfeng Shi⁹, Mihun Saha^{1,4}, Kanhaiya Singh^{1,4}, Erin Steen¹, Alec Sanchez^{1,4,5}, Richard Stewart^{1,4}, Jordan Moore^{1,4}, Thomas Ziebro¹, Robert G. Northcutt¹, Michael Hornoy¹, Paul Bernard¹, Wu Lu¹, Sushanti Roy^{1,4}, Savita Khanna^{1,4}, Cameron Rink^{1,4}, Vishnu Babu Sundararam¹, Jose J. Otazo^{1,4,5}, L. James Lee^{1,4,5} and Chandan K. Sasi^{1,4*}



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Department of Surgery

Timothy M. Pawlik, MD, MPH, PhD
Professor and Chair, Department of Surgery
The Urban Meyer III and Shelley Meyer Chair in Cancer Research
The Ohio State University Wexner Medical Center

Divisions

- Cardiac
- Colorectal
- General Surgery
- Pediatrics
- Surgical Oncology
- Thoracic
- Transplant
- Trauma / Critical Care
- Vascular

Missions

- Clinical Program Building
- Education
- Research



The Ohio State University Department of Surgery

Past

- Historical leader of surgery
- Legendary contributions and accomplishments in surgery



Future challenges

- Grow distinction in patient care in an ever increasing / complex competitive market place
- Retain and recruit the best and brightest medical students, residents and faculty
- Fund academic mission / research
- Develop a culture of success and excellence



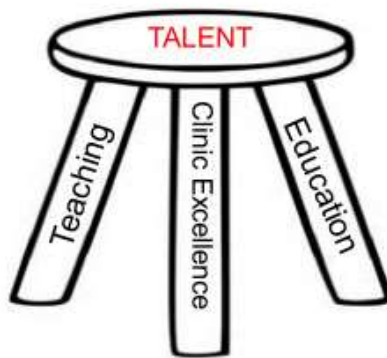
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Why Ohio State?

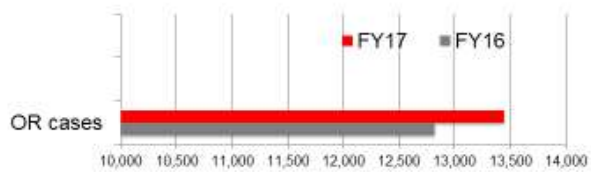




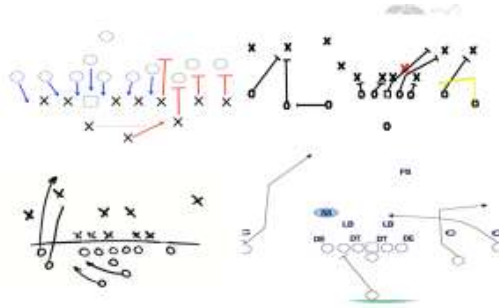
Triple Threat



Clinical Program Building



5% growth in surgical cases



- Strategic Planning
- Data Analytics
- Marketing
- Outreach
- Administration
- Surgeon Champion



Robotic Whipple Program Development

Two experienced hepatobiliary surgeons with experience in robotic surgery



Open Whipple



Robotic Whipple



- First robotic whipple Fall 2017 with proctors from UPMC



Expanding ECMO Care

- Out of hospital VT/VF arrests program with Columbus Division of Fire
- Ambulatory ECMO
- Shock
- Refractory hypoxemia



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Referral Mobile App

- Surgeon name
- Credentialed specialty
- Appointment phone
- **Cell phone / email**
- OSUWMC email
- Link to profile page on wexnermedical.osu.edu
- Locations where they practice
- Clinical Expertise (conditions they treat)



iPhone and
Android App



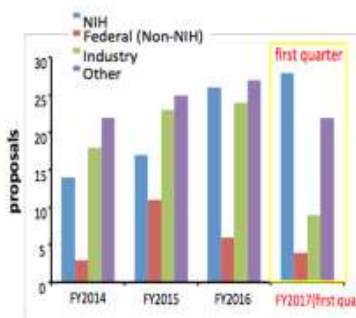
Research



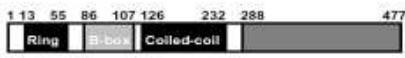
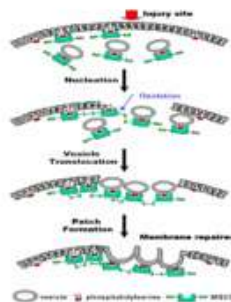
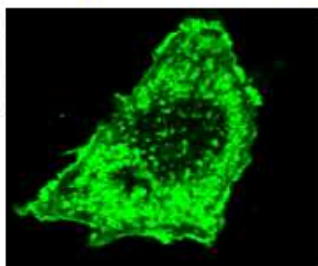
 THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

| From the BLUE RIDGE INSTITUTE for | | BRIMR.ORG |
|-----------------------------------|--------------------------------|--------------|
| Rank | Name | Surgery |
| 1 | UNIVERSITY OF PENNSYLVANIA | \$19,621,244 |
| 2 | WASHINGTON UNIVERSITY | \$19,280,840 |
| 3 | DUKE UNIVERSITY | \$16,546,762 |
| 4 | UNIVERSITY OF MICHIGAN | \$16,531,254 |
| 5 | UNIVERSITY OF PITTSBURGH AT PI | \$15,586,617 |
| 6 | UNIVERSITY OF CALIFORNIA, SAN | \$14,299,884 |
| 7 | UNIVERSITY OF WISCONSIN-MADIS | \$11,436,767 |
| 8 | VANDERBILT UNIVERSITY | \$10,697,022 |
| 9 | EMORY UNIVERSITY | \$10,481,924 |
| 10 | NORTHWESTERN UNIVERSITY AT C | \$7,401,582 |
| 11 | UNIVERSITY OF CALIFORNIA LOS A | \$7,018,709 |
| 12 | JOHNS HOPKINS UNIVERSITY | \$6,737,979 |
| 13 | STANFORD UNIVERSITY | \$6,523,729 |
| 14 | UNIVERSITY OF CALIFORNIA AT DA | \$6,432,568 |
| 15 | OHIO STATE UNIVERSITY | \$6,279,394 |
| 16 | UNIVERSITY OF CALIFORNIA SAN D | \$6,137,920 |
| 17 | UNIVERSITY OF ROCHESTER | \$5,166,771 |
| 18 | UNIVERSITY OF MINNESOTA | \$4,672,949 |
| 19 | UNIVERSITY OF FLORIDA | \$4,497,991 |
| 20 | UNIVERSITY OF MARYLAND BALTI | \$4,405,093 |

Over 300+ papers
published in 2016



MG53 repairs acute injury to cell membrane



Cai et al (2009) *Nature Cell Biology* 11: 56-64

TRIM family motif

SPRY

MG53, a TRIM family protein, nucleates assembly of cell membrane repair machinery.



A Unique Clinical and Translational Research Platform



OSUWMC Ex Vivo Lung Perfusion Program

August 2016 to June 2017

9 of 38 transplants performed

23.7% of cases

31% Increase in lung transplants performed



A New Specialty Responding To National Needs: Does Acute Care Surgery Deliver?



•Heena P. Santry, MD, FACS

•Multi-modal health services researcher (outcomes, epidemiology, quality/costs, survey research, qualitative research, geographic information systems)

•Funding: Agency for Healthcare Research and Quality (1R01HS022694)

Background: Acute Care Surgery Model of Care

- ACS promoted (2005) as a model of care/specialization to improve access to and quality of care for general surgery emergencies (e.g. perforated viscus, necrotizing fasciitis)

Research Aims: Improving Quality and Access to Emergency General Surgery Care

- Identify which structures and processes of ACS most improve EGS outcomes
- Define ACS implementation guidelines and regionalization plans to optimize access to high quality EGS care

Initial Results

- National survey of 2,811 acute care hospitals in the US capable of providing EGS care (60% response)
- Uneven uptake of ACS (16%) across the US as a potential solution



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Education



Our recent graduates

learn more about OSU's education programs

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International Experience /Global Surgery



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CUPID Program (Cancer In Under-Privileged, Indigent, or Disadvantaged)

- NCI-Funded oncology fellowship
- 1st year medical students interested in oncology and underserved populations
- Johns Hopkins, Indiana U, and OSU
- Basic Science Emphasis
- 7 week summer experience with stipend
 - Oncology Lab
 - Clinical (Surgical/Medical/Radiation Oncology) experiences
 - Video conferences (daily) b/w institutions
 - Journal Club (weekly)
 - D.C. trip with lectures and networking with CUPID fellows from other sites



 WEXNER MEDICAL CENTER

Jing Han
Duke University*
School of Medicine

Emily Slinger
University of California, Los Angeles*
David Geffen School of Medicine
AOA

Apeksha Dave
University of Connecticut
School of Medicine

Gregory Metzger
The Ohio State University
College of Medicine
AOA

Ingrid Woelfel
Virginia Commonwealth University
School of Medicine
AOA

Adrian Diaz
Virginia Commonwealth University
School of Medicine
AOA

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WEXNER MEDICAL CENTER

*denotes top 20 Medical School according to U.S. News & World Reports, 2017
AOA = top 15% of their medical school class

Faculty: Development, Recruitment, and Retainment

THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

New Faculty Recruits



Ryan S. Williams, MD – Colorectal
• Medical degree from Michigan State University
• Faculty at Cleveland Clinic Health System



Jordan Cloyd, MD – Surgical Oncology
• Medical degree from University of California–San Francisco
• Fellowship in Complex Surgical Oncology at MD Anderson Cancer Center



Peter Kneuert, MD – Thoracic
• Medical degree from University of Cologne
• Residency at Johns Hopkins University /University of Texas Medical School at Houston
• Fellowship at New York Presbyterian Hospital-Cornell & Memorial Sloan-Kettering Cancer Center



New Faculty Recruits



Michael J. Sutherland, MD – Trauma, Critical Care, and Burn
• Medical degree from Louisiana State University Medical Center
• Residency / Fellowship Keesler USAF Medical Center and his thoracic/vascular
• Faculty at University of Arkansas



Heena P. Santry, MD, MS - Trauma, Critical Care, and Burn faculty
• Medical degree from University of Massachusetts
• Residency University of Chicago
• Fellowship at Cook County Trauma Unit
• Fellowship at Massachusetts General Hospital
• Faculty at University of Massachusetts



James G. Bitner, IV, MD - General surgery
• Medical degree from University of Cincinnati College of Medicine
• Residency at Georgia Health Sciences University Medical College of Georgia
• Fellowship at Washington University School of Medicine
• Faculty at Medical College of Virginia



BIG TEN Visiting Professor Exchange



Assistant Professor



Associate Professor



Career Development Award K-Award or BUST!



Targeting Philanthropy to Help Our Junior Faculty

Emerging Surgeon-Scientist Scholar



- Strategic plan with development to raise \$1 million to fund endowed professorship
- Professorship would be held by junior faculty for three years
- Provide funds / resources to launch a career in research
- Allow us to recruit and retain the BEST TALENT
- Would be "paid forward" to new faculty member every three years



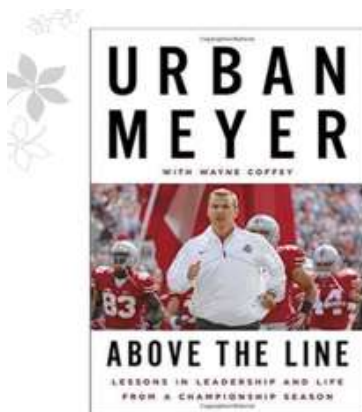
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Annual Summer Department of Surgery Party/Welcoming of the Interns



August 12, 2017
Party at the Pawliks' House!
More information to come!

 THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER



$$E + R = O$$



"I don't do 'very good' well"

STRIVING for GREATNESS

TOP 10 Department of Surgery
in the country





"If we all did the things we are capable of doing, we would literally astound ourselves." -- Thomas Alva Edison

The Burn Unit: Extraordinary Care

1

- Central Ohio's only American Burn Association verified adult Burn Center
 - Treats over 1,100 patients annually
 - Faculty and staff are Advanced Burn Life Support (ABLS) certified and national ABLIS instructors
 - Recognized leader in colloid resuscitation, lasers for burn scars, frostbite management
- Recent complicated case that made national news
- Patient unfortunately died two years after her injury
- Patient's journey resulted in Judy's Law to protect victims of future crimes
- Burn Center nursing staff recognized by patient's family for extraordinary care

The Burn Unit: Extraordinary Care

2

Received the DAISY Team Award for extraordinary nursing care of a patient who was hospitalized for two years

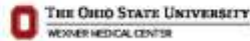




Improving People's Lives Through Innovations in Personalized Health Care

Wexner Medical Center Board Public Session Health System Financial Summary

August 23, 2017



The Ohio State University Health System Consolidated Statement of Operations

For the YTD ended: June 30, 2017
(in thousands)

| OSUHS | Actual | Budget | Act-Bud Variance | Budget % Var | Prior Year | PT % Var |
|---------------------------------------|--------------|--------------|---------------------|-----------------|---------------|-------------|
| OPERATING STATEMENT | | | | | | |
| Total Operating Revenue | \$ 2,766,525 | \$ 2,712,300 | \$ 54,127 | 2.0% | \$ 2,560,494 | 8.0% |
| Operating Expenses | | | | | | |
| Salaries and Benefits | 1,222,426 | 1,199,664 | (22,762) | -1.9% | 1,141,793 | -7.1% |
| Resident/Purchased Physician Services | 85,638 | 84,414 | (1,224) | -1.4% | 88,103 | -33.8% |
| Supplies | 311,508 | 281,845 | (29,663) | -9.5% | 283,214 | -10.0% |
| Drugs and Pharmaceuticals | 271,626 | 278,267 | 6,641 | 2.4% | 231,240 | -17.5% |
| Services | 284,110 | 295,794 | 1,674 | 0.6% | 296,876 | -2.5% |
| Depreciation | 143,100 | 133,605 | (9,495) | -7.1% | 140,279 | -2.0% |
| Interest | 39,865 | 39,385 | (480) | -1.2% | 41,370 | 4.1% |
| Shared/University Overhead | 15,428 | 45,869 | 30,530 | 86.4% | 54,217 | 71.5% |
| Medical Center Investments | 145,210 | 148,042 | 2,832 | 2.6% | 125,272 | -16.5% |
| Total Expense | 2,528,912 | 2,507,868 | (20,947) | -0.8% | 2,373,462 | -6.5% |
| Excess of Revenue over Expense | \$ 237,613 | \$ 204,434 | \$ 33,178 | 16.2% | \$ 187,032 | 27.1% |
| Financial Metrics | | | | | | |
| Adjusted Admissions | 116,719 | 113,968 | 2,753 | 2.4% | 110,877 | 6.0% |
| Operating Revenue per AA | \$ 23,702 | \$ 23,796 | \$ (94) | -0.4% | \$ 23,261 | 1.9% |
| Total Expense per AA | \$ 20,710 | \$ 20,721 | \$ 11 | 0.1% | \$ 20,378 | -1.6% |
| Operating EBEDA Margin | 19.2% | 19.3% | -0.1% | -0.3% | 19.5% | -1.4% |
| Days Cash on Hand | 127.3 | | | | 113.9 | 11.9% |
| Debt Service Coverage | 0.5 | 0.1 | 0.4 | 6.3% | 5.5 | 18.0% |



The Ohio State University Health System

Consolidated Activity Summary

For the YTD ended: June 30, 2017

| OSUHS | | | | | | |
|--------------------------------------|-----------|-----------|------------------|--------------|------------|----------|
| | Actual | Budget | Act-Bud Variance | Budget % Var | Prior Year | PY % Var |
| CONSOLIDATED ACTIVITY SUMMARY | | | | | | |
| Activity | | | | | | |
| Admissions | 61,701 | 61,193 | 508 | 0.8% | 59,356 | 3.9% |
| Surgeries | 44,096 | 42,667 | 1,428 | 3.3% | 41,864 | 5.4% |
| Outpatient Visits | 1,763,707 | 1,824,183 | (60,476) | -3.3% | 1,724,176 | 2.3% |
| Average Length of Stay | 6.29 | 6.20 | (0.09) | -1.4% | 6.29 | 0.0% |
| Case Mix Index (CMI) | 1.86 | 1.86 | (0.01) | -0.4% | 1.86 | -0.3% |
| Adjusted Admissions | 116,719 | 113,986 | 2,733 | 2.4% | 110,077 | 6.0% |
| Operating Revenue per AA | \$ 23,702 | \$ 23,796 | (\$ 94) | -0.4% | \$ 23,261 | 1.9% |
| Operating Expense per AA | \$ 20,710 | \$ 20,721 | \$ 11 | 0.1% | \$ 20,376 | -1.6% |

OSU Wexner Medical Center

Combined Statement of Operations

For the YTD ended: June 30, 2017

(in thousands)

| | Actual | Budget | Act-Bud Variance | Budget % Var | Prior Year | PY % Var |
|---|-------------|-------------|------------------|--------------|-------------|----------|
| OPERATING STATEMENT | | | | | | |
| Total Operating Revenue | \$3,409,187 | \$3,309,949 | \$ 99,238 | 3.0% | \$3,181,193 | 7.2% |
| Operating Expenses | | | | | | |
| Salaries and Benefits | 1,772,379 | 1,768,513 | (3,866) | -0.2% | 1,672,425 | -6.0% |
| Resident/Purchased Physician Services | 85,638 | 84,414 | (1,224) | -1.4% | 89,103 | -23.0% |
| Supplies | 336,567 | 302,465 | (34,102) | -11.3% | 309,042 | -6.9% |
| Drugs and Pharmaceuticals | 282,071 | 267,404 | (14,667) | -5.5% | 257,959 | -6.3% |
| Services | 371,528 | 371,549 | 21 | 0.0% | 363,654 | -2.3% |
| Depreciation | 154,203 | 146,872 | (7,331) | -5.0% | 153,443 | -6.5% |
| Interest/Debt | 51,295 | 50,748 | (547) | -1.1% | 53,043 | 3.3% |
| Shared/University Overhead | 15,429 | 45,969 | 30,540 | 68.4% | 54,217 | 71.5% |
| Other Operating Expense | 33,585 | 30,543 | (3,042) | -9.2% | 24,194 | -28.4% |
| Medical Center Investments | 4,892 | 8,758 | 3,866 | 44.1% | (10,078) | 138.6% |
| Total Expense | 3,107,588 | 3,097,232 | (10,356) | -0.3% | 2,947,052 | -6.1% |
| Excess of Revenue over Expense | \$ 301,599 | \$ 212,719 | \$ 88,880 | 41.8% | \$ 234,140 | 29.5% |
| Financial Metrics | | | | | | |
| Integrated Margin Percentage | 8.8% | 6.4% | 2.4% | 37.7% | 7.4% | 20.2% |
| Adjusted Admissions | 116,719 | 113,986 | 2,733 | 2.4% | 110,077 | 6.0% |
| OSUP Physician Encounters | 2,650,314 | 2,708,756 | (58,441) | -2.2% | 2,435,363 | 8.8% |
| Operating Revenue per AA | \$ 23,702 | \$ 23,796 | \$ (94) | -0.4% | \$ 23,261 | 1.9% |
| Total Expense per AA | \$ 20,710 | \$ 20,721 | \$ 11 | 0.1% | \$ 20,376 | -1.6% |
| <small>This statement does not conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these entities and are eliminating entries are excluded.</small> | | | | | | |

OSU Wexner Medical Center

Combined Balance Sheet

As of: June 30, 2017

(In thousands)

| | June 2017 | June 2016 | Change |
|-----------------------------------|---------------------|---------------------|-------------------|
| Cash | \$ 733,878 | \$ 683,892 | \$ 50,184 |
| Net Patient Receivables | 413,260 | 302,813 | 50,447 |
| Other Current Assets | 391,602 | 321,795 | 69,807 |
| Assets Limited as to Use | 402,818 | 255,498 | 147,318 |
| Property, Plant & Equipment - Net | 1,504,904 | 1,480,521 | 14,383 |
| Other Assets | 427,459 | 432,303 | (4,844) |
| Total Assets | \$ 3,873,917 | \$ 3,546,822 | \$ 327,295 |
| Current Liabilities | \$ 306,080 | \$ 314,143 | \$ (8,063) |
| Other Liabilities | 108,488 | 99,335 | 9,153 |
| Long-Term Debt | 852,568 | 804,418 | (51,850) |
| Net Assets - Unrestricted | 2,027,374 | 1,711,408 | 315,466 |
| Net Assets - Restricted | 578,827 | 517,318 | 61,508 |
| Liabilities and Net Assets | \$ 3,873,917 | \$ 3,546,822 | \$ 327,295 |

This Balance sheet is not intended to conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these entities and no eliminating entries are included.

(ATTACHMENT VI)



Quality Based Payment Program Results and USNR OSUWMC Board August 2017

Susan Moffatt-Bruce



Overall Impact of all CMS Quality Programs

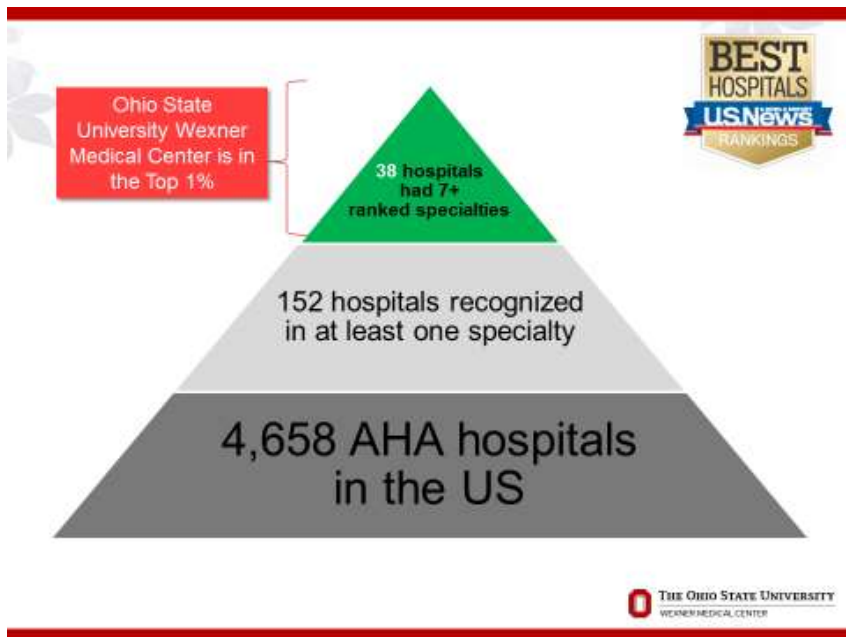
| | FFY 2013 | FFY 2014 | FFY 2015 | FFY 2016 | FFY 2017 | FFY 2018 |
|----------------|----------------|---------------|---------------|----------------|-------------|-------------|
| VBP | \$187,153 | \$285,365 | (\$79,231) | (\$324,300) | (\$82,000) | \$95,000 |
| RRP | (\$682,370) | (\$275,741) | (\$365,092) | (\$293,647) | (\$109,000) | (\$58,000) |
| HACRP | Does Not Apply | | (\$1,604,494) | \$0 | \$0 | \$0 |
| Total Impact | (\$495,217) | \$27,624 | (\$2,048,817) | (\$614,947) | (\$191,000) | \$7,000 |
| Amount At Risk | \$2 Million | \$3.3 Million | \$5.5 Million | \$5.75 Million | \$6 Million | \$6 Million |

FY 2018 Avoided Over \$6 Million Dollars in Payment Penalties



Comparison of our performance

| Hospital | FFY 2018 Readmission Penalty % |
|------------------------|--------------------------------|
| OSUWMC | 0.08% |
| Riverside Methodist | 0.41% |
| Grant Medical Center | 0.15% |
| Doctor's West | 0.15% |
| Dublin Methodist | 0.08% |
| Mt Carmel West | 0.35% |
| Mt Carmel St Ann's | 0.35% |
| Cleveland Clinic | 0.12% |
| University of Toledo | 0.34% |
| University of Michigan | 0.34% |

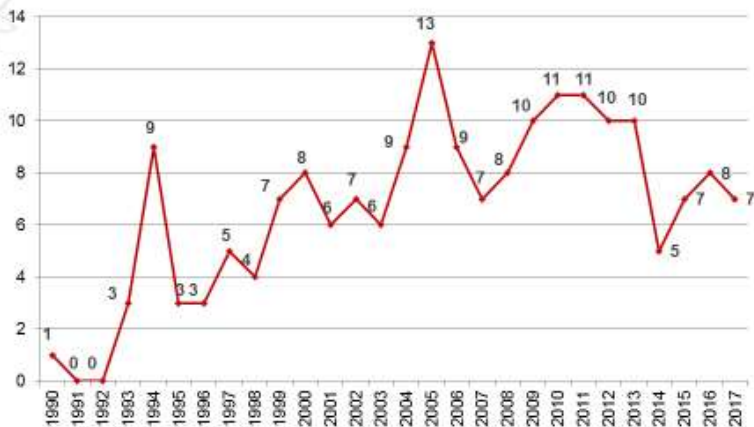


2017 Honor Roll List

| Hospital | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--|------|------|------|------|------|------|------|
| Mayo Clinic (Rochester) | 3 | 3 | 3 | 1 | 2 | 1 | 1 |
| Cleveland Clinic | 4 | 4 | 4 | 4 | 5 | 2 | 2 |
| Johns Hopkins Hospital | 1 | 2 | 1 | 3 | 3 | 4 | 3 |
| Massachusetts General Hospital | 2 | 1 | 2 | 2 | 1 | 3 | 4 |
| University of California, San Francisco Medical Center | 7 | 13 | 7 | 8 | 8 | 7 | 5 |
| University of Michigan Medical Center | 14 | 17 | | | | 18 | 6 |
| UCLA Medical Center | 5 | 5 | 5 | 5 | 3 | 5 | 7 |
| New York Presbyterian Hospital | 6 | 7 | 7 | 6 | 7 | 6 | 8 |
| Stanford Hospital and Clinics | 17 | | | | 15 | 14 | 9 |
| Hospital of the University of Pennsylvania | 10 | 15 | 11 | 7 | 9 | 9 | 10 |
| Cedars-Sinai Medical Center | | | 13 | 12 | | 17 | 11 |
| Barnes-Jewish Hospital | 11 | 6 | 15 | 17 | 10 | 11 | 12 |
| Northwestern Memorial Hospital | | 12 | 6 | 10 | 11 | 8 | 13 |
| University of Pittsburgh Medical Center | 12 | 10 | 10 | 12 | 13 | 12 | 14 |
| University of Colorado Hospital | | | | | | 20 | 15 |
| Thomas Jefferson University Hospital | | | 17 | | | | 16 |
| Duke University Medical Center | 9 | 8 | 12 | 14 | 14 | 16 | 17 |
| Mount Sinai Medical Center | 16 | 14 | | 16 | | 15 | 18 |
| NYU Langone Medical Center | | 11 | 14 | 15 | 12 | 10 | 19 |
| Mayo Clinic (Phoenix) | | | | | | | 20 |

OSUWMC Trend of Total Ranked Specialties

Of the 4,658 U.S. hospitals that were evaluated, 152 were ranked in at least one specialty. Of the 152 ranked hospitals, 38 were ranked in 7 or more specialties.



OSUWMC Trend of Total Ranked Specialties

| Specialty | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|----------------------------|------|------|------|------|------|------|------|
| Cancer | 20 | 25 | 20 | 30 | 24 | 37 | 23 |
| Cardiology & Heart Surgery | 24 | 29 | 36 | 34 | 31 | 26 | 22 |
| Diabetes & Endocrine | 20 | 27 | 37 | | 24 | 36 | 26 |
| ENT | 17 | 14 | 15 | 15 | 14 | 7 | 6 |
| Gastroenterology | | | | | | | |
| Geriatrics | | 46 | 49 | | | 44 | |
| Gynecology | 25 | 26 | | | | | |
| Nephrology | 39 | 29 | 28 | 35 | 31 | 25 | 17 |
| Neurology/Neurosurgery | 45 | | 49 | | 36 | 30 | 22 |
| Ophthalmology* | | | | | | | |
| Orthopedics | 36 | | | | | | |
| Psychiatry* | | | | | | | |
| Pulmonology | 25 | 30 | 33 | | | 33 | 25 |
| Rehabilitation* | 11 | 13 | 13 | | | | |
| Rheumatology* | | | | | | | |
| Urology | 46 | 36 | 25 | 33 | 34 | | |

* Reputation-Only Rankings

■ Increase in ranking or reputation score from previous year
■ Decrease in ranking or reputation score from previous year
■ No change in ranking or reputation score from previous year


 THE OHIO STATE UNIVERSITY
 WEXNER MEDICAL CENTER

USNWR Summary

- Mortality Index Improved in 9 of 12 Data Driven Specialties
- 11 of 12 Specialties Score 8 (out of 10) or Higher in Survival
 - Cardiology & Heart Surgery and ENT score a perfect 10
- Safety score improved from 2 (out of 5) to 5 (out of 9)
- 9 Specialties saw an increase in reputations scores
- 10 Specialties had a higher overall score in 2017
- All ranked specialties had a higher ranking in 2017


 THE OHIO STATE UNIVERSITY
 WEXNER MEDICAL CENTER

University of Michigan Summary

- Mortality Index Improved in 10 of 12 Data Driven Specialties
- Survival Score improved in 7 Specialties
- 8 Specialties saw an increase in reputation scores
- All 12 Data Driven Specialties had a higher overall score in 2017
- All ranked specialties had a higher ranking in 2017
- All 12 Data Driven Specialties ranked; 3 Reputation only specialties ranked
 - Biggest increases:
 - Geriatrics from 47 to 7
 - Diabetes from unranked to 17
 - Rehab from unranked to 14

University of Michigan

| Specialty | Mortality Index 2016 | Mortality Index 2017 | Survival Score 2016 | Survival Score 2017 | Safety Score 2016 (out of 5) | Safety Score 2017 (Out of 9) | Rep Score 2016 | Rep Score 2017 | Overall Score 2016 | Overall Score 2017 | Overall Rank 2016 | Overall Rank 2017 |
|----------------------------|----------------------|----------------------|---------------------|---------------------|------------------------------|------------------------------|----------------|----------------|--------------------|--------------------|-------------------|-------------------|
| Cancer | 0.68 | 0.62 | 9 | 9 | 5 | 6 | 5.1 | 3.7 | 64.8 | 71.4 | 24 | 12 |
| Cardiology & Heart Surgery | 0.74 | 0.61 | 9 | 10 | 5 | 6 | 5.0 | 4.3 | 64.6 | 74.5 | 22 | 10 |
| Diabetes & Endocrine | 0.75 | 0.71 | 7 | 7 | 5 | 6 | 4.7 | 6.0 | 61.1 | 71.6 | - | 17 |
| ENT | 0.62 | 0.63 | 8 | 8 | 5 | 6 | 14.6 | 12.8 | 86.1 | 93.4 | 8 | 6 |
| Gastroenterology | 0.82 | 0.77 | 8 | 8 | 5 | 6 | 6.5 | 6.7 | 66.1 | 74.7 | 23 | 9 |
| Geriatrics | 0.80 | 0.70 | 8 | 9 | 5 | 6 | 5.4 | 5.4 | 64.9 | 85.3 | 47 | 7 |
| Gynecology | 0.10 | 0.06 | 10 | 10 | 5 | 6 | 2.2 | 2.5 | 81.4 | 90.3 | 14 | 3 |
| Nephrology | 0.64 | 0.58 | 9 | 9 | 5 | 6 | 5.4 | 3.2 | 75.9 | 80.7 | 23 | 13 |
| Neurology/Neurosurgery | 0.87 | 0.68 | 7 | 8 | 5 | 6 | 5.1 | 5.5 | 63.1 | 76.7 | 32 | 8 |
| Orthopedics | 0.87 | 0.65 | 6 | 8 | 5 | 6 | 2.0 | 2.1 | 50.4 | 59.2 | - | 28 |
| Pulmonology | 0.85 | 0.78 | 7 | 8 | 5 | 6 | 8.5 | 6.3 | 73.2 | 78.8 | 16 | 6 |
| Urology | 0.44 | 0.46 | 9 | 9 | 5 | 6 | 7.2 | 6.3 | 79.2 | 83.7 | 12 | 7 |
| Ophthalmology | | | | | | | 8.3 | 9.4 | | | 9 | 8 |
| Psychiatry | | | | | | | 1.8 | 1.6 | | | - | - |
| Rehab | | | | | | | 4.5 | 5.0 | | | - | 14 |
| Rheumatology | | | | | | | 6.0 | 7.4 | | | 14 | 12 |

(ATTACHMENT VII)

Project Data Sheet for Board of Trustees Approval

680 Ackerman - IHC/Histology Lab

OSU-180070 (CNI# 17000112)

Project Location: 680 Ackerman Road

- **approval requested and amount**

| | |
|------------------------------------|--------|
| professional services/construction | \$5.2M |
|------------------------------------|--------|
- **project budget**

| | |
|-----------------------------|---------------|
| construction w/contingency | \$4.7M |
| professional services | \$0.5M |
| total project budget | \$5.2M |



- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds
- **project schedule**

| | |
|------------------------------------|---------------|
| BoT professional services approval | 08/17 |
| design/bidding | 09/17 - 07/18 |
| construction | 08/18 - 02/19 |
- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- **planning framework**
 - o this project is included in the FY 2018 Capital Investment Plan
- **project scope**
 - o the project will relocate the IHC/Histology group from Doan Hall to 680 Ackerman
 - o the project will renovate approximately 8,000 SF to create lab space for IHC/Histology, including installing a reverse osmosis water system and replacing the air handling unit
- **approval requested**
 - o approval is requested to enter into professional services and construction contracts

-
- **project team**

| | |
|-----------------------------|------------------|
| University project manager: | Brendan Flaherty |
| AE/design architect: | |

(ATTACHMENT VIII)

**Approval for Acquisition of Improved Real Property
Located at 2001 Polaris Parkway
Columbus, Delaware County, Ohio 43240
Parcels 318-443-02-003-000 and 318-443-02-003-001**

Background

The Ohio State University seeks to acquire from Polaris 2004, LLC, approximately 9.3 acres of improved real property located at 2001 Polaris Parkway, Columbus, Delaware County, Ohio (the "Property"). The improvements include a 2-story office, laboratory, and vivarium research facility comprised of approximately 72,000 square feet. The Ohio State University currently leases the entire building and this acquisition would support the Wexner Medical Center's long-term need for laboratory and research spaces.

The property is located near the southeast corner of the intersection of Polaris Parkway and Orion Place, and is situated between Polaris Parkway and Olde Worthington Road. The Property is comprised of two parcels (318-443-02-003-000 and 318-443-02-003-001) that contain approximately 8.92± acres (located in the City of Columbus), and 0.396± acres (located in the Right Of Way in Orange Township), respectively. The 8.92± acre site is zoned Commercial Planned District, Limited Manufacturing. There is no zoning in place for the 0.396 ± acre site located in the Right Of Way.

The property is titled to Polaris 2004, LLC, and will be acquired in the name of the State of Ohio, for the use and benefit of The Ohio State University. The acquisition will require approval of the State Controlling Board.

Authorization is requested to acquire the 9.3± acres of improved real property under terms and conditions set forth in the Lease and Purchase Option agreement, and upon other terms that are in the best interest of the university. The source of funding for the acquisition is the Wexner Medical Center.



0 THE WEXNER CENTER

PURCHASE OF 9.316+/- ACRES OF REAL PROPERTY
2001 POLARIS PARKWAY, DELAWARE COUNTY, OHIO 43062
PARCELS 318-443-02-000-000 (CITY OF COLUMBUS) AND
318-443-02-003-001 (ORANGE TOWNSHIP)

Prepared By: The Wexner Center
Office of Research and Analytics
August 2017 (Rev. 08-16-2017)
The Wexner Center 2001 Polaris Parkway

(ATTACHMENT IX)



Approvals:

MSAC- 3/12/2014; 6/10/2015; 6/8/2016
QPAC-7/16/2014; 7/22/2015; 6/28/2016
Wexner Medical Center Board - 8/29/2014;
8/25/2015, 8/31/2016

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

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

OSU WEXNER MEDICAL CENTER MISSION, VISION AND VALUES

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

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

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

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

PHILOSOPHY OF PATIENT CARE SERVICES

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

- a) A mission statement that outlines the synergistic relationship between patient care, research, and education;
- b) Long-range strategic planning with hospital leadership to determine the services to be provided; including, but not limited to essential services as well as special emphasis on signature services (Heart, Cancer, Critical Care, Imaging, Neuroscience, and Transplantation services);
- c) Establishing annual goals and objectives that are consistent with the hospital mission, which are based on a collaborative assessment of needs;
- d) Planning and design conducted by hospital leadership, which involves the potential communities to be served;
- e) Provision of services that are appropriate to the scope and level required by the patients to be served based on assessment of need;
- f) Ongoing evaluation of services provided through formalized processes; e.g., performance assessment and improvement activities, budgeting and staffing plans;
- g) Integration of services through the following mechanisms: continuous quality improvement teams; clinical interdisciplinary quality programs; performance assessment and improvement activities; communications through management team meetings, administrative staff meetings, special forums, and leadership and employee education/development;
- h) Maintaining competent patient care leadership and staff by providing education designed to meet identified needs;
- i) Respect for each patient's rights and decisions as an essential component in the planning and provision of care; and,

- j) Staff member behaviors reflect a philosophical foundation based on the values of The Ohio State Wexner Medical Center.

THE HOSPITAL LEADERSHIP

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

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

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

Other leadership responsibilities include:

- a) Communication of the organization's mission, goals, objectives and strategic plans across the organization;
- b) Ensuring appropriate and competent direction, management and leadership of all services and/or departments;
- c) Collaborating with community leaders and organizations to ensure services are designed to be appropriate for the scope and level of care required by the patients and communities served;
- d) Supporting the patient's continuum of care by integrating systems and services to improve efficiencies and care from the patient's viewpoint;
- e) Ensuring staffing resources are available to appropriately and effectively meet the needs of the patients served and to provide a comparable level of care to patients in all areas where patient care is provided;
- f) Ensuring the provision of a uniform standard of patient care throughout the organization;
- g) Providing appropriate job enrichment, employee development and continuing education opportunities which serve to promote retention of staff and to foster excellence in care delivery and support services;
- h) Establishing standards of care that all patients can expect and which can be monitored through the hospital's performance assessment and improvement plan;
- i) Approving the organizational plan to prioritize areas for improvement, developing mechanisms to provide appropriate follow up actions and/or reprioritizing in response to untoward and unexpected events;
- j) Implementing an effective and continuous program to improve patient safety;

- k) Appointing appropriate committees, task forces, and other forums to ensure interdepartmental collaboration on issues of mutual concerns and requiring interdisciplinary input; and,
- l) Supporting patient rights and ethical considerations.

ROLE OF THE CHIEF NURSING and PATIENT CARE SERVICES OFFICER

The Chief Nursing and Patient Care Services Officer is a senior member of the Health system leadership team and advises the medical staff, senior leadership, internal/external groups and the Medical Center Board on matters related to nursing. The Chief Nursing and Patient Care Services Officer is responsible ensuring consistency in the standard of practice across all health system entities including decisions and change on the quality of patient care, and nursing practice providers.

The VP of Patient Care Services and System Chief Nurse Executive ensures the continued advancement of the nursing profession throughout the health system. Responsibly includes development of the nursing strategic plan in collaboration with health system executives to improve practice, education and research. The role includes responsibility for performance improvement, program management, business operations, budgets, resource utilization and maintenance of the professional contract with the Ohio State University Nursing Organization (OSUNO).

The ACNO of each hospital is a member of the Nursing Executive Leadership team under the direction of the Chief Nursing and Patient Care Services Officer and CEO/Executive Director of the business entities.

The ACNO has the authority and responsibility for directing the activities related to the provision of nursing care in those departments defined as providing nursing care to patients.

The Chief Nursing and Patient Care Services Officer and ACNO's ensure the following functions are addressed:

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

DEFINITION OF PATIENT SERVICES, PATIENT CARE AND PATIENT SUPPORT

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

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

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

Competency for patient caregivers is determined in orientation and at least annually through performance evaluations and other department specific assessment processes. Credentialed providers direct all medical aspects of patient care as delineated through the clinical privileging process and in accordance with the Medical Staff By-Laws. Registered nurses support the medical aspect of care by directing, coordinating, and providing nursing care consistent with statutory requirements and according to the organization's approved Nursing Standards of Practice and hospital-wide Policies and Procedures. Allied health care professionals provide patient care and services in keeping with their licensure requirements and in collaboration with physicians and registered nurses. Unlicensed staff may provide aspects of patient care or services at the direction of and under the supervision of licensed professionals.

Nursing Care (nursing practice) is defined as competently providing all aspects of the nursing process in accordance with Chapter 4723 of the Ohio Revised Code (ORC), which is the law regulating the Practice of Nursing in Ohio. The law gives the Ohio Board of Nursing the authority to establish and enforce the requirements for licensure of nurses in Ohio. This law, also, defines the practice of both registered nurses and licensed practical nurses. All of the activities listed in the definitions, including the supervision of nursing care, constitute the practice of nursing and therefore require the nurse to have a current valid license to practice nursing in Ohio.

Patient Support is provided by a variety of individuals and departments which might not have direct contact with patients, but which support the integration and continuity of care provided throughout the continuum of care by the hands-on care providers.

SCOPE OF SERVICES / STAFFING PLANS

Each patient care service department has a defined scope of service approved by the hospital's administration and medical staff, as appropriate. The scope of service includes:

- the types and age ranges of patients served,
- methods used to assess and meet patient care needs (includes services most frequently provided such as procedures, services, etc.),
- the scope and complexity of patient care needs (such as most frequent diagnosis),
- support services provided directly or through referral contact,
- the extent to which the level of care or service meets patient need (hours of operation if other than 24 hours a day/7 days a week and method used for ensuring hours of operation meet the needs of the patients to be served with regard to availability and timeliness),
- the availability of necessary staff (staffing plans) and,

- recognized standards or practice guidelines, when available (the complex or high level technical skills that might be expected of the care providers).

Additional operational details and staffing plans may also be found in department policies, procedures and operational/performance improvement plans.

Staffing plans for patient care service departments are developed based on the level and scope of care provided, the frequency of the care to be provided, and a determination of the level of staff that can most appropriately (competently and confidently) provide the type of care needed. Nursing units are staffed to accommodate a projected average daily patient census. Unit management (including nurse manager and/or charge nurse) reviews patient demands to plan for adequate staffing. Staffing can be increased or decreased to meet patient needs. When the number of patients is high or the need is great, float staff assist in providing care. When staff availability is projected to be low due to leaves of absence, the unit manager and director may request temporary agency nurses. Ohio State's Wexner Medical Center follows the Staffing Guidelines set by the American Nurses Association. In addition, we utilize staffing recommendations from various specialty nursing organizations, including: ENA, ANCC, AACN, AORN, ASPN, and others.

The Administrator, in conjunction with the budget and performance measurement process, reviews all patient care areas staffing and monitors ongoing regulatory requirements. Each department staffing plan is formally reviewed during the budget cycle and takes into consideration workload measures, utilization review, employee turnover, performance assessment, improvement activities, and changes in customer needs/expectations. A variety of workload measurement tools may be utilized to help assess the effectiveness of staffing plans.

STANDARDS OF CARE

Personalized health care at Ohio State is "the integrated practice of medicine and patient support based upon an individual's unique biology, behavior, and environment". It is envisioned as health care that will seek to understand each person's individual requirements for the maintenance of their health, prevention of disease, and therapy tailored to their genetic uniqueness. Ideally, it also includes incorporating knowledge of their environment, health-related behaviors, culture and values.

Patients of the Hospitals can expect that:

- 1) Staff will do the correct procedures, treatments, interventions, and care following the policies, procedures, and protocols that have been established. Efficacy and appropriateness of procedures, treatment, interventions and care provided will be demonstrated based on patient assessments/reassessments, standard practice, and with respect for patient's rights and confidentiality.
- 2) Staff will provide a uniform standard of care and services throughout the organization.
- 3) Staff will design, implement and evaluate systems and services for care delivery (assessments, procedures, treatments, interventions) which are consistent with a personalized health care focus and which will be delivered
 - a. With compassion, courtesy, respect and dignity for each individual without bias;
 - b. In a manner that best meets the individualized needs of the patient;
 - c. Coordinated through interdisciplinary collaboration, to ensure continuity and seamless delivery of care to the greatest extent possible; and,
 - d. In a manner that maximizes the efficient use of financial and human resources, streamlines processes, decentralizes services, enhances communication, supports technological advancements and maintains patient safety.

Patient Assessment:

Individual patient care requirements are determined by assessments (and reassessments) performed by qualified health professionals. Each service within the organization providing patient care has defined the scope of assessment provided. This assessment (and reassessment) of patient care needs continues throughout the patient's contact with the hospital.

Coordination of Care:

Patients are identified who require discharge planning to facilitate continuity of medical care and/or other care to meet identified needs. Discharge planning is timely, is addressed at minimum during initial assessment as well as during discharge planning processes and can be initiated by any member of the interdisciplinary team. Patient Care Resource Managers or Case Managers coordinate patient care between multiple delivery sites and multiple caregivers; collaborate with physicians and other members of the care team to assure appropriate treatment plan and discharge care.

STANDARDS OF COMPETENT PERFORMANCE/STAFF EDUCATION

All employees receive an orientation consistent with the scope of responsibilities defined by their job description and the patient population to whom they are assigned to provide care. Ongoing education (such as in-services) is provided within each department. In addition, the Educational Development and Resource Department provides annual mandatory education and provides appropriate staff education associated with performance improvement initiatives and regulatory requirements. Performance appraisals are conducted at least annually between employees and managers to review areas of strength and to identify skills and expectations that require further development.

CARE DELIVERY MODEL

The care delivery model is guided by the following goals:

- The patient and family will experience the benefits of personalized care that integrates skills of all care team members. The benefits include enhanced quality of care, improved service, appropriate length of hospitalization and minimized cost.
- Hospital employees will demonstrate behaviors consistent with the philosophy of Personalized Health Care. The philosophical foundation reflects a culture of collaboration, enthusiasm and mutual respect.
- Effective communication will impact patient care by ensuring timeliness of services, utilizing staff resources appropriately, and maximizing the patient's involvement in his/her own personalized plan of care.
- Configuring departmental and physician services to accommodate the care needs of the patient in a timely manner will maximize quality of patient care and patient satisfaction.
- The professional nursing practice model is a framework which reflects our underlying philosophy and vision of providing personalized nursing care. Aspects of the professional model support:
 - (1) matching nurses with specific skills to patients with specific needs to ensure "safe passage" to achieve the optimal outcome of their hospital stay;
 - (2) the ability of the nurse to establish and maintain a therapeutic relationship with their patients;
 - (3) the presence of an interdisciplinary team approach to patient care delivery. The knowledge and expertise of all caregivers is utilized to provide personalized care for the patient.
 - (4) physicians, nurses, pharmacists, respiratory therapists, case managers, dietitians and many other disciplines collaborate and provide input to patient care.
- The patient and family will be involved in establishing the plan of care to ensure services that accommodate their needs, goals and requests.
- Streamlining the documentation process will enhance patient care.

PATIENT RIGHTS AND ORGANIZATIONAL ETHICS

Patient Rights

In order to promote effective and compassionate care, the Hospitals' systems, policies, and programs are designed to reflect an overall concern and commitment to each person's dignity. All Hospital employees, physicians and staff have an ethical obligation to respect and support the rights of every patient in all interactions. It is the responsibility of all employees, physicians and staff of the Hospitals to support the efforts of the health care team, while ensuring that the patient's rights are respected. Each patient (and/or family member as appropriate) is provided a list of patient rights and responsibilities upon admission and copies of this list are posted in conspicuous places throughout the Hospitals.

Organizational Ethics

The Hospitals have an ethics policy established in recognition of the organization's responsibility to patients, staff, physicians and the community served. General principles that guide behavior are:

- Services and capabilities offered meet identified patient and community needs and are fairly and accurately represented to the public.
- Adherence to a uniform standard of care throughout the organization, providing services only to those patients for whom we can safely care for within this organization. The hospitals do not discriminate based upon age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, or veteran status.
- Patients will be billed only for care and services provided.

Biomedical Ethics

A biomedical ethical issue arises when there is uncertainty or disagreement regarding medical decisions, involving moral, social, or economic situations that impact human life. A mechanism is in place to provide consultation in the area of biomedical ethics in order to:

- improve patient care and ensure patient safety;
- clarify any uncertainties regarding medical decisions;
- explore the values and principles underlying disagreements;
- facilitate communication between the attending physician, the patient, members of the treatment team and the patient's family (as appropriate); and,
- mediate and resolve disagreements.

INTEGRATION OF PATIENT CARE, ANCILLARY AND SUPPORT SERVICES

The importance of a collaborative interdisciplinary team approach, which takes into account the unique knowledge, judgment and skills of a variety of disciplines in achieving desired patient outcomes, serves as a foundation for integration. See Appendix A for a listing of ancillary and support services.

Open lines of communication exist between all departments providing patient care, patient services and support services within the hospitals, and as appropriate with community agencies to ensure efficient, effective and continuous patient care. Functional relationships between departments are evidenced by cross-departmental Performance Improvement initiatives as well as the development of policies, procedures, protocols, and clinical pathways and algorithms.

To facilitate effective interdepartmental relationships, problem solving is encouraged at the level closest to the problem at hand. Staff is receptive to addressing one another's issues and concerns and work to achieve mutually acceptable solutions. Supervisors and managers have the responsibility and authority to mutually solve problems and seek solutions within their spans of control; positive interdepartmental communications are strongly encouraged. Employees from departments providing patient care services maintain open communication channels and forums with one another, as well as with service support

departments to ensure continuity of patient care, maintenance of a safe patient environment and positive outcomes.

CONSULTATIONS AND REFERRALS FOR PATIENT SERVICES

The Hospitals provide services as identified in the Plan for Providing Patient Care to meet the needs of our community. Patients whose assessed needs require services not offered are transferred to the member hospitals of The Ohio State Wexner Medical Center in a timely manner after stabilization, or another quality facility (e.g., Nationwide Children's Hospital). Safe transportation is provided by air or ground ambulance with staff and equipment appropriate to the required level of care. Physician consultation occurs prior to transfer to ensure continuity of care. Referrals for outpatient care occur based on patient need.

INFORMATION MANAGEMENT PLAN

The overall goal for information management is to support the mission of The Ohio State Wexner Medical Center. Specific information management goals related to patient care include:

- Develop and maintain an integrated information and communication network linking research, academic and clinical activities.
- Develop computer-based patient records with integrated clinical management and decision support.
- Support administrative and business functions with information technologies that enable improved quality of services, cost effectiveness, and flexibility.
- Build an information infrastructure that supports the continuous improvement initiatives of the organization.
- Ensure the integrity and security of the Hospital's information resources and protect patient confidentiality.

PATIENT CARE ORGANIZATIONAL IMPROVEMENT ACTIVITIES

All departments are responsible for following the Hospitals' plan for improving organizational performance.

PLAN REVIEW

The Hospital Plan for Providing Patient Care will be reviewed regularly by the Hospitals' leadership to ensure the plan is adequate, current and that the Hospitals are in compliance with the plan. Interim adjustments to the overall plan are made to accommodate changes in patient population, redesign of the care delivery systems or processes that affect the delivery, level or amount of patient care required.

Appendix A: Scope of Services: Patient Ancillary and Support Services

Other hospital services that support the comfort and safety of patients are coordinated and provided in a manner that ensures direct patient care and services are maintained in an uninterrupted, efficient, and continuous manner. These support and ancillary services will be fully integrated with the patient care departments of the Hospitals:

| DEPARTMENT | SERVICE |
|--|--|
| CARDIAC PROCEDURAL | Cardiac procedural areas include both cardiac catheterization and electrophysiology. Procedures may be diagnostic or interventional. |
| CASE MANAGEMENT | As part of the health care team, provides personalized care coordination and resource management with patients and families. |
| CHAPLAINCY AND CLINICAL PASTORAL EDUCATION | Assists patients, their families and hospital personnel in meeting spiritual needs through professional pastoral and spiritual care and education. |
| CLINICAL ENGINEERING | Routine equipment evaluation, maintenance, and repair of electronic equipment, evaluation of patient owned equipment. |
| COMMUNICATIONS AND MARKETING | Responsible for developing strategies and programs to promote the organization's overall image and specific products and services to targeted internal and external audiences. Handles all media relations, advertising, internal communications, special events and publications. |
| DIAGNOSTIC TESTING AREAS | Provides tests based on verbal, electronic or written order. Preliminary report via phone or electronic patient record. Permanent reports are included in the patient record. |
| DIAGNOSTIC TRANSPORTATION | Provision of transportation services for patients requiring diagnostic, operative or other ancillary services. |
| DIALYSIS | Dialysis is provided for inpatients of the medical center within a dedicated unit unless the patient cannot be moved. In those instances, bedside dialysis will be administered. |
| EARLY RESPONSE TEAM (ERT) | Provides timely diagnostic and therapeutic intervention before there is a cardiac or respiratory arrest or an unplanned transfer to the Intensive Care Unit. Consists of a Critical Care RN and Respiratory Therapist who are trained to help patient care staff when there are signs that a patient's health is declining. |
| EDUCATIONAL DEVELOPMENT & RESOURCES | Provides and promotes ongoing development and training experiences to all member of the OSU Wexner Medical Center community; provides staff enrichment programs, organizational development, leadership development, orientation and training, skills training, continuing education, competency assessment and development, literacy programs and student affiliations. |
| ENDOSCOPY | Provides services to patients requiring a nonsurgical review of their digestive tract. |
| ENVIRONMENTAL SERVICES | Provides quality monitoring for routine housekeeping in patient rooms. Routine housekeeping of nursing unit environment. Additional services upon request extermination, well cleaning, etc. |
| EPIDEMIOLOGY | Enhance the quality of patient care and the work environment by minimizing the risk of acquiring infection within the hospital setting. |
| FACILITIES OPERATIONS | Provide oversight, maintenance and repair of the building's life safety, fire safety, and utility systems. Provide preventative, repair and routine maintenance in all areas of all buildings serving patients, guests, and staff. This would include items such as electrical, heating and ventilation, plumbing, and other such items. Also providing maintenance and repair to basic building components such as walls, floors, roofs, and building envelope. Additional services available upon request. |
| FISCAL SERVICES | Works with departments/units to prepare capital and operational budgets. Monitors and reports on financial performance monthly. |

| DEPARTMENT | SERVICE |
|--|---|
| HUMAN RESOURCES | Serves as a liaison for managers regarding all Human Resources information and services; assists departments with restructuring efforts; provides proactive strategies for managing planned change within the Health System; assists with Employee/Labor Relations issues; assists with performance management process; develops compensation strategies; develops hiring strategies and coordinates process for placements; provides strategies to facilitate sensitivity to issues of cultural diversity; provides HR information to employees, and establishes equity for payroll. |
| INFORMATION SYSTEMS | Work as a team assisting departments to explore, deploy and integrate reliable, state of the art Information Systems technology solutions to manage change. |
| MATERIALS MANAGEMENT | Routinely stocks supplies in patient care areas, distributes linen. Sterile Central Supply, Storeroom - upon request, distributes supplies/equipment not stocked on units. |
| MEDICAL INFORMATION MANAGEMENT | Maintains patient records serving the needs of the patient, provider, institution, and various third parties to health care. |
| NUTRITION SERVICES | Provides nutrition care and food service for Medical Center patients, staff, students, and visitors. Clinical nutrition assessment, care plan development, and consultation are available in both inpatient and outpatient settings. The Department provides food service to inpatients and selected outpatient settings in addition to operating a variety of retail café locations and acts as a liaison for vending and sub-contracted food services providers. Serve as dietetic education preceptors. |
| PATIENT ACCESS SERVICES | Coordinates registration/admissions with nursing management. |
| PATIENT EXPERIENCE | Develops programs for support of patient relations and customer service, and includes front-line services such as information desks. |
| PATIENT FINANCIAL SERVICES | Provides financial assistance upon request from patient/family. Also responsible for posting payments from patients and insurance companies among others to a patient's bill for services. |
| PERIOPERATIVE SERVICES | Perioperative Services include preoperative, intraoperative and postoperative care. |
| PHARMACY | Provides comprehensive pharmaceutical care through operational and clinical services. Responsible for medication distribution via central and satellite pharmacies, as well as 797 compliant IV compounding room and automated dispensing cabinets. Some of the many clinical services include pharmacokinetic monitoring, renal and hepatic dose adjustments, and patient educational. Specialist pharmacists also round with patient care teams to optimize medication regimens and serve as the team's primary medication information resource. |
| PERIPHERALLY INSERTED CENTRAL CATHETER (PICC) TEAM | The PICC team is a specialized team within OSUWMC that may be accessed as needed for placement of an indwelling central catheter. |
| PULMONARY DIAGNOSTICS LAB | Provides service to patients requiring an evaluation of the respiratory system. Performs Pulmonary Function Testing to assess the functional status of the respiratory system. Bronchoscopy and other diagnostic/interventional pulmonology procedures are performed to diagnose and/or treat abnormalities that exist in the airways, lung parenchyma or pleural space. |
| QUALITY AND OPERATIONS IMPROVEMENT | Provides an integrated quality management program and facilitates continuous quality improvement efforts throughout the medical center. |
| RESPIRATORY THERAPY | Provide all types of respiratory therapeutic interventions and diagnostic testing, by physician order, mainly to critically ill adults and neonates, requiring some type of ventilator support, bronchodilator therapy, or pulmonary hygiene, due to chronic lung |

| DEPARTMENT | SERVICE |
|-------------------------|---|
| | disease, multiple trauma, pneumonia, surgical intervention, or prematurity. |
| REHABILITATION SERVICES | Physical therapists, occupational therapists, speech and language pathologists, and recreational therapists evaluate and develop a plan of care and provide treatment based on the physician's referral. The professional works with each patient/family/caregiver, along with the interdisciplinary medical team, to identify and provide the appropriate therapy/treatment and education needed for the established discharge plan and facilitates safe and timely movement through the continuum of care. |
| RISK MANAGEMENT | Protect resources of the hospital by performing the duties of loss prevention and claims management. Programs include: Risk Identification, Risk Analysis, Risk Control, Risk Financing, Claims Management and Medical-Legal Consultation. |
| SAFETY | Handles issues associated with licensing and regulations, such as EPA and fire regulations. |
| SECURITY | Provides a safe and secure environment for patients, visitors, and staff members by responding to all emergencies such as workplace violence, fires, bomb threats, visitor/staff/patient falls, Code Blues (cardiac arrests) in public places, internal and external disasters, armed aggressors, or any other incident that needs an emergency response. |
| SOCIAL WORK SERVICES | Social Work services are provided to patients/families to meet their medically related social and emotional needs as they impact on their medical condition, treatment, recovery and safe transition from one care environment to another. Social workers provide psychosocial assessment and intervention, crisis intervention, financial counseling, discharge planning, health education, provision of material resources and linkage with community agencies. Consults can be requested by members of the treatment team, patients or family members. |
| VOLUNTEER SERVICES | Volunteer Services credential and place volunteers to fill departmental requests. Volunteers serve in wayfinding, host visitors in waiting areas, serve as patient / family advisors, and assist staff. Volunteer Services manage the patient mail & flower room, cultural support volunteer program, and the pet visitation program. Volunteer Services serve as a liaison for the Service Board auxiliary which annually grants money to department-initiated projects that enhance the patient and family experience. |
| WOUND CARE | Wound Care includes diagnosis and management for skin impairments. |

(ATTACHMENT X)



Revised: June 2017
MSAC Approval: July 14, 2017
Board Approval:

THE ARTHUR G. JAMES CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE

PLAN FOR PROVIDING PATIENT CARE SERVICES

Prepared by: **ADMINISTRATION**

The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute's plan for patient care services describes the integration of departments and personnel who provide comprehensive care and services to patients with a cancer diagnosis and their families based on the hospital's mission, vision, shared values and goal. The plan encompasses both inpatient and outpatient services of the hospital.

THE HOSPITAL'S MISSION, VISION, AND VALUES

Mission: To eradicate cancer from individuals' lives by creating knowledge and integrating ground breaking research with excellence in education and patient centered-care.

Vision: Creating a cancer-free world. One person, one discovery at a time.

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

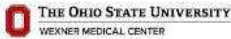
Each of the three elements of The James Cancer Hospital's Mission contributes to the strength of the other two elements. The James' patient centered care is enhanced by the teaching and research programs, while patient service both directly and indirectly provides the foundation for teaching and research programs. At The James, no cancer is routine. Our researchers and oncologists study the unique genetic makeup of each patient's cancer, understand what drives it to develop and deliver the most advanced targeted treatment for the individual patient. This three-part mission and a staff dedicated to its fulfillment distinguish The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute as one of the nation's premier cancer treatment centers.

Philosophy of Patient Care Services

The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, in collaboration with the community provides innovative and patient-focused multi-disciplinary sub-specialized cancer care through:

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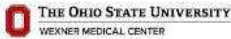
- A mission statement that outlines the synergistic relationship between patient care, research and teaching
- Long-range strategic planning with hospital leadership to determine the services to be provided;
- Establishing annual goals and objectives that are consistent with the hospital mission, and which are based on a collaborative assessment of patient/family and the community's needs;
- Planning and design conducted by hospital leadership, which involves the potential communities to be served;
- Provision of services that are appropriate to the scope and level required by the patients to be served based on assessment of need;
- Ongoing evaluation of services provided through formalized processes; such as performance assessment and improvement activities, budgeting and staffing plans;
- Integration of services through the following mechanisms: continuous quality improvement teams; clinical interdisciplinary quality programs; performance assessment and improvement activities; communications through management operations meetings, Division of Nursing governance structure, Medical Staff Administrative Committee, administrative staff meetings, participation in OSU WMC and Ohio State governance structures, special forums, and leadership and employee education/development;
- Maintaining competent patient care leadership and staff by providing education designed to meet identified needs;
- Respect for each patient's rights and decisions as an essential component in the planning and provision of care; and
- Staff member behaviors reflect a philosophical foundation based on the values of The James Cancer Hospital and Richard J. Solove Research Institute.

Hospital Leadership

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

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

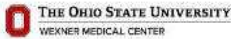
The hospital leadership works collaboratively with all operational and clinical leaders to ensure integration in the planning, evaluation and communication processes both within and between departments to enhance patient care services and support. This occurs informally on a daily basis and formally via multi-disciplinary leadership meetings. The leadership team works with each department manager to evaluate, plan and recommend annual budget expenses and capital objectives, based on the expected resource needs of their department. Department leaders are accountable for managing and justifying their budgets and resource utilization. This includes, but is not limited to identifying, investigating and budgeting for new technologies and resources that are expected to improve the delivery of patient care and services.

Other leadership responsibilities include:

- Communicate the organization's mission, goals, objectives and strategic plans across the organization;
- Ensure appropriate and competent management and leadership of all services and/or departments;
- Collaborate with community leaders and organizations to ensure services are designed to be appropriate for the scope and level of care required by the patients and communities served;
- Support the continuum of care by integrating systems and services to improve efficiencies and care from the patient's viewpoint;
- Ensure staffing resources are available and competent to effectively meet the needs of the patients served and to provide a comparable level of care to patients in all areas where patient care is provided;
- Ensure the provision of a uniform standard of patient care throughout the organization;

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- Provide appropriate job enrichment, employee development and continuing education opportunities that serve to promote retention of staff and to foster excellence in care delivery and support services;
- Establish standards of care that all patients can expect and which can be monitored through the hospital's performance assessment and improvement plan;
- Approve the organizational plan to prioritize areas for improvement, developing mechanisms to provide appropriate follow up actions and/or reprioritizing in response to untoward and unexpected events;
- Implement an effective and continuous program to improve patient safety;
- Appoint appropriate committees, task forces, and other forums to ensure interdepartmental collaboration on issues of mutual concerns and requiring interdisciplinary input; and,
- Support patient rights and ethical considerations.

Role of the Executive Director, Patient Services and Chief Nursing Officer

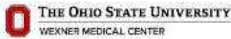
The Executive Director, Patient Services and Chief Nursing Officer is a member of the Executive Leadership Team and is under the direction of the Senior Executive Director, Administration of the hospital. The Executive Director, Patient Service and Chief Nursing Officer has the requisite authority and responsibility for directing the activities related to the provision of care services in those departments defined as providing care to patients.

The Executive Director, Patient Services and Chief Nursing Officer ensures the following functions are addressed:

- Evaluate patient care programs, policies, and procedures that describe how patients' care needs are assessed, evaluated, and met throughout the organization;
- Develop and implement the Plan for the Provision of Patient Care;
- Participate with leaders from the governing body, medical staff and clinical areas in organizational decision-making, strategic planning and in planning and conducting performance improvement activities through the organization;
- Implement an effective, ongoing program to assess, measure and improve the quality and safety of care provided to patients;

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- Develop, approve, and implement standards of nursing practice, standards of patient care, and patient care policies and procedures that include current research and evidence based practice;
- Participate with organizational leaders to ensure that resources are allocated to provide sufficient number of qualified staff to provide patient care;
- Ensure that services are available to patients on a continuous, timely basis; and
- Review and/or revise the Plan for the Providing Patient Care Services on an annual basis.

Definition of Patient Services, Patient Care and Patient Support

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

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

Patient Care encompasses the recognition of disease and health, patient education allowing the patient to participate in their care, patient advocacy, and spirituality. The full scope of patient care is provided by professionals who perform the functions of assessing and planning patient care based on information gathered from the assessment as well as past medical history, social history and other pertinent findings. Patient care and services are planned, coordinated, provided, delegated and supervised by professional health care providers who recognize the unique physical, emotional and spiritual (body, mind and spirit) needs of each person. Under the auspices of the hospital, medical staff, registered nurses and allied health care professionals function collaboratively as part of a multi-disciplinary, patient-focused care team in order to achieve positive patient outcomes and personalized care.

Competency for patient caregivers is determined during the orientation period and at least annually through performance evaluations and other department specific assessment processes. Physicians direct all medical aspects of patient care as delineated through the clinical

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privileging process and in accordance with the Medical Staff By-Laws. Registered nurses support the medical aspect of care by directing, coordinating, and providing nursing care consistent with statutory requirements and according to the organization's approved Nursing Standards of Practice and hospital-wide policies and procedures. Allied health care professionals provide patient care and services keeping with their licensure requirements and in collaboration with physicians and registered nurses. Unlicensed staff may provide aspects of patient care or services at the direction of and under the supervision of the licensed professionals.

Nursing Care (nursing practice) is defined as competently providing all aspects of the nursing process in accordance with Chapter 4723 of the Ohio Revised Code (ORC), which is the law regulating the Practice of Nursing in Ohio. The law gives the Ohio Board of Nursing the authority to establish and enforce the requirements for licensure of nurses in Ohio. This law, also, defines the practice of both registered nurses and licensed practical nurses. All activities listed in the definitions, including the supervision of nursing care, constitute the practice of nursing and therefore require the nurse to have a current valid license to practice nursing in Ohio.

Patient Support is provided by a variety of individuals and departments which may not have direct contact with patients, but which support the integration and continuity of care provided throughout the continuum of care by the hands-on care providers

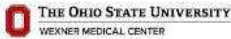
Scope of Services/Staffing Plans

Each patient care service department has a defined scope of service approved by the hospital's administration and medical staff, as appropriate. The scope of service includes:

- The types and age ranges of patients served;
- Methods used to assess and meet patient care needs (including services most frequently provided such as procedures, medication administration, surgery, etc.);
- The scope and complexity of patient care needs
- The appropriateness, clinical necessity and timeliness of support services provided directly or through referral contact;
- The extent to which the level of care or service meets patient needs, hours of operation if other than 24 hours a day/7days a week and a method used to ensure hours of operation meet the needs of the patients to be served with regard to availability and timeliness;
- The availability of necessary staff (staffing plans); and
- Recognized standards or practice guidelines,

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Staffing plans for patient care service departments are developed based on the level and scope of care provided, the frequency of the care to be provided, and a determination of the level of staff that can most appropriately competently and confidently provide the type of care needed. Nursing units are staffed to accommodate a projected average daily patient census. Unit management (including nurse manager and/or charge nurse the Administrative Nursing Supervisor (ANS) provides onsite oversight in the absence of the NM) review patient demands to plan for adequate staffing. Staffing can be increased or decreased to meet patient needs or changes in volume. When the census is high or the need is great, float/resource staff are available to assist in providing care. When staff availability is projected to be low due to leaves of absence, the unit manager and director may request temporary agency nurses. The James follows the staffing guidelines set by the American Nurses Association. In addition, recommendations from various specialty nursing organizations, including ANCC, AACN, AORN, OCN, and others are used to develop staffing plans.

Administration leaders in conjunction with budget and performance measurements, review all patient care areas staffing and monitors ongoing regulatory requirements. Each department staffing plan is formally reviewed during the budget cycle and takes into consideration workload measures, utilization review, employee turnover, performance assessment, improvement activities, and changes in customer needs/expectation. A variety of workload measurement tools are utilized to help assess the effectiveness of staffing plans.

Standards of Care

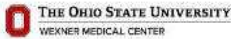
Individualized health care at The James is the integrated practice of medicine and patient support based upon the individual's unique biology, behavior, and environment. It is envisioned as health care that will utilize gene-based information to understand each person's individual requirements for the maintenance of their health, prevention of disease, and therapy tailored to their genetic uniqueness. Thus personalized health care promises to be predictive and preventive.

Patients of The James Cancer Hospital and Richard J. Solove Research Institute can expect that:

- Hospital staff provide the correct procedures, treatments, interventions and care. Their efficacy and appropriateness will be demonstrated based on patient assessment and reassessments, state-of-the-art practice and achievement of desired outcomes
- Hospital staff design, implement and evaluate care delivery systems and services which are consistent with a patient-centered care focus delivered with

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compassion, respect and dignity for each individual without bias in a manner that best meets the individual needs of the patients and families.

- Staff will provide a uniform standard of care and services throughout the organization
- Care will be coordinated through interdisciplinary collaboration to ensure continuity and seamless delivery of care to the greatest extent possible
- Efficient use of financial and human resources, streamlined processes, decentralized services, enhanced communication, supportive technological advancements while maintaining patient safety

Patient Assessment:

Individual patient and family care requirements are determined by on-going assessments performed by qualified health professionals. Each service providing patient care within the organization has defined the scope of assessment provided. This assessment and reassessment of patient care needs continues throughout the patient's contact with The James.

Coordination of Care:

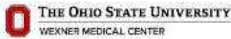
Staff identify patients who require discharge planning to facilitate continuity of medical care and/or other care to meet identified needs. Discharge planning is timely, addressed during initial assessment and/or upon admission as well as during discharge planning process (rounds, etc.) and can be initiated by any member of the multidisciplinary team. Patient Care Resource Managers, Advanced Practice Nurses, and Social Workers coordinate and maintain close contact with the health care team members to finalize a discharge plan best suited for each individual patient.

Medical Staff members are assigned to a clinical department or division. Each clinical department has an appointed chief responsible for a variety of administrative duties including development and implementation of policies that support the provision of departmental services and maintaining the proper number of qualified and competent person needed to provide care within the service needs of the department.

Patient Support Services is provided by a variety of individuals and departments which might not have direct contact with patients, but which support the integration and continuity of care provided throughout the continuum of care by the hands-on care providers.

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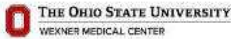
Care Delivery Model

Individualized patient-focused care is the delivery model in which teams care for similar cancer patient populations, closely linking the physician and other caregivers for optimal communication and service delivery. Personalized patient-focused care is guided by the following goals:

- The patient and family will experience the benefits of individualized care that integrates skills of all care team members. The benefits include enhanced quality of care, improved service, appropriate length of hospitalization and minimized cost.
- Hospital employees will demonstrate behaviors consistent with the philosophy of personalized health care. The philosophical foundation reflects a culture of collaboration, enthusiasm and mutual respect.
- Effective communication will impact patient care by ensuring timeliness of services, utilizing staff resources appropriately, and maximizing the patient's involvement in his/her own plan of care.
- Configuring departmental and physician services to accommodate the care needs of the patient in a timely manner will maximize quality of patient care and patient satisfaction.
- Relationship based care, the professional nursing practice model, is a framework which reflects our guiding philosophy and vision of providing individualized nursing care. Aspects of the professional model support:
 - Matching nurses with specific skills to patients with specific needs to ensure "safe passage" to achieve the optimal outcome of their hospital stay
 - The ability of the nurse to establish and maintain a therapeutic relationship with their patients
 - The presence of interdisciplinary team approach to patient care delivery. The knowledge and expertise of all caregivers is utilized to provide personalized care for the patient.
 - Physicians, nurses, pharmacists, respiratory therapist, patient care resource managers and many other disciplines collaborate and provide input to patient care.
- The patient and family will be involved in establishing the plan of care to ensure services that accommodate their needs, goals and requests.
- Streamlining the documentation process will enhance patient care.

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Patient Rights and Organizational Ethics

Patient Rights

In order to promote effective and compassionate care, The James systems, processes, policies, and programs are designed to reflect an overall concern and commitment to each person's dignity and privacy. All hospital employees, physicians and staff have an ethical obligation to respect and support the rights of every patient in all interactions. It is the responsibility of all employees, physicians and staff to support the efforts of the health care team, and for seeing that the patient's rights are respected. Each patient (and/or family member as appropriate) is given a list of patient rights and responsibilities upon admission and copies of this list are posted in conspicuous places throughout the hospital.

Organizational Ethics

The James has an ethics policy that articulates the organization's responsibility to patients, staff, physicians, and community served. General guiding principles include:

- Services and capabilities offered meet identified patient and community needs and are fairly and accurately represented to the public.
- The James adheres to a uniform standard of care throughout the organization, providing services only to those patients for whom we can safely provide care. The James does not discriminate based upon age, race, ethnicity, religion, culture, language, physical or mental disability, socioeconomic status, sex, sexual orientation, and gender identity or expression, or source of payment.
- Patients will only be billed for care and services provided.

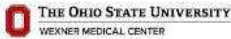
Biomedical Ethics

A biomedical ethical issue arises when there is uncertainty or disagreement regarding medical decisions, involving moral, social, or economic situations that impact human life. A mechanism is in place to provide consultation in the area of biomedical ethics in order to:

- Improve patient care and ensure patient safety;
- Clarify any uncertainties regarding medical decisions;
- Explore the values and principles underlying disagreements;
- Facilitate communication between the attending physician, the patient, members of the treatment team and the patient's family (as appropriate); and,
- Mediate and resolve disagreements.

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Integration of Patient Care and Support Services

The importance of a collaborative interdisciplinary team approach, which takes into account the unique knowledge, judgment, and skills of a variety of disciplines in achieving desired patient outcomes, serves as a foundation for integration of patient care. Cross functional performance improvement initiates further support effective integration of Hospital and health system policies, procedures and protocols evidence functional relationships between departments. See appendix A for a listing of support services.

An open line of communication exists between all departments providing patient care, patient services and support services within the hospital, and, as appropriate with community agencies to ensure efficient, effective and continuous patient care. Functional relationships between departments are evidenced by cross-departmental performance improvement initiatives as well as the development of policies, procedures, protocols, and clinical pathways and algorithms

To facilitate effective interdepartmental relationships, problem solving is encouraged at the level closest to the problem at hand. Staff is receptive to addressing one another's issues and concerns and work to achieve mutually acceptable solutions. Supervisors and managers have the responsibility and authority to mutually solve problems and seek solutions within their span of control; positive interdepartmental communications are strongly encouraged. Employees from departments providing patient care services maintain open communication channels and forums with each other, as well as with service support departments to ensure continuity of patient care, maintenance of a safe patient environment and positive outcomes.

Consultations and Referrals For Patient Services

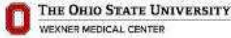
The James provides services as identified in this plan in order to meet the needs of our community. Patients who have assessed needs that require services not offered at The James are transferred to the member hospital of The Ohio State Wexner Medical Center in a timely manner after stabilization, and/or transfers are arranged with another quality facility. Safe transportation is provided by air or ground ambulance with staff and equipment appropriate to the required level of care. Physician consultation occurs prior to transfer to ensure continuity of care. Referrals for outpatient care occur based on patient need.

Information Management Plan

The overall goal for information management is to support the mission of The James. Specific information management goals related to patient care include:

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- Develop and maintain an integrated information and communication network linking research, academic and clinical activities.
- Develop computer-based patient records with integrated clinical management and decision support.
- Support administrative and business functions with information technologies that enable improved quality of services, cost effectiveness, and flexibility.
- Build an information infrastructure that supports the continuous improvement initiative of the organization
- Ensure the integrity and security of the hospital's information resources and protect patient confidentiality.

Patient Organization Improvement Activities

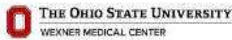
All departments participate in the hospital's plan for improving organizational performance.

Plan Review

The Hospital Plan for Providing Patient Care will be reviewed regularly by the hospital's leadership to ensure the plan is adequate, current and that the hospital maintains compliance with the plan. Interim adjustments to the overall plan are made as necessary to accommodate changes in patient population, redesign of the care delivery systems or processes that affect the delivery, level or amount of patient care required.

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Appendix A: Scope of Services: Patient Support Services

Other hospital services that support the comfort and safety of patients are coordinated and provided in a manner that ensures direct patient care and services are maintained in an uninterrupted, efficient, and continuous manner. These support services will be fully integrated with the patient services departments of the hospital:

| DEPARTMENT | SERVICE |
|--|--|
| Chaplaincy and Clinical Pastoral Education | Assists patients, their families and hospital personnel in meeting spiritual needs through professional pastoral and spiritual care and education. |
| Clinical Engineering | Routine equipment evaluation, maintenance, and repair of electronic equipment, evaluation of patient owned equipment. Refer to James Hospital Policy 04-08 "Equipment Safety for Patient Care Areas". |
| Cell Therapy Laboratory | Responsible for the processing, cryopreservation and storage of cells for patients undergoing bone marrow or peripheral blood stem cell transplantation |
| Clinical Call Center | Nurse run telephone triage department that receives and manages telephone calls regarding established James patients outside normal business hours. The hours of operation for this department are: 4 p.m. - 8:30 a.m. Monday through Friday and 24 hours a day on Saturday, Sunday and all university holidays. |
| Communications and Marketing | Responsible for developing strategies and programs to promote the organization's overall image, brand, reputation, and specific products and services to targeted internal and external audiences. Manages all media relations, advertising, internal communications, special events, digital and social properties, collateral materials and publications for the hospital. |
| Diagnostic Testing Areas | Provides tests based on verbal, electronic or written consult requests. Final Reports are included in the patient record. |
| Early Response Team (ERT) | Provides timely diagnostic and therapeutic intervention before there is a cardiac or respiratory arrest or an unplanned transfer to the Intensive Care Unit. The team is comprised of response RN and Respiratory Therapist trained to assist patient care staff when there are signs that a patient's health is declining |
| Environmental Services | Provides housekeeping of patient rooms and nursing unit environments. |
| Epidemiology | Enhance the quality of patient care and the work environment by minimizing the risk of acquiring infection within the hospital and ambulatory setting. |

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(APPENDIX VIII)

**University Goals
Fiscal Year 2018**

1. Teaching and Learning - Advance key initiatives that further establish Ohio State as a national leader in teaching and learning
2. Access, Affordability and Excellence - Improve access, affordability and excellence and build on our leadership in the American Talent Initiative and University Innovation Alliance
3. Research and Creative Expression - Strengthen the quality of our research programs
4. Academic Health Care - Support and provide direction to medical center leadership to further enable solutions that improve people's lives
5. Operational Excellence and Resource Stewardship - Advance operational excellence and resource stewardship across the university

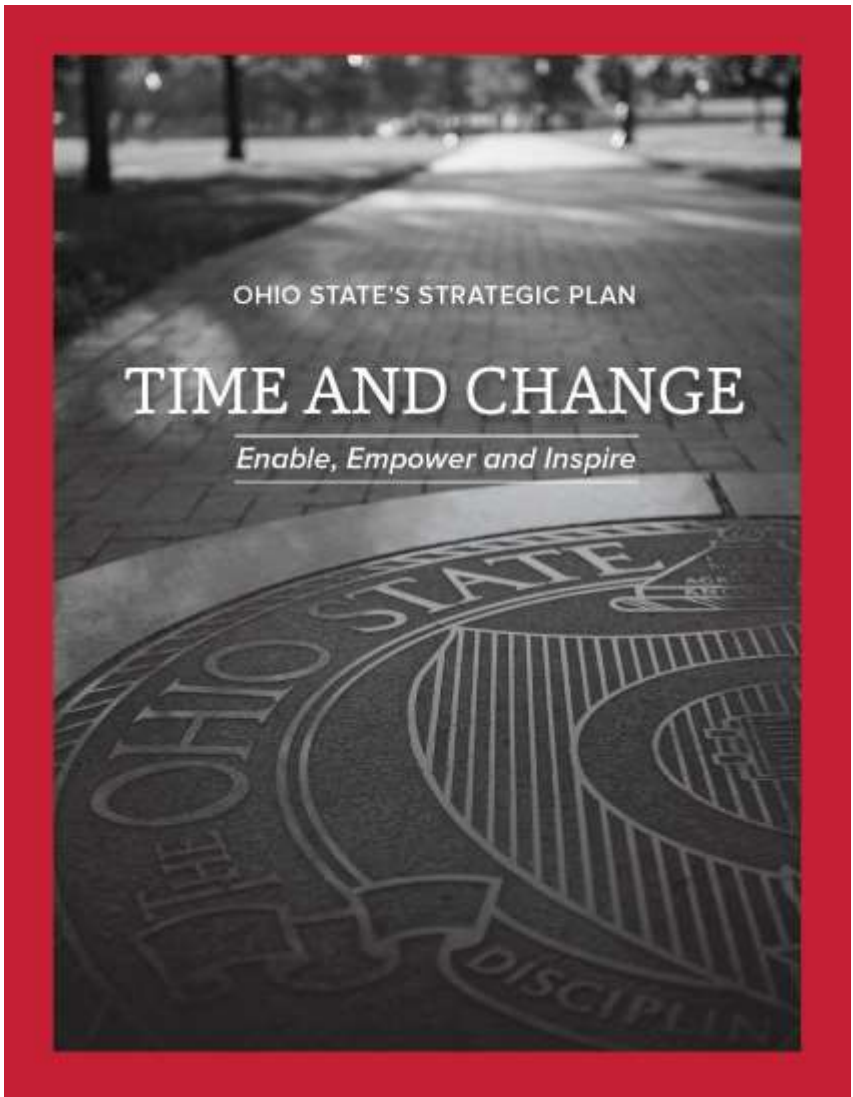


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**LETTER FROM BOARD CHAIR ALEX SHUMATE
AND PRESIDENT MICHAEL V. DRAKE, MD**

Ohio State has arrived at an unprecedented moment in its nearly 150-year history. Our momentum has never been greater — with university records in applications, graduation rates, academic excellence, diversity, donor support and more.

We stand at the doorway of transformational change for Ohio State and the national higher education landscape. Our strategic plan sets forth the next steps of what it means to be a flagship public research university in the 21st century.

Through thousands of hours of focus, effort and input from faculty, staff, students, alumni, friends and the community, we have built a plan to provide the best in what higher education has to offer.

To be successful in this next bold leap in our history, we need the talents and contributions of all members of Buckeye Nation.

We invite you to learn more about Ohio State's strategic plan and join us as we fulfill yet another promise of our founding.



Alex Shumate
Board of Trustees, Chairman
The Ohio State University



Michael V. Drake, MD
President
The Ohio State University

INTRODUCTION

What Ohio State does matters. When we are at our best, we make a real difference to people. Our size, breadth, geography, history and standard of excellence position us to drive the future of higher education.

Our strategic plan is to be the best university we can be. We owe it to our students, our faculty, our staff and to our community. We owe it to ourselves. And, because we are Ohio State, we owe it to the nation.

This means that our accessibility, teaching, research, service and stewardship must be of the highest order, carried out in a way that exemplifies best practices for our peers across the nation and around the world. Anything less is missing our unique opportunity to make good on the promise of our founding: to elevate the quality of life for our fellow citizens. In doing so, we give meaning and purpose to our own lives.

American colleges and universities have an opportunity to open their doors to all who recognize education as a powerful engine — including those who recognize it as a powerful engine for upward mobility.

We know that there are certain elite universities that do this quite well on a small scale for a few people. At Ohio State, we have the talent, persistence and resources to create the highest opportunity for success for the highest number of students. Our transformative opportunity is to do this more broadly — and show other universities how to do it — on a grander scale.

Our plan requires enhanced uses of technology and constructive, engaged advising to transform teaching and learning from broadly focused to a targeted experience. Our focus on matching Ohio State faculty with classroom teaching style will produce advanced outcomes for students. Our faculty will be well-equipped with the latest and most effective teaching tools. The result will be a data-driven student experience of a small institution with the scope, reach and opportunities of a national flagship public research university. Audacious perhaps, but we are The Ohio State University.

Simultaneously, our strategic plan demands bold advances in research and creative expression, health care solutions to improve lives and operational excellence and innovation that unite us in our singular path forward to lead the country's higher education landscape.

Ohio State is in a unique position at a unique time with unique ability. We know that what Ohio State does matters, and we will use this platform to demonstrate a new model in higher education to the individuals and families it serves.

A land-grant tradition and future



The Ohio State University was founded in 1870 following the Land-Grant College Act of 1862. Classes began in the fall of 1873 with 24 students. The first class of 60 men graduated in 1876, followed by the first woman graduate in 1879.

Today, Ohio State is among the largest and best respected public research universities in the nation, with more than 65,000 students on six campuses. The spring 2017 graduating class of over 11,500 was the largest in school history.

Ohio State is known best for its vibrant student experience, research excellence, athletic prowess and highly engaged Buckeye fans. The true strength of Ohio State is its people. Buckeye Reach includes more than 45,000 faculty and staff as well as 550,000 alumni living and working in 100 countries across the globe.

Our university is situated in the center of the nation with connections that reach north to south and coast to coast. Intellectually, culturally, academically and emotionally, Ohio State is connected to people in all walks of life and in all parts of the country.

Ohio State's leadership extends to active engagement with national higher education organizations focused broadly on access, affordability and excellence for individuals and families: the Association of American Universities, Association of Public and Land-grant Universities, American Talent Initiative, University Innovation Alliance and more.

What Ohio State does matters. Our responsibility over the next 150 years is to be a fixed beacon to illuminate the path to the American Dream and address the most pressing issues of our time.

Time and change

Higher education is undergoing a period of unprecedented change. Foremost among the challenges is the rising costs of a college degree during an era of diminishing public funding. While research shows the return on investment in a college education is higher than ever before, making that investment has become too difficult for too many.

An excellent education must be accessible. More than half of low- and moderate-income students who possess the talent to excel at top universities, for example, do not apply to selective institutions despite increased graduation rates and the potential for higher future earnings. A direct correlation exists between what we do in higher education and the quality of people's lives. Leading universities share a responsibility to address these issues.

Ohio State is recognized as a top 20 public university, a powerful starting point from where our strategic plan envisions the next meaningful steps in our history of excellence. We now have an extraordinary opportunity to build on our recognized strengths while investing strategically in areas that directly address what matters most to the broader community.

Planning the next steps

Strategic planning began in summer 2016, initiated by President Michael V. Drake and the Ohio State Board of Trustees. The effort aligns with and builds on the 2020 Vision for the university, introduced by President Drake at his 2015 investiture, and will guide and inform the priorities of Framework 2.0, a plan for the physical environment of the Columbus campus.

2020VISION

President Drake's vision for the university includes three vital areas:

- A focus on **access, affordability and excellence** to lower the cost and improve the value of an Ohio State education.
- A commitment to **community engagement** to extend higher education and our research — elevating the quality of life for Ohio and beyond.
- The recognition of **diversity and inclusion** as core principles in everything we do, from academic programming and resources to the hiring and promotion of faculty and staff.

[Learn more about the 2020 Vision.](#)

Campus of the future: Framework 2.0



Focused on creating the physical campus of the future, the Framework 2.0 plan imagines transformational research and learning environments over the next decade and beyond — with a strong emphasis on sustainability.

[Learn more about Framework 2.0.](#)

Development of the plan occurred in collaboration with the university community of students, faculty and staff. We coordinated with our numerous colleges, departments, programs and the Wexner Medical Center to ensure the plan addressed the comprehensive breadth and complexity of one of the largest universities in the country.

Overall, we connected with more than 500 campus leaders from across Ohio State and received nearly 1,000 responses, suggestions and ideas through online engagement efforts. The planning process also incorporated input from vital stakeholders, including alumni, fields and community leaders.

Broadly, Ohio State's mission and values have naturally guided the strategic planning process. Through its mission, the university is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service;
- Understanding that diversity and inclusion are essential components of our excellence.

Ohio State's core values are: excellence; diversity in people and of ideas; inclusion; access and affordability; innovation; collaboration and multidisciplinary endeavor; and integrity, transparency and trust.

Inclusive excellence



In our labs, classrooms and other learning environments, diversity sparks innovation, strengthens cultural understanding, broadens scholarly benefits to society and improves the student experience.

[Learn more about diversity and inclusion at Ohio State.](#)

OHIO STATE'S ASPIRATION: A LEADING NATIONAL FLAGSHIP PUBLIC RESEARCH UNIVERSITY

To make the next bold leap in Ohio State's land-grant history of excellence and impact, we aspire to be a leading national flagship public research university.

This aspiration requires a focus on uplifting the well-being of the state, the nation and the global community through the dissemination of knowledge. It necessitates celebrating all that makes us distinctive and making decisions that build on our unique assets and strengths. Finally, it means being recognized consistently as one of the top public research universities in the nation.

To reach our goals, Ohio State's strategic plan sets forth five pillars of focus:

- I. TEACHING AND LEARNING**
Ohio State will be at the national forefront of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.
- II. ACCESS, AFFORDABILITY AND EXCELLENCE**
Ohio State will be a leading public university in offering an excellent and affordable education and in promoting economic diversity, building on our leadership in the American Talent Initiative and University/Industry Alliance.
- III. RESEARCH AND CREATIVE EXPRESSION**
Ohio State will be among the top public universities for our national and international standing in research and creative expression, both across our institution and in targeted fields -- driving significant advances for critical societal challenges.
- IV. ACADEMIC HEALTH CARE**
The Ohio State University Wexner Medical Center will be a leading academic medical center that pioneers breakthrough health care solutions to improve people's lives.
- V. OPERATIONAL EXCELLENCE AND RESOURCE STEWARDSHIP**
Ohio State will be a leading public university for resource stewardship, with recognized leadership in operational effectiveness, efficiency and innovation.

Achieving all of these bold aspirations together will represent an unprecedented accomplishment, elevating Ohio State into the conversation with the very best public universities across the country.



Disciplina in civitate

These Latin words are the university motto, inscribed on Ohio State's seal; they translate to "Education for citizenship" – a reflection of our land-grant tradition and the university's core commitment to outreach and engagement that uplifts the world around us.

[Learn more about research and engagement at Ohio State.](#)



TEACHING AND LEARNING

What is our aspiration?

Ohio State will be at the national forefront of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.

Why is this important?

Teaching and learning are cornerstones of Ohio State's mission and critical for student success. In a time of rapidly changing teaching and learning practices, Ohio State strives to be at the forefront of researching, adopting and creating practices that improve student success in the classroom and beyond.

While some public universities have centers for teaching and learning, Ohio State has an opportunity to demonstrate leadership at a national level by adopting pioneering, at-scale approaches and measuring their effectiveness. The benefits to our students will be significant — not just through a more effective classroom experience, but also faster time to degree completion, which translates into less debt.

What are our concrete goals?

1. Achieve broadest possible participation in high-quality professional development programs for teachers;
2. Recognize and reward excellence among our teachers;
3. Staff critical courses in line with demonstrated teaching excellence;
4. Gain a pre-eminent external reputation as a leader and innovator in teaching and learning practices, scholarship and outcomes.

What specific targets are we setting for ourselves?

1. Achieve broadest possible participation in high-quality professional development programs for teachers:
 - Enroll all new teachers in the Faculty FT (Foundations, Impact, Transformation) program at the University Institute for Teaching and Learning (UITL);
 - Encourage the majority of teachers to regularly participate in teaching-enrichment programs;
 - Certify 80 percent or more of each department's teachers through a teaching professional-development program;
 - Diffuse and adopt at-scale proven best practices in teaching and learning.

Best practices in teaching



The University Institute for Teaching and Learning — the first of its kind at Ohio State — was established in May 2016 to expand support of faculty and create national best practices in the classroom.

The quality of teaching during the first two years of college has a profound impact on student success. The Institute for Teaching and Learning is dedicated to working across disciplines to elevate this important work.

[Learn more about the University Institute for Teaching and Learning.](http://learn.more.ohio-state.edu/the-university-institute-for-teaching-and-learning)

2. Recognize and reward teaching excellence
 - Measure teaching effectiveness across all teachers through robust and fair systems, based on pedagogy research
 - Reward and provide public recognition for excellence in teaching.
3. Staff critical courses in line with demonstrated teaching excellence
 - Staff critical courses with the most effective teachers in each department.
4. Gain a pre-eminent external reputation as a leader and innovator in teaching and learning
 - Gain public recognition as a leader in teaching and learning practices, scholarship and outcomes;
 - Become regarded as a national leader in empirical research and in the use of advanced analytics to study the impact of teaching effectiveness on student outcomes;
 - Produce high-impact publications and online resources on best practices and innovations in teaching.

What types of initiatives will help us achieve our goals?

1. Achieve broadest possible participation in high-quality professional development programs for teachers
 - Develop, refine and scale high-quality professional development programs and instructional support for teachers across the university;
 - Incentivize individuals and departments to maximize participation;
 - Centralize teaching and learning organizations and leverage scale to maximize cross-pollination and adoption of best practices.
2. Recognize and reward teaching excellence
 - Develop robust and fair metrics and methods to measure teaching effectiveness;
 - Reward teaching excellence with financial incentives and prestigious awards.
3. Staff critical courses in line with demonstrated teaching excellence
 - Identify courses that are critical to students' success;
 - Identify best practices and design optimal staffing models, processes and incentives to align each department's best teachers with courses most critical to student success.
4. Gain a pre-eminent external reputation as a leader and innovator in teaching and learning
 - Lead the nation in cutting-edge teaching and learning research, publishing analyses on Ohio State's innovations and sharing resources on a dynamic web-based platform;
 - Use advanced analytics to conduct empirical research on indicators of student success;
 - Host national annual conference on teaching and learning at Ohio State.

Co-curricular engagement



Learning and development leaders plan both events and embed the classroom through innovative recognized programs that create an extraordinary student experience.

Ohio State's comprehensive approach integrates first-class experiences and the Second-year Transformational Experience Program to ensure learning and learning communities to coordinate courses, projects and mentoring.

According to Gallup and Student Life data, co-curricular learning is an important contributor to student and alumni development and success.

- Involved students are 2.5 times more likely to report being "Grown" as a result of their experience at Ohio State
- 64 percent of alumni who engaged in experiential learning report being engaged at work, compared to 31 percent of alumni who did not
- 22 percent of alumni who strongly agree they engaged in experiential learning are thriving in all five areas of well-being (career, social, financial, physical, emotional), compared to 9 percent who did not

[Learn more about the student experience.](#)

II

ACCESS, AFFORDABILITY AND EXCELLENCE

What is our aspiration?

Ohio State will be a leading public university in offering an excellent and affordable education and in promoting economic diversity, building on our leadership in the American Talent Initiative and University Innovation Alliance.

Why is this important?

Providing inclusive access and an excellent and affordable education is core to our mission as a public land-grant university. Since 2000, tuition costs per student at public institutions have increased by 64 percent. The average debt for graduates of four-year universities has nearly doubled since 2004, with more than two-thirds of students graduating with some level of debt.

Ohio State has an opportunity to implement and scale innovative strategies to create more pathways to college for more students through our leadership and participation in the national dialogue on higher education.

What are our concrete goals?

1. Be a leader among public universities in enrollment of talented low- and moderate-income students;
2. Achieve excellence by improving first-year retention and four-year graduation rates with a focus on bridging the gap in performance between underrepresented populations and the overall student body, across the Columbus and regional campuses;
3. Improve affordability and reduce indebtedness through a new financial aid policy for all low- and moderate-income in-state students on the Columbus campus and additional scholarships for highly talented low-income students.

What specific targets are we setting for ourselves?

1. Increase enrollment of talented low- and moderate-income students
 - Be among the top public universities in enrollment of Pell-eligible students at the Columbus campus;
 - Maintain or improve current talent levels of incoming freshmen at the Columbus campus.
2. Improve first-year retention and four-year graduation rates
 - Minimize the gap in first-year retention rates between underrepresented populations and the rest of the student body;
 - Improve overall first-year retention rates, reaching 85 percent at the Columbus campus and 71 percent at the regional campuses;
 - Minimize the gap in four-year graduation rates between underrepresented populations and the rest of the student body.

Leading the national conversation



Ohio State is a founding member of the **American Talent Initiative**, a national effort to increase the number of low- and moderate-income students by 500,000 at up to 270 top-performing institutions.

"By taking part in the American Talent Initiative, you are helping to bring about transformational change for college-aged students and their families across the nation. Our work together will enable more young people to fulfill their potential and achieve their dreams."

Michael A. Hammerberg
Assistant Vice President

The university is also a charter member of the **University Innovation Alliance**, a coalition of 11 public research universities committed to expanding access to higher education and student success through innovative and collaborative solutions.

Learn more about the [American Talent Initiative](#) and [University Innovation Alliance](#).

3. Improve affordability and reduce indebtedness
 - Establish a new financial aid policy for new in-state students at the Columbus campus:
 - Meet full unmet need up to cost-of-attendance for all low-income students through a combination of gift aid, loans and/or work-study.
 - Significantly reduce unmet need for all moderate-income students through a combination of gift aid, loans and/or work-study.
 - Meet the full cost of tuition for high-talent, high-need students at the Columbus campus from the lower half of the income distribution.

What types of initiatives will help us achieve our goals?

1. Increase enrollment of talented low- and moderate-income students
 - Enhance outreach programs targeting low and moderate-income prospects, including communications strategy and digital tools.
 - Increase enrollment of low-income students at the Columbus campus.
 - Develop and launch unique events and programs for low- and moderate-income students (e.g., alumni networking events, internships, etc).
2. Improve first-year retention and four-year graduation rates
 - Improve ratio of students-to-jocogenic advisors for all students and, in particular, for underrepresented populations.
 - Develop advanced analytics to identify and monitor key indicators of at-risk students to enable early intervention.
 - Enhance support programs and design new targeted interventions, e.g., implement learnings from First in the World grant and the Second-year Transformational Experience Program (STEP).
 - Ensure the offering of core requirement courses meets the full demand so students can progress and graduate on time.
 - Enhance career services program to assist low- and moderate-income students in finding internships and jobs.
3. Improve affordability and reduce indebtedness
 - Design a new financial aid policy for low- and moderate-income students.
 - Create additional scholarships for high-talent, high-need students.
 - Implement new financial aid program and scholarships incrementally with new cohorts of students.

III

RESEARCH AND CREATIVE EXPRESSION

What is our aspiration?

Ohio State will be among the top public universities for our national and international standing in research and creative expression, both across our institution and in targeted fields—driving significant advances for critical societal challenges.

Why is this important?

Ohio State's tradition of collaboration and innovation has set us apart and fostered intellectual curiosity and high-impact research for generations. Our university's strength lies in the extraordinary breadth and scale of our research efforts. Ohio State is committed to converging the greatest minds to push the boundaries of fundamental and translational research and solve societal challenges.

What are our concrete goals?

1. Attract, retain and support leading national scholars and rising stars in newly designed professorship program;
2. Be a national leader in prioritized research and creative expression areas that will drive positive societal impact and in which we have an opportunity to make a difference;
3. Provide world-class support and enhance accountability for our faculty researchers.

What specific targets are we setting for ourselves?

1. Attract, retain and support leading national scholars and rising stars
 - Recruit top scholars and rising stars, internally and from across the country, and retain them in new "Presidential Professorships" program.
2. Be a national leader in prioritized research and creative expression areas:
 - Substantially increase external funding to create opportunities for groundbreaking research;
 - Focus efforts to increase the number of our faculty who receive prestigious accolades and are recognized for the impact of their research;
 - Invest in prioritized research and creative expression areas in order to foster an environment where researchers can thrive, collaborate and solve the most complex challenges:
 - Faculty champions recruited for each initiative to orchestrate the effort;
 - Dedicated state-of-the-art facilities;
 - New faculty recruited, supported and retained;
 - Among the top ranked in external grants and funding for each focus area;
 - Translation of research to groundbreaking solutions;
 - Realization of commercialization success.

9

Advancing and uplifting lives.

From the landmark development of the polio vaccine and groundbreaking computer animation to the world's first solar states, Ohio State has a history of research and creative expression that impacts society.

Recent accolades



Ohio State faculty member Ann Hession is an internationally renowned visual artist and leading figure in contemporary art. She was awarded the National Medal of Arts by President Barack Obama, joining artists Sally Field and author Stephen King in accepting the highest award given to artists and arts patrons by the U.S. government.



For the first time in medical history, a paralyzed man moved his fingers and hand using his own thoughts – the result of a partnership between the Warner Medical Center's Neurological Institute and Buffalo. The stunning scientific achievement has been reported online by the *Nature* and the *Wall*.

3. Provide world-class research support and accountability for researchers
 - Provide best-in-class support for new and existing research opportunities (e.g., central grant support, attractive program for postdoctoral scholars and graduate research associates)
 - Develop and apply rigorous performance management standards (e.g., individual accountability metrics, stage gates for measuring progress) across the university

What types of initiatives will help us achieve our goals?

1. Attract, retain and support leading national scholars and rising stars
 - Target a mix of established leaders and rising stars, internally screened and from across the country, including capable leaders of interdisciplinary initiatives;
 - Design and offer attractive compensation and start-up packages, and build scholar programs incrementally by developing the prestige of the program and attracting the most talented researchers.
2. Be a national leader in prioritized research and creative expression areas
 - Continuously apply robust criteria to refine list of prioritized research and creative expression areas;
 - Identify or recruit faculty champions to orchestrate and lead prioritized areas;
 - Develop, dedicate and build out cutting-edge research and creative expression spaces (e.g., new research tower, performance spaces);
 - Recruit top-tier researchers;
 - Host annual R&D and innovation challenges and events, attracting national recognition and new partnerships.
3. Provide world-class research support and accountability for researchers
 - Continue to monitor performance of (local) research areas (with sustained student and university success);
 - Develop and implement robust and fair metrics and processes to measure research performance at the individual and programmatic level;
 - Scale up central research support functions to accelerate funding, improve commercialization success, and identify and cross-pollinate research best practices;
 - Recruit additional talented postdoctoral scholars and graduate research associates.

Innovative research partnership



Columbus, Ohio, beat out more than 70 competitors nationwide to be named the U.S. Capital City of Transportation's Smart City.

Ohio State is the lead research partner in the effort. University scientists and facilities are playing a central role in implementing the \$40 million program to develop novel, innovative transportation strategies for the region and nation.

[Learn more about Smart Columbus.](#)

IV

ACADEMIC HEALTH CARE

What is our aspiration?

The Ohio State University Wexner Medical Center will be a leading academic medical center that pioneers breakthrough health care solutions to improve people's lives.

Why is this important?

The Wexner Medical Center plays a critical role in serving the health needs of our community and driving national breakthroughs in research that ultimately save lives.

Our university has an opportunity to grow the size and excellence of our health system enterprise to meet the evolving needs of Ohioans and to enhance our national reputation as a leader in academic medicine.

What are our concrete goals?

1. Foster an environment to attract and develop a diverse and talented team committed to a culture of innovation and diversity;
2. Pioneer life-altering biomedical discoveries and their translation into breakthrough health care solutions;
3. Create an innovative health care delivery model that provides high-value care with an unparalleled patient experience and access;
4. Implement an innovative interdisciplinary educational model to educate the most diverse and sought-after health professionals in the world;
5. Create healthy communities and partnerships by addressing Ohio's most pressing health needs;
6. Be a responsible steward of all resources.

What specific targets are we setting for ourselves?

1. Foster an environment to attract and develop a diverse and talented team committed to a culture of innovation and diversity
 - Create and sustain a culture that inspires our workforce to live the organizational values;
 - Design and implement a high-touch, high-value recruitment process that attracts and recruits world-class talent;
 - Design and implement an innovative and flexible compensation and benefit model that ensures talent is aligned and engaged around the medical center's aspiration;
 - Develop a robust faculty, staff and leadership development program that inspires medical center talent to realize their full potential.

Excellence in clinical services



The Ohio State University Wexner Medical Center provides exemplary clinical care to virtually every medical discipline, leveraging the talent of more than 1,000 physicians, the resources of seven hospitals, and a robust network of community-based care centers to manage more than 7 million patient visits annually.

• 25 consecutive designations by U.S. News & World Report as one of America's "Best Hospitals"

• Four straight Vizient Quality Leadership Awards for outcomes, safety, efficiency, effectiveness, equity and patient experience

• HealthGrader 2016 Distinguished Hospital Award for Clinical Excellence — a distinction reserved for the top 5 percent of hospitals in the nation

• First health system in central Ohio to have a hospital achieve Magnet Recognition, one of the highest honors awarded for nursing excellence; the Ross Heart Hospital, University Hospital and The James are all designated Magnet hospitals

• Five consecutive years on Becker's "100 Great Hospitals in America" list

2. Pioneer life-saving biomedical discoveries through research
 - Become a national leader in biomedical breakthroughs and the translation of research into health care solutions;
 - Significantly increase extramural funding for health sciences research;
 - Attract, recruit, inspire and retain world-class talent through a rigorous, enthusiastic and collaborative culture.
3. Create an innovative health care delivery model
 - Offer tertiary and quaternary care;
 - Provide high-quality, highly accessible and patient-focused care that exceeds expectations;
 - Deliver interprofessional team-based care focused on the health and wellness of individuals and populations;
 - Expand the medical center's local and regional reach through new access points as well as strategic partnerships across the continuum of care.
4. Implement an innovative interdisciplinary educational model
 - Advance the education mission of the university, health sciences colleges and the College of Medicine through learner-centered innovation and faculty engagement;
 - Implement disruptive innovations that will establish Ohio State as a forward-thinking leader in delivering education to learners.
5. Create healthy communities and partnerships
 - Improve the health and wellness of our communities;
 - Serve as the provider of choice in all major central Ohio communities;
 - Provide an accessible and exceptional patient experience;
 - Address the most pressing health needs of our community – access to care, chronic disease, infectious disease, obesity, infant mortality and behavioral health.
6. Be a responsible steward of all resources
 - Make a positive financial contribution to the enterprise;
 - Operate more efficiently to fund our strategic investments and growth;
 - Align fundraising goals with strategic objectives.

A comprehensive strategic plan for the Wexner Medical Center has been developed in coordination and alignment with the goals and targets outlined in the university's strategic plan.



OPERATIONAL EXCELLENCE AND RESOURCE STEWARDSHIP

What is our aspiration?

Ohio State will be a leading public university for resource stewardship, with recognized leadership in operational effectiveness, efficiency and innovation.

Why is this important?

Operational excellence is foundational to the success of our strategic vision for the future. The university must be a responsible steward of its resources in order to re-direct investment into initiatives that will help us to achieve our bold aspirations.

We have the opportunity to operate more efficiently while also operating more effectively. We can work smarter to deliver even better service levels at lower cost.

What are our concrete goals?

1. Capture hundreds of millions in savings at the university and the Wexner Medical Center over seven years for strategic uses;
2. Realize significant improvements in end-user service levels (e.g., project timelines, turnaround times, self-service);
3. Simplify core processes and streamline financial mechanisms to create unprecedented transparency and agility;
4. Capture hundreds of millions in innovative revenue-generation opportunities and the required funds to fuel our strategy through a bold new fundraising campaign;
5. Maintain levels of local, state and federal support and capture new local, state and federal opportunities for capital projects.

What specific targets are we setting for ourselves?

1. Capture efficiencies for strategic uses
 - Capture hundreds of millions in efficiencies across the university and health system without compromising effectiveness.
2. Realize significant improvements in end-user service levels
 - Drive 10 to 20 percent improvement in service levels, turnaround times, quality standards and consistency across administrative support functions;
 - Foster a culture of transparency, accountability and continuous improvement.

Unprecedented investment

The Comprehensive Energy Management Project (CEMP) will help make Ohio State a world leader in sustainability and advance teaching, learning and research through the single largest investment in the university's academic mission.



Conservation



Supply



Operations



Academic

It promises to modernize campus, create substantial academic benefits and establish a major center for research and technology commercialization.

[Learn more about CEMP](#)

*These thoughtfully planned partnerships, the magnitude of which sets Ohio State apart from its peers, contribute to a significant increase in financial reserves and greater revenue diversity, credit positive for one of the nation's 10 largest public universities.**

Moody's

3. Simplify core processes and create unprecedented transparency and agility
 - Empower decision-makers to drive operational excellence;
 - Improve budget processes to enable transparent reporting, wise costare and flexibility;
 - Design and implement performance management systems;
 - Deliver a new ERP system on time and on budget that will digitize and streamline core processes.
4. Capture innovative revenues and strategic fundraising
 - Capture hundreds of millions through innovative revenue-generation opportunities;
 - Generate required funds for strategic priorities through a strategic fundraising campaign.
5. Maintain levels of local, state and federal support and capture new opportunities
 - Maintain current levels of local, state and federal support;
 - Capture incremental local, state and federal support for capital projects through new opportunities.

What types of initiatives will help us achieve our goals?

1. Capture efficiencies for strategic uses; 2. Realize significant improvements in end user service levels; and 3. Simplify core processes and create unprecedented transparency and agility
 - Create a Transformation Office and an integrated transformation plan, including a portfolio of initiatives linked to a timeline, targets, initiative owners and integrated communications plan;
 - Design the management system to enable value capture and value assurance throughout the transformation, including governance and decision-making, budget and financial processes, and performance management;
 - Capture "quick wins" to build momentum and unlock resources early on for strategic initiatives;
 - Design and implement identified opportunities;
 - Execute Workday planning, design and implementation;
 - Investigate other opportunities through diagnostics and pursue new initiatives.
4. Capture innovative revenues and strategic fundraising
 - Launch strategic fundraising campaign;
 - Explore innovative revenue generation (e.g., our new energy partnership);
 - Pursue new revenue opportunities strategically and opportunistically.
5. Maintain levels of local, state and federal support and capture new opportunities
 - Work with policymakers to ensure appropriate funding for the university;
 - Explore new opportunities for local, state and federal support outside of traditional revenue streams.

State partnerships and support



As the state's flagship university, Ohio State enjoys a long-standing and productive partnership with the state of Ohio. The state provides operational support to the university, as well as capital support for the construction and maintenance of university assets. To further support for Ohio students who, in need, the state awards grants to offset the cost of tuition. Ohio State partners with offices in all 88 Ohio counties, is supported by state funding.

Faculty conduct contract-based research to help the state and industry partners address contemporary public- and private-sector challenges. Ohio State also hosts the Ohio Technology Corridor, the Ohio Department of Higher Education's statewide technology infrastructure, which is utilized by higher education institutions across Ohio.

IMPLEMENTATION

Translating our bold strategy into execution will be the work of all Buckeyes, requiring strong leadership, an unwavering commitment to our aspirations, a collaborative culture and continued engagement across the university community and with our many important stakeholders.

Our dedication to successfully implementing our strategic plan will be reinforced by our long-range financial plan, Framework 2.0, a talent plan and a fundraising campaign plan. The development of our plans has been thorough and comprehensive, with detailed project development, risk assessments, budgets and progress metrics.

To ensure clear accountability and ownership at all levels of the plan — by pillar, by initiative and overall — we will name and vest leaders from across the university with the responsibility, personnel and support necessary to implement our five pillars of focus.

Measuring our progress will be essential to achieving our aspirations. We will hold ourselves accountable through robust performance management, rigorous project management, and transparent tracking and reporting of our progress against pre-defined goals.

To be successful, our plan requires all of us working together to embody a culture that embraces innovation, collaboration and forward progress. Close engagement with all of our diverse stakeholders will be critical to building and maintaining momentum as we celebrate successes and milestones along the way.

The ambitious scale of our strategic plan has never before been attempted and will require flexibility, agility and sound judgment as we navigate the future. Above all else, we will rely on our incredible people — students, faculty, staff, alumni, community and business partners, government leaders and more — to help us achieve our bold aspirations for Ohio State over the coming decade and beyond.

Destination Ohio State

Beyond our faculty, staff and student community, Ohio State regularly welcomes visitors from across the country and around the world.

Competitors in 26 variety sports along with a wide range of activities hosted at some of the most recognized event venues in the region and the nation — including Ohio Stadium, the Warner Center for the Arts, the Ohio Union, the James Schottenstein Center, the Broadwell Inn, the Logansport Alumni House, the Fawcett Center, multiple recreation facilities and University Housing — attract 8 million visitors to 325,000 events each year.

The annual economic impact is well over \$300 million.

CONCLUSION

Ohio State stands at the doorway of great opportunity, firmly and uniquely positioned to be a leading national flagship public research university.

We endeavor to build upon our existing strengths and advance our focus in areas that define excellence in 21st-century higher education: teaching and learning; access, affordability and excellence; research and creative expression; academic health care; and operational excellence and resource stewardship.

The university's path forward honors our rich history of educating the sons and daughters of Ohio, engaging communities the world over through scholarship and outreach, and uplifting all lives that connect with our students, faculty, staff, alumni and friends.

Now are the next steps.

Our ambitions are bold because that is the Ohio State way. Our responsibility is great because families in Ohio and beyond require us to be the very best we can be. Our future is bright because we are Buckeyes – and we have 150 years of excellence to help light the way.



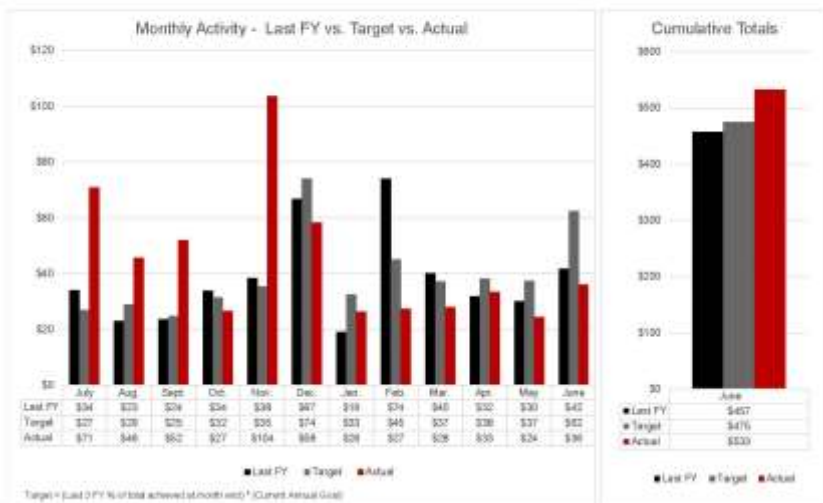
Chart our updates and progress at go.osu.edu/strategicplan.

A world without Ohio State? Unimaginable.

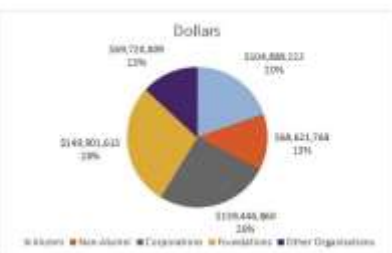
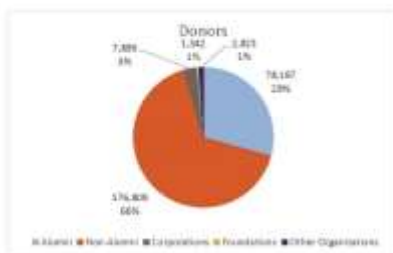
With Ohio State's 150th birthday, Buckeye alumni reported they could not imagine a world without Ohio State.

More than 750,000 alumni supported the Buckeye Ohio State Campaign, making the Buckeye alumni the largest donors ever to a higher education campaign. They gave Ohio State a record \$3 billion to support the academic mission and vision in several areas: placing students first, driving research and innovation, elevating faculty and the academic enterprise, and creating modern learning environments.

(APPENDIX X)



| | 7/1/2016 - 6/30/2017 | | 7/1/2015 - 6/30/2016 | | % Change | |
|----------------------|----------------------|----------------------|----------------------|----------------------|-----------|------------|
| | Donors | Dollars | Donors | Dollars | Donors | Dollars |
| Individuals | | | | | | |
| Alumni | 78,197 | \$104,889,222 | 75,515 | \$69,302,532 | 4% | 8% |
| Non-Alumni | 176,809 | \$68,621,768 | 157,468 | \$54,462,578 | 12% | 26% |
| Individuals | 255,006 | \$173,510,989 | 232,983 | \$163,765,110 | 9% | 13% |
| Organizations | | | | | | |
| Corporations | 7,800 | \$139,448,990 | 8,257 | \$154,521,208 | -4% | -10% |
| Foundations | 1,342 | \$149,901,613 | 1,298 | \$64,897,776 | 2% | 131% |
| Other Organizations | 2,823 | \$69,720,808 | 2,163 | \$83,543,148 | 31% | -17% |
| Organizations | 12,055 | \$359,069,282 | 11,718 | \$302,962,130 | 2% | 18% |
| Grand Total | 267,061 | \$532,580,271 | 244,704 | \$466,727,239 | 9% | 17% |

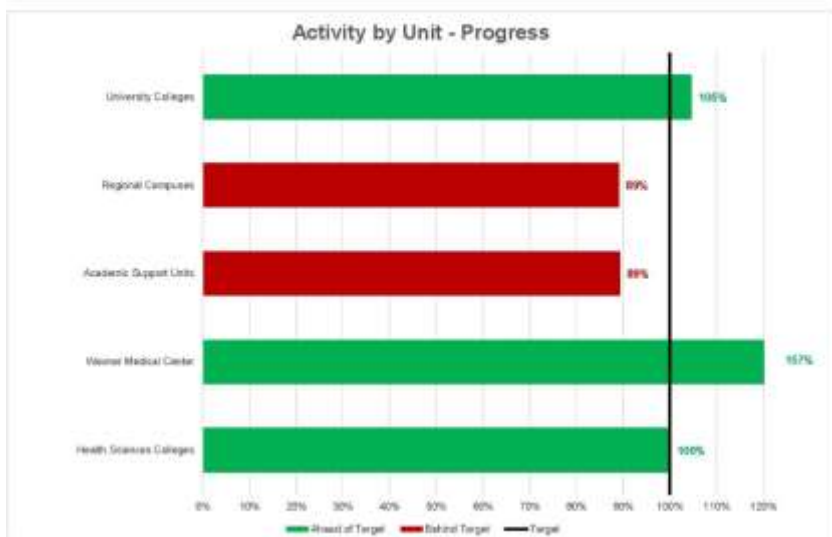




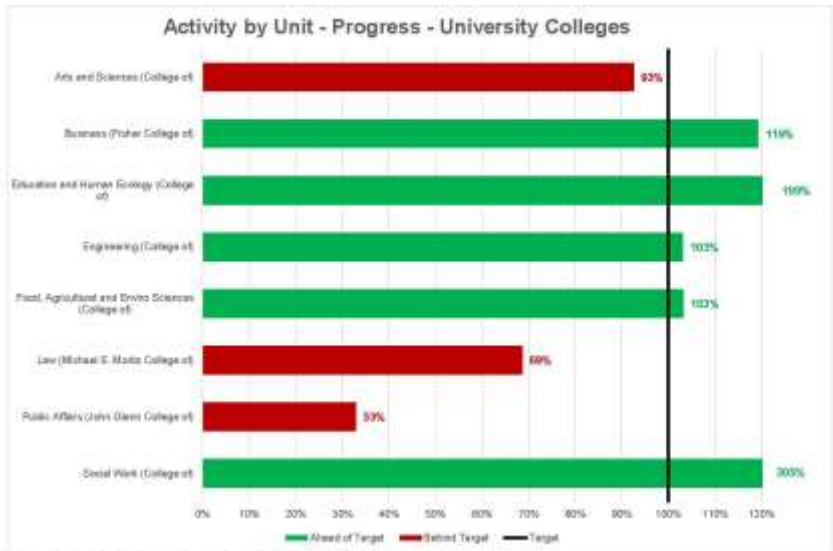
FY2017 New Fundraising Activity Report
Activity by Donor Type - Pelotonia Impact
7/1/2016 through 6/30/2017



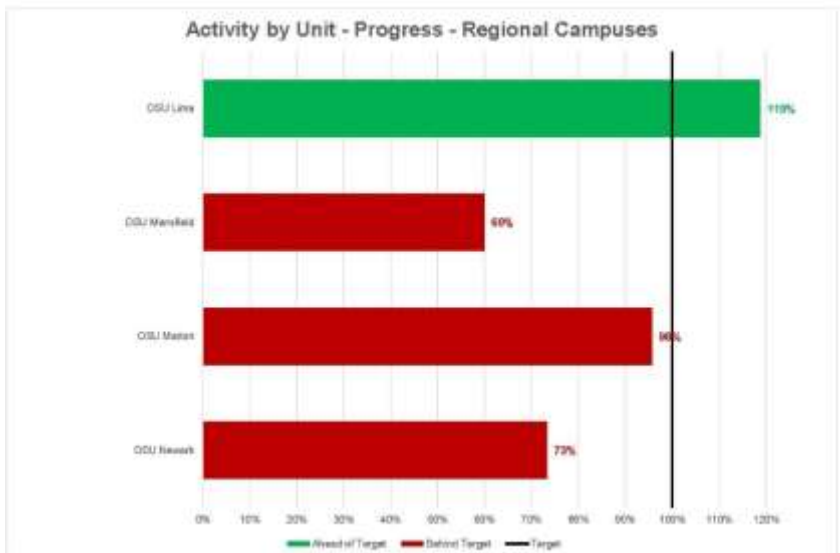
FY2017 New Fundraising Activity Report
Activity by Unit - Progress
7/1/2016 through 6/30/2017



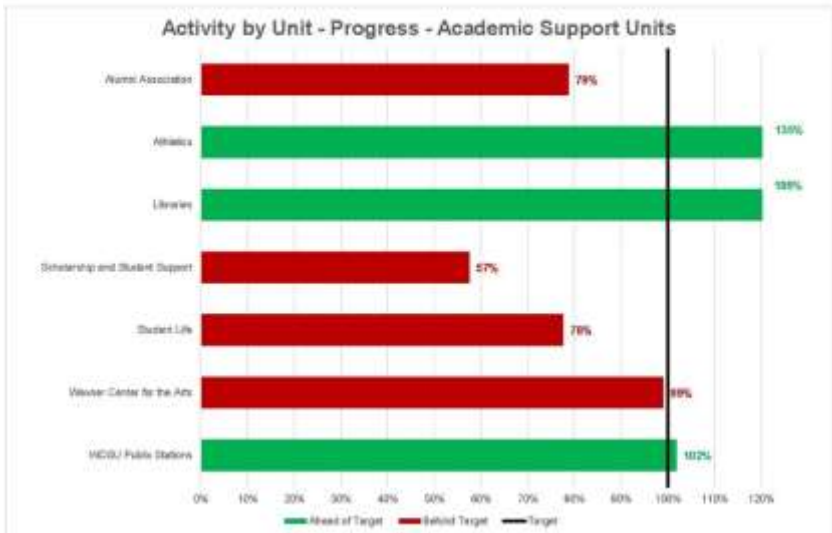
Target = (Last 3 FY % of total achieved at month end) * (Current Annual Goal)



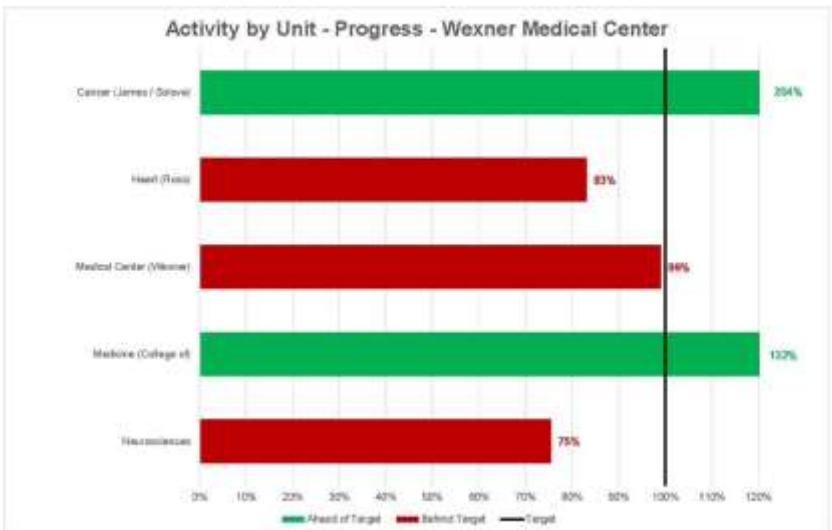
Target = (Last 3 FY % of total achieved at month end) * (Current Annual Goal)



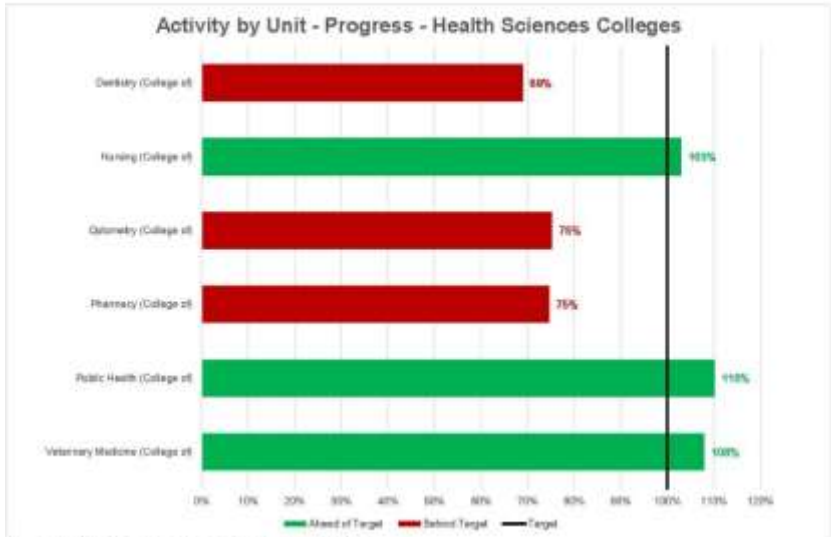
Target = (Last 3 FY % of total achieved at month end) * (Current Annual Goal)



Target = (Last 3 FY % of total achieved at month end) * (Current Annual Goal)



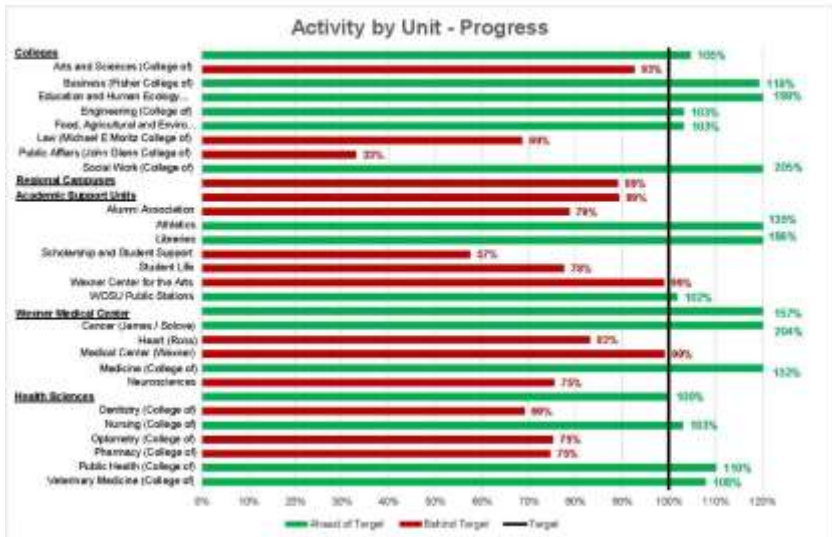
Target = (Last 3 FY % of total achieved at month end) * (Current Annual Goal)



Target = (Last 3 FY % of total achieved at month end) * (Current Annual Goal)

| | 7/1/2016 - 6/30/2017 | | 7/1/2016 - 6/30/2016 | | % Change | |
|------------------------------------|----------------------|----------------------|----------------------|---------------------|------------|-------------|
| | Donors | Dollars | Donors | Dollars | Donors | Dollars |
| Outright Gifts | | | | | | |
| Securities | 517 | \$5,357,796 | 470 | \$5,450,880 | 10% | -17% |
| Real Estate | 1 | \$427,000 | 1 | \$1,250,000 | 0% | -66% |
| Gifts-in-kind | 908 | \$12,802,026 | 802 | \$15,810,720 | 16% | -19% |
| Total New Activity | 1432 | \$18,587,722 | 1,289 | \$23,511,590 | 14% | -21% |
| Planned Gifts | | | | | | |
| Charitable Trusts & Gift Annuities | 35 | \$3,315,003 | 36 | \$4,888,160 | -13% | -29% |
| Binding Donor Advised Funds | 1 | \$70,000,000 | 0 | \$0 | 0% | 0% |
| Estate Commitments | 277 | \$50,323,235 | 263 | \$46,122,153 | 5% | 9% |
| Total New Activity | 307 | \$123,638,138 | 301 | \$50,760,321 | 2% | 143% |
| Grand Total | 1,734 | \$142,226,860 | 1,682 | \$74,301,911 | 12% | 91% |

1432 donors and 123,638,138 dollars of planned gifts were reported in the 2017 report.

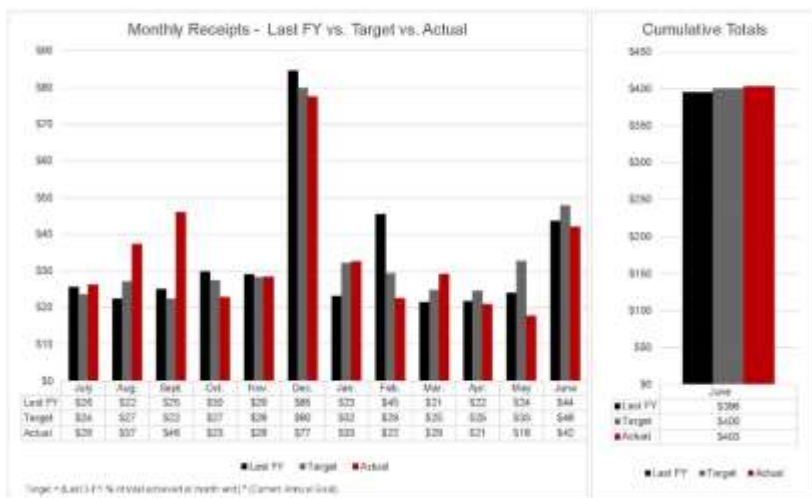
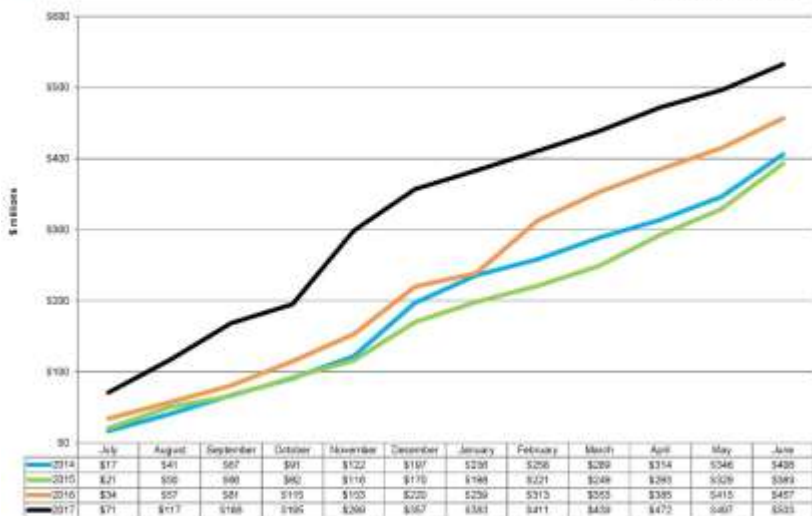


Target = (Last 3 FY % of total achieved at month end) * (Current Annual Goal)



FY2017 New Fundraising Activity Report
**FY2015 - FY2017 New Fundraising
 Activity (millions)**
 FY17 through 6/30/2017

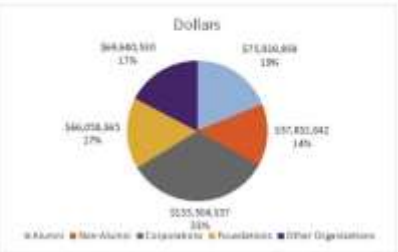
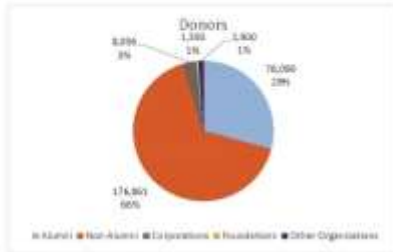
| New Fundraising Activity (millions) | 2015 | 2016 | 2017 |
|---|-----------------|-----------------|-----------------|
| Alumni Association | \$1.00 | \$0.91 | \$0.79 |
| Arts and Sciences (College of) | \$26.35 | \$36.49 | \$37.04 |
| Athletics | \$53.25 | \$77.55 | \$78.30 |
| Business (Fisher College of) | \$8.14 | \$27.51 | \$25.65 |
| Cancer (James / Solove) | \$57.69 | \$52.01 | \$130.33 |
| Dentistry (College of) | \$3.13 | \$4.83 | \$5.52 |
| Education and Human Ecology (College of) | \$8.49 | \$6.81 | \$12.16 |
| Engineering (College of) | \$66.95 | \$53.82 | \$51.58 |
| Food, Agricultural and Enviro Sciences (College of) | \$24.65 | \$27.94 | \$29.63 |
| Heart (Ross) | \$5.46 | \$6.73 | \$7.48 |
| Law (Michael E. Moritz College of) | \$5.03 | \$5.36 | \$3.60 |
| Libraries | \$3.99 | \$4.19 | \$3.73 |
| Medical Center (Wexner) | \$28.07 | \$22.40 | \$21.80 |
| Medicine (College of) | \$11.55 | \$11.20 | \$13.23 |
| Neurosciences | \$22.69 | \$11.48 | \$7.54 |
| Nursing (College of) | \$2.83 | \$9.23 | \$4.84 |
| Optometry (College of) | \$1.99 | \$1.25 | \$1.20 |
| OSU Lima | \$0.17 | \$0.47 | \$0.92 |
| OSU Mansfield | \$0.15 | \$0.28 | \$0.28 |
| OSU Marion | \$0.33 | \$1.32 | \$1.63 |
| OSU Newark | \$0.42 | \$0.37 | \$0.95 |
| Pharmacy (College of) | \$1.72 | \$5.88 | \$3.73 |
| Public Affairs (John Glenn College of) | \$0.64 | \$3.85 | \$1.02 |
| Public Health (College of) | \$1.60 | \$0.95 | \$1.82 |
| Scholarship and Student Support | \$10.83 | \$25.87 | \$8.61 |
| Social Work (College of) | \$1.48 | \$0.68 | \$2.26 |
| Student Life | \$1.71 | \$3.32 | \$2.41 |
| University-wide Fundraising | \$10.61 | \$17.76 | \$7.74 |
| Veterinary Medicine (College of) | \$18.79 | \$25.12 | \$49.09 |
| Wexner Center for the Arts | \$6.95 | \$4.21 | \$4.46 |
| WOSU Public Stations | \$6.36 | \$6.95 | \$13.23 |
| Grand Total | \$393.03 | \$456.73 | \$532.58 |





FY2017 Philanthropic Receipts Report
Receipts by Donor Type
 7/1/2016 through 6/30/2017

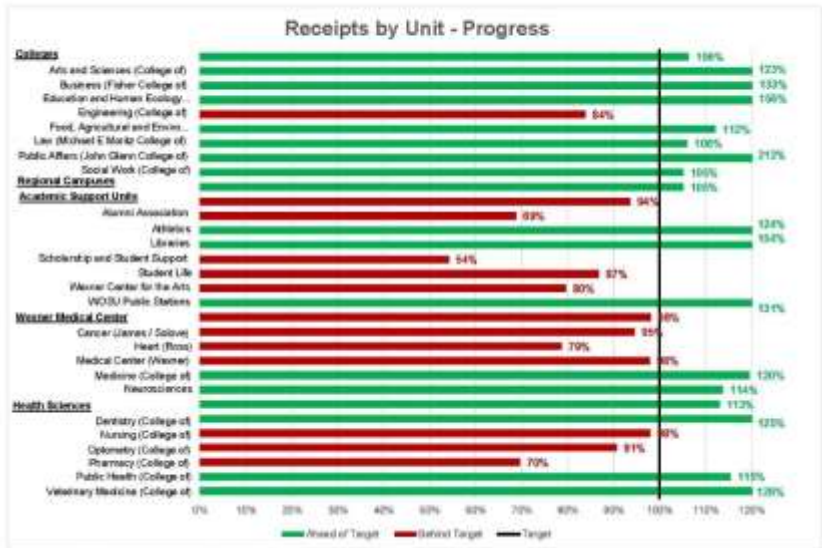
| | 7/1/2016 - 6/30/2017 | | 7/1/2015 - 6/30/2016 | | % Change | |
|----------------------|----------------------|----------------------|----------------------|----------------------|------------|------------|
| | Donors | Dollars | Donors | Dollars | Donors | Dollars |
| Individuals | | | | | | |
| Alumni | 78,000 | \$75,930,850 | 78,393 | \$72,366,782 | -2% | 5% |
| Non-Alumni | 176,801 | \$57,832,642 | 157,801 | \$50,250,989 | 12% | 18% |
| Individuals | 254,801 | \$133,772,501 | 234,274 | \$122,617,772 | 9% | 9% |
| Organizations | | | | | | |
| Corporations | 8,036 | \$133,904,337 | 8,397 | \$142,763,400 | -4% | -6% |
| Foundations | 1,303 | \$68,058,365 | 1,344 | \$53,785,882 | 4% | 23% |
| Other Organizations | 2,900 | \$69,680,530 | 2,246 | \$76,364,331 | 29% | -9% |
| Organizations | 12,329 | \$269,243,232 | 11,987 | \$272,913,721 | -3% | -1% |
| Grand Total | 267,290 | \$403,015,733 | 246,261 | \$395,531,493 | 9% | 2% |



FY2017 Philanthropic Receipts Report
Receipts - Complex Giving
 7/1/2016 through 6/30/2017

| | 7/1/2016 - 6/30/2017 | | 7/1/2015 - 6/30/2016 | | % Change | |
|------------------------------------|----------------------|---------------------|----------------------|---------------------|------------|-------------|
| | Donors | Dollars | Donors | Dollars | Donors | Dollars |
| Outright Gifts | | | | | | |
| Securities | 17 | \$5,357,798 | 470 | \$6,450,899 | 10% | -17% |
| Real Estate | 1 | \$427,000 | 1 | \$1,250,000 | 0% | -66% |
| Gifts-in-Kind | 826 | \$12,802,826 | 802 | \$15,610,720 | 18% | -19% |
| Total Receipts | 1,432 | \$18,887,722 | 1,269 | \$23,511,899 | 14% | -21% |
| Planned Gifts | | | | | | |
| Charitable Trusts & Gift Annuities | 33 | \$3,315,003 | 38 | \$4,858,168 | -13% | -29% |
| Binding Donor Advised Funds | 0 | \$0 | 0 | \$0 | | |
| Estate Commitments | 142 | \$23,820,890 | 130 | \$17,293,448 | 9% | 38% |
| Total Receipts | 174 | \$27,136,794 | 167 | \$21,951,616 | 4% | 24% |
| Grand Total | 1,608 | \$46,024,516 | 1,425 | \$45,473,208 | 13% | 1% |

NOTE: donors may give through multiple gift types but are only counted once in totals



Target = (Last 3 FY % of total achieved at month end) * (Current Annual Goal)

August 25, 2017 meeting, Board of Trustees

| | <u>Amount Establishing Endowment*</u> | <u>Total Commitment</u> |
|--|---|-----------------------------|
| <u>Establishment of Named Endowed Funds (University)</u> | | |
| International Scholarship Fund Established August 25, 2017, with a fund transfer by the Max M. Fisher College of Business of a gift from the estate of William L. Meyer; used to provide scholarship(s) to undergraduate students enrolled in the college who are pursuing critical, action-based learning experiences around the world. | \$430,000.00 | \$430,000.00 |
| The Ohio State University Dance Team Scholarship Fund Established August 25, 2017, with internal transfer of proceeds from Cheer/Dance Competitions and Dance Camps and internal transfers from the Dance Team Support fund; used to supplement the grant-in-aid scholarship costs of dancers who are enrolled at The Ohio State University. | \$50,310.00 | \$50,310.00 |
| Robert M. Thomas Endowment for Coshocton County Established August 25, 2017, with a fund transfer by the College of Food, Agricultural, and Environmental Sciences of an unrestricted gift from the estate of Robert M. Thomas (BS 1949); used to support the Coshocton County Extension Office in the College of Food, Agricultural, and Environmental Sciences. | \$50,000.00 | \$50,000.00 |
| Norman O. Rothermich, M.D. Lectureship Fund in Arthritis and Rheumatology Established August 25, 2017, with gifts from friends of Dr. Norman O. Rothermich of Columbus, Ohio; used to support a lectureship series in the Division of Rheumatology & Immunology in the College of Medicine. | \$25,000.00 | \$25,000.00 |
| <u>Change in Name and Description of Named Endowed Fund (University)</u> | | |
| From: The Patsy Parrish Jones Scholarship Fund To: The Dr. Donald Gordon Jones and Patsy Parrish Jones Scholarship Fund | | |
| <u>Change in Name of Named Endowed Fund (University)</u> | | |
| From: The Ohio Pest Management Scholarship Fund To: The Ohio Pest Management Association Scholarship Fund | | |
| <u>Change in Description of Named Endowed Fund (University)</u> | | |
| George R. Havens Memorial Awards | | |
| The Frank Irons Agricultural Engineering Scholarship Fund | | |

August 25, 2017 meeting, Board of Trustees

Louis A. Roberts and Lucille Roberts Memorial Fellowship Fund

Closure of Named Endowed Fund (University)

The Ohio Pest Management Association Scholarship Fund

Norman Rothermich Chair in Arthritis Research Fund

Establishment of Named Endowed Professorship (Foundation)

| | | |
|---|----------------|----------------|
| Endowed Professorship for the Curator of Dance Established August 25, 2017, with a gift from an anonymous donor in recognition of the University Libraries' world-class Dance Notation Bureau Collection; designated to the Jerome Lawrence and Robert E. Lee Theatre Research Institute, in the University Libraries and used to support a curator position that will actively connect the collection to teaching, learning, and research activities. | \$1,020,282.15 | \$1,020,282.15 |
|---|----------------|----------------|

Establishment of Named Endowed Funds (Foundation)

| | | |
|---|--------------|--------------|
| Graduate Path to Industry Endowed Fund Established August 25, 2017, with gifts from John M. Karanikas (MS 1987, PhD 1991); used to provide assistance to graduate students enrolled in the Department of Physics with preference given to students who demonstrate a desire to work in industry upon completing their degrees. | \$119,745.00 | \$134,745.00 |
|---|--------------|--------------|

| | | |
|---|--------------|--------------|
| The Kenneth J. Waldron Mechanical Engineering Scholarship Fund Established August 25, 2017, with a gift from S.V. Sreenivasan (MS 1988, PhD 1994) and his wife Sripadma Satyanarayana; used to provide tuition-only scholarships to undergraduate students who are majoring in mechanical engineering in the Department of Mechanical and Aerospace Engineering with preference given to candidates who demonstrate financial need, academic merit, and/or leadership abilities. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, students who are United States citizens or residents. | \$100,000.00 | \$100,000.00 |
|---|--------------|--------------|

| | | |
|---|--------------|--------------|
| Jennifer R. and Ralph S. Watts Fund for Nursing Education, Innovation and Scholarship Established August 25, 2017, with a gift from Jennifer R. (BS 1974) and Ralph S. Watts; used to support activities that promote teaching excellence, innovation and scholarship in the education of nursing. | \$100,000.00 | \$500,000.00 |
|---|--------------|--------------|

August 25, 2017 meeting, Board of Trustees

| | | |
|---|-------------|--------------|
| <p>Chen Ya and Siuha Anita Liu Fund Established August 25, 2017, with gifts from Dr. Leo X. Liu (BA 1978), Ms. Isabel H. Liu (BA 1979) and Ms. Ursula C.W. Liu (BA 1985); used to provide one annual scholarship to an undergraduate student to improve his/her professional writing abilities with preference given to students who demonstrate financial need. Candidates must be majoring in any a science, technology or engineering discipline and minoring in Professional Writing in the Department of English.</p> | \$79,468.07 | \$100,000.00 |
| <p>The Richard C. and Carol L. Hannon Jr. MSE Endowed Scholarship Fund Established August 25, 2017, with gifts from Richard C. (BA 1974) and Carol L. Hannon; used to provide OSC scholarships to students enrolled in the College of Engineering, Department of Materials Science and Engineering with preference given to students with an interest in ceramics.</p> | \$76,109.43 | \$100,000.00 |
| <p>The Tom-Clark Family Athletic Scholarship Fund Established August 25, 2017, with a gift from Jacquie and David Clark from Huron, Ohio; used to supplement the grant-in-aid costs of an undergraduate student-athlete who is majoring in Special Education.</p> | \$67,144.00 | \$150,000.00 |
| <p>The Rick Cornett Endowed Scholarship Fund Established August 25, 2017, with gifts from friends, family, and colleagues; used to provide a scholarship to a third or fourth year student enrolled in the College of Optometry who exhibits leadership and legislative potential.</p> | \$57,088.25 | \$57,088.25 |
| <p>The Marialice & Jon Bennett Residency Leadership Training Fund Established August 25, 2017, with gifts from Jon W. (BIE 1969, MBA 1971) and Marialice S. Bennett (BS 1969); used to support expenses for a Pharmacy resident(s) to participate in a leadership rotation at a national level.</p> | \$53,400.44 | \$53,400.44 |
| <p>The Arun Singh Real Estate Scholarship Fund Established August 25, 2017, with gifts from Arun (BS 2005) and Jen Singh of Atlanta, Georgia; used to provide undergraduate or graduate scholarship(s) to student(s) majoring in real estate and enrolled at the Max M. Fisher College of Business.</p> | \$52,451.00 | \$52,451.00 |
| <p>The William H. Yarber Sr. and Glenna R. Yarber Scholarship Fund Established August 25, 2017, with gifts from William H. Yarber Sr; used to provide undergraduate scholarships to one or more students enrolled in the College of Food, Agricultural, and Environmental Sciences who are currently employed with the Farm Science Review and/or Molly Caren Agricultural Center.</p> | \$51,216.01 | \$51,216.01 |

August 25, 2017 meeting, Board of Trustees

| | | |
|--|-------------|--------------|
| <p>The Ganobcik Family/Genesis Endowed Scholarship Fund for Computer Sciences Established August 25, 2017, with gifts from Stefan N. Ganobik; used to provide OSC scholarships to students enrolled in the College of Engineering who are majoring in Computer Science and Engineering. Scholarships may be used for study abroad. It is the donor's desire that the scholarships be awarded to one or more undergraduate students with particular attention to, but not limited to, United States citizens or legal residents.</p> | \$50,099.32 | \$100,000.00 |
| <p>The John Stanley Student Aid Fund Established August 25, 2017, with gifts from William Oliver (MA 1973); used to provide aid to a graduate student enrolled in the John Glenn College of Public Affairs. It is the donor's desire that the award be granted with particular attention to, but not limited to, United States citizens or legal residents.</p> | \$50,025.00 | \$50,025.00 |
| <p>Susan M. Hartmann Mentoring and Leadership Endowed Award Fund Established August 25, 2017, with gifts from Dr. Susan M. Hartmann, faculty emeritus in the Department of History, and other alumni and friends; used to provide one or more annual award(s) of at least \$1,000 to a faculty member, regular staff member or student from within the College of Arts and Sciences who has demonstrated outstanding mentoring to and/or leadership on behalf of women or other historically underrepresented groups at the University. The award will be granted to an individual, irrespective of gender, rank and status, who has generously and unselfishly served others in an effort to promote equity, fairness, and equal opportunities for all members of the university community.</p> | \$50,022.00 | \$50,022.00 |
| <p>Daniel ('78) and Ellen ('79) Coombs Chemical Engineering Endowed Scholarship Fund Established August 25, 2017, with a gift from Daniel M. Coombs (BS 1978); used to provide one scholarship to a student enrolled in the Chemical Engineering Program who has a minimum grade point average of 3.4. If there are multiple candidates, it is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, candidates who demonstrate financial need, are female, or are minorities.</p> | \$50,000.00 | \$50,000.00 |
| <p>The Richard 'Sugar' Imbroscio Endowed Scholarship for Belmont County Fund Established August 25, 2017, with a gift from Michael X. Imbroscio (BA 1990) and Marcie L. Bane; used to provide scholarships to undergraduate students from Ohio who demonstrate financial need and emerging student leader qualities (academic success, volunteerism, and leadership attributes) with first preference given to candidates who are from Belmont County.</p> | \$50,000.00 | \$50,000.00 |

August 25, 2017 meeting, Board of Trustees

| | | |
|---|-------------|--------------|
| The Kirby Lottridge Endowed Scholarship Award Fund Established August 25, 2017, with a gift from L Brands Foundation; used to provide support to students enrolled in the College of Engineering who are pursuing degrees in aviation and are engaged in flight training in the Center for Aviation Studies. | \$50,000.00 | \$50,000.00 |
| Robert E. Merritt MD Thoracic Surgery Oncology Fund Established by Carol and David Adamkin MD Established August 25, 2017, with a gift from Dr. David H. (BS 1970) and Mrs. Carol A. Adamkin; used to provide comprehensive support for the thoracic surgical oncology program at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute. | \$50,000.00 | \$50,000.00 |
| George J. Searle MD Memorial Scholarship Fund Established August 25, 2017, with a gift from the Eleanor Searle McCollum Foundation; used to provide a scholarship to a medical student enrolled in the College of Medicine who is from the State of Ohio with preference given first to candidates from Plymouth, Ohio, then to candidates from small towns and/or rural areas of Richland and Huron Counties. | \$50,000.00 | \$100,000.00 |

Change in Name and Description of Named Endowed
Fund (Foundation)

From: James M. Falko, M.D. Chair Fund in
Endocrinology, Diabetes, and Metabolism Research
To: James M. Falko, M.D. Fund in Endocrinology,
Diabetes and Metabolism Research

From: Stephen F. Schaal, M.D. Chair Fund in Cardiology
To: Stephen F. Schaal, M.D. Fund in Cardiology

From: Schoedinger Resource Initiative Fund
To: Schoedinger Funeral and Cremation Service
Resource Initiative Fund

Change in Description of Named Endowed Fund
(Foundation)

The Battelle Center for Science and Technology Policy
Endowed Fund

The Tucker Ellis LLP Endowed Scholarship Fund in Law

The Hite Family Endowment Fund

The Sungkyu Christopher Lee, M.D. Family Scholarship
Fund

The Gary G. Marconi Scholarship Fund in Chemistry

L. Michael Howard Fund in Public Policy and
Management

The Park Hall Endowed Fund

August 25, 2017 meeting, Board of Trustees

The Warner and Mickey Wilson Endowed Fund

The Simon P. Yotive Endowment Fund

TOTAL \$2,732,360.67

*Amounts establishing endowments as of July 31, 2017.

August 25, 2017 meeting, Board of Trustees

International Scholarship Fund

The Board of Trustees of The Ohio State University shall establish the International Scholarship Fund effective August 25, 2017, with a fund transfer by the Max M. Fisher College of Business of a gift from the estate of William L. Meyer.

The annual distribution, and endowment principal if necessary, from this fund shall, be used to provide scholarship(s) to undergraduate students enrolled in the Max M. Fisher College of Business who are pursuing critical, action-based learning experiences around the world. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business or his/her designee.

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

It is the desire of the Max M. Fisher College of Business that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the Max M. Fisher College of Business or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The Ohio State University Dance Team Scholarship Fund

The Board of Trustees of The Ohio State University shall establish The Ohio State University Dance Team Scholarship Fund effective August 25, 2017, with internal transfer of proceeds from Cheer/Dance Competitions and Dance Camps and internal transfers from the Dance Team Support fund.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of dancers who are enrolled at The Ohio State University. The recipients will be selected by the director of the Department of Athletics, in consultation with the head dance coach 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 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 Department of Athletics that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes

August 25, 2017 meeting, Board of Trustees

of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the director of the Department of Athletics. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Robert M. Thomas Endowment for Coshocton County

The Board of Trustees of The Ohio State University shall establish the Robert M. Thomas Endowment for Coshocton County effective August 25, 2017, with a fund transfer by the College of Food, Agricultural, and Environmental Sciences of an unrestricted gift from the estate of Robert M. Thomas (BS 1949).

The annual distribution from this fund shall be used to support the Coshocton County Extension Office in the College of Food, Agricultural, and Environmental Sciences and may be used to cover any expenses including, but not limited to, operating expenses, salary, 4-H programs or camps, extension programming, or scholarships, etc. Expenditures shall be approved by the director of the Coshocton County Extension Office or his/her designee.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Coshocton County Extension Office or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University reserves 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 shall consult the director of the Coshocton County Extension Office or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Norman O. Rothermich, M.D. Lectureship Fund in Arthritis and Rheumatology

The Board of Trustees of The Ohio State University shall establish the Norman O. Rothermich, M.D. Lectureship Fund in Arthritis and Rheumatology effective August 25, 2017, with gifts from friends of Dr. Norman O. Rothermich of Columbus, Ohio.

The annual distribution from this fund shall be used to support a lectureship series in the Division of Rheumatology & Immunology in the College of Medicine. The Norman O. Rothermich, M.D. Lectureship shall be presented by a distinguished physician and/or scientist engaged in research on arthritis or rheumatology and shall be provided annually or as funding permits. Expenditures shall be allocated by the division director and approved by the chairperson of the Department of Internal Medicine and the dean of the College of Medicine (and/or their designee). If it is determined the funding for the Norman O. Rothermich, M.D. Lectureship is no longer needed, then the annual distribution may be used for those purposes as deemed appropriate by the dean of the College of Medicine.

The fund may be revised if the principal reaches the minimum funding level required at that date for a chair position. Subsequently, the annual distribution shall be used to provide salary and program support for the work of a distinguished physician and/or scientist engaged in research in arthritis and rheumatology. Appointment to the Rothermich Chair

August 25, 2017 meeting, Board of Trustees

will be made at the recommendation of the dean of the College of Medicine to the Provost of the University and appointed by the Board of Trustees of the University.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the chairperson of the Department of Internal Medicine and the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The Dr. Donald Gordon Jones and Patsy Parrish Jones Scholarship Fund

The Patsy Parrish Jones Scholarship Fund was established March 7, 1997, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Patsy P. Jones. Effective August 25, 2017, the fund name and description shall be revised.

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 distribution shall provide one or more scholarships for students who are pursuing a major in pre-nursing, pre-allied medicine, or pre-medical school and who are enrolled at The Ohio State University Newark Campus. Scholarship recipients must rank in the top twenty percent (20%) of their high school class, be a resident of Licking County, and shall be selected by the dean or designee, in consultation with Student Financial Aid. Financial need is not a requirement. The scholarship shall be awarded annually and may be renewed. If there are no candidates in any given year, the earnings are to be added to the fund's principal.

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 distribution, then the distribution shall be used for purposes similar to those specified by the donor, as directed by the Board of Trustees of The Ohio State University in order to carry out the desire of the donor.

The Ohio Pest Management Association Scholarship Fund

The Ohio Pest Management Scholarship Fund was established June 9, 2017, by the Board of Trustees of The Ohio State University with gifts from members of the Ohio Pest Management Association (OPMA) in honor of past presidents, officers, and members, living and deceased. Effective August 25, 2017, the fund name shall be revised.

The annual distribution from this fund shall be used to provide scholarships to Ohio State undergraduate or graduate students attending any campus with preference given to those who are members in good standing of the OPMA, their families, and/or employees of an OPMA member in good standing and their families. Candidates must be focused on urban entomology. Recipients shall be selected by the college's scholarship committee, in accordance with the current guidelines established by the dean of the College of Food, Agricultural, and Environmental Sciences; in consultation with the Department of Entomology, the OPMA, and Student Financial Aid.

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The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall seek advice from the OPMA, and the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

George R. Havens Memorial Awards

The George R. Havens Memorial Awards was established September 8, 1978, by the Board of Trustees of The Ohio State University, with a bequest to The Ohio State University Development Fund from the estate of Dr. George Remington Havens, Professor Emeritus of French, Department of Romance Languages, The Ohio State University College of Humanities. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this bequest is to provide for annual George R. Havens Memorial Awards for the best article and best book written on French literature or language by a member of the teaching staff of the Department of French and Italian (formerly the Department of Romance Languages).

The total award amount shall be determined by the chair of the Department of French and Italian, but shall not exceed the amount of annual distribution available on the principal for that year. Twenty-five percent (25%) of the total award amount shall be for the best article. Seventy-five (75%) of the total award amount shall be for the best book. It is desirable that the book award remain significantly larger than the article award and may at any time be increased insofar as the distribution from the principal fund may permit.

These awards shall be determined by a committee composed of three members of the teaching staff who are not submitting an article or book for consideration in connection with that year. The committee of three is to be selected by the chairperson of the Department of French and Italian and the vote of a majority of the committee shall determine to whom the awards shall be given.

If no book or article submitted in any one year appears worthy of an award, then the distribution for that year is to be added to the principal of the fund for subsequent years until an award seems suitable.

The chairperson shall call the attention of the teaching staff at the beginning of each semester to the availability of these awards and the awards given shall be publicly announced in spring semester.

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Should the need for the awards cease to exist or so diminish as to provide unused distribution, then the distribution may be used for any purpose whatsoever as determined by the Board of Trustees, with preference being given to recommendations from the appropriate administrative official of the University who is then directly responsible for the area of study in the Department of French and Italian.

The Frank Irons Agricultural Engineering Scholarship Fund

The Frank Irons Agricultural Engineering Scholarship Fund was established June 1, 1990, by the Board of Trustees of The Ohio State University, with gifts to The Ohio State University Development Fund from Daisy Irons of Wooster, Ohio in memory of her husband, Frank Irons. Effective August 25, 2017, the fund description shall be revised.

Frank Irons earned a BS from Ohio State in 1924 and received a distinguished appreciation award from the University for his work in agricultural engineering. Mr. Irons retired from the United States Department of Agriculture after 40 years of service. During his career he held several positions including head of the USDA's plant pest control laboratory in Toledo, Ohio and Wooster, Ohio prior to promotion to investigative leader of all USDA pest control research in nine states and Puerto Rico. Throughout his career, Mr. Irons partnered with the University's Department of Agricultural Engineering. Mr. Irons was passionate about agricultural engineering and passed this on to the many young people he mentored. This scholarship honors his memory by supporting students who are pursuing degrees in agricultural engineering.

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 distribution shall be used to provide one or more scholarships to worthy students in agricultural engineering. An individual student may be awarded a scholarship for up to four years. Selection will be made by the honors and awards committee of the Department of Food, Agricultural and Biological Engineering, in consultation with the faculty 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 distribution, then another use shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donor.

Louis A. Roberts and Lucille Roberts Memorial Fellowship Fund

The Louis A. Roberts and Lucille Roberts Memorial Fellowship Fund was established November 23, 1965, by a bequest from Lucille Roberts (Mrs. Louis A.). Effective August 25, 2017, the fund description shall be revised.

The principal is to be invested under rules and regulations adopted by the Board of Trustees of The Ohio State University with right to invest and reinvest as occasion dictates.

The annual distribution shall be used for graduate fellowships. The awards are to be made on the recommendation of the chair of the Department of Chemical Engineering, approved by the dean of the College of Engineering and/or the dean of the Graduate School. The amount of the stipend shall be decided dependent upon the needs of the appointee. The awards shall be made to students who have scholastic ability, high personal integrity, and competence in oral and written expression. Any balance in distribution is to be held and used in succeeding years. More than one fellow a year shall be appointed if there is enough distribution on hand to substantiate it.

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As a condition precedent to the acceptance of the fellowship award the fellow shall agree in writing to repay 10 percent of the amount of the award to The Ohio State University within one year after his graduation. This payment is to represent an unrestricted grant to the University and is to be credited to the general fund of the University. The Board of Trustees of The Ohio State University shall determine all matters not covered by this grant and relating to the administration of the fund.

The Ohio Pest Management Association Scholarship Fund

The Ohio Pest Control Association Scholarship Fund was established February 4, 1993, by the Board of Trustees of The Ohio State University with gifts from members of the Ohio Pest Management Association (OPMA) in honor of past presidents, officers, and members, living and deceased. The fund description was revised and the name changed on September 17, 2010. The description was revised again on June 3, 2016. Effective August 25, 2017, this fund shall be closed and the gifts shall be moved to the Ohio Pest Management Scholarship Fund.

Norman Rothermich Chair in Arthritis Research Fund

The Norman Rothermich Chair in Arthritis Research Fund was established April 5, 1985, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from friends of Dr. Norman Rothermich of Columbus, Ohio. Effective August 25, 2017, this fund shall be closed and the gifts shall be moved to the Norman O. Rothermich, M.D. Lectureship Fund in Arthritis and Rheumatology.

Endowed Professorship for the Curator of Dance

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, shall establish the Endowed Professorship for the Curator of Dance effective August 25, 2017, with a gift from an anonymous donor in recognition of the University Libraries' world-class Dance Notation Bureau Collection.

The annual distribution from this fund shall be designated to the Jerome Lawrence and Robert E. Lee Theatre Research Institute, in the University Libraries and used to support a curator position that will actively connect the collection to teaching, learning, and research activities. Appointment to the position shall be recommended to the Provost by the director of the Library or his/her designee and approved by the University's Board of Trustees. The activities of the holder of the position shall be reviewed no less than every four years by the head of Special Collections, in consultation with the director of the Library or his/her designee 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 director of the University Libraries or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of

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the University Libraries or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Graduate Path to Industry Endowed Fund

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, shall establish the Graduate Path to Industry Endowed Fund effective August 25, 2017, with gifts from John M. Karanikas (MS 1987, PhD 1991).

The annual distribution from this fund shall provide assistance to graduate students enrolled in the Department of Physics with preference given to students who demonstrate a desire to work in industry upon completing their degrees. Recipients will be selected by the chair of the department 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 endowment principal at the discretion of the executive dean of the College of Arts and Sciences or his/her designee, in consultation with 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 Trustees. As authorized 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 or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Kenneth J. Waldron Mechanical Engineering Scholarship Fund

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, shall establish The Kenneth J. Waldron Mechanical Engineering Scholarship Fund effective August 25, 2017, with a gift from S.V. Sreenivasan (MS 1988, PhD 1994) and his wife Sripadma Satyanarayana.

The annual distribution from this fund shall be used to provide tuition-only scholarships to undergraduate students who are majoring in mechanical engineering in the Department of Mechanical and Aerospace Engineering. Preference shall be given to candidates who demonstrate financial need, academic merit, and/or leadership abilities. Recipients will be selected by the college's scholarship committee, 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 United States citizens or residents. Scholarships are renewable as long as recipients are in good standing with the University.

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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 distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Jennifer R. and Ralph S. Watts Fund for Nursing Education, Innovation and Scholarship

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, shall establish the Jennifer R. and Ralph S. Watts Fund for Nursing Education, Innovation and Scholarship effective August 25, 2017, with a gift from Jennifer R. (BS 1974) and Ralph S. Watts.

The annual distribution from this fund shall be used to support activities that promote teaching excellence, innovation and scholarship in the education of nursing. Expenditures shall be approved by the dean of the College of Nursing 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 or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the college or his/her designee. Modifications to endowed funds shall be approved by the

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University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Chen Ya and Siuha Anita Liu Fund for Professional Writing

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, shall establish the Chen Ya and Siuha Anita Liu Fund for Professional Writing effective August 25, 2017, with gifts from Dr. Leo X. Liu (BA 1978), Ms. Isabel H. Liu (BA 1979) and Ms. Ursula C.W. Liu (BA 1985).

The annual distribution from this fund shall provide one annual scholarship to an undergraduate student to improve his/her professional writing abilities. Preference will be given to students that demonstrate financial need. Candidates must be majoring in any science, technology or engineering discipline and minoring in Professional Writing in the Department of English. Recipients will be recommended by the department's director of the Professional Writing Minor program and approved by the department's chair or his/her designee, in consultation with Student Financial Aid. Recipients may be reconsidered for scholarship renewal with reapplication.

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.

Should the Professional Writing Minor program no longer exist in the Department of English, the Liu Scholarship, in keeping with the endowment's intent, will be awarded to candidates majoring in any science, technology or engineering discipline who have demonstrated an interest in improving their professional writing abilities. Preference will be given to candidates who demonstrate financial need. Recipients shall be selected by the executive dean of the College of Arts and Sciences or his/her designee, 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 executive dean of the College of Arts and Sciences, or his/her designee, 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 donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Richard C. and Carol L. Hannon Jr. MSE Endowed Scholarship Fund

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, shall establish

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The Richard C. and Carol L. Hannon Jr. MSE Endowed Scholarship Fund effective August 25, 2017, with gifts from Richard C. (BA 1974) and Carol L. Hannon.

The annual distribution from this fund shall be used to provide scholarships to students enrolled in the College of Engineering, Department of Materials Science and Engineering. Preference shall be given to students with an interest in ceramics. If no eligible candidates exist, then the scholarships may be awarded to any undergraduate students majoring in Materials Science and Engineering. Scholarship recipients shall be selected by the department's scholarship committee, in consultation with the college's scholarship committee and Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2019 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2019 the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Tom-Clark Family Athletic Scholarship Fund

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, shall establish The Tom-Clark Family Athletic Scholarship Fund effective August 25, 2017, with a gift from Jacquie and David Clark from Huron, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid costs of an undergraduate student-athlete who is majoring in Special Education. Second preference is for a student-athlete majoring in Education. Scholarship recipients will be selected by the director of the Department 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. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Department of Athletics. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Rick Cornett Endowed Scholarship Fund in Optometry

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, shall establish The Rick Cornett Endowed Scholarship Fund in Optometry effective August 25, 2017, with gifts from friends, family, and colleagues.

The annual distribution from this fund shall be used to provide a scholarship to a third or fourth year student enrolled in the College of Optometry who exhibits leadership and legislative potential. Recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Optometry or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

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The Marialice & Jon Bennett Residency Leadership Training Fund

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, shall establish The Marialice & Jon Bennett Residency Leadership Training Fund effective August 25, 2017, with gifts from Jon W. (BIE 1969, MBA 1971) and Marialice S. Bennett (BS 1969).

The annual distribution from this fund shall support expenses for a Pharmacy resident(s) to participate in a leadership rotation at a national level. Applicant(s) must be vetted by the director of the College of Pharmacy residency program and her/her designees prior to applying. Expenditures shall be recommended by a selection committee designated by the director of the college's residency program and approved by the college's dean or his/her designee. Expenses may include, but are not limited to, travel costs and fees for training.

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 or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Pharmacy or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Arun Singh Real Estate Scholarship Fund

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, shall establish The Arun Singh Real Estate Scholarship Fund effective August 25, 2017, with gifts from Arun (BS 2005) and Jen Singh of Atlanta, Georgia.

The annual distribution from this fund shall be used to provide undergraduate or graduate scholarship(s) to student(s) majoring in real estate and enrolled at the Max M. Fisher College of Business. Scholarship recipients will be selected by Fisher's undergraduate scholarship committee or the graduate program 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 distribution from this endowed fund shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

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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. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the College's dean. 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 William H. Yarber Sr. and Glenna R. Yarber Scholarship Fund

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, shall establish The William H. Yarber Sr. and Glenna R. Yarber Scholarship Fund effective August 25, 2017, with gifts from William H. Yarber Sr.

The annual distribution from this fund shall be used to provide undergraduate scholarships to one or more students enrolled in the College of Food, Agricultural, and Environmental Sciences. Qualified students must be currently employed with the Farm Science Review and/or Molly Caren Agricultural Center. Recipients will be selected in recognition of their employment record, financial need and academic accomplishments. Recipients will be selected by the college's scholarship committee in accordance to current guidelines established by the dean of the college 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 endowment principal at the discretion of the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

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The Ganobcik Family/Genesis Endowed Scholarship Fund for Computer Sciences

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, shall establish The Ganobcik Family/Genesis Endowed Scholarship Fund for Computer Sciences effective August 25, 2017, with gifts from Stefan N. Ganobcik.

The annual distribution from this fund shall be used to provide scholarships to students enrolled in the College of Engineering who are majoring in Computer Science and Engineering. Scholarships may be used for study abroad. It is the donor's desire that the scholarships be awarded to one or more undergraduate students with particular attention to, but not limited to, United States citizens or legal residents. Scholarship recipients shall be selected by the department's scholarship committee, in consultation with the college and Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2020 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2020 the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The John Stanley Student Aid Fund

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, shall establish The John Stanley Student Aid Fund effective August 25, 2017, with gifts from William Oliver (MA 1973).

The annual distribution from this fund shall be used to provide aid to a graduate student enrolled in the John Glenn College of Public Affairs. It is the donor's desire that the award

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be granted with particular attention to, but not limited to, United States citizens or legal residents. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal at the discretion of the dean of the John Glenn College of Public Affairs or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the John Glenn College of Public Affairs or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Susan M. Hartmann Mentoring and Leadership Endowed Award Fund

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, shall establish the Susan M. Hartmann Mentoring and Leadership Endowed Award Fund effective August 25, 2017, with gifts from Dr. Susan M. Hartmann, faculty emeritus in the Department of History, and other alumni and friends.

The annual distribution from this fund shall provide one or more annual award(s) of at least \$1,000 to a faculty member, regular staff member or student from within the College of Arts and Sciences who has demonstrated outstanding mentoring to and/or leadership on behalf of women or other historically underrepresented groups at the University. The award will be granted to an individual, irrespective of gender, rank and status, who has generously and unselfishly served others in an effort to promote equity, fairness, and equal opportunities for all members of the university community. The recipient(s) shall be selected by the executive dean of the college or his/her designee.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences or his/her designee.

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

It is the desire of the 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

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such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Daniel ('78) and Ellen ('79) Coombs
Chemical Engineering Endowed Scholarship Fund**

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, shall establish the Daniel ('78) and Ellen ('79) Coombs Chemical Engineering Endowed Scholarship Fund effective August 25, 2017, with a gift from Daniel M. Coombs (BS 1978).

The annual distribution from this fund shall be used to provide one scholarship to a student enrolled in the Chemical Engineering Program who has a minimum grade point average of 3.4. The scholarship recipient shall be selected by the scholarship committee of the College of Engineering, in consultation with Student Financial Aid. If there are multiple candidates, it is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, candidates who demonstrate financial need, are female, or are minorities.

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 Engineering or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Richard 'Sugar' Imbroscio Endowed Scholarship for Belmont County Fund

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, shall establish The Richard 'Sugar' Imbroscio Endowed Scholarship for Belmont County Fund effective August 25, 2017, with a gift from Michael X. Imbroscio (BA 1990) and Marcie L. Bane.

The annual distribution from this fund shall be used to provide scholarships to undergraduate students from Ohio who demonstrate financial need and emerging student leader qualities (academic success, volunteerism, and leadership attributes). First preference shall be given to candidates who are from Belmont County. If there are no

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candidates from Belmont County, scholarships may be awarded to candidates from other Appalachian counties.

A selection committee, established by The Office of Diversity and Inclusion, will select the recipients, in consultation with Student Financial Aid. If recipients maintain a minimum 3.5 grade point average, they may reapply to renew scholarships.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the vice provost and chief diversity officer of the Office of Diversity and Inclusion or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Kirby Lottridge Endowed Scholarship Award Fund

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, shall establish The Kirby Lottridge Endowed Scholarship Award Fund effective August 25, 2017, with a gift from L Brands Foundation.

The annual distribution from this fund shall be used to provide support to students enrolled in the College of Engineering who are pursuing degrees in aviation and are engaged in flight training in the Center for Aviation Studies. Recipients will be selected by the Center for Aviation Studies' scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the appropriate dean or director 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.

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It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Robert E. Merritt MD Thoracic Surgery Oncology Fund
Established by Carol and David Adamkin MD**

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, shall establish the Robert E. Merritt MD Thoracic Surgery Oncology Fund Established by Carol and David Adamkin MD effective August 25, 2017, with a gift from Dr. David H. (BS 1970) and Mrs. Carol A. Adamkin.

The annual distribution from this fund shall be used to provide comprehensive support for the thoracic surgical oncology program at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute as allocated by the director of the Division of Thoracic Surgery and approved by the CEO of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Division of Thoracic Surgery, in consultation with the CEO of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Division of Thoracic Surgery, in consultation with the CEO of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

George J. Searle MD Memorial Scholarship Fund

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, shall establish the George J. Searle MD Memorial Scholarship Fund effective August 25, 2017, with a gift from the Eleanor Searle McCollum Foundation.

The annual distribution from this fund shall be used to provide a scholarship to a medical student enrolled in the College of Medicine who is from the State of Ohio with preference given first to candidates from Plymouth, Ohio, then to candidates from small towns and/or

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rural areas of Richland and Huron Counties. The scholarship may be used for tuition, room and board, and additional educational expenses including books. Recipients will be recommended by the college's financial aid office and approved by the college's scholarship committee and/or 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 Medicine or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

James M. Falko, M.D. Fund in Endocrinology, Diabetes and Metabolism Research

The James M. Falko, M.D. Chair Fund in Endocrinology, Diabetes, and Metabolism Research was established May 7, 2004, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Helen M. Lyon Allison of Columbus, Ohio, in loving memory of her husband, Irvin, and in honor of the extraordinary work of Dr. James Falko (MD 1971). Effective August 25, 2017, the fund name and description shall be revised.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual distribution shall support research and training on diabetes, metabolism, and endocrinology, including such things as graduate fellowships, equipment, consumable supplies for research, and other costs of an active researcher in the Division of Endocrinology, Diabetes and Metabolism in the College of Medicine. Expenditures shall be recommended by the division director and approved by the dean of the College of Medicine.

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 distribution, then another use shall be designated by the Foundation Board, in consultation with the dean of the College of Medicine in order to carry out the desire of the donor.

Stephen F. Schaal, M.D. Fund in Cardiology

The Stephen F. Schaal, M.D. Chair Fund in Cardiology was established May 7, 2004, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Helen M. Lyon Allison of Columbus, Ohio, in loving memory of her husband, Irvin, and in honor of the extraordinary work of Dr. Stephen F. Schaal (MD 1964). Effective August 25, 2017, the fund name and description shall be revised.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual distribution shall support research and training in the Division of Cardiovascular Medicine in the College of Medicine on cardiovascular diseases, including such things as graduate fellowships, equipment, consumable supplies for research, and other costs of an active researcher. Expenditures shall be recommended by the division director and approved by the dean of the College of Medicine.

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 distribution, then another use shall be designated by the Foundation Board, in consultation with the dean of the College of Medicine in order to carry out the desire of the donor.

Schoedinger Funeral and Cremation Service Resource Initiative Fund

The Schoedinger Resource Initiative Fund was established February 6, 2004, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Schoedinger Financial Services, Inc. and Schoedinger & Co. Effective August 25, 2017, the fund name and description shall be changed.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual distribution shall be used to support a resource initiative for the Human-Animal Bond-Centered Education and Practice Program at The Ohio State University College of Veterinary Medicine under the direction of the hospital director.

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 distribution, then another use shall be designated by the Foundation Board as recommended by the dean of the College of Veterinary Medicine in order to carry out the desire of the donors.

The Battelle Center for Science and Technology Policy Endowed Fund

The Battelle Center for Mathematics and Science Education Policy Endowed Support 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 Battelle Memorial Institute. The name and description were revised on June 24, 2011. Effective August 25, 2017, the fund description shall be revised.

The principal and annual distribution from this fund shall be used to support activities associated with or related to the Battelle Center for Science and Technology Policy at the John Glenn College of Public Affairs. Expenditures shall be recommended by the dean of the John Glenn College of Public Affairs and approved by the senior vice president of the Office of Business and Finance.

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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 dean of the John Glenn College of Public 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 both the donor, and the dean of the John Glenn College of Public Affairs.

The Tucker Ellis LLP Endowed Scholarship Fund in Law

The Tucker Ellis LLP Endowed Scholarship Fund in Law was established January 31, 2014, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Tucker Ellis law firm and numerous graduates of the Michael E. Moritz College of Law who practice in said firm. The fund description was revised June 9, 2017. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to fund scholarships for students enrolled in the Michael E. Moritz College of Law who are in the top 50% of the admitted applicant pool. Preference will be given to students who have lived in the geographic regions where the law firm has offices, including Chicago, Cleveland, Columbus, Los Angeles, San Francisco and St. Louis. If the firm closes their offices in the preceding locations, those metropolitan areas should be removed from this geographic preference request. Likewise if the firm expands into other geographic areas, those metropolitan areas should also be included in this geographic preference request. Scholarship recipients shall be selected by the college's Student Financial Aid office, in consultation with the University's Student Financial Aid office. The name of the fund and/or scholarship may be changed in the event the name of the law firm changes as a result of a merger, acquisition, or otherwise.

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

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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.

The Hite Family Endowment Fund

The Hite Family Endowment Fund 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 the charitable remainder trust of Harold and Betty Hite and in cooperation with the Hites' daughters, Kimberly H. Mayhew (BA 1981, JD 1991) and Teresa Hite-Bryan (BS 1978, MS 1983). Effective August 25, 2017, the fund description shall be revised.

Ninety percent (90%) of the annual distribution shall provide scholarship support for a student enrolled in the Michael E. Moritz College of Law. Scholarship recipients must demonstrate academic talent and show promise to make important contributions to law. Scholarship recipients shall be selected by the dean of the Michael E. Moritz College of Law or his/her designee, in consultation with Student Financial Aid. A member of the Hite family will have the option to review student finalists. Ten percent (10%) of the annual distribution shall be reinvested in the endowment principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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 distribution, then another use shall be designated by the Foundation Board as recommended by the dean of the Moritz College of Law. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

The Sungkyu Christopher Lee, M.D. Family Scholarship Fund

The Sungkyu Christopher Lee, M.D. Family Scholarship Fund was established July 13, 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 Dr. Sungkyu Christopher Lee, Mrs. Geraldine Lee, and Mr. Bryan Christopher Lee of Columbus, Ohio. The description was revised February 6, 2009 and September 9, 2011. Effective August 25, 2017, the fund description shall be revised again.

It is the donors' intent to support educational diversity at the University, consistent with the University's mission and admissions policy. The annual distribution from this fund shall be used to provide scholarships, with a preference for two scholarships to be awarded annually to cover educational expenses for students enrolled in the College of Medicine who have achieved scholastic excellence and who have financial need. To qualify, candidates must be full-time medical school students and, when possible, in their second year of the program. It is the donors' desire that the scholarship be awarded in furtherance of the diversity mission with particular attention to, but not limited to, students of Korean American descent.

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.

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The scholarship will be administered by the College of Medicine, 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.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized 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 from the dean of the College of Medicine, in consultation with the director of Student Financial Aid.

Gary G. Marconi Scholarship Fund in Chemistry

The Gary G. Marconi Scholarship Fund in Chemistry was established February 4, 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 Gary G. Marconi of Indianapolis, Indiana. The description is being revised May 14, 2010. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to provide a scholarship to a junior or senior undergraduate student who is engaged in research while pursuing a Bachelor of Science degree in chemistry. Eligible candidates must demonstrate financial need. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, United States citizens or legal residents. The chairperson of the Department of Chemistry shall be responsible for selecting scholarship recipients and coordinating these scholarships 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 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 from the chairperson of the Department of Chemistry.

L. Michael Howard Scholarship Fund in Public Policy and Management

The L. Michael Howard Fund in Public Policy and Management was established April 2, 2004, 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 a gift from L. Michael Howard (BSBA cum laude 1972, MA 1983). The description was revised July 7, 2006. The name and description were further revised April 6, 2012. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to provide a need-based scholarship for an undergraduate student enrolled in the John Glenn College of Public Affairs. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

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 John Glenn College of Public Affairs.

The Park Hall Endowed Fund

The Park Hall Endowed Fund was established August 29, 2014, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from former residents of Park Hall. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to support activities and prizes associated with the annual Park-Stradley Hall Tug-of-War, as approved by the vice president for the Office of Student Life.

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 Office of Student Life, or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the vice president for Office of Student Life, or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Warner and Mickey Wilson Endowed Fund

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, established The Warner and Mickey Wilson Endowed Fund effective April 7, 2017, with gifts from the estate of Warner and Mickey Wilson and additional gifts from their children, Marie Peckenpaugh and Nathan Wilson. Effective August 25, 2017, the fund description shall be revised.

Warner and Mickey met at a USO dance held on a June Sunday afternoon in 1943 at The Ohio State University where Mickey was attending college. Mickey earned a BS in 1944 and a MS in 1948. Warner trained pilots for the Army Air Corps during World War II and then attended Ohio State where he earned a BS in 1948 through the GI bill. The Wilsons were married for 62 years; they lived, worked, and raised a family in Springfield, Ohio. Mickey was a microbiologist with the health department in Dayton and she later taught at Clark State University. Warner spent most of his career as a civilian employee at Wright Patterson Air Force Base in Dayton, working his way up to be the Chief Contracting Officer of the F111 Project. He and Mickey worked hard to take advantage of the educational opportunities they were given that enabled them to pursue their passions: aviation and education. Warner was a self-made man from humble beginnings. Tragically orphaned as a young child, Warner grew up in foster homes and it was his desire to help others overcome their circumstances just as caring people had helped him. With that in mind he desired to set up this scholarship to share his love for aviation and help others overcome adversity as well.

The annual distribution from this fund shall be designated to The Center for Aviation Studies in the College of Engineering. The intent of this fund is to help students who have overcome adversity and have financial need, to give them an opportunity to pursue the study of aviation. If The Center for Aviation Studies ceases to exist, the annual distribution shall be designated to the Department of Microbiology in the College of Arts and Sciences.

Seventy-five percent of the annual distribution from this fund shall be used to provide a renewable scholarship to a student ranked sophomore or higher, who is majoring in aviation, has overcome adversity and demonstrates financial need. Recipients will be selected by the College of Engineering's scholarship committee, in consultation with the director of The Center for Aviation Studies and Student Financial Aid.

The remainder of the annual distribution shall be used to subsidize the cost for middle and/or high school students to attend an aviation summer camp or participate in other aviation education activities should summer camp no longer exist. Expenditures will be approved by the director of The Center for Aviation Studies.

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, in consultation with the director of The Center for Aviation 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.

August 25, 2017 meeting, Board of Trustees

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering, in consultation with the director of The Center for Aviation Studies. 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 Simon P. Yotive Endowment Fund

The Simon P. Yotive Endowment Fund was established March 3, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a fund transfer by the College of Pharmacy of an unrestricted gift from the estate of Simon P. Yotive. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used 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 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 Pharmacy. 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 OHIO STATE
UNIVERSITY**

FY 2018 Budget Plan



Office of Business & Finance
Financial Planning & Analysis

August 25, 2017 meeting, Board of Trustees

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FY 2018 BUDGET PLAN

Executive Summary

As a national flagship research university with a leading academic medical center, The Ohio State University is driven by its mission to advance teaching, learning, research and patient care.

Our financial strategy is built to support those priorities, as reflected the long-term strategy that Ohio State pursues to enhance access, affordability and excellence. Our operating budget for Fiscal Year 2018 reflects that strategy.

The dynamics affecting the academic enterprise and the medical center are different, but Ohio State is committed to a common approach of financial discipline, operational efficiencies and innovative strategies. This work enables both the university and medical center to constantly reinvest in excellence.

For example, the academic enterprise has committed to generate \$200 million in administrative efficiencies and another \$200 million in new resource generation as part of the five-year 2020 Vision plan. These savings and new resources are funding the President's Affordability Grant program for middle- and lower-income Ohio students and the University Institute for Teaching and Learning, among other initiatives.

These are some of the highlights and key trends reflected in the Fiscal 2018 operating budget:

- **Growth:** Ohio State is now a \$7 billion institution, driven primarily by growth in the Wexner Medical Center. Overall, budgeted revenue for the consolidated university and medical center is expected to increase 2.0% compared with Fiscal Year 2017. The medical center now represents 48% of the consolidated budget.
- **Tuition and fees:** The university is introducing the Ohio State Tuition Guarantee in Fiscal 2018 to provide incoming first-year students with predictability as they plan for a four-year education while ensuring that colleges are able to maintain and enhance the quality of an Ohio State education. Tuition and fees now support 75 percent of the cost of instruction, with the remaining 25 percent funded through the State Share of Instruction. SSI will be frozen for the biennium that begins with Fiscal 2018, as will resident tuition and fees. The university remains one of the most affordable universities based on undergraduate tuition and fees in its peer group.
- **Student financial aid:** The university is expanding two programs that support Ohio students who demonstrate financial need. Ohio State will provide \$25 million in President's Affordability Grants this year, bringing three-year total to \$60 million. The President's Affordability Grants are fully funded by administrative efficiencies. Ohio State will also expand the Land Grant Opportunity Scholarship program to increase awards for Fiscal 2018 to cover the full cost of attendance.
- **Innovative funding:** The university is investing more than \$1 billion in upfront proceeds from the Comprehensive Energy Management Project in the Long-Term Investment Pool to support student financial aid, faculty and staff excellence, research support, sustainability and other strategic priorities. These uses will be reflected in the university's FY 2019 operating budget.

FY 2018 BUDGET PLAN

- **Wexner Medical Center:** Fiscal 2018 will be the first full year of operations for the Brain and Spine Hospital, Jameson Crane Sports Medicine Institute and Upper Arlington Outpatient Care Center. The health system also continues to benefit from operational efficiency programs and demand for care at The James. The Health System will invest the \$239 million in projected margin in clinical programs and prudent financial planning.

The Fiscal 2018 operating budget reflects our ongoing commitment to access, affordability and excellence.

FY 2018 Operating Budget – Consolidated

| Total Sources (\$ thousands) | FY16 Actuals | FY17 Projection | FY18 Budget | FY17-FY18 \$ Difference | FY17-FY18 % Diff |
|-----------------------------------|------------------|--------------------|------------------|----------------------------|---------------------|
| Tuition & Fees (gross) | 1,065,633 | 1,100,951 | 1,123,793 | 22,843 | 2.1% |
| State Share of Instruction | 361,894 | 384,540 | 383,662 | (878) | -0.2% |
| Other Government Appropriations | 141,073 | 141,972 | 141,489 | (484) | -0.3% |
| Exchange Grants & Contracts | 683,809 | 688,185 | 691,015 | 2,830 | 0.4% |
| Non-Exchange Grants & Contracts | 65,337 | 63,041 | 63,300 | 259 | 0.4% |
| Sales & Services - Auxiliaries | 286,294 | 330,030 | 347,314 | 17,284 | 5.2% |
| Sales & Services - Departmental | 147,259 | 165,989 | 169,719 | 3,729 | 2.2% |
| Sales & Services - Health System | 2,625,075 | 2,830,217 | 2,998,451 | 178,234 | 6.3% |
| Sales & Services - OSU Physicians | 487,429 | 417,328 | 435,035 | 17,707 | 4.2% |
| Advancement Receipts | 231,696 | 269,800 | 275,000 | 3,200 | 1.2% |
| Investment Income | (10,376) | 564,691 | 456,126 | (108,766) | Assumes 8% |
| Other Revenues | 28,429 | 31,091 | 35,830 | 4,739 | 15.2% |
| Total Sources | 6,114,151 | 6,978,036 | 7,118,732 | 140,696 | 2.0% |

| Total Uses (\$ thousands) | FY16 Actuals | FY17 Projection | FY18 Budget | FY17-FY18 \$ Difference | FY17-FY18 % Diff |
|--------------------------------------|------------------|--------------------|------------------|----------------------------|---------------------|
| Total Personnel Expense | 3,278,078 | 3,462,203 | 3,663,022 | 200,818 | 5.8% |
| Fee Authorizations | 98,448 | 99,321 | 99,518 | 197 | 0.2% |
| Student Aid | 339,105 | 353,485 | 370,812 | 17,328 | 4.9% |
| Supplies, Services & Other | 1,846,617 | 1,834,253 | 1,952,070 | 117,807 | 6.4% |
| Total Non-Personnel Expense | 2,284,171 | 2,287,069 | 2,422,400 | 135,332 | 5.9% |
| Depreciation | 358,326 | 364,363 | 384,770 | 20,407 | 5.6% |
| Interest Expense | 95,495 | 124,564 | 127,451 | 2,887 | 2.3% |
| Total Capital-Related Expense | 453,821 | 488,927 | 512,221 | 23,294 | 4.8% |
| Total Uses | 6,016,069 | 6,238,199 | 6,597,643 | 359,444 | 5.8% |
| Sources Less Uses | 99,082 | 739,837 | 521,089 | (218,748) | -29.6% |

FY 2018 BUDGET PLAN

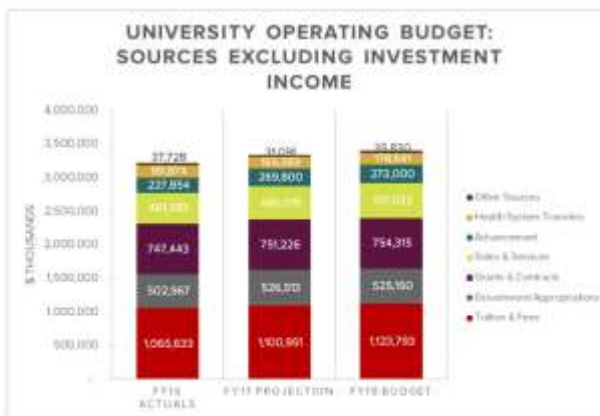
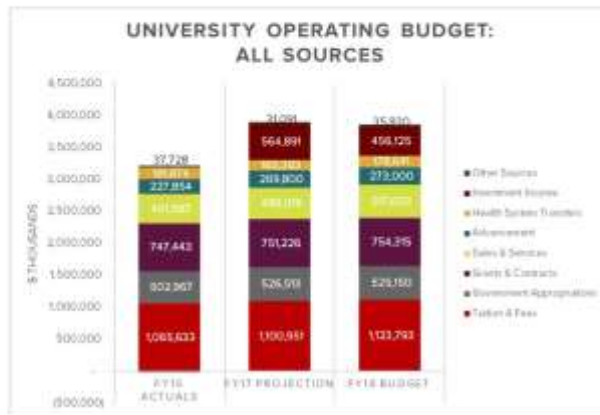
FY 2018 Operating Budget – University
 (excluding Health System and OSUP)

| Total Sources (\$ thousands) | FY16 Actuals | FY17 Projection | FY18 Budget | FY17-FY18 \$ Difference | FY17-FY18 % Diff |
|--------------------------------------|-------------------------|----------------------------|------------------------|------------------------------------|-----------------------------|
| External Sources | | | | | |
| Tuition & Fees (gross) | 1,065,633 | 1,100,951 | 1,123,793 | 22,843 | 2.1% |
| State Share of Instruction | 361,894 | 384,540 | 383,662 | (878) | -0.2% |
| Other Government Appropriations | 141,073 | 141,972 | 141,489 | (484) | -0.3% |
| Exchange Grants & Contracts | 682,706 | 688,185 | 691,015 | 2,830 | 0.4% |
| Non-Exchange Grants & Contracts | 65,337 | 63,041 | 63,300 | 259 | 0.4% |
| Sales & Services - Auxiliaries | 303,853 | 330,030 | 347,314 | 17,284 | 5.2% |
| Sales & Services - Departmental | 157,730 | 165,989 | 169,719 | 3,729 | 2.2% |
| Advancement Receipts | 227,854 | 269,800 | 273,000 | 3,200 | 1.2% |
| Investment Income | (17,138) | 564,891 | 456,125 | (108,766) | Assumes 8% |
| Other Revenues | 37,728 | 31,091 | 35,830 | 4,739 | 15.2% |
| Total External Sources | 3,026,069 | 3,740,491 | 3,685,246 | (55,245) | -1.5% |
| Internal Sources | | | | | |
| Net Transfers from OSU Health System | 181,874 | 165,383 | 178,641 | 13,258 | 8.0% |
| Total Internal Sources | 181,874 | 165,383 | 178,641 | 13,258 | 8.0% |
| Total Sources | 3,207,944 | 3,905,874 | 3,863,887 | (41,987) | -1.1% |

| Total Uses (\$ thousands) | FY16 Actuals | FY17 Projection | FY18 Budget | \$ Difference | % Diff |
|--------------------------------------|-------------------------|----------------------------|------------------------|----------------------|---------------|
| Personnel Expense | | | | | |
| Salaries | 1,363,514 | 1,422,235 | 1,492,922 | 70,687 | 5.0% |
| Benefits | 382,035 | 406,464 | 424,597 | 16,133 | 3.9% |
| Total Personnel Expense | 1,745,549 | 1,830,699 | 1,917,520 | 86,820 | 4.7% |
| Non-Personnel Expense | | | | | |
| Fee Authorizations | 96,827 | 99,321 | 99,518 | 197 | 0.2% |
| Student Aid | 339,342 | 353,485 | 370,812 | 17,328 | 4.9% |
| Supplies & Services | 704,856 | 721,736 | 769,462 | 47,726 | 6.6% |
| Total Non-Personnel Expense | 1,141,025 | 1,174,542 | 1,239,792 | 65,251 | 5.6% |
| Capital-Related Expense | | | | | |
| Depreciation | 212,400 | 215,991 | 220,391 | 4,400 | 2.0% |
| Interest Expense | 63,981 | 84,369 | 88,876 | 4,507 | 5.3% |
| Total Capital-Related Expense | 276,381 | 300,360 | 309,267 | 8,907 | 3.0% |
| Total Uses | 3,162,955 | 3,305,601 | 3,466,579 | 160,978 | 4.9% |
| Sources Less Uses | 44,989 | 600,273 | 397,308 | (202,965) | -33.8% |

University Budget – Sources

Overview

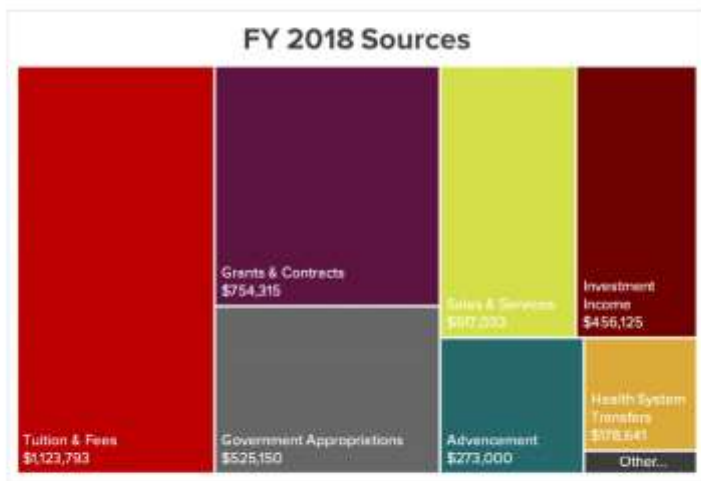


Total budgeted sources for FY 2018 are \$3.86 billion, compared with \$3.91 billion projected for FY 2017. Tuition and Fees is the largest category, with \$1.12 billion or 29.1% of total sources, followed by Grants and Contracts, with \$754 million or 19.5% of total sources.

FY 2018 BUDGET PLAN

In total, we expect a 1.1% decrease in sources in FY 2018 over FY 2017 projections. This decrease is driven by a conservative investment income budget after a year with large projected gains, offset by increases in Tuition and Fees, Auxiliary Sales & Services, Investment Income, and Advancement Receipts. These changes are discussed in detail below.

| Total Sources (\$ thousands) | FY16 | FY17 | FY18 | % of total |
|------------------------------|------------------|------------------|------------------|------------|
| | Actuals | Projection | Budget | |
| Tuition & Fees | 1,065,633 | 1,100,951 | 1,123,793 | 29.1% |
| Government Appropriations | 502,967 | 526,513 | 525,150 | 13.6% |
| Grants & Contracts | 747,443 | 751,226 | 754,315 | 19.5% |
| Sales & Services | 461,583 | 496,019 | 517,033 | 13.4% |
| Advancement | 227,854 | 269,800 | 273,000 | 7.1% |
| Health System Transfers | 181,874 | 165,383 | 178,641 | 4.6% |
| Investment Income | (17,138) | 564,891 | 456,125 | 11.8% |
| Other Sources | 37,728 | 31,091 | 35,830 | 0.9% |
| | 3,207,944 | 3,905,874 | 3,863,887 | |



Tuition and Fees

Gross tuition and fees are expected to increase by \$22.8 million, or 2.1%, from FY 2017 projected to \$1.12 billion. The increase is due to a 1% increase in the non-resident student body mix, increases to non-resident and international surcharges for FY 2018, and the implementation of a tuition guarantee for incoming first-year students (the Ohio State Tuition Guarantee). Instructional and mandatory fees will not increase in FY 2018 for continuing and transfer undergraduate students as well as graduate students. However, some tagged masters and professional programs that have differential fees will include increases in those fees.

The university is committed to balancing access, affordability and excellence. In areas where tuition and fee increases are planned, the proceeds are used to cover inflation and to invest in excellence within the core academic mission. Tuition and fees provide approximately 75% of university revenue available to fund the core academic mission. The remaining 25% is largely provided through the State of Ohio instructional subsidy (SSI). Ohio State remains one of the most affordable options in Ohio and among its Big Ten peers.

| \$ thousands | FY17 | FY18 | FY17-FY18 | FY17-FY18 |
|---|------------------|------------------|---------------|--------------|
| | Projection | Budget | \$ Difference | % Diff |
| Instructional Fees | 693,488 | 697,074 | 3,587 | 0.5% |
| Non-Resident Fees | 298,094 | 313,818 | 15,724 | 5.3% |
| General Fees | 24,171 | 23,966 | (205) | -0.9% |
| International Surcharge | 4,127 | 6,601 | 2,474 | 60.0% |
| Program & Tech Fees | 35,616 | 36,113 | 497 | 1.4% |
| Other Tuition & Fees | 18,594 | 19,691 | 1,096 | 5.9% |
| Total Academic Fees | 1,074,091 | 1,097,263 | 23,173 | 2.2% |
| Student Activity Fee | 4,561 | 4,599 | 38 | 0.8% |
| Recreation Fee | 14,043 | 13,613 | (430) | -3.1% |
| Ohio Union Fee | 8,256 | 8,318 | 62 | 0.8% |
| Total Student Life Fees | 26,860 | 26,530 | (330) | -1.2% |
| Total Tuition & Fees (gross) | 1,100,951 | 1,123,793 | 22,843 | 2.1% |

Enrollment

The university will be executing against an enrollment plan, which was implemented beginning in FY 2017, to increase the quality and diversity of the student body. Enrollment is expected to decline 0.1% in total over FY 2017 levels.

Regional campuses, which account for 10% of the university's enrollment, continue to be negatively impacted by several factors. Although showing signs of stabilizing since semester conversion, these campuses are experiencing continued poor economic conditions in the communities they serve, a decreasing number of high school graduates and the competition from community and technical colleges. As a result, FY 2018 enrollments are projected to decline 1% in total over FY 2017 levels.

FY 2018 BUDGET PLAN

STUDENT ENROLLMENT FOR AUTUMN TERM
AUTUMN FY 2014 - FY 2018

| Headcounts | 2014 | 2015 | 2016 | 2017 | 2018 | 1 YR | 1 YR | 5 YR |
|--------------------|---------------|---------------|---------------|---------------|---------------|------------|--------------|-------------|
| | | | | | | Chg | % Chg | % Chg |
| Columbus | 57,466 | 58,322 | 58,663 | 59,482 | 59,444 | -38 | -0.1% | 3.4% |
| Lima | 1,077 | 1,056 | 1,010 | 1,039 | 1,005 | -34 | -3.3% | -6.7% |
| Mansfield | 1,204 | 1,188 | 1,199 | 1,128 | 1,123 | -5 | -0.4% | -6.7% |
| Marion | 1,259 | 1,204 | 1,085 | 1,139 | 1,192 | 53 | 4.7% | -5.3% |
| Newark | 2,315 | 2,396 | 2,476 | 2,536 | 2,450 | -86 | -3.4% | 5.8% |
| ATI | 643 | 702 | 751 | 722 | 740 | 18 | 2.5% | 15.1% |
| Grand Total | 63,964 | 64,868 | 65,184 | 66,046 | 65,954 | -92 | -0.1% | 3.1% |

Fees

See Appendixes A, B and C for a listing of student fees.

Instructional, General & Student Life Fees

The university will guarantee incoming first-year undergraduate students a set price for resident tuition, mandatory fees, housing and dining that will remain constant for four years, beginning with the class entering in August 2017. The guarantee will be applicable to incoming first-year undergraduate students at all campuses and is designed to provide predictability and transparency for students and their families. Under the guarantee, in-state tuition and mandatory fees will increase 5.5 percent for incoming freshmen on the Columbus campus and will then be frozen at that level for four years. This increase will allow the university to maintain quality while preserving affordability.

Resident tuition and mandatory fees will be frozen for continuing and transfer undergraduate students for FY 2018. The university has held these fees flat since FY 2013. The university is also expanding financial aid programs for Ohioans by expanding the President's Affordability Grant program, which provides need-based financial aid to more than 15,000 low- and middle-income students, to \$25 million for Fiscal 2018 and by expanding the Land Grant Opportunity Scholarship program to provide cost of attendance awards.

Master's and PhD instructional fees will not increase in FY 2018. Some graduate and professional programs charge a differential instructional fee based principally on market demand and pricing. Revenue generated from these additional fees directly support the graduate or professional program that is charging the student. Most graduate and professional programs are not increasing fees; programs with increases range between 2% and 8% in FY 2018.

See Appendixes A, B and C for a listing of student fees.

Non-Resident & International Surcharges

Effective Autumn term FY 2018, the non-resident surcharge will increase 5.0% for undergraduate, graduate, and professional programs at each campus. The undergraduate international surcharge will increase \$498 per term beginning with incoming freshman for Autumn FY 2018.

See Appendixes A, B and C for a listing of student fees.

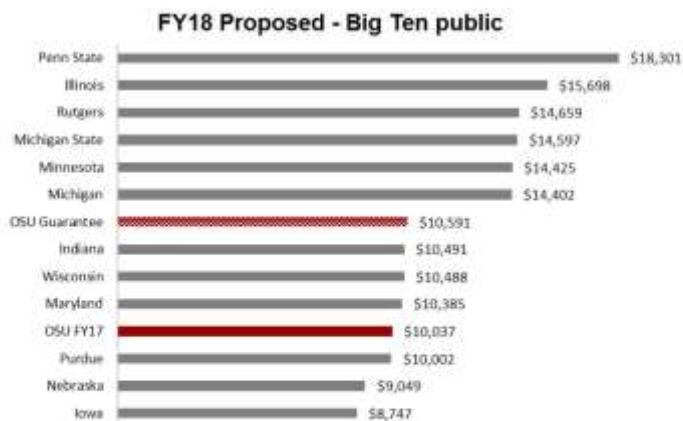
Program, Course & Technology Fees

Several colleges and academic programs have additional fees to support specific initiatives. Program fees are designed to provide financial support for specific academic and student programs, technology fees support learning technology, course fees provide classroom supplies and distance education fees support distance education technology.

See Appendixes A, B and C for a listing of student fees.

Tuition Comparisons***Big Ten Public Institutions***

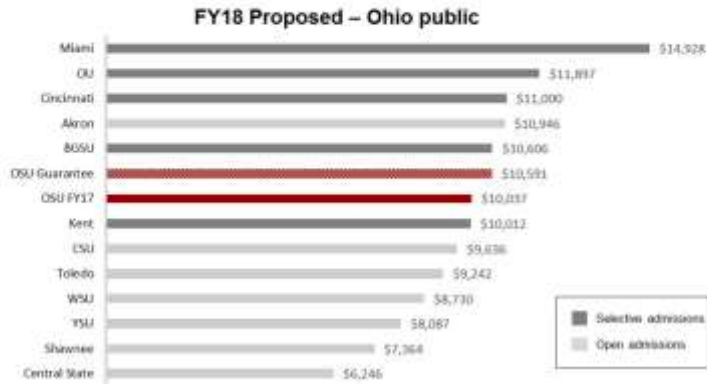
After implementing the tuition guarantee, Ohio State's resident tuition and mandatory fees per year will be 14.9% below the average of the Big Ten public institutions. Ohio State will be the seventh most affordable among these institutions for first-year students. Existing students will be paying the FY 2017 rate, which is fourth-lowest among the Big Ten.



FY 2018 BUDGET PLAN

Selective Ohio Peers

Among Ohio's six public four-year universities with selective admissions, Ohio State ranks highest in academic reputation, yet has the second most affordable rate for resident tuition and fees.



Government Appropriations

The university receives funding from the State of Ohio, federal government, and local governments to support various aspects of our operations. The largest category received is State Share of Instruction (SSI).

| \$ thousands | FY17 | FY18 | FY17-FY18 | FY17-FY18 |
|--|----------------|----------------|----------------|--------------|
| | Projection | Budget | \$ Difference | % Diff |
| State Share of Instruction | 384,540 | 383,662 | (878) | -0.2% |
| State Line Item Appropriations | 94,321 | 93,095 | (1,226) | -1.3% |
| Federal Build America Bonds Subsidy | 10,543 | 10,543 | - | 0.0% |
| State Capital Appropriations | 37,109 | 37,851 | 742 | 2.0% |
| Total Government Appropriations | 526,513 | 525,150 | (1,362) | -0.3% |

State Share of Instruction

The SSI allocation is the State of Ohio's primary funding support for higher education. The allocation between colleges and universities is based on their share of enrollments and degree completions. SSI funds campuses on the basis of several criteria including successful course completions, indexed by financially and academically at-risk resident undergraduate students, degree completions with added funding for degree completions by undergraduate at-risk students, medical and doctoral subsidy, and a number of other criteria intended to advance the goals of the state. The total SSI funding pool is expected to be flat. The university has assumed a \$1 million decrease in SSI for FY 2018 as preliminary estimates from the state indicate our share of the pool will slightly decline.

State Line Item Appropriations

In addition to SSI funding, the university also receives funding directed to specific purposes through state line item appropriations. In FY 2018, the university expects to receive \$93 million in state line item appropriations, slightly less than projected FY 2017. Major line item appropriations support the Ohio Agricultural Research and Development Center (OARDC) (\$36 million), OSU Extension (\$24 million), and OH-Tech (\$14 million).

State Capital Appropriations

Ohio State also receives capital allocations from the State of Ohio used to maintain and improve the physical infrastructure of the university. The State of Ohio capital budget process occurs in the biennium years between operating budgets. The university received a total allocation of \$97.4 million for the fiscal 2017-2018 biennium, including \$2.7 million in pass-through community projects. We expect to expend approximately \$37.8 million in state capital appropriations in FY 2018.

Of the \$94.7 million in university projects, \$26.4 million will support the renovation of Koffolt/Fontana Laboratories to support the Advanced Materials Corridor; \$26.0 million will support the renovation and partial replacement of Postle Hall for the College of Dentistry; and \$5.0 million will support the Wooster campus for the replacement of Thorne Hall. The remainder of the funding (\$37.3 million) will be allocated to various renovations and repairs at all Ohio State campuses.

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Grants and Contracts

Grants and Contracts revenue is administered in two ways: recorded by individual units in segregated grants and contracts funds, or as sponsored projects administered by the Office of Sponsored Programs. For FY 2018, revenue from grants and contracts (excluding non-exchange grants) is expected to be \$754 million, which is \$3 million above FY 2017 projections.

| \$ thousands | FY17 Projection | FY18 Budget | FY17-FY18 \$ Difference | FY17-FY18 % Diff |
|--|--------------------|----------------|----------------------------|---------------------|
| Federal Grants & Contracts | 414,923 | 410,905 | (4,017) | -1.0% |
| Private Grants & Contracts | 185,184 | 187,707 | 2,523 | 1.4% |
| State Grants & Contracts | 77,629 | 81,252 | 3,623 | 4.7% |
| Local Grants & Contracts | 10,450 | 11,150 | 700 | 6.7% |
| Total Exchange Grants & Contracts | 688,185 | 691,015 | 2,830 | 0.4% |
| Non-Exchange Grants (Fed / Pell) | 53,315 | 52,700 | (616) | -1.2% |
| Non-Exchange Grants (State) | 9,725 | 10,600 | 875 | 9.0% |
| Total Non-Exchange Grants & Contracts | 63,041 | 63,300 | 259 | 0.4% |
| Total Grants & Contracts | 751,226 | 754,315 | 3,089 | 0.4% |

Of the \$754 million, \$514 million is administered by the Office of Sponsored Programs, \$176 million is administered directly by colleges and support units, and \$64 million is administered by Enrollment Services for student financial aid programs. Projects administered by the Office of Sponsored Programs typically have more stringent process and documentation requirements than projects that are directly administered through the colleges and support units.

Sponsored Research Programs

The university secures funding for sponsored research programs from a variety of external sources. External grants are awarded by federal, state and local agencies along with private foundations and corporate sponsors. Total direct revenue for sponsored research programs administered by the Office of Sponsored Programs is expected to increase from FY 2017 to approximately \$514 million.

The sponsored research revenues include facilities and administrative (F&A) cost recoveries, which are projected to be \$115 million, an increase of 2.5% over final estimated FY 2017 recovery of \$112 million. F&A costs are recovered from most sponsored programs to offset the cost of maintaining the physical and administrative infrastructure that supports the research enterprise at the university. It is important to note that direct and indirect cost expenditures do not necessarily align when comparing expected revenue streams, and this occurs for two reasons. First, certain direct cost expenditures do not recover F&A. Second, not all sponsors allow the university to recover F&A at the university's fully negotiated rate. The full-negotiated F&A rate for FY 2018 is 55%; the rate will increase to 56% for FY 2019 and FY 2020. These rates are an increase from the FY 2017 rate, which was 54%.

Sponsored research funding comes from a variety of sources, each of which is impacted by economic and political considerations. For example, the federal government is by far the largest

source of research support. In recent years, federal research budgets had been essentially flat, and the number of proposals submitted has been increasing, resulting in lower funding rates.

The university is working to mitigate ongoing downward trends using two primary strategies. First, we are actively focusing on increasing the competitiveness of researchers through activities internal to the university. This effort includes facilitating multidisciplinary research to take advantage of the breadth of expertise at the university through the Discovery Themes initiative; establishing new centers focused on current and emerging research challenges; creating a proposal development center; and establishing and maintaining cutting edge core facilities to support our growing community of research-intensive faculty. The second strategy involves building external relationships that will help grow the university's portfolio of federally funded research, expand strategic partnerships with industry, and promote and develop the Ohio Technology Consortium (OH-Tech).

College/Support Unit Administered Grants and Contracts and Student Financial Aid Funding

Revenue for exchange grants and contracts administered directly by individual colleges and support units is expected to increase slightly from \$172 million projected for FY 2017 to \$174 million budgeted for FY 2018.

Some grants and contracts revenue is considered a non-exchange item and appears in the non-operating section of the income statement as Non-Exchange Grants. These items include federal funding for Pell and Supplemental Educational Opportunity Grants (SEOG) and state funding for Ohio College Opportunity Grants (OCOG). In total, funding levels for these items are expected to remain flat from projected FY 2017 to budgeted FY 2018.

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Sales & Services

| ↓ Thousands | FY17 | FY18 | FY17-FY18 | FY17-FY18 |
|-----------------------------------|----------------|----------------|---------------|-------------|
| | Projection | Budget | \$ Difference | % Diff |
| Sales & Services - Auxiliaries | 330,030 | 347,314 | 17,284 | 5.2% |
| Sales & Services - Departmental | 165,989 | 169,719 | 3,729 | 2.2% |
| Total Sales & Services | 496,019 | 517,033 | 21,013 | 4.2% |

Sales and Services of Auxiliary Enterprises

Student Life, Athletics, and Business Advancement comprise the majority of sales and services of auxiliary enterprises. Revenue from sales and services of auxiliary enterprises before scholarship allowances is expected to increase \$17.3 million, or 5.2% in FY 2018 over projected FY 2017. This increase is driven primarily by increased Student Life housing and dining revenue (6% and 3% increase in rates, respectively) and additional Big Ten Network revenue in Athletics.

Sales and Services of Educational Departments

Sales and services of educational departments are expected to increase by \$3.7 million over projected FY 2017 to \$169.7 million. Revenue sources consist largely of clinical operations in colleges such as Dentistry, Optometry and Veterinary Medicine and non-college departments such as Recreational Sports and Student Health Services.

Advancement

The university raised more than \$3 billion in the But for Ohio State campaign, far surpassing the \$2.5 billion goal. The campaign invited alumni, friends, grateful patients, and the rest of Buckeye Nation to invest in our students, our faculty, our campuses, and our potential. Supporters helped us secure unmatched educational opportunities for future generations of students, and empowered our faculty and staff to tackle the critical challenges we face as a global 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. As Advancement continues to move forward, a group of university leaders, key volunteers and Advancement staff are developing a plan that will carry the institutions marketing, alumni/constituent and fundraising forward in alignment with the university's updated strategic plan.

Advancement recognizes the critical importance of aligning marketing and alumni/constituent engagement with our partners across the university. A number of efforts in these areas have been recognized internally and by our peers as among the best in higher education. Some examples include: the Alumni Association's growing volunteer engagement program; centralized stewardship guidelines for personalized, meaningful donor recognition initiatives; our Buckeye Room virtual community that captures insights from more than 10,000 alumni; and marketing campaigns that connect people in new ways with Ohio State while strengthening the university's brand and reputation. Advancement's communications, marketing, engagement and fundraising

teams are working together to plan for the next campaign with a clear focus on increasing access, affordability and excellence at Ohio State, the hallmarks of President Drake's 2020 Vision.

In FY 2017, the university's goal for "New Fundraising Activity" is \$475 million, including pledges and certain private contracts. Advancement fully expects to deliver results in line with expectations. Dollars are being raised by engaging a variety of constituents, including students, faculty, staff, alumni, friends, corporate partners and private foundations.

The Advancement-related line items within the FY 2017 projections and FY 2018 budget are representative of expected cash receipts for current use gifts, gifts provided as endowment additions, and private capital gifts. Total cash receipts as budgeted are expected to be \$273 million in FY 2018.

| \$ thousands | FY17 Projection | FY18 Budget | FY17-FY18 \$ Difference | FY17-FY18 % Diff |
|-----------------------------------|--------------------|----------------|----------------------------|---------------------|
| Gifts - Current Use | 185,200 | 183,600 | (1,600) | -0.9% |
| Private Capital Gifts | 20,600 | 20,400 | (200) | -1.0% |
| Additions to Permanent Endowments | 64,000 | 69,000 | 5,000 | 7.8% |
| Total Advancement Receipts | 269,800 | 273,000 | 3,200 | 1.2% |

Investment Income

The Office of Investments manages the Long Term Investment Pool (LTIP), which totals \$4.3 billion as of FY 2017 and includes gifted endowment funds, designated funds and operating funds that have been invested for long-term stability. Through a partnership with external managers, the Office of Investments has adopted an asset allocation model for the LTIP that groups assets into three broad categories. This model enables the investment team to build a portfolio of specialized investment teams around the world to implement our strategic allocation and to be responsive to changing market conditions.

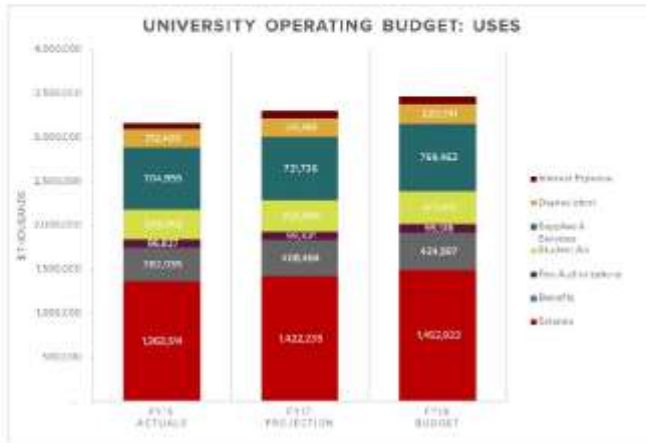
Investment income on cash, short and intermediate term investments is budgeted at \$14 million, in line with our FY 2017 forecast and reflecting continued low bank yields and fixed income markets more volatile than prior years.

The LTIP is budgeted to gain \$456 million before fees at an 8.0% return in FY 2018. These returns include investing more than \$1 billion in upfront proceeds from the Comprehensive Energy Management Project. The LTIP is projected to have an ending market value of \$5.6 billion at the end of FY 2018.

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University Budget – Uses

Overview



Total budgeted uses for FY 2018 are \$3.47 billion, compared with \$3.31 billion projected for FY 2017. Salaries are the largest category, at \$1.49 billion or 43% of total uses, followed by Supplies & Services, at \$769 million or 22% of total sources.

In total, we expect a 4.9% increase in uses in FY 2018 over FY 2017 projections. This increase is concentrated in personnel expenses (up 4.7% over FY 2017 projections) and Supplies & Services (up 6.6% over FY 2017 projections).

| | FY16 Actuals | FY17 Projection | FY18 Budget | % of Total |
|--------------------------------------|------------------|--------------------|------------------|---------------|
| Salaries | 1,383,514 | 1,422,235 | 1,492,922 | 43.1% |
| Benefits | 382,035 | 408,464 | 424,597 | 12.2% |
| Total Personnel Expense | 1,745,549 | 1,830,699 | 1,917,520 | 55.3% |
| Fee Authorizations | 95,827 | 99,321 | 99,598 | 2.9% |
| Student Aid | 339,342 | 353,485 | 370,812 | 10.7% |
| Supplies & Services | 704,856 | 721,736 | 769,462 | 22.2% |
| Total Non-Personnel Expense | 1,141,025 | 1,174,542 | 1,239,792 | 36.8% |
| Depreciation | 212,400 | 215,591 | 220,391 | 6.4% |
| Interest Expense | 63,981 | 84,369 | 88,876 | 2.6% |
| Total Capital-Related Expense | 276,381 | 300,360 | 309,267 | 8.9% |
| Total Uses | 3,162,955 | 3,305,601 | 3,466,579 | 100.0% |

FY 2018 Uses



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Salaries

| \$ thousands | FY17 Projection | FY18 Budget | FY17-FY18 \$ Difference | FY17-FY18 % Diff |
|-----------------------------|--------------------|------------------|----------------------------|---------------------|
| Total Faculty Salary | 554,942 | 577,123 | 22,181 | 4.0% |
| Unclassified | 631,870 | 670,201 | 38,331 | 6.1% |
| CCS | 101,652 | 107,810 | 6,117 | 6.0% |
| Total Staff Salary | 733,563 | 778,011 | 44,448 | 6.1% |
| Total Student Salary | 153,730 | 137,788 | 4,058 | 3.0% |
| Total Salaries | 1,422,235 | 1,492,922 | 70,687 | 5.0% |

Salary expense is expected to increase by \$70.7 million or 5.0% over FY 2017 projections. Faculty and staff salary guideline increases of up to 2.0% have been included in the budget for FY 2018. This represents \$28.4 million of the total increase.

Consistent with prior years, the approved salary guidelines take into consideration the financial condition of the university as well as the current labor market. The university continues to employ a strategy to set 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.

The remainder of the increase (\$42.2 million) in the FY 2018 budget for salaries is due to net new hires in several areas. The largest increases are in Faculty (\$11.1 million increase), Unclassified (\$25.7 million increase), and Classified Civil Service (\$4.0 million increase).

Faculty increases (\$11.1 million) are driven by Discovery Theme faculty hires in the Fisher College of Business (\$3.3 million increase) and College of Food, Agricultural and Environmental Sciences (\$1.7 million increase). Strategic plan hiring by the College of Engineering accounts for an additional \$1.1 million, and filling of vacancies and six new positions in University Libraries accounts for \$1.0 million.

Unclassified staff increases (\$25.7 million) are driven by Enterprise Project-related hires and backfilled positions, accounting for approximately \$7 million of the increase. Other large increases are occurring in the Office of Health Sciences (\$2.5 million) due to increased cancer research; the Office of Student Life (\$1.6 million) due to adjusting hiring levels for a continued higher student population on campus; University Advancement (\$1.6 million) due to hires for additional fundraising; \$1.5 million due to hires in the new Corporate Engagement Office to enhance university and industry relationships; and Athletics (\$870,000) due to additional sports-related and administrative personnel.

Classified civil service staff increases (\$4.0 million) are primarily driven by strategic hires in Administration and Planning (\$2.6 million increase) due to hiring of bus drivers and bus mechanics to support an increase in bus routes on campus, filling vacant custodial and maintenance worker positions, and hiring additional police officers and safety officers.

Benefits

Benefit costs are expected to increase by \$16.1 million or 3.9% over FY 2017 projections, to \$424.6 million. Benefits increases are driven by the 2% salary guideline increase, which directly affects the retirement plan contribution expenses, and net new additional hires. This is balanced by a slight decrease in the average composite rate for all benefits. Benefits include the university's contribution to employee retirement plans, various medical, dental, vision, life and disability plans, employee and dependent tuition plans and university expense related to compulsory plans, such as workers' compensation and unemployment compensation.

Retirement Plans - University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements. Under each of the plans, the university contributes 14% of the employee's pay to the plan annually, while the employees contribute 10%. Vesting varies by plan.

Medical Plan - The university is self-insured for employee health insurance. FY 2018 medical plan costs are budgeted based on historical cost trend data, projected employee eligibility, and expected plan changes associated with governmental regulations and plan design. Given these factors, we are projecting a 5% decrease per FTE in costs for FY 2018 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.

Fee Authorizations

Fee authorizations are provided to students holding graduate student appointments to pay for graduate tuition and fees. Total university fee authorization expense is expected to remain flat at \$99.5 million in FY 2018.

Student Financial Aid

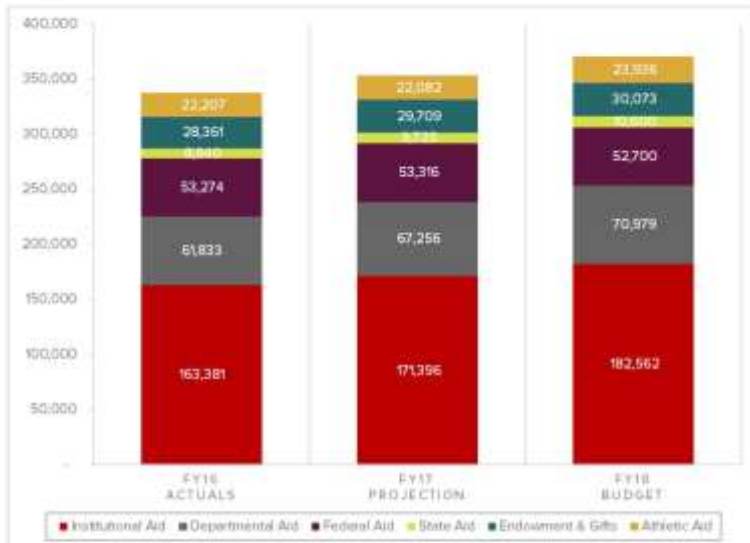
| \$ thousands | FY17 | FY18 | FY17-FY18 | FY17-FY18 |
|--------------------------|----------------|----------------|---------------|-------------|
| | Projection | Budget | \$ Difference | % Diff |
| Student Aid | 290,444 | 307,550 | 17,106 | 5.9% |
| Student Aid, non-exch | 63,041 | 63,300 | 259 | 0.4% |
| Total Student Aid | 353,485 | 370,850 | 17,365 | 4.9% |

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 plan seeks to advance two specific goals for the university: to invest in the quality, quantity and diversity of students to continue to advance Ohio State as a leading national flagship

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public research university; and to invest in students to fulfill our role as the land grant university for the State of Ohio, whereby access to college is afforded to those students with limited resources. The university continues to work to support both goals and continues to develop the appropriate balance in moving the university towards eminence. Fundraising efforts are also underway through various initiatives, including the Ohio Scholarship Challenge in which all 88 Ohio counties are raising funds to recruit students from each county to attend Ohio State.



Ohio State expects to distribute a total of \$371 million of financial aid, excluding graduate fee authorizations, to students in FY 2018. Sources for financial aid include federal and state programs, gifts and endowments and institutionally funded aid. The university financial statements present a portion of financial aid, in accordance with GASB accounting requirements, as an allowance against gross tuition and, in the case of athletic and room and board scholarships, an allowance against sales and services of auxiliary enterprises.

Institutionally funded financial aid is expected to increase by \$11.6 million, or 6.4%, in FY 2018 to a total of \$183 million. Need-based financial aid continues to be a priority as part of the university's commitment to affordability. An additional \$5 million will be added to the President's Affordability Grant program, for a total of \$25 million in annual aid for students with financial need. This will continue to be funded to meet a total investment under the President's 2020 vision of at least \$100 million over five years.

The Land Grant Opportunity Scholarship program will also be expanded. In FY 2018, new Land Grant Opportunity Scholarship recipients will receive awards to cover the full cost of attendance. In FY 2019, the program will be expanded to cover the full cost of attendance for two incoming students from each of Ohio's counties, up from the current program of one per county.

To help offset the impact of increases in housing and dining rates, second year students residing on campus that meet certain eligibility requirements will be held harmless from the rate increase. This will add approximately \$1.1 million in aid. An additional \$3.2 million in need-based aid will be offered to Ohio students that meet certain eligibility requirements during FY 2018. An additional \$.5 million will be used to fund 30 students in the Young Scholars program. Other merit- and need-based financial aid programs will see inflationary increases of approximately \$1.5 million.

Federal financial aid, which consists primarily of Pell Grants and some Supplemental Educational Opportunity Grants (SEOG), is expected to decline slightly to \$53 million in FY 2018. State financial aid is expected to increase slightly in FY 2018 to \$10.6 million and is driven by state budgets for programs such as the Ohio College Opportunity Grant (OCOG). Donor and other funds are also expected to remain flat to FY 2018 projections at \$30 million.

Athletic scholarships are planned to increase to \$24 million. The remaining aid provided directly by colleges is projected to increase \$3.6 million in FY 2018, driven by a \$2 million increase in graduate fellowships.

Supplies & Services

Supplies & Services expenses are projected to increase \$29.5 million or 4.1% over projected FY 2017. This is driven primarily by costs associated with the Enterprise Project Implementation. Supplies & Services expenses are comprised of several discrete categories, including Intra-University Revenue, Cost of Sales, Supplies, Office Services, Repairs & Maintenance, Utilities, Purchased Services, Travel, Other Expense and Non-Capitalized Equipment, which are discussed below.

Cost of sales represents the purchase of goods and services that are passed directly through to external and internal customers. Cost of sales is budgeted to decrease by \$2.0 million, or 2.2% for fiscal 2017. This decrease is driven primarily by a \$1.6 million decrease in Cost of Sales in Student Life due to fewer rental expenses for overflow housing and dining attributable to the larger than expected FY 2017 freshman class.

Supplies expense is expected to increase by \$3.7 million, or 3.4% in FY 2018. The increase over the expected inflationary increase of 2.0% is driven by a \$1.0 million increase in the College of Veterinary Medicine and a \$0.4 million increase in the College of Pharmacy associated with increased research activity. These increases are offset by a \$0.5 million increase in Student Life and other miscellaneous increases across the remainder of the university.

Office services expense is expected to remain mostly flat to FY 2017 projections, increasing by \$478 thousand, or 1.9%.

Repairs & maintenance expense is expected to increase by \$1.7 million, or 4.2% in FY 2018. This increase is driven by a \$1.4 million increase in Student Life associated with increases in

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replacement and renewal expenses for buildings that were not renovated during the North Residential District construction period.

Utilities expense includes both commodities expense paid externally for electricity, natural gas, and water and sewer, and internal charges paid by units that are billed centrally based on consumption. Utilities expense is expected to increase \$1.9 million or 2.0% over FY 2017 projections. These increases are driven by conservative inflationary increase assumptions of 2.0%.

Travel expense is expected to increase by \$2.3 million, or 4.0% over fiscal 2016. \$1 million is budgeted as an expected inflationary increase of 2%; the additional \$1.3 million of the increase is due to increased travel in the Department of Athletics.

Purchased services expense is expected to increase \$44 million or 15% over FY 2017 projections. The increased amount over an expected inflationary increase of 2% is due to costs associated with the Workday project.

Non-capitalized equipment expense is to decrease by \$10.6 million, or 18.6% under projected FY 2017. The decrease is driven by a \$7.5 million decrease in non-capitalized equipment expenditures by the Office of Student Life. This decrease is due to expenses related to the North Residential District completion in FY 2017; expenses that will not be duplicated in FY 2018.

Interest Expense

The proceeds of past debt issuance have been utilized to fund major construction projects including the Wexner Medical Center expansion, student housing construction and refurbishments, as well as significant campus infrastructure improvements.

The debt is comprised of a mix of tax exempt and taxable bonds. Over 82% of the outstanding debt balance is comprised of fixed rate obligations ranging between 1.56% and 4.85% all-in true interest cost. The remainder of the debt is tax-exempt variable rate debt obligations. The variable rates, most of which are subject to change every seven days, averaged 0.68% through the first ten months of fiscal 2017 and have a 15-year average of 1.1%. Under the terms of the variable rate agreements, the rates cannot exceed 8% or 12%, depending on the issue.

The university expects to incur approximately \$127 million of interest expense on plant debt in FY 2018; an increase of \$2.9 million over FY 2017 projected levels due to estimates on the variable interest portion of outstanding debt.

OSU Health System Budget

| Health System | FY17 Projection | FY18 Budget | \$ Difference | % Diff |
|--|------------------|------------------|----------------|--------------|
| Total Operating Revenue | 2,820,217 | 2,998,451 | 178,234 | 6.3% |
| Operating Expenses | | | | |
| Salaries & Benefits | 1,260,779 | 1,331,779 | 71,000 | 5.6% |
| Supplies | 295,489 | 310,460 | 14,971 | 5.1% |
| Drugs & Pharmaceuticals | 349,135 | 369,803 | 20,668 | 5.9% |
| Services | 784,849 | 306,272 | 21,423 | 7.5% |
| Depreciation | 144,576 | 160,618 | 16,042 | 11.1% |
| Interest | 39,848 | 38,256 | (1,592) | -4.0% |
| University Overhead | 48,902 | 53,440 | 4,538 | 9.3% |
| Other | 47,487 | 48,742 | 1,255 | 2.6% |
| Total Expenses | 2,471,065 | 2,619,370 | 148,305 | 6.0% |
| Gain/Loss from Operations | 349,152 | 379,081 | 29,929 | 8.6% |
| Medical Center Investments | (149,445) | (150,000) | (555) | -0.4% |
| Investment Income | 6,732 | 10,534 | 3,802 | 56.5% |
| Excess of Revenue over Expenses | 206,439 | 239,615 | 33,176 | 16.1% |

The margin for the OSU Wexner Medical Center Health System (Health System) is budgeted at \$239 million for fiscal 2018. Included in the budget is the Health System's continued support to OSU Physicians and the College of Medicine (COM) (\$150 million). The Health System operating budget is set at a level to provide the necessary margin to invest in clinical programs; capital, provide debt service coverage and build cash reserves. The operating budget for fiscal 2018 anticipates the volumes and financial impact from increased capacity in University Hospital (UH) as well as full year impacts from the Brain and Spine Hospital, Jameson Crane Sports Medicine Institute and the Upper Arlington Outpatient Care Center. The budget also takes into consideration the impact of healthcare reform, Medicaid rate rebasing, as well as changes related to reimbursement from the Hospital Care Assurance Program (HCAP), and the state's Upper Payment Limit program (UPL). In addition, the model continues to incorporate payer mix changes resulting from an aging population. The budget provides a total operating margin percentage of 8.6% and an EBIDA operating margin of 19.6%.



Revenue Drivers

Overall revenue is budgeted to increase approximately 4.9% compared with the current year rate of 6.3%. Activity increases account for approximately 3.5% and rates account for 1.4% of fiscal 2018 growth. Inpatient admission growth is budgeted at 3.7% and driven primarily by continued James

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Cancer Hospital growth and additional bed capacity in UH as well as a full year of the Brain and Spine Hospital. Outpatient activity will grow at 3.9% with continued ambulatory growth related to the Jameson Crane Sports Medicine Institute and Ohio State Outpatient Care Upper Arlington.

Medicaid expansion continues to be favorable for the Health System as patients previously covered under charity programs now have coverage. Medicaid continues to make additional rate cuts in order to fund this expansion. The Health System will see decreases in Medicaid rates related to rebasing efforts at the Ohio Department of Medicaid. Overall Medicare rates will increase less than 1%. Managed care plan migration to Medicare due to the aging population is anticipated at 1% in fiscal 2018. Managed care arrangements are negotiated through the end of 2018 and in some cases into 2019. Quality and risk-based contracts are being phased into contracts through ongoing negotiations with payers. The budget anticipates a 0.5% negative impact to fiscal 2018 relating to these factors. The payment increases for managed care contracts are on average 3-4% in rate growth while governmental payers are anticipated to decrease due to multiple factors.

Expense Drivers

Total operating expenses will grow by 6.3% compared to the current year growth of 6.4%. Drug costs are increasing 8.2% with 5% due to inflation and the remaining impact relating to a full year impact of participation in the 340B drug pricing program. Operating expenses, excluding drugs, depreciation and overhead, will grow at approximately 5.0%, of which 2.8% will be activity driven and 2.2% rate driven. Salary increases for employees averaging 2% is included in the budget. Benefit rates are expected to remain consistent with current year. Labor productivity is budgeted to remain consistent with fiscal 2017. Expense management initiatives will continue to be an emphasis to mitigate reimbursement changes and increasing alternative payment plans.

OSU Physicians Budget

| OSU Physicians | FY17 Projection | FY18 Budget | \$ Difference | % Diff |
|---------------------------------|-----------------|----------------|-----------------|---------------|
| Revenues | | | | |
| Operating Revenue | 389,728 | 428,535 | 38,807 | 10.0% |
| Upper Payment Limit (UPL) | 27,600 | 6,500 | (21,100) | -76.4% |
| Total Revenue | 417,328 | 435,035 | 17,707 | 4.2% |
| Expenses | | | | |
| Faculty Salaries & Benefits | 282,183 | 312,128 | 29,945 | 10.6% |
| Non Faculty Salaries & Benefits | 88,542 | 101,595 | 13,053 | 14.7% |
| Supplies & Pharmaceuticals | 18,291 | 18,650 | 359 | 2.0% |
| Purchased Services | 28,112 | 28,764 | 652 | 2.3% |
| Depreciation | 3,796 | 3,761 | (35) | -0.9% |
| Interest | 347 | 319 | (28) | -8.1% |
| Other Operating Expense | 40,262 | 46,477 | 6,215 | 15.4% |
| Medical Center Investments | (79,690) | (82,040) | (2,350) | -2.9% |
| Total Expenses | 381,843 | 429,654 | 47,811 | 12.5% |
| Gain/(Loss) | 35,485 | 5,381 | (30,104) | -84.8% |

Total operating revenue is budgeted to increase \$17.7 million or 4.2% over fiscal 2017 projections. Total operating revenue includes net patient revenue, and other operating revenue associated with physician services. Net patient revenue is budgeted to increase \$35.9 million or 11.1% over fiscal 2017 projection, while other revenue is budgeted to decrease \$18.2 million. The increase in net patient revenue is due to faculty recruitment, increased clinical productivity, improved payment rates, and improved service mix. The decrease in other revenue is the result of a conservative estimate of UPL revenue compared to Fiscal 2017. Excluding UPL revenue from both periods, total operating revenue is budgeted to increase \$38.8 million or 10.0%.

Total expenses are expected to increase \$47.8 million. Expense categories with the largest increases were physician salaries & benefits, staff salaries & benefits, and other operating expenses. Net new physicians in fiscal 2018 are approximately 75. Generally, the amount of time for a new practice to reach full profitability is approximately 2-3 years. Staffing costs include support for new physicians, market adjustments, merit increases and filling of vacancies. Other operating expenses include start-up costs and other provider related costs for new physicians,

Work continues on increasing revenue growth through a number of initiatives. In addition, expense control measures continue to evolve to help keep controllable costs, such as staff salaries, supplies, and services, in line with revenue changes.

University Budget Process

For the FY 2018 Operating Budget, the university continues a budget process that encompasses all funds of the university. This approach affords a holistic view of all operations of the university in an easily understood format that will enable the university to highlight the evolution of funding sources. This will allow leadership to make informed strategic decisions in a timely manner.

All funds budgets are collected from each unit in the university and reviewed and consolidated by the Office of Financial Planning & Analysis. This all funds total operating budget will provide the base framework for evaluating the activities of all academic and support units within the university, allowing proactive responses to changing economic issues as they arise.

Budget Model

The university uses a budget model 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 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. Auxillary and earnings units, which are not included in the RCM model, prepare their budgets based on their business plans and projected use of their products and services. Research budgets are projected based on historical patterns and anticipated grants that may be received.

The OSU Health System and OSU Physicians, Inc. prepare their budgets 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 20,000 active expendable funds and over 5,300 endowment principal funds through a robust accounting system. Revenue is segregated into a variety of fund types, the use of which is governed by the restrictions of the specific fund. Some fund types are unrestricted, including general funds and some earnings funds. Others have restrictions derived from the source of the revenue, including grants and contracts received from government agencies, foundations, and other outside sponsors. Individual funds are set up to ensure strict adherence to the terms of the grant or contract that governs these funds.

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 funds and into current funds 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 FY 2018 budget process, general funds continue to remain a key component of the budget. General funds can generally be used for any university purpose whereas restricted funds are more specifically targeted. These funds play a major role in the budget, as they cover many expenses in the colleges and support units for which it is difficult to raise money. The main sources of general funds are tuition and other student fees, state support of instruction, indirect cost recovery, and overhead charged to earnings units.

Allocation of Funds

Each college and support unit receives a portion of general funds in support of both academic and administrative functions. The process for allocating the funds is administered through the Office of Financial Planning & Analysis under the guidance of the Chief Financial Officer and Provost. General funds are allocated to colleges and support units on a marginal basis under an established set of criteria. In other words, increases (or decreases) in the pool of general funds available each budget year are allocated back to colleges and support units as increases (or decreases) to their base general funds budgets.

Marginal changes in revenue are allocated to colleges based on three primary funding formulas. The first funding formula for colleges utilizes a model to distribute undergraduate marginal tuition and state support. Sixty percent of the funding is allocated based on total credit hours taught, while forty percent is allocated based on the cost of instruction. This budget allocation method takes into account the fact that some courses have a higher cost for delivery and are allocated a greater share of the funding. The other two primary funding formulas allocate graduate tuition and state support based on a two-year average of credit hours in fee-paying categories (tuition) and type of course taught based on cost of instruction (state support). As a college teaches more of the share of total credit hours, it receives a larger share of the incremental funding. Conversely, if a college's share of the hours taught declines, the college's allotted share of incremental funding will correspondingly decline. The two-year average credit hour driver acts as a smoothing mechanism in times of unforeseen volatility. Colleges will receive their share of revenue on indirect research cost recovery, based upon the college's share of research revenue. Fee revenue from learning technology, course and program fees are provided directly to colleges.

Support units are funded through a combination of central tax, specific activity-based assessments charged to colleges and an overhead rate charged to auxiliary and earnings units. The central tax, assessments and overhead charges are designed to provide the funds necessary to maintain support services such as payroll services, central human resource services, and student life services. Support units are generally ineligible for marginal revenue changes because the funding formulas rely on credit hours taught; instead, support units must request additional funding during the annual budget process to support new services or mandates. For FY 2018, funding requests were approved for IT security, campus safety enhancements, and additional research administrators.

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

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does receive general fund support via special Student Activity, Ohio Union and Recreational Facility fees that were enacted to specifically advance the student experience.

Regional campuses develop their own individual campus budgets primarily based on the student tuition and fees received from the regional campus students, the State Share of Instruction they expect to collect and costs directly incurred to operate those campuses.

Traditionally, university-wide initiatives and special requests by colleges and support units are funded through the formal budget process or through central reserves established to fund campus-wide projects that benefit the entire population or advance the mission of the university. For fiscal 2018, the formal support office budget request process was reinstated, giving the support offices the ability to request funding for expansion of existing activities or new activities that meet the university's mission.

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Appendix A – Columbus Campus Student Fee Tables

Undergraduate Fees – Continuing and Transfer Students

Ohio Residents

| Credit Hours | Instructional Fees | General Fees | | Student Union Fee | Rec Fee ¹⁾ | COTA Fee ²⁾ | Resident Total |
|----------------------------|--------------------|--------------|------------------|-------------------|-----------------------|------------------------|----------------|
| | | General | Student Activity | | | | |
| 0.5 | 191.00 | 7.75 | 37.50 | 3.10 | - | 13.50 | 252.85 |
| 1.0 | 382.00 | 15.50 | 37.50 | 6.20 | - | 13.50 | 454.70 |
| 2.0 | 764.00 | 31.00 | 37.50 | 12.40 | - | 13.50 | 858.40 |
| 3.0 | 1,146.00 | 46.50 | 37.50 | 18.60 | - | 13.50 | 1,262.10 |
| 4.0 | 1,528.00 | 62.00 | 37.50 | 24.80 | 123.00 | 13.50 | 1,788.80 |
| 5.0 | 1,910.00 | 77.50 | 37.50 | 31.00 | 123.00 | 13.50 | 2,192.50 |
| 6.0 | 2,292.00 | 93.00 | 37.50 | 37.20 | 123.00 | 13.50 | 2,596.20 |
| 7.0 | 2,674.00 | 108.50 | 37.50 | 43.40 | 123.00 | 13.50 | 2,999.90 |
| 8.0 | 3,056.00 | 124.00 | 37.50 | 49.60 | 123.00 | 13.50 | 3,403.60 |
| 9.0 | 3,438.00 | 139.50 | 37.50 | 55.80 | 123.00 | 13.50 | 3,807.30 |
| 10.0 | 3,820.00 | 155.00 | 37.50 | 62.00 | 123.00 | 13.50 | 4,211.00 |
| 11.0 | 4,202.00 | 170.50 | 37.50 | 68.20 | 123.00 | 13.50 | 4,614.70 |
| 12.0 to 18.0 ³⁾ | \$ 4,584.00 | \$ 186.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 5,016.40 |

Non-Residents (Domestic)

| Credit Hours | Instructional Fees | General Fees | | Student Union Fee | Rec Fee ¹⁾ | COTA Fee ²⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|----------------------------|--------------------|--------------|------------------|-------------------|-----------------------|------------------------|----------------|------------------------|--------------------|
| | | General | Student Activity | | | | | | |
| 0.5 | 191.00 | 7.75 | 37.50 | 3.10 | - | 13.50 | 252.85 | 398.00 | 650.85 |
| 1.0 | 382.00 | 15.50 | 37.50 | 6.20 | - | 13.50 | 454.70 | 796.00 | 1,250.70 |
| 2.0 | 764.00 | 31.00 | 37.50 | 12.40 | - | 13.50 | 858.40 | 1,592.00 | 2,450.40 |
| 3.0 | 1,146.00 | 46.50 | 37.50 | 18.60 | - | 13.50 | 1,262.10 | 2,388.00 | 3,650.10 |
| 4.0 | 1,528.00 | 62.00 | 37.50 | 24.80 | 123.00 | 13.50 | 1,788.80 | 3,184.00 | 4,972.80 |
| 5.0 | 1,910.00 | 77.50 | 37.50 | 31.00 | 123.00 | 13.50 | 2,192.50 | 3,980.00 | 6,172.50 |
| 6.0 | 2,292.00 | 93.00 | 37.50 | 37.20 | 123.00 | 13.50 | 2,596.20 | 4,776.00 | 7,372.20 |
| 7.0 | 2,674.00 | 108.50 | 37.50 | 43.40 | 123.00 | 13.50 | 2,999.90 | 5,572.00 | 8,571.90 |
| 8.0 | 3,056.00 | 124.00 | 37.50 | 49.60 | 123.00 | 13.50 | 3,403.60 | 6,368.00 | 9,771.60 |
| 9.0 | 3,438.00 | 139.50 | 37.50 | 55.80 | 123.00 | 13.50 | 3,807.30 | 7,164.00 | 10,971.30 |
| 10.0 | 3,820.00 | 155.00 | 37.50 | 62.00 | 123.00 | 13.50 | 4,211.00 | 7,960.00 | 12,171.00 |
| 11.0 | 4,202.00 | 170.50 | 37.50 | 68.20 | 123.00 | 13.50 | 4,614.70 | 8,756.00 | 13,370.70 |
| 12.0 to 18.0 ³⁾ | \$ 4,584.00 | \$ 186.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 5,016.40 | \$ 9,852.00 | \$ 14,870.40 |

Non-Resident International – Enrolled prior to August 2015

| Credit Hours | General Fees | | | | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total | International Surcharge** | International Total** |
|----------------|--------------------|-----------|------------------|-------------------|-----------|------------|-------------|----------------|------------------------|--------------------|---------------------------|-----------------------|
| | Instructional Fees | General | Student Activity | Student Union Fee | Res Fee** | COIX Fee** | | | | | | |
| 0.5 | 181.00 | 7.75 | 37.50 | 3.10 | - | 15.50 | 252.85 | 398.00 | 890.85 | 20.75 | \$71.60 | |
| 1.0 | 362.00 | 15.50 | 37.50 | 6.20 | - | 15.50 | 484.70 | 796.00 | 1,280.70 | 41.50 | 1,322.20 | |
| 2.0 | 724.00 | 31.00 | 37.50 | 12.40 | - | 15.50 | 869.40 | 1,592.00 | 2,461.40 | 83.00 | 2,544.40 | |
| 3.0 | 1,146.00 | 46.50 | 37.50 | 18.60 | - | 15.50 | 1,262.10 | 2,388.00 | 3,650.10 | 124.50 | 3,774.60 | |
| 4.0 | 1,528.00 | 62.00 | 37.50 | 24.80 | 123.00 | 15.50 | 1,786.80 | 3,184.00 | 4,970.80 | 166.00 | 5,136.80 | |
| 5.0 | 1,910.00 | 77.50 | 37.50 | 31.00 | 123.00 | 15.50 | 2,189.50 | 3,980.00 | 6,170.50 | 217.50 | 6,388.00 | |
| 6.0 | 2,292.00 | 93.00 | 37.50 | 37.20 | 123.00 | 15.50 | 2,598.20 | 4,776.00 | 7,374.20 | 249.00 | 7,623.20 | |
| 7.0 | 2,674.00 | 108.50 | 37.50 | 43.40 | 123.00 | 15.50 | 2,999.90 | 5,572.00 | 8,571.90 | 280.50 | 8,852.40 | |
| 8.0 | 3,056.00 | 124.00 | 37.50 | 49.60 | 123.00 | 15.50 | 3,403.60 | 6,368.00 | 9,771.60 | 332.00 | 10,103.60 | |
| 9.0 | 3,438.00 | 139.50 | 37.50 | 55.80 | 123.00 | 15.50 | 3,807.30 | 7,164.00 | 10,971.30 | 373.50 | 11,344.80 | |
| 10.0 | 3,820.00 | 155.00 | 37.50 | 62.00 | 123.00 | 15.50 | 4,211.00 | 7,960.00 | 12,171.00 | 415.00 | 12,586.00 | |
| 11.0 | 4,202.00 | 170.50 | 37.50 | 68.20 | 123.00 | 15.50 | 4,614.70 | 8,756.00 | 13,370.70 | 456.50 | 13,827.20 | |
| 12.0 to 18.0** | \$ 4,584.00 | \$ 186.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 15.50 | \$ 5,018.40 | \$ 9,552.00 | \$ 14,570.40 | \$ 498.00 | \$ 15,068.40 | |

Non-Resident International – Enrolled between August 2015 & July 2017

| Credit Hours | General Fees | | | | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total | International Surcharge** | International Total** |
|----------------|--------------------|-----------|------------------|-------------------|-----------|------------|-------------|----------------|------------------------|--------------------|---------------------------|-----------------------|
| | Instructional Fees | General | Student Activity | Student Union Fee | Res Fee** | COIX Fee** | | | | | | |
| 0.5 | 181.00 | 7.75 | 37.50 | 3.10 | - | 15.50 | 252.85 | 398.00 | 890.85 | 43.25 | 891.10 | |
| 1.0 | 362.00 | 15.50 | 37.50 | 6.20 | - | 15.50 | 484.70 | 796.00 | 1,280.70 | 86.50 | 1,331.20 | |
| 2.0 | 724.00 | 31.00 | 37.50 | 12.40 | - | 15.50 | 869.40 | 1,592.00 | 2,461.40 | 181.00 | 2,611.40 | |
| 3.0 | 1,146.00 | 46.50 | 37.50 | 18.60 | - | 15.50 | 1,262.10 | 2,388.00 | 3,650.10 | 241.50 | 3,891.60 | |
| 4.0 | 1,528.00 | 62.00 | 37.50 | 24.80 | 123.00 | 15.50 | 1,786.80 | 3,184.00 | 4,970.80 | 322.00 | 5,292.80 | |
| 5.0 | 1,910.00 | 77.50 | 37.50 | 31.00 | 123.00 | 15.50 | 2,189.50 | 3,980.00 | 6,170.50 | 403.50 | 6,574.00 | |
| 6.0 | 2,292.00 | 93.00 | 37.50 | 37.20 | 123.00 | 15.50 | 2,598.20 | 4,776.00 | 7,374.20 | 485.00 | 7,859.20 | |
| 7.0 | 2,674.00 | 108.50 | 37.50 | 43.40 | 123.00 | 15.50 | 2,999.90 | 5,572.00 | 8,571.90 | 566.50 | 9,138.40 | |
| 8.0 | 3,056.00 | 124.00 | 37.50 | 49.60 | 123.00 | 15.50 | 3,403.60 | 6,368.00 | 9,771.60 | 648.00 | 10,419.60 | |
| 9.0 | 3,438.00 | 139.50 | 37.50 | 55.80 | 123.00 | 15.50 | 3,807.30 | 7,164.00 | 10,971.30 | 729.50 | 11,700.80 | |
| 10.0 | 3,820.00 | 155.00 | 37.50 | 62.00 | 123.00 | 15.50 | 4,211.00 | 7,960.00 | 12,171.00 | 810.00 | 12,981.00 | |
| 11.0 | 4,202.00 | 170.50 | 37.50 | 68.20 | 123.00 | 15.50 | 4,614.70 | 8,756.00 | 13,370.70 | 891.50 | 14,262.20 | |
| 12.0 to 18.0** | \$ 4,584.00 | \$ 186.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 15.50 | \$ 5,018.40 | \$ 9,552.00 | \$ 14,570.40 | \$ 500.00 | \$ 15,070.40 | |

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Distance Learning

| Credit Hours | Instructional Fees | Distance Education Fee | | | Resident Total | Non-Resident Surcharge ⁽¹⁾ | Non-Resident Total |
|-----------------------------|--------------------|------------------------|-----------|-------------|----------------|---------------------------------------|--------------------|
| | | General Fee | | | | | |
| 0.5 | 191.00 | 7.75 | 100.00 | 298.75 | 5.00 | 303.75 | |
| 1.0 | 382.00 | 15.50 | 100.00 | 497.50 | 5.00 | 502.50 | |
| 2.0 | 764.00 | 31.00 | 100.00 | 895.00 | 5.00 | 900.00 | |
| 3.0 | 1,146.00 | 46.50 | 100.00 | 1,292.50 | 5.00 | 1,297.50 | |
| 4.0 | 1,528.00 | 62.00 | 100.00 | 1,690.00 | 5.00 | 1,695.00 | |
| 5.0 | 1,910.00 | 77.50 | 100.00 | 2,087.50 | 5.00 | 2,092.50 | |
| 6.0 | 2,292.00 | 93.00 | 100.00 | 2,485.00 | 5.00 | 2,490.00 | |
| 7.0 | 2,674.00 | 108.50 | 100.00 | 2,882.50 | 5.00 | 2,887.50 | |
| 8.0 | 3,056.00 | 124.00 | 100.00 | 3,280.00 | 5.00 | 3,285.00 | |
| 9.0 | 3,438.00 | 139.50 | 100.00 | 3,677.50 | 5.00 | 3,682.50 | |
| 10.0 | 3,820.00 | 155.00 | 100.00 | 4,075.00 | 5.00 | 4,080.00 | |
| 11.0 | 4,202.00 | 170.50 | 100.00 | 4,472.50 | 5.00 | 4,477.50 | |
| 12.0 to 18.0 ⁽²⁾ | \$ 4,584.00 | \$ 186.00 | \$ 100.00 | \$ 4,870.00 | \$ 5.00 | \$ 4,875.00 | |

- (1) See Program & Technology fees for clinic, technology, and program fees charged by certain programs.
- (2) The Recreation Fee is a flat fee for four or more credit hours.
- (3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.
- (4) Implemented in Autumn 2012, the international surcharge fee was converted to a per credit hour fee beginning in Summer 2016. Starting in Autumn 2015, all new Columbus campus international undergraduate students were assessed \$966 per term. Then beginning in Autumn 2017, all new Columbus campus international undergraduate students were assessed \$1,454 per term.
- (5) Students pay an additional half credit hour instructional, basic general, and non-resident fee for each half credit hour of enrollment over 18.
- (6) For students taking all distance courses, all on-site fees are waived and the non-resident tuition is reduced to \$5. Students pay full campus-based and non-resident fees if enrolled in a campus-based course.

Undergraduate Fees – Tuition Guarantee

Ohio Residents

| Credit Hours | Instructional Fees | General Fees | | Student Union Fee | Res Fee ⁽¹⁾ | COTA Fee ⁽²⁾ | Resident Total |
|-----------------------------|--------------------|--------------|------------------|-------------------|------------------------|-------------------------|----------------|
| | | General | Student Activity | | | | |
| 0.5 | 202.45 | 7.75 | 40.00 | 3.10 | - | 13.50 | 266.80 |
| 1.0 | 404.90 | 15.50 | 40.00 | 6.20 | - | 13.50 | 480.10 |
| 2.0 | 809.80 | 31.00 | 40.00 | 12.40 | - | 13.50 | 906.70 |
| 3.0 | 1,214.70 | 46.50 | 40.00 | 18.60 | - | 13.50 | 1,333.30 |
| 4.0 | 1,619.60 | 62.00 | 40.00 | 24.80 | 123.00 | 13.50 | 1,862.90 |
| 5.0 | 2,024.50 | 77.50 | 40.00 | 31.00 | 123.00 | 13.50 | 2,309.50 |
| 6.0 | 2,429.40 | 93.00 | 40.00 | 37.20 | 123.00 | 13.50 | 2,736.10 |
| 7.0 | 2,834.30 | 108.50 | 40.00 | 43.40 | 123.00 | 13.50 | 3,162.70 |
| 8.0 | 3,239.20 | 124.00 | 40.00 | 49.60 | 123.00 | 13.50 | 3,589.30 |
| 9.0 | 3,644.10 | 139.50 | 40.00 | 55.80 | 123.00 | 13.50 | 4,015.90 |
| 10.0 | 4,049.00 | 155.00 | 40.00 | 62.00 | 123.00 | 13.50 | 4,442.50 |
| 11.0 | 4,453.90 | 170.50 | 40.00 | 68.20 | 123.00 | 13.50 | 4,869.10 |
| 12.0 to 18.0 ⁽³⁾ | \$ 4,858.80 | \$ 186.00 | \$ 40.00 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 5,295.70 |

Non-Residents (Domestic)

| Credit Hours | Instructional Fees | General Fees | | Student Union Fee | Res Fee ⁽¹⁾ | COTA Fee ⁽²⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|-----------------------------|--------------------|--------------|------------------|-------------------|------------------------|-------------------------|----------------|------------------------|--------------------|
| | | General | Student Activity | | | | | | |
| 0.5 | 202.45 | 7.75 | 40.00 | 3.10 | - | 13.50 | 266.80 | 390.00 | 664.80 |
| 1.0 | 404.90 | 15.50 | 40.00 | 6.20 | - | 13.50 | 480.10 | 796.00 | 1,276.10 |
| 2.0 | 809.80 | 31.00 | 40.00 | 12.40 | - | 13.50 | 906.70 | 1,592.00 | 2,498.70 |
| 3.0 | 1,214.70 | 46.50 | 40.00 | 18.60 | - | 13.50 | 1,333.30 | 2,388.00 | 3,721.30 |
| 4.0 | 1,619.60 | 62.00 | 40.00 | 24.80 | 123.00 | 13.50 | 1,862.90 | 3,184.00 | 5,066.90 |
| 5.0 | 2,024.50 | 77.50 | 40.00 | 31.00 | 123.00 | 13.50 | 2,309.50 | 3,980.00 | 6,289.50 |
| 6.0 | 2,429.40 | 93.00 | 40.00 | 37.20 | 123.00 | 13.50 | 2,736.10 | 4,776.00 | 7,512.10 |
| 7.0 | 2,834.30 | 108.50 | 40.00 | 43.40 | 123.00 | 13.50 | 3,162.70 | 5,572.00 | 8,734.70 |
| 8.0 | 3,239.20 | 124.00 | 40.00 | 49.60 | 123.00 | 13.50 | 3,589.30 | 6,368.00 | 9,957.30 |
| 9.0 | 3,644.10 | 139.50 | 40.00 | 55.80 | 123.00 | 13.50 | 4,015.90 | 7,164.00 | 11,179.90 |
| 10.0 | 4,049.00 | 155.00 | 40.00 | 62.00 | 123.00 | 13.50 | 4,442.50 | 7,960.00 | 12,402.50 |
| 11.0 | 4,453.90 | 170.50 | 40.00 | 68.20 | 123.00 | 13.50 | 4,869.10 | 8,756.00 | 13,625.10 |
| 12.0 to 18.0 ⁽³⁾ | \$ 4,858.80 | \$ 186.00 | \$ 40.00 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 5,295.70 | \$ 9,552.00 | \$ 14,847.70 |

- (1) Tuition Guarantee applies to Instructional, General, Student Activity, Student Union, Recreational and COTA fees for incoming first year students starting in August 2017. The Tuition Guarantee does not apply to the non-resident surcharge or international surcharge. See Program & Technology fees for clinic, technology, and program fees charged by certain programs.
- (2) The Recreation Fee is a flat fee for four or more credit hours.
- (3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.
- (4) Implemented in Autumn 2012, the international surcharge fee was converted to a per credit hour fee beginning in Summer 2016. Starting in Autumn 2015, all new Columbus campus international undergraduate students were assessed \$966 per term. Then beginning in Autumn 2017, all new Columbus campus international undergraduate students were assessed \$1,464 per term.
- (5) Students pay an additional half credit hour instructional, basic general, and non-resident fee for each half credit hour of enrollment over 18.

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Non-Resident International – Enrolled August 2017 or later

| Credit Hours | General Fee | | | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total | International Surcharge** | International Total** |
|----------------------|--------------------|------------------|------------------|-------------------|------------------|-----------------|--------------------|------------------------|---------------------|---------------------------|-----------------------|
| | Instructional Fee | General | Student Activity | Student Union Fee | Fee Paid** | COTA Fee** | | | | | |
| 0.5 | 302.45 | 7.75 | 40.00 | 3.10 | -- | 13.50 | 366.80 | 368.00 | 834.80 | 81.30 | 735.80 |
| 1.0 | 404.00 | 15.50 | 40.00 | 6.20 | -- | 13.50 | 480.10 | 736.00 | 1,276.10 | 122.00 | 1,398.10 |
| 2.0 | 808.00 | 31.00 | 40.00 | 12.40 | -- | 13.50 | 966.70 | 1,592.00 | 2,498.70 | 244.00 | 2,742.70 |
| 3.0 | 1,214.70 | 46.50 | 40.00 | 18.60 | -- | 13.50 | 1,333.30 | 2,388.00 | 3,721.30 | 366.00 | 4,087.30 |
| 4.0 | 1,618.60 | 62.00 | 40.00 | 24.80 | 123.00 | 13.50 | 1,862.90 | 3,164.00 | 5,026.90 | 488.00 | 5,514.90 |
| 5.0 | 2,024.50 | 77.50 | 40.00 | 31.00 | 123.00 | 13.50 | 2,309.50 | 3,960.00 | 6,269.50 | 610.00 | 6,879.50 |
| 6.0 | 2,429.40 | 93.00 | 40.00 | 37.20 | 123.00 | 13.50 | 2,786.10 | 4,776.00 | 7,562.10 | 732.00 | 8,294.10 |
| 7.0 | 2,834.30 | 108.50 | 40.00 | 43.40 | 123.00 | 13.50 | 3,162.70 | 5,572.00 | 8,734.70 | 854.00 | 9,588.70 |
| 8.0 | 3,238.20 | 124.00 | 40.00 | 49.60 | 123.00 | 13.50 | 3,539.30 | 6,368.00 | 9,907.30 | 976.00 | 10,883.30 |
| 9.0 | 3,644.10 | 139.50 | 40.00 | 55.80 | 123.00 | 13.50 | 4,015.90 | 7,164.00 | 11,179.90 | 1,098.00 | 12,277.90 |
| 10.0 | 4,049.00 | 155.00 | 40.00 | 62.00 | 123.00 | 13.50 | 4,492.50 | 7,960.00 | 12,452.50 | 1,220.00 | 13,672.50 |
| 11.0 | 4,453.90 | 170.50 | 40.00 | 68.20 | 123.00 | 13.50 | 4,969.10 | 8,756.00 | 13,625.10 | 1,342.00 | 14,967.10 |
| 12.0 to 18.0* | \$ 4,858.80 | \$ 186.00 | \$ 40.00 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 5,286.70 | \$ 9,552.00 | \$ 14,838.70 | \$ 1,464.00 | \$ 16,311.70 |

- (1) Tuition Guarantee applies to Instructional, General, Student Activity, Student Union, Recreational and COTA fees for incoming first year students starting in August 2017. The Tuition Guarantee does not apply to the non-resident surcharge or international surcharge. See Program & Technology fees for clinic, technology, and program fees charged by certain programs.
- (2) The Recreation Fee is a flat fee for four or more credit hours.
- (3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.
- (4) Implemented in Autumn 2012, the international surcharge fee was converted to a per credit hour fee beginning in Summer 2016. Starting in Autumn 2015, all new Columbus campus international undergraduate students were assessed \$966 per term. Then beginning in Autumn 2017, all new Columbus campus international undergraduate students were assessed \$1,464 per term.
- (5) Students pay an additional half credit hour instructional, basic general, and non-resident fee for each half credit hour of enrollment over 18.

Program and Technology Fees

Program Fees

| Credit Hours | SHRS ¹ | Anim Sci | Art | Business | Eng ² | EngPhys |
|--------------|-------------------|--------------|---------------|---------------|------------------|---------------|
| | UG | UG | UG | UG | UG | UG |
| 0.5 | 8.30 | 3.25 | 4.75 | 27.05 | 24.55 | 14.55 |
| 1.0 | 16.60 | 6.50 | 9.50 | 54.10 | 49.10 | 29.10 |
| 2.0 | 33.20 | 13.00 | 19.00 | 108.20 | 98.20 | 58.20 |
| 3.0 | 49.80 | 19.50 | 28.50 | 162.30 | 147.30 | 87.30 |
| 4.0 | 66.40 | 26.00 | 38.00 | 216.40 | 196.40 | 116.40 |
| 5.0 | 83.00 | 32.50 | 47.50 | 270.50 | 245.50 | 145.50 |
| 6.0 | 99.60 | 39.00 | 57.00 | 324.60 | 294.60 | 174.60 |
| 7.0 | 116.20 | 45.50 | 66.50 | 378.70 | 343.70 | 203.70 |
| 8.0 | 132.80 | 52.00 | 76.00 | 432.80 | 392.80 | 232.80 |
| 9.0 | 149.40 | 58.50 | 85.50 | 486.90 | 441.90 | 261.90 |
| 10.0 | 166.00 | 65.00 | 95.00 | 541.00 | 491.00 | 291.00 |
| 11.0 | 182.60 | 71.50 | 104.50 | 595.10 | 540.10 | 320.10 |
| 12 | 199.20 | 78.00 | 114.00 | 649.20 | 589.20 | 349.20 |

| Credit Hours | SENR | FAES | Music | Nursing | | Psych |
|--------------|--------------|--------------|---------------|---------------|--------------------------|-------------------------|
| | UG | UG | UG | UG | Grad - Exit ³ | Grad - New ⁴ |
| 0.5 | 2.05 | 2.05 | 14.50 | 26.00 | 62.50 | 78.10 |
| 1.0 | 4.10 | 4.10 | 29.00 | 52.00 | 125.00 | 156.20 |
| 2.0 | 8.20 | 8.20 | 58.00 | 104.00 | 250.00 | 312.40 |
| 3.0 | 12.30 | 12.30 | 87.00 | 156.00 | 375.00 | 468.60 |
| 4.0 | 16.40 | 16.40 | 116.00 | 208.00 | 500.00 | 624.80 |
| 5.0 | 20.50 | 20.50 | 145.00 | 260.00 | 625.00 | 781.00 |
| 6.0 | 24.60 | 24.60 | 174.00 | 312.00 | 750.00 | 937.20 |
| 7.0 | 28.70 | 28.70 | 203.00 | 364.00 | 875.00 | 1,093.40 |
| 8.0 | 32.80 | 32.80 | 232.00 | 416.00 | 1,000.00 | 1,249.60 |
| 9.0 | 36.90 | 36.90 | 261.00 | 468.00 | | 78.30 |
| 10.0 | 41.00 | 41.00 | 290.00 | 520.00 | | 87.00 |
| 11.0 | 45.10 | 45.10 | 319.00 | 572.00 | | 95.70 |
| 12 | 49.20 | 49.20 | 348.00 | 624.00 | | 104.40 |

*Non-whole dollar amounts were adjusted slightly to meet SIS rounding rules

- (1) Name change from Allied Medical to School of Health and Rehabilitation Services
- (2) All Engineering except Engineering Physics.
- (3) Nursing students enrolled prior to Fall 2013.
- (4) Nursing students enrolled in Fall 2013 and subsequent terms.

FY 2018 BUDGET PLAN

Technology Fees

| Credit Hours | Arts | | Business | | OS in MFG | Communication | SIE | |
|--------------|--------|--------|----------|--------|-----------|---------------|-------|--------|
| | UG | Grad | UG | Grad | | | UG | Grad |
| 0.5 | 8.75 | 13.50 | 7.75 | 21.75 | 4.50 | 2.05 | 3.75 | 15.75 |
| 1.0 | 13.50 | 27.00 | 15.50 | 43.50 | 9.00 | 4.10 | 7.50 | 31.50 |
| 2.0 | 27.00 | 54.00 | 31.00 | 87.00 | 18.00 | 8.20 | 15.00 | 63.00 |
| 3.0 | 40.50 | 81.00 | 46.50 | 130.50 | 27.00 | 12.30 | 22.50 | 94.50 |
| 4.0 | 54.00 | 108.00 | 62.00 | 174.00 | 36.00 | 16.40 | 30.00 | 126.00 |
| 5.0 | 67.50 | 135.00 | 77.50 | 217.50 | 45.00 | 20.50 | 37.50 | 157.50 |
| 6.0 | 81.00 | 162.00 | 93.00 | 261.00 | 54.00 | 24.60 | 45.00 | 189.00 |
| 7.0 | 84.50 | 162.00 | 108.50 | 291.00 | 63.00 | 28.70 | 52.50 | 198.00 |
| 8.0 | 108.00 | 162.00 | 124.00 | 291.00 | 72.00 | 32.80 | 60.00 | 198.00 |
| 9.0 | 121.50 | | 139.50 | | 81.00 | 36.90 | 67.50 | |
| 10.0 | 135.00 | | 155.00 | | 90.00 | 41.00 | 75.00 | |
| 11.0 | 148.50 | | 170.50 | | 99.00 | 45.10 | 82.50 | |
| 12+ | 162.00 | | 186.00 | | 108.00 | 49.20 | 90.00 | |

| Credit Hours | Engineering | | Eng/Phys | FAES | | Medicine | Music | Nursing | | PPM |
|--------------|-------------|--------|----------|-------|-------|----------|--------|---------|--------|--------|
| | UG (AGR) | Grad | | UG | Grad | | | UG | Grad | |
| 0.5 | 10.00 | 21.25 | 4.50 | 2.05 | 4.10 | 5.50 | 6.75 | 8.30 | 16.85 | 15.00 |
| 1.0 | 20.00 | 42.50 | 9.00 | 4.10 | 8.20 | 11.00 | 13.50 | 16.60 | 33.70 | 30.00 |
| 2.0 | 40.00 | 85.00 | 18.00 | 8.20 | 16.40 | 22.00 | 27.00 | 33.20 | 67.40 | 60.00 |
| 3.0 | 60.00 | 127.50 | 27.00 | 12.30 | 24.60 | 33.00 | 40.50 | 49.80 | 101.10 | 90.00 |
| 4.0 | 80.00 | 170.00 | 36.00 | 16.40 | 32.80 | 44.00 | 54.00 | 66.40 | 133.20 | 120.00 |
| 5.0 | 100.00 | 212.50 | 45.00 | 20.50 | 41.00 | 55.00 | 67.50 | 83.00 | 166.50 | 150.00 |
| 6.0 | 120.00 | 255.00 | 54.00 | 24.60 | 49.20 | 66.00 | 81.00 | 99.60 | 199.80 | 180.00 |
| 7.0 | 140.00 | 255.00 | 63.00 | 28.70 | 57.40 | 77.00 | 94.50 | 116.20 | 233.10 | 198.00 |
| 8.0 | 160.00 | 255.00 | 72.00 | 32.80 | 65.60 | 88.00 | 108.00 | 132.80 | 266.40 | 198.00 |
| 9.0 | 180.00 | | 81.00 | 36.90 | | | 121.50 | 148.40 | | |
| 10.0 | 200.00 | | 90.00 | 41.00 | | | 135.00 | 166.00 | | |
| 11.0 | 220.00 | | 99.00 | 45.10 | | | 148.50 | 183.60 | | |
| 12+ | 240.00 | | 108.00 | 49.20 | | | 162.00 | 199.20 | | |

NOTE: Technology fees will not be applicable to students paying fees under the tuition guarantee after Autumn 2017.

*Non-whole dollar amounts were adjusted slightly to meet SIS rounding rules

- (5) Beginning in FY 2015, specific Agriculture majors and plans only
- (5) With the exception of students in the Equine program, ATI students in FAES also pay this fee.

Graduate & PhD Fees

Ohio Resident Graduate & PhD

| Credit Hours | Instructional Fees | General Fees | | Student Union Fee | Res. Fee ¹ | GOTA Fee ² | Resident Total |
|--------------|--------------------|------------------|------------------|-------------------|-----------------------|-----------------------|--------------------|
| | | General | Student Activity | | | | |
| 0.5 | 361.25 | 11.50 | 37.50 | 4.65 | - | 13.50 | 428.40 |
| 1.0 | 722.50 | 23.00 | 37.50 | 9.30 | - | 13.50 | 805.80 |
| 2.0 | 1,445.00 | 46.00 | 37.50 | 18.60 | - | 13.50 | 1,560.60 |
| 3.0 | 2,167.50 | 69.00 | 37.50 | 27.90 | - | 13.50 | 2,315.40 |
| 4.0 | 2,890.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 3,193.20 |
| 5.0 | 3,612.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 3,948.00 |
| 6.0 | 4,335.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 4,702.80 |
| 7.0 | 5,057.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 5,457.60 |
| 8.0+ | \$ 5,790.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 6,212.40 |

Non-Resident Graduate & PhD

| Credit Hours | Instructional Fees | General Fees | | Student Union Fee | Res. Fee ¹ | GOTA Fee ² | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|--------------------|------------------|------------------|-------------------|-----------------------|-----------------------|--------------------|------------------------|---------------------|
| | | General | Student Activity | | | | | | |
| 0.5 | 361.25 | 11.50 | 37.50 | 4.65 | - | 13.50 | 428.40 | €71.00 | 1,099.40 |
| 1.0 | 722.50 | 23.00 | 37.50 | 9.30 | - | 13.50 | 805.80 | 1,342.00 | 2,147.80 |
| 2.0 | 1,445.00 | 46.00 | 37.50 | 18.60 | - | 13.50 | 1,560.60 | 2,684.00 | 4,244.60 |
| 3.0 | 2,167.50 | 69.00 | 37.50 | 27.90 | - | 13.50 | 2,315.40 | 4,026.00 | 6,341.40 |
| 4.0 | 2,890.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 3,193.20 | 5,368.00 | 8,561.20 |
| 5.0 | 3,612.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 3,948.00 | 6,710.00 | 10,658.00 |
| 6.0 | 4,335.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 4,702.80 | 8,052.00 | 12,754.80 |
| 7.0 | 5,057.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 5,457.60 | 9,394.00 | 14,851.60 |
| 8.0+ | \$ 5,790.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 6,212.40 | \$ 10,736.00 | \$ 16,948.40 |

FY 2018 BUDGET PLAN

Distance Learning Graduate & PhD

| Credit Hours | Instructional Fees | General Fee | Distance Education Fee | Resident Total | Non-Resident Surcharge(2) | Non-Resident Total |
|--------------|--------------------|------------------|------------------------|--------------------|---------------------------|--------------------|
| 0.5 | 361.25 | 11.50 | 100.00 | 472.75 | 5.00 | 477.75 |
| 1.0 | 722.50 | 23.00 | 100.00 | 845.50 | 5.00 | 850.50 |
| 2.0 | 1,445.00 | 46.00 | 100.00 | 1,591.00 | 5.00 | 1,596.00 |
| 3.0 | 2,167.50 | 69.00 | 100.00 | 2,336.50 | 5.00 | 2,341.50 |
| 4.0 | 2,890.00 | 92.00 | 100.00 | 3,082.00 | 5.00 | 3,087.00 |
| 5.0 | 3,612.50 | 115.00 | 100.00 | 3,827.50 | 5.00 | 3,832.50 |
| 6.0 | 4,335.00 | 138.00 | 100.00 | 4,573.00 | 5.00 | 4,578.00 |
| 7.0 | 5,057.50 | 161.00 | 100.00 | 5,318.50 | 5.00 | 5,323.50 |
| 8.0+ | \$ 5,780.00 | \$ 184.00 | \$ 100.00 | \$ 6,064.00 | \$ 5.00 | \$ 6,069.00 |

(1) See Program & Technology fees for clinic, technology, and program fees charged by certain programs.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

(4) For students taking all distance courses, all on-site fees are waived and the non-resident tuition is reduced to \$5. Students pay full campus-based and non-resident fees if enrolled in a campus-based course.

Differential/Professional Fees

Masters of Accounting⁽¹⁾

| Credit Hours | General Fees | | | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|---------------------|
| | Instructional Fees | General | Student Activity | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | | | |
| 0.5 | 993.00 | 11.50 | 37.50 | 4.65 | - | 13.50 | 1,059.15 | 671.00 | 1,721.15 |
| 1.0 | 1,966.00 | 23.00 | 37.50 | 9.30 | - | 13.50 | 2,049.30 | 1,342.00 | 3,391.30 |
| 2.0 | 3,932.00 | 46.00 | 37.50 | 18.60 | - | 13.50 | 4,047.60 | 2,684.00 | 6,731.60 |
| 3.0 | 5,898.00 | 69.00 | 37.50 | 27.90 | - | 13.50 | 6,045.90 | 4,026.00 | 10,071.90 |
| 4.0 | 7,864.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 8,167.20 | 5,368.00 | 13,535.20 |
| 5.0 | 9,830.00 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 10,165.50 | 6,710.00 | 16,875.50 |
| 6.0 | 11,796.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 12,163.80 | 8,052.00 | 20,215.80 |
| 7.0 | 13,762.00 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 14,162.10 | 9,394.00 | 23,556.10 |
| 8.0+ | \$ 15,728.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 16,160.40 | \$ 10,736.00 | \$ 26,896.40 |

MBA⁽¹⁾

| Credit Hours | General Fees | | | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|---------------------|
| | Instructional Fees | General | Student Activity | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | | | |
| 0.5 | 928.75 | 11.50 | 37.50 | 4.65 | - | 13.50 | 996.80 | 671.00 | 1,667.80 |
| 1.0 | 1,857.50 | 23.00 | 37.50 | 9.30 | - | 13.50 | 1,942.80 | 1,342.00 | 3,284.80 |
| 2.0 | 3,715.00 | 46.00 | 37.50 | 18.60 | - | 13.50 | 3,834.60 | 2,684.00 | 6,518.60 |
| 3.0 | 5,572.50 | 69.00 | 37.50 | 27.90 | - | 13.50 | 5,726.40 | 4,026.00 | 9,752.40 |
| 4.0 | 7,430.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 7,741.20 | 5,368.00 | 13,109.20 |
| 5.0 | 9,287.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 9,633.00 | 6,710.00 | 16,343.00 |
| 6.0 | 11,145.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 11,524.80 | 8,052.00 | 19,576.80 |
| 7.0 | 13,002.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 13,416.60 | 9,394.00 | 22,810.60 |
| 8.0+ | \$ 14,976.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 15,308.40 | \$ 10,736.00 | \$ 26,044.40 |

(1) Students in this program also pay a \$261 Learning Technology Fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

FY 2018 BUDGET PLAN

Masters of Business Logistics Engineering⁽¹⁾

| Credit Hours | Instructional Fees | General Fees | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total | |
|--------------|---------------------|------------------|------------------|-------------------|------------------------|-----------------|------------------------|--------------------|---------------------|
| | | General | Student Activity | Student Union Fee | Rec Fee ⁽²⁾ | | | | |
| 0.5 | 859.75 | 10.25 | 37.50 | 4.65 | -- | 13.50 | 916.65 | 596.25 | 1,512.90 |
| 1.0 | 1,701.50 | 20.50 | 37.50 | 9.30 | -- | 13.50 | 1,782.30 | 1,192.50 | 2,974.80 |
| 2.0 | 3,403.00 | 41.00 | 37.50 | 18.60 | -- | 13.50 | 3,513.60 | 2,385.00 | 5,898.60 |
| 3.0 | 5,104.50 | 61.50 | 37.50 | 27.90 | -- | 13.50 | 5,244.90 | 3,577.50 | 8,822.40 |
| 4.0 | 6,806.00 | 82.00 | 37.50 | 37.20 | 123.00 | 13.50 | 7,092.20 | 4,770.00 | 11,869.20 |
| 5.0 | 8,507.50 | 102.50 | 37.50 | 46.50 | 123.00 | 13.50 | 8,830.50 | 5,962.50 | 14,793.00 |
| 6.0 | 10,209.00 | 123.00 | 37.50 | 55.80 | 123.00 | 13.50 | 10,561.80 | 7,155.00 | 17,716.80 |
| 7.0 | 11,910.50 | 143.50 | 37.50 | 65.10 | 123.00 | 13.50 | 12,293.10 | 8,347.50 | 20,640.60 |
| 8.0+ | \$ 13,612.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 14,024.40 | \$ 9,540.00 | \$ 23,564.40 |

Working Professional MBA⁽¹⁾

| Credit Hours | Instructional Fees | General Fees | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total | |
|--------------|---------------------|------------------|------------------|-------------------|------------------------|-----------------|------------------------|--------------------|---------------------|
| | | General | Student Activity | Student Union Fee | Rec Fee ⁽²⁾ | | | | |
| 0.5 | 787.00 | 10.25 | 37.50 | 4.65 | -- | 13.50 | 852.90 | 596.25 | 1,449.15 |
| 1.0 | 1,574.00 | 20.50 | 37.50 | 9.30 | -- | 13.50 | 1,654.80 | 1,192.50 | 2,847.30 |
| 2.0 | 3,148.00 | 41.00 | 37.50 | 18.60 | -- | 13.50 | 3,258.60 | 2,385.00 | 5,643.60 |
| 3.0 | 4,722.00 | 61.50 | 37.50 | 27.90 | -- | 13.50 | 4,862.40 | 3,577.50 | 8,439.90 |
| 4.0 | 6,296.00 | 82.00 | 37.50 | 37.20 | 123.00 | 13.50 | 6,589.20 | 4,770.00 | 11,359.20 |
| 5.0 | 7,870.00 | 102.50 | 37.50 | 46.50 | 123.00 | 13.50 | 8,193.00 | 5,962.50 | 14,155.50 |
| 6.0 | 9,444.00 | 123.00 | 37.50 | 55.80 | 123.00 | 13.50 | 9,796.80 | 7,155.00 | 16,951.80 |
| 7.0 | 11,018.00 | 143.50 | 37.50 | 65.10 | 123.00 | 13.50 | 11,400.60 | 8,347.50 | 19,748.10 |
| 8.0+ | \$ 12,592.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 13,004.40 | \$ 9,540.00 | \$ 22,544.40 |

(1) Students in this program also pay a \$261 Learning Technology Fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

Masters of Human Resource Management⁽¹⁾

| Credit Hours | General Fees | | | | | | | Non-Resident Surcharge | Non-Resident Total |
|--------------|--------------------|------------------|------------------|-------------------|------------------------|-------------------------|--------------------|------------------------|---------------------|
| | Instructional Fees | General | Student Activity | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | Resident Total | | |
| 0.5 | 506.25 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 573.40 | 617.00 | 1,190.40 |
| 1.0 | 1,012.50 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 1,095.80 | 1,234.00 | 2,329.80 |
| 2.0 | 2,025.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 2,140.60 | 2,468.00 | 4,608.60 |
| 3.0 | 3,037.50 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 3,185.40 | 3,702.00 | 6,887.40 |
| 4.0 | 4,050.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 4,353.20 | 4,936.00 | 9,289.20 |
| 5.0 | 5,062.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 5,388.00 | 6,170.00 | 11,558.00 |
| 6.0 | 6,075.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 6,442.80 | 7,404.00 | 13,846.80 |
| 7.0 | 7,087.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 7,487.60 | 8,538.00 | 16,025.60 |
| 8.0+ | \$ 8,100.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 8,532.40 | \$ 9,872.00 | \$ 18,404.40 |

Executive MBA⁽¹⁾

| Credit Hours | General Fees | | | | | | | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|---------------------|
| | Instructional Fees | General | Student Activity | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | Resident Total | | |
| 0.5 | 1,490.75 | 10.25 | 37.50 | 4.65 | -- | 13.50 | 1,556.65 | 5.00 | 1,561.65 |
| 1.0 | 2,981.50 | 20.50 | 37.50 | 9.30 | -- | 13.50 | 3,062.30 | 5.00 | 3,067.30 |
| 2.0 | 5,963.00 | 41.00 | 37.50 | 18.60 | -- | 13.50 | 6,073.60 | 5.00 | 6,078.60 |
| 3.0 | 8,944.50 | 61.50 | 37.50 | 27.90 | -- | 13.50 | 9,084.90 | 5.00 | 9,089.90 |
| 4.0 | 11,926.00 | 82.00 | 37.50 | 37.20 | 123.00 | 13.50 | 12,219.20 | 5.00 | 12,224.20 |
| 5.0 | 14,907.50 | 102.50 | 37.50 | 46.50 | 123.00 | 13.50 | 15,230.50 | 5.00 | 15,235.50 |
| 6.0 | 17,889.00 | 123.00 | 37.50 | 55.80 | 123.00 | 13.50 | 18,241.80 | 5.00 | 18,246.80 |
| 7.0 | 20,870.50 | 143.50 | 37.50 | 65.10 | 123.00 | 13.50 | 21,253.10 | 5.00 | 21,258.10 |
| 8.0+ | \$ 23,852.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 24,264.40 | \$ 6.00 | \$ 24,270.40 |

- (1) Students in this program also pay a \$261 Learning Technology Fee prorated by credit hour. Figures for the Executive MBA are specialized program fees.
- (2) The Recreation Fee is a flat fee for four or more credit hours.
- (3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

FY 2018 BUDGET PLAN

Masters of Business Operational Excellence⁽¹⁾

| Credit Hours | General Fees | | | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|---------------------|
| | Instructional Fees | General | Student Activity | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | | | |
| 0.5 | 1,072.44 | 10.25 | 37.50 | 4.65 | -- | 13.50 | 1,138.34 | 5.00 | 1,143.34 |
| 1.0 | 2,144.88 | 20.50 | 37.50 | 9.30 | -- | 13.50 | 2,225.68 | 5.00 | 2,230.68 |
| 2.0 | 4,289.75 | 41.00 | 37.50 | 18.60 | -- | 13.50 | 4,400.35 | 5.00 | 4,405.35 |
| 3.0 | 6,434.63 | 61.50 | 37.50 | 27.90 | -- | 13.50 | 6,575.03 | 5.00 | 6,580.03 |
| 4.0 | 8,579.50 | 82.00 | 37.50 | 37.20 | 123.00 | 13.50 | 8,872.70 | 5.00 | 8,877.70 |
| 5.0 | 10,724.38 | 102.50 | 37.50 | 46.50 | 123.00 | 13.50 | 11,047.38 | 5.00 | 11,052.38 |
| 6.0 | 12,869.25 | 123.00 | 37.50 | 55.80 | 123.00 | 13.50 | 13,222.05 | 5.00 | 13,227.05 |
| 7.0 | 15,014.13 | 143.50 | 37.50 | 65.10 | 123.00 | 13.50 | 15,396.73 | 5.00 | 15,401.73 |
| 8.0+ | \$ 17,159.00 | \$ 164.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 17,571.40 | \$ 5.00 | \$ 17,576.40 |

Specialized Masters in Business – Finance⁽¹⁾

| Credit Hours | General Fees | | | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|---------------------|
| | Instructional Fees | General | Student Activity | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | | | |
| 0.5 | 1,727.00 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 1,794.15 | 5.00 | 1,799.15 |
| 1.0 | 3,454.00 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 3,537.30 | 5.00 | 3,542.30 |
| 2.0 | 6,908.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 7,023.60 | 5.00 | 7,028.60 |
| 3.0 | 10,362.00 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 10,509.90 | 5.00 | 10,514.90 |
| 4.0 | 13,816.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 14,119.20 | 5.00 | 14,124.20 |
| 5.0 | 17,270.00 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 17,605.50 | 5.00 | 17,610.50 |
| 6.0 | 20,724.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 21,091.80 | 5.00 | 21,096.80 |
| 7.0 | 24,178.00 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 24,578.10 | 5.00 | 24,583.10 |
| 8.0+ | \$ 27,632.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 28,064.40 | \$ 5.00 | \$ 28,069.40 |

(1) Students in this program also pay a \$261 Learning Technology Fee prorated by credit hour. Figures are specialized program fees.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

Graduate Minor in Business for Health Sciences⁽¹⁾

| Credit Hours | Instructional Fee | General Fees | | | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-----------------|-------------------|------------------------|-------------------------|----------------|------------------------|--------------------|
| | | General | Student Activity | | | | | | | |
| 0.5 | 727.75 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 794.90 | 5.00 | 799.90 | |
| 1.0 | 1,455.50 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 1,536.80 | 5.00 | 1,541.80 | |
| 2.0 | 2,911.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 3,026.60 | 5.00 | 3,031.60 | |
| 3.0 | 4,366.50 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 4,514.40 | 5.00 | 4,519.40 | |
| 4.0 | 5,822.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 6,125.20 | 5.00 | 6,130.20 | |
| 5.0 | 7,277.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 7,613.00 | 5.00 | 7,618.00 | |
| 6.0 | 8,733.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 9,100.80 | 5.00 | 9,105.80 | |
| 7.0 | 10,188.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 10,588.60 | 5.00 | 10,593.60 | |
| 8.0+ | \$ 11,644.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 12,076.40 | \$ 5.00 | \$ 12,081.40 | |

(1) Summer term program-based fee. The program transitioned from 6 to 8 hours per semester and fees were reduced beginning in Summer 2017.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

FY 2018 BUDGET PLAN

Dentistry - Rank 1⁽¹⁾

| Credit Hours | Instructional Fee | General Fees | | | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|--------------------|
| | | General | Student Activity | Student Union Fee | | | | | | |
| 0.5 | 1,055.00 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 1,122.15 | 1,249.50 | 2,371.65 | |
| 1.0 | 2,110.00 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 2,193.30 | 2,499.00 | 4,692.30 | |
| 2.0 | 4,220.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 4,335.60 | 4,998.00 | 9,333.60 | |
| 3.0 | 6,330.00 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 6,477.90 | 7,497.00 | 13,974.90 | |
| 4.0 | 8,440.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 8,743.20 | 9,996.00 | 18,739.20 | |
| 5.0 | 10,550.00 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 10,865.50 | 12,495.00 | 23,360.50 | |
| 6.0 | 12,660.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 13,027.80 | 14,994.00 | 28,021.80 | |
| 7.0 | 14,770.00 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 15,170.10 | 17,493.00 | 32,663.10 | |
| 8.8+ | \$ 16,880.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 17,312.40 | \$ 19,992.00 | \$ 37,304.40 | |

Dentistry - Ranks 2, 3, 4⁽¹⁾

| Credit Hours | Instructional Fee | General Fees | | | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|--------------------|
| | | General | Student Activity | Student Union Fee | | | | | | |
| 0.5 | 935.50 | 10.25 | 37.50 | 4.65 | -- | 13.50 | 1,001.40 | 1,106.00 | 2,109.40 | |
| 1.0 | 1,871.00 | 20.50 | 37.50 | 9.30 | -- | 13.50 | 1,951.80 | 2,216.00 | 4,167.80 | |
| 2.0 | 3,742.00 | 41.00 | 37.50 | 18.60 | -- | 13.50 | 3,892.60 | 4,432.00 | 8,324.60 | |
| 3.0 | 5,613.00 | 61.50 | 37.50 | 27.90 | -- | 13.50 | 5,753.40 | 6,648.00 | 12,401.40 | |
| 4.0 | 7,484.00 | 82.00 | 37.50 | 37.20 | 123.00 | 13.50 | 7,777.20 | 8,864.00 | 16,641.20 | |
| 5.0 | 9,355.00 | 102.50 | 37.50 | 46.50 | 123.00 | 13.50 | 9,678.00 | 11,080.00 | 20,758.00 | |
| 6.0 | 11,226.00 | 123.00 | 37.50 | 55.80 | 123.00 | 13.50 | 11,578.80 | 13,296.00 | 24,874.80 | |
| 7.0 | 13,097.00 | 143.50 | 37.50 | 65.10 | 123.00 | 13.50 | 13,479.60 | 15,512.00 | 28,991.60 | |
| 8.8+ | \$ 14,968.00 | \$ 164.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 15,386.40 | \$ 17,728.00 | \$ 33,114.40 | |

(1) Dentistry students in Rank 1 also pay a flat \$1,476/semester equipment fee; Ranks 2,3, and 4 pay \$1,309/semester.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

Law

| Credit Hours | Instructional Fees | General Fees | | | Student Union Fee | Rec Fee ⁽¹⁾ | COTA Fee ⁽²⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-----------------|-------------------|------------------------|-------------------------|--------------------|------------------------|--------------------|
| | | General | Student Activity | Student | | | | | | |
| 0.5 | 918.75 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 985.90 | 467.25 | 1,453.15 | |
| 1.0 | 1,837.50 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 1,920.80 | 934.50 | 2,855.30 | |
| 2.0 | 3,675.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 3,790.60 | 1,869.00 | 5,659.60 | |
| 3.0 | 5,512.50 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 5,660.40 | 2,803.50 | 8,463.90 | |
| 4.0 | 7,350.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 7,653.20 | 3,738.00 | 11,391.20 | |
| 5.0 | 9,187.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 9,523.00 | 4,872.50 | 14,395.50 | |
| 6.0 | 11,025.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 11,382.80 | 5,807.00 | 16,999.80 | |
| 7.0 | 12,862.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 13,252.60 | 6,541.50 | 19,804.10 | |
| 8.8+ | \$ 14,700.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 15,132.40 | \$ 7,476.00 | \$ 22,608.40 | |

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

FY 2018 BUDGET PLAN

Medicine ⁽¹⁾

| Credit Hours | Instructional Fees | General Fees | | | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-----------------|-------------------|------------------------|-------------------------|---------------------|------------------------|--------------------|
| | | General | Student Activity | | | | | | | |
| 0.5 | 916.25 | 10.25 | 37.50 | 4.65 | -- | 13.50 | 982.15 | 670.00 | 1,658.65 | |
| 1.0 | 1,832.50 | 20.50 | 37.50 | 9.30 | -- | 13.50 | 1,913.30 | 1,353.00 | 3,266.30 | |
| 2.0 | 3,665.00 | 41.00 | 37.50 | 18.60 | -- | 13.50 | 3,775.60 | 2,706.00 | 6,481.60 | |
| 3.0 | 5,497.50 | 61.50 | 37.50 | 27.90 | -- | 13.50 | 5,637.90 | 4,059.00 | 9,696.90 | |
| 4.0 | 7,330.00 | 82.00 | 37.50 | 37.20 | 123.00 | 13.50 | 7,623.20 | 5,412.00 | 13,035.20 | |
| 5.0 | 9,162.50 | 102.50 | 37.50 | 46.50 | 123.00 | 13.50 | 9,485.50 | 6,765.00 | 16,250.50 | |
| 6.0 | 10,995.00 | 123.00 | 37.50 | 55.80 | 123.00 | 13.50 | 11,347.80 | 8,118.00 | 19,465.80 | |
| 7.0 | 12,827.50 | 143.50 | 37.50 | 65.10 | 123.00 | 13.50 | 13,210.10 | 9,471.00 | 22,681.10 | |
| 8.8+ | \$ 14,660.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 15,077.40 | \$ 10,924.00 | \$ 25,896.40 | |

(1) Medicine students also pay a \$66 Learning Technology Fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

Master in Genetic Counseling

| Credit Hours | Instructional Fees | General Fees | | | Student Union Fee | Rec Fee ⁽¹⁾ | COTA Fee ⁽²⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|--------------------|------------------|------------------|-------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|--------------------|
| | | General | Student Activity | Student Union Fee | | | | | | |
| 0.5 | 598.00 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 665.15 | 689.00 | 1,354.15 | |
| 1.0 | 1,196.00 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 1,279.30 | 1,379.00 | 2,657.30 | |
| 2.0 | 2,392.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 2,507.60 | 2,756.00 | 5,263.60 | |
| 3.0 | 3,588.00 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 3,735.90 | 4,134.00 | 7,869.90 | |
| 4.0 | 4,784.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 5,087.20 | 5,512.00 | 10,599.20 | |
| 5.0 | 5,980.00 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 6,315.50 | 6,890.00 | 13,205.50 | |
| 6.0 | 7,176.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 7,543.80 | 8,269.00 | 15,812.80 | |
| 7.0 | 8,372.00 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 8,772.10 | 9,646.00 | 18,418.10 | |
| 8.0+ | \$ 9,568.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 10,000.40 | \$ 11,024.00 | \$ 21,024.40 | |

Doctor of Occupational Therapy⁽³⁾

| Credit Hours | Instructional Fees | General Fees | | | Student Union Fee | Rec Fee ⁽¹⁾ | COTA Fee ⁽²⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|--------------------|------------------|------------------|-------------------|-------------------|------------------------|-------------------------|--------------------|------------------------|--------------------|
| | | General | Student Activity | Student Union Fee | | | | | | |
| 0.5 | 379.50 | 10.25 | 37.50 | 4.65 | -- | 13.50 | 445.40 | 567.75 | 1,013.15 | |
| 1.0 | 759.00 | 20.50 | 37.50 | 9.30 | -- | 13.50 | 839.80 | 1,135.50 | 1,975.30 | |
| 2.0 | 1,518.00 | 41.00 | 37.50 | 18.60 | -- | 13.50 | 1,626.60 | 2,271.00 | 3,899.60 | |
| 3.0 | 2,277.00 | 61.50 | 37.50 | 27.90 | -- | 13.50 | 2,417.40 | 3,406.50 | 5,823.90 | |
| 4.0 | 3,036.00 | 82.00 | 37.50 | 37.20 | 123.00 | 13.50 | 3,329.20 | 4,542.00 | 7,871.20 | |
| 5.0 | 3,795.00 | 102.50 | 37.50 | 46.50 | 123.00 | 13.50 | 4,118.00 | 5,677.50 | 9,795.50 | |
| 6.0 | 4,554.00 | 123.00 | 37.50 | 55.80 | 123.00 | 13.50 | 4,906.80 | 6,813.00 | 11,719.80 | |
| 7.0 | 5,313.00 | 143.50 | 37.50 | 65.10 | 123.00 | 13.50 | 5,695.60 | 7,948.50 | 13,644.10 | |
| 8.0+ | \$ 6,072.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 6,484.40 | \$ 9,084.00 | \$ 15,568.40 | |

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

(3) This program transitioned from a Masters to a Doctoral degree program beginning in Summer 2016.

FY 2018 BUDGET PLAN

Master/Doctor of Physical Therapy

| Credit Hours | Instructional Fees | General Fees | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total | |
|--------------|--------------------|------------------|------------------|-------------------|------------------------|-----------------|------------------------|--------------------|---------------------|
| | | General | Student Activity | Student Union Fee | Rec Fee ⁽¹⁾ | | | | |
| 0.5 | 407.50 | 10.25 | 37.50 | 4.65 | -- | 473.40 | 567.75 | 1,041.15 | |
| 1.0 | 815.00 | 20.50 | 37.50 | 9.30 | -- | 895.80 | 1,135.50 | 2,031.30 | |
| 2.0 | 1,630.00 | 41.00 | 37.50 | 18.60 | -- | 1,740.60 | 2,271.00 | 4,011.60 | |
| 3.0 | 2,445.00 | 61.50 | 37.50 | 27.90 | -- | 2,585.40 | 3,406.50 | 5,991.90 | |
| 4.0 | 3,260.00 | 82.00 | 37.50 | 37.20 | 123.00 | 3,553.20 | 4,542.00 | 8,095.20 | |
| 5.0 | 4,075.00 | 102.50 | 37.50 | 46.50 | 123.00 | 4,389.00 | 5,877.50 | 10,076.50 | |
| 6.0 | 4,890.00 | 123.00 | 37.50 | 55.80 | 123.00 | 5,242.80 | 6,813.00 | 12,055.80 | |
| 7.0 | 5,705.00 | 143.50 | 37.50 | 65.10 | 123.00 | 6,087.60 | 7,948.50 | 14,036.10 | |
| 8.0+ | \$ 6,520.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 6,832.40 | \$ 9,084.00 | \$ 16,016.40 |

Master of Health Administration

| Credit Hours | Instructional Fees | General Fees | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total | |
|--------------|--------------------|------------------|------------------|-------------------|------------------------|-----------------|------------------------|---------------------|---------------------|
| | | General | Student Activity | Student Union Fee | Rec Fee ⁽¹⁾ | | | | |
| 0.5 | 436.50 | 11.50 | 37.50 | 4.65 | -- | 503.65 | 671.00 | 1,174.65 | |
| 1.0 | 873.00 | 23.00 | 37.50 | 9.30 | -- | 956.30 | 1,342.00 | 2,298.30 | |
| 2.0 | 1,746.00 | 46.00 | 37.50 | 18.60 | -- | 1,861.60 | 2,684.00 | 4,545.60 | |
| 3.0 | 2,619.00 | 69.00 | 37.50 | 27.90 | -- | 2,769.90 | 4,026.00 | 6,792.90 | |
| 4.0 | 3,492.00 | 92.00 | 37.50 | 37.20 | 123.00 | 3,795.20 | 5,368.00 | 9,163.20 | |
| 5.0 | 4,365.00 | 115.00 | 37.50 | 46.50 | 123.00 | 4,700.90 | 6,710.00 | 11,410.90 | |
| 6.0 | 5,238.00 | 138.00 | 37.50 | 55.80 | 123.00 | 5,605.80 | 8,052.00 | 13,657.80 | |
| 7.0 | 6,111.00 | 161.00 | 37.50 | 65.10 | 123.00 | 6,511.10 | 9,394.00 | 15,905.10 | |
| 8.0+ | \$ 6,984.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 7,416.40 | \$ 10,736.00 | \$ 18,152.40 |

- (1) The Recreation Fee is a flat fee for four or more credit hours.
- (2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

Master of Public Health

| Credit Hours | Instructional Fees | General Fees | | | Student Union Fee | Rec Fee ⁽¹⁾ | COTA Fee ⁽²⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|--------------------|------------------|------------------|-------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|--------------------|
| | | General | Student Activity | Student Union Fee | | | | | | |
| 0.5 | 387.25 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 454.40 | 671.00 | 1,125.40 | |
| 1.0 | 774.50 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 897.80 | 1,342.00 | 2,199.80 | |
| 2.0 | 1,549.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 1,664.60 | 2,684.00 | 4,348.60 | |
| 3.0 | 2,323.50 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 2,471.40 | 4,026.00 | 6,497.40 | |
| 4.0 | 3,098.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 3,401.20 | 5,368.00 | 8,769.20 | |
| 5.0 | 3,872.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 4,208.00 | 6,710.00 | 10,918.00 | |
| 6.0 | 4,647.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 5,014.80 | 8,052.00 | 13,066.80 | |
| 7.0 | 5,421.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 5,821.60 | 9,394.00 | 15,215.60 | |
| 8.0* | \$ 6,196.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 6,628.40 | \$ 10,736.00 | \$ 17,364.40 | |

Public Health Program for Experienced Professionals

| Credit Hours | Instructional Fees | General Fees | | | Student Union Fee | Rec Fee ⁽¹⁾ | COTA Fee ⁽²⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|--------------------|------------------|------------------|-------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|--------------------|
| | | General | Student Activity | Student Union Fee | | | | | | |
| 0.5 | 387.25 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 454.40 | 671.00 | 1,125.40 | |
| 1.0 | 774.50 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 897.80 | 1,342.00 | 2,199.80 | |
| 2.0 | 1,549.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 1,664.60 | 2,684.00 | 4,348.60 | |
| 3.0 | 2,323.50 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 2,471.40 | 4,026.00 | 6,497.40 | |
| 4.0 | 3,098.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 3,401.20 | 5,368.00 | 8,769.20 | |
| 5.0 | 3,872.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 4,208.00 | 6,710.00 | 10,918.00 | |
| 6.0 | 4,647.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 5,014.80 | 8,052.00 | 13,066.80 | |
| 7.0 | 5,421.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 5,821.60 | 9,394.00 | 15,215.60 | |
| 8.0* | \$ 6,196.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 6,628.40 | \$ 10,736.00 | \$ 17,364.40 | |

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

FY 2018 BUDGET PLAN

Pharmacy

| Credit Hours | Instructional Fee | General Fees | | | Student Union Fee | Rec Fee ⁽¹⁾ | COTA Fee ⁽²⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-------------------|-------------------|------------------------|-------------------------|---------------------|------------------------|--------------------|
| | | General | Student Activity | Student Union Fee | | | | | | |
| 0.5 | 676.00 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 743.15 | 706.50 | 1,449.65 | |
| 1.0 | 1,352.00 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 1,435.30 | 1,413.00 | 2,848.30 | |
| 2.0 | 2,704.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 2,819.60 | 2,826.00 | 5,645.60 | |
| 3.0 | 4,056.00 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 4,203.90 | 4,239.00 | 8,442.90 | |
| 4.0 | 5,408.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 5,711.20 | 5,652.00 | 11,363.20 | |
| 5.0 | 6,760.00 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 7,095.50 | 7,065.00 | 14,160.50 | |
| 6.0 | 8,112.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 8,479.80 | 8,478.00 | 16,957.80 | |
| 7.0 | 9,464.00 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 9,864.10 | 9,891.00 | 19,755.10 | |
| 8.0+ | \$ 10,816.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 11,248.40 | \$ 11,304.00 | \$ 22,552.40 | |

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

Optometry - Ranks 1 and 2⁽¹⁾

| Credit Hours | Instructional Fees | General Fees | | | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-----------------|-------------------|------------------------|-------------------------|---------------------|------------------------|--------------------|
| | | General | Student Activity | Student | | | | | | |
| 0.5 | 809.25 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 676.40 | 659.00 | 1,334.40 | |
| 1.0 | 1,618.50 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 1,701.80 | 1,316.00 | 3,017.80 | |
| 2.0 | 3,237.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 3,352.60 | 2,632.00 | 5,984.60 | |
| 3.0 | 4,855.50 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 5,003.40 | 3,948.00 | 8,951.40 | |
| 4.0 | 6,474.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 6,777.20 | 5,264.00 | 12,041.20 | |
| 5.0 | 8,092.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 8,428.00 | 6,580.00 | 15,008.00 | |
| 6.0 | 9,711.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 10,078.80 | 7,896.00 | 17,974.80 | |
| 7.0 | 11,329.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 11,729.60 | 9,212.00 | 20,941.60 | |
| 8.8+ | \$ 12,948.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 13,388.40 | \$ 10,528.00 | \$ 23,916.40 | |

Optometry - Ranks 3 and 4⁽¹⁾

| Credit Hours | Instructional Fees | General Fees | | | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-----------------|-------------------|------------------------|-------------------------|--------------------|------------------------|--------------------|
| | | General | Student Activity | Student | | | | | | |
| 0.5 | 718.50 | 10.25 | 37.50 | 4.65 | -- | 13.50 | 784.40 | 557.00 | 1,341.40 | |
| 1.0 | 1,437.00 | 20.50 | 37.50 | 9.30 | -- | 13.50 | 1,517.80 | 1,114.00 | 2,631.80 | |
| 2.0 | 2,874.00 | 41.00 | 37.50 | 18.60 | -- | 13.50 | 2,984.60 | 2,228.00 | 5,212.60 | |
| 3.0 | 4,311.00 | 61.50 | 37.50 | 27.90 | -- | 13.50 | 4,451.40 | 3,342.00 | 7,793.40 | |
| 4.0 | 5,748.00 | 82.00 | 37.50 | 37.20 | 123.00 | 13.50 | 6,041.20 | 4,496.00 | 10,537.20 | |
| 5.0 | 7,185.00 | 102.50 | 37.50 | 46.50 | 123.00 | 13.50 | 7,508.00 | 5,570.00 | 13,078.00 | |
| 6.0 | 8,622.00 | 123.00 | 37.50 | 55.80 | 123.00 | 13.50 | 8,974.80 | 6,644.00 | 15,618.80 | |
| 7.0 | 10,059.00 | 143.50 | 37.50 | 65.10 | 123.00 | 13.50 | 10,441.60 | 7,798.00 | 18,239.60 | |
| 8.8+ | \$ 11,496.00 | \$ 164.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 11,908.40 | \$ 8,912.00 | \$ 20,820.40 | |

(1) Effective Autumn 2016, Optometry lowered their Non-Resident Surcharge \$4,000 per semester. Optometry students in Ranks 1 and 2 also pay a flat \$591/semester equipment fee; Ranks 3 and 4 pay \$525/semester.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

FY 2018 BUDGET PLAN

Doctor of Audiology

| Credit Hours | Instructional Fees | General Fees | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total | |
|--------------|--------------------|------------------|------------------|-------------------|------------------------|-----------------|------------------------|---------------------|---------------------|
| | | General | Student Activity | Student Union Fee | Rec Fee ⁽¹⁾ | | | | |
| 0.5 | 379.25 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 446.40 | 671.00 | 1,117.40 |
| 1.0 | 758.50 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 841.80 | 1,342.00 | 2,183.80 |
| 2.0 | 1,517.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 1,632.60 | 2,684.00 | 4,216.60 |
| 3.0 | 2,275.50 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 2,423.40 | 4,026.00 | 6,449.40 |
| 4.0 | 3,034.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 3,337.20 | 5,368.00 | 8,705.20 |
| 5.0 | 3,792.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 4,128.00 | 6,710.00 | 10,838.00 |
| 6.0 | 4,551.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 4,918.80 | 8,052.00 | 12,970.80 |
| 7.0 | 5,309.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 5,709.60 | 9,394.00 | 15,103.60 |
| 8.8+ | \$ 6,068.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 6,508.40 | \$ 10,736.00 | \$ 17,236.40 |

Masters of Speech-Language Pathology

| Credit Hours | Instructional Fees | General Fees | | | | Resident Total | Non-Resident Surcharge | Non-Resident Total | |
|--------------|--------------------|------------------|------------------|-------------------|------------------------|-----------------|------------------------|---------------------|---------------------|
| | | General | Student Activity | Student Union Fee | Rec Fee ⁽¹⁾ | | | | |
| 0.5 | 379.25 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 446.40 | 671.00 | 1,117.40 |
| 1.0 | 758.50 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 841.80 | 1,342.00 | 2,183.80 |
| 2.0 | 1,517.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 1,632.60 | 2,684.00 | 4,216.60 |
| 3.0 | 2,275.50 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 2,423.40 | 4,026.00 | 6,449.40 |
| 4.0 | 3,034.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 3,337.20 | 5,368.00 | 8,705.20 |
| 5.0 | 3,792.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 4,128.00 | 6,710.00 | 10,838.00 |
| 6.0 | 4,551.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 4,918.80 | 8,052.00 | 12,970.80 |
| 7.0 | 5,309.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 5,709.60 | 9,394.00 | 15,103.60 |
| 8.8+ | \$ 6,068.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 6,508.40 | \$ 10,736.00 | \$ 17,236.40 |

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

Master of Social Work⁽³⁾

| Credit Hours | General Fees | | | | | | | Non-Resident Surcharge | Non-Resident Total |
|--------------|--------------------|------------------|------------------|-------------------|------------------------|-------------------------|--------------------|------------------------|---------------------|
| | Instructional Fees | General | Student Activity | Student Union Fee | Rec Fee ⁽¹⁾ | COTA Fee ⁽²⁾ | Resident Total | | |
| 0.5 | 382.25 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 449.40 | 671.00 | 1,120.40 |
| 1.0 | 764.50 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 847.80 | 1,342.00 | 2,189.80 |
| 2.0 | 1,529.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 1,644.60 | 2,684.00 | 4,328.60 |
| 3.0 | 2,293.50 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 2,441.40 | 4,826.00 | 6,467.40 |
| 4.0 | 3,058.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 3,361.20 | 5,388.00 | 8,729.20 |
| 5.0 | 3,822.50 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 4,158.00 | 6,710.00 | 10,868.00 |
| 6.0 | 4,587.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 4,954.80 | 8,052.00 | 13,006.80 |
| 7.0 | 5,351.50 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 5,751.60 | 9,194.00 | 15,145.60 |
| 8.8+ | \$ 6,116.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 6,548.40 | \$ 10,736.00 | \$ 17,284.40 |

(1) Students in this program may also pay a field practicum fee of \$94.50/semester.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

FY 2018 BUDGET PLAN

Veterinary Medicine⁽¹⁾

| Credit Hours | Instructional Fees | General Fees | | | Student Union Fee | Rec Fee ⁽²⁾ | COTA Fee ⁽³⁾ | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|---------------------|------------------|------------------|-----------------|-------------------|------------------------|-------------------------|---------------------|------------------------|--------------------|
| | | General | Student Activity | Student | | | | | | |
| 0.5 | 947.50 | 11.50 | 37.50 | 4.65 | -- | 13.50 | 1,014.65 | 1,199.25 | 2,213.90 | |
| 1.0 | 1,895.00 | 23.00 | 37.50 | 9.30 | -- | 13.50 | 1,978.30 | 2,398.50 | 4,376.80 | |
| 2.0 | 3,790.00 | 46.00 | 37.50 | 18.60 | -- | 13.50 | 3,905.60 | 4,797.00 | 8,702.60 | |
| 3.0 | 5,685.00 | 69.00 | 37.50 | 27.90 | -- | 13.50 | 5,832.90 | 7,195.50 | 13,028.40 | |
| 4.0 | 7,580.00 | 92.00 | 37.50 | 37.20 | 123.00 | 13.50 | 7,883.20 | 9,594.00 | 17,477.20 | |
| 5.0 | 9,475.00 | 115.00 | 37.50 | 46.50 | 123.00 | 13.50 | 9,810.50 | 11,992.50 | 21,803.00 | |
| 6.0 | 11,370.00 | 138.00 | 37.50 | 55.80 | 123.00 | 13.50 | 11,737.80 | 14,391.00 | 26,128.80 | |
| 7.0 | 13,265.00 | 161.00 | 37.50 | 65.10 | 123.00 | 13.50 | 13,665.10 | 16,789.50 | 30,454.60 | |
| 8.0* | \$ 15,160.00 | \$ 184.00 | \$ 37.50 | \$ 74.40 | \$ 123.00 | \$ 13.50 | \$ 15,597.40 | \$ 19,188.00 | \$ 34,785.40 | |

(1) Vet Medicine students in Ranks 1 also pay a flat \$277.50/semester equipment fee; Rank 2 pays \$202.50/semester; Rank 3 pays \$277.50/semester; Rank 4 pays \$352.50/semester.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

Master in Agricultural and Extension Education - Distance Learning⁽¹⁾

| Credit Hours | Instructional Fees | Distance Education | | Resident Total, Semester | Resident Total, Year | Non-Resident Surcharge ⁽¹⁾ | Non-Resident Total, Semester | Non-Resident Total, Year |
|--------------|--------------------|--------------------|------------------|--------------------------|----------------------|---------------------------------------|------------------------------|--------------------------|
| | | General Fee | Fee | | | | | |
| 0.5 | 448.25 | 11.50 | 100.00 | 559.75 | 1,079.25 | 5.00 | 564.75 | 1,094.25 |
| 1.0 | 896.50 | 23.00 | 100.00 | 1,019.50 | 3,058.50 | 5.00 | 1,024.50 | 3,073.50 |
| 2.0 | 1,793.00 | 46.00 | 100.00 | 1,939.00 | 5,817.00 | 5.00 | 1,944.00 | 5,832.00 |
| 3.0 | 2,689.50 | 69.00 | 100.00 | 2,858.50 | 8,575.50 | 5.00 | 2,863.50 | 8,590.50 |
| 4.0 | 3,586.00 | 92.00 | 100.00 | 3,778.00 | 11,334.00 | 5.00 | 3,783.00 | 11,349.00 |
| 5.0 | 4,482.50 | 115.00 | 100.00 | 4,697.50 | 14,092.50 | 5.00 | 4,702.50 | 14,107.50 |
| 6.0 | 5,379.00 | 138.00 | 100.00 | 5,617.00 | 16,851.00 | 5.00 | 5,622.00 | 16,866.00 |
| 7.0 | 6,275.50 | 161.00 | 100.00 | 6,536.50 | 19,609.50 | 5.00 | 6,541.50 | 19,624.50 |
| 8.0+ | \$ 7,172.00 | \$ 184.00 | \$ 100.00 | \$ 7,456.00 | \$ 22,368.00 | \$ 5.00 | \$ 7,461.00 | \$ 22,383.00 |

Master of Global Engineering Leadership - Distance Learning⁽¹⁾⁽²⁾

| Credit Hours | Instructional Fees | Distance Education | | Resident Total, Semester | Non-Resident Surcharge ⁽¹⁾ | Non-Resident Total, Semester |
|-------------------------------|--------------------|--------------------|------------------|--------------------------|---------------------------------------|------------------------------|
| | | General Fee | Fee | | | |
| 0.5 | 522.00 | 11.50 | 100.00 | 633.50 | 5.00 | 638.50 |
| 1.0 | 1,044.00 | 23.00 | 100.00 | 1,167.00 | 5.00 | 1,172.00 |
| 2.0 | 2,088.00 | 46.00 | 100.00 | 2,234.00 | 5.00 | 2,239.00 |
| 3.0 | 3,132.00 | 69.00 | 100.00 | 3,301.00 | 5.00 | 3,306.00 |
| 4.0 | 4,176.00 | 92.00 | 100.00 | 4,368.00 | 5.00 | 4,373.00 |
| 5.0 | 5,220.00 | 115.00 | 100.00 | 5,435.00 | 5.00 | 5,440.00 |
| 6.0 | 6,264.00 | 138.00 | 100.00 | 6,502.00 | 5.00 | 6,507.00 |
| 7.0 | 7,308.00 | 161.00 | 100.00 | 7,569.00 | 5.00 | 7,574.00 |
| 8 | \$ 8,352.00 | \$ 184.00 | \$ 100.00 | \$ 8,636.00 | \$ 5.00 | \$ 8,641.00 |
| Each add'l credit hour | \$ 1,044.00 | \$ 23.00 | | | | |

(1) For students taking all distance courses, all on-site fees are waived and the non-resident tuition is reduced to \$5.

(2) Students enrolled in the MGEI program pay per credit hour.

FY 2018 BUDGET PLAN

Appendix B – Regional Campuses: Lima, Mansfield, Marion & Newark

Undergraduate – Continuing and Transfer Students

| Credit Hours | Instructional Fees | General Fees | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|-----------------------------|--------------------|--------------|----------------|------------------------|--------------------|
| 0.5 | 144.00 | 4.75 | 148.75 | 398.00 | 546.75 |
| 1.0 | 288.00 | 9.50 | 297.50 | 796.00 | 1,093.50 |
| 2.0 | 576.00 | 19.00 | 595.00 | 1,592.00 | 2,187.00 |
| 3.0 | 864.00 | 28.50 | 892.50 | 2,388.00 | 3,280.50 |
| 4.0 | 1,152.00 | 38.00 | 1,190.00 | 3,184.00 | 4,374.00 |
| 5.0 | 1,440.00 | 47.50 | 1,487.50 | 3,980.00 | 5,467.50 |
| 6.0 | 1,728.00 | 57.00 | 1,785.00 | 4,776.00 | 6,561.00 |
| 7.0 | 2,016.00 | 66.50 | 2,082.50 | 5,572.00 | 7,654.50 |
| 8.0 | 2,304.00 | 76.00 | 2,380.00 | 6,368.00 | 8,748.00 |
| 9.0 | 2,592.00 | 85.50 | 2,677.50 | 7,164.00 | 9,841.50 |
| 10.0 | 2,880.00 | 95.00 | 2,975.00 | 7,960.00 | 10,935.00 |
| 11.0 | 3,168.00 | 104.50 | 3,272.50 | 8,756.00 | 12,029.50 |
| 12.0 to 18.0 ⁽¹⁾ | \$ 3,456.00 | \$ 114.00 | \$ 3,570.00 | \$ 9,552.00 | \$ 13,122.00 |

(1) Students pay an additional half credit hour instructional, basic general and non-resident fee for each half credit hour of enrollment over 18.

Undergraduate – Tuition Guarantee

| Credit Hours | Instructional Fees | General Fees | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|-----------------------------|--------------------|--------------|----------------|------------------------|--------------------|
| 0.5 | 152.60 | 4.75 | 157.35 | 398.00 | 555.35 |
| 1.0 | 305.20 | 9.50 | 314.70 | 796.00 | 1,110.70 |
| 2.0 | 610.40 | 19.00 | 629.40 | 1,592.00 | 2,221.40 |
| 3.0 | 915.60 | 28.50 | 944.10 | 2,388.00 | 3,332.10 |
| 4.0 | 1,220.80 | 38.00 | 1,258.80 | 3,184.00 | 4,442.80 |
| 5.0 | 1,526.00 | 47.50 | 1,573.50 | 3,980.00 | 5,553.50 |
| 6.0 | 1,831.20 | 57.00 | 1,888.20 | 4,776.00 | 6,664.20 |
| 7.0 | 2,136.40 | 66.50 | 2,202.90 | 5,572.00 | 7,774.90 |
| 8.0 | 2,441.60 | 76.00 | 2,517.60 | 6,368.00 | 8,885.60 |
| 9.0 | 2,746.80 | 85.50 | 2,832.30 | 7,164.00 | 9,996.30 |
| 10.0 | 3,052.00 | 95.00 | 3,147.00 | 7,960.00 | 11,107.00 |
| 11.0 | 3,357.20 | 104.50 | 3,461.70 | 8,756.00 | 12,217.70 |
| 12.0 to 18.0 ⁽¹⁾ | \$ 3,662.40 | \$ 114.00 | \$ 3,776.40 | \$ 9,552.00 | \$ 13,328.40 |

(1) Students pay an additional half credit hour instructional, basic general and non-resident fee for each half credit hour of enrollment over 18.

(2) Tuition Guarantee does not apply to Non-Resident Surcharge

Graduate

| Credit Hours | Instructional Fees | General Fees | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|--------------|--------------------|------------------|--------------------|------------------------|---------------------|
| 0.5 | 359.25 | 7.50 | 366.75 | 671.00 | 1,037.75 |
| 1.0 | 718.50 | 15.00 | 733.50 | 1,342.00 | 2,075.50 |
| 2.0 | 1,437.00 | 30.00 | 1,467.00 | 2,684.00 | 4,151.00 |
| 3.0 | 2,155.50 | 45.00 | 2,200.50 | 4,026.00 | 6,226.50 |
| 4.0 | 2,874.00 | 60.00 | 2,934.00 | 5,368.00 | 8,302.00 |
| 5.0 | 3,592.50 | 75.00 | 3,667.50 | 6,710.00 | 10,377.50 |
| 6.0 | 4,311.00 | 90.00 | 4,401.00 | 8,052.00 | 12,453.00 |
| 7.0 | 5,029.50 | 105.00 | 5,134.50 | 9,394.00 | 14,528.50 |
| 8.0+ | \$ 5,748.00 | \$ 120.00 | \$ 5,868.00 | \$ 10,736.00 | \$ 16,604.00 |

FY 2018 BUDGET PLAN

Appendix C – Agricultural Technical Institute Student Fee Tables

Undergraduate – Continuing and Transfer Students

| Credit Hours | Instructional Fees | General Fees | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|-----------------------------------|--------------------|------------------|--------------------|------------------------|---------------------|
| 0.5 | 143.25 | 4.75 | 148.00 | 398.00 | 546.00 |
| 1.0 | 286.50 | 9.50 | 296.00 | 796.00 | 1,092.00 |
| 2.0 | 573.00 | 19.00 | 592.00 | 1,592.00 | 2,184.00 |
| 3.0 | 859.50 | 28.50 | 888.00 | 2,388.00 | 3,276.00 |
| 4.0 | 1,146.00 | 38.00 | 1,184.00 | 3,184.00 | 4,368.00 |
| 5.0 | 1,432.50 | 47.50 | 1,480.00 | 3,980.00 | 5,460.00 |
| 6.0 | 1,719.00 | 57.00 | 1,776.00 | 4,776.00 | 6,552.00 |
| 7.0 | 2,005.50 | 66.50 | 2,072.00 | 5,572.00 | 7,644.00 |
| 8.0 | 2,292.00 | 76.00 | 2,368.00 | 6,368.00 | 8,736.00 |
| 9.0 | 2,578.50 | 85.50 | 2,664.00 | 7,164.00 | 9,828.00 |
| 10.0 | 2,865.00 | 95.00 | 2,960.00 | 7,960.00 | 10,920.00 |
| 11.0 | 3,151.50 | 104.50 | 3,256.00 | 8,756.00 | 12,012.00 |
| 12.0 to 18.0⁽¹⁾ | \$ 3,438.00 | \$ 114.00 | \$ 3,552.00 | \$ 9,552.00 | \$ 13,104.00 |

(1) Students pay an additional half credit hour instructional, basic general and non-resident fee for each half credit hour of enrollment over 18.

Undergraduate – Tuition Guarantee

| Credit Hours | Instructional Fees | General Fees | Resident Total | Non-Resident Surcharge | Non-Resident Total |
|-----------------------------------|--------------------|------------------|--------------------|------------------------|---------------------|
| 0.5 | 151.85 | 4.75 | 156.60 | 398.00 | 554.60 |
| 1.0 | 303.70 | 9.50 | 313.20 | 796.00 | 1,109.20 |
| 2.0 | 607.40 | 19.00 | 626.40 | 1,592.00 | 2,218.40 |
| 3.0 | 911.10 | 28.50 | 939.60 | 2,388.00 | 3,327.60 |
| 4.0 | 1,214.80 | 38.00 | 1,252.80 | 3,184.00 | 4,436.80 |
| 5.0 | 1,518.50 | 47.50 | 1,566.00 | 3,980.00 | 5,546.00 |
| 6.0 | 1,822.20 | 57.00 | 1,879.20 | 4,776.00 | 6,655.20 |
| 7.0 | 2,125.90 | 66.50 | 2,192.40 | 5,572.00 | 7,764.40 |
| 8.0 | 2,429.60 | 76.00 | 2,505.60 | 6,368.00 | 8,873.60 |
| 9.0 | 2,733.30 | 85.50 | 2,818.80 | 7,164.00 | 9,982.80 |
| 10.0 | 3,037.00 | 95.00 | 3,132.00 | 7,960.00 | 11,092.00 |
| 11.0 | 3,340.70 | 104.50 | 3,445.20 | 8,756.00 | 12,201.20 |
| 12.0 to 18.0⁽¹⁾ | \$ 3,644.40 | \$ 114.00 | \$ 3,758.40 | \$ 9,552.00 | \$ 13,310.40 |

(1) Students pay an additional half credit hour instructional, basic general and non-resident fee for each half credit hour of enrollment over 18.

(2) Tuition Guarantee does not apply to Non-Resident Surcharge

Appendix D – Tuition and SSI History

Columbus Campus

| Year | Resident Undergraduate Tuition: (\$) | Percent Change | Total Non-resident | Percent Change | Undergraduate SSI | Percent Change | Total State Share of Instruction (000's) (2) | Percent Change |
|------------|--------------------------------------|----------------|--------------------|----------------|-------------------|----------------|--|----------------|
| 1998 | \$3,687 | 6.3% | \$10,686 | 5.4% | | | \$297,551 | 5.1% |
| 1999 | \$3,908 | 5.8% | \$11,475 | 5.7% | | | \$305,761 | 2.6% |
| 2000 | \$4,127 | 5.6% | \$12,067 | 5.1% | | | \$312,838 | 2.3% |
| 2001 | \$4,383 | 5.9% | \$12,732 | 5.5% | | | \$317,721 | 1.6% |
| 2002 | \$4,788 | 6.2% | \$13,554 | 6.5% | \$196,728 | | \$305,389 | -3.9% |
| 2003 | \$5,691 | 18.9% | \$15,114 | 11.9% | \$134,991 | -1.3% | \$300,064 | -1.7% |
| 2004 | \$6,051 | 6.3% | \$16,838 | 10.7% | \$115,195 | -14.7% | \$299,998 | 0.0% |
| 2005 | \$7,542 | 23.4% | \$18,129 | 8.0% | \$131,545 | 14.2% | \$301,888 | 0.6% |
| 2006 | \$8,082 | 7.3% | \$19,305 | 6.5% | \$132,609 | 0.8% | \$305,508 | 1.2% |
| 2007 | \$8,667 | 7.3% | \$20,562 | 6.5% | \$137,054 | 3.4% | \$314,597 | 2.9% |
| 2008 | \$8,676 | -0.1% | \$21,285 | 3.5% | \$149,176 | 8.8% | \$332,269 | 5.6% |
| 2009 | \$8,679 | 0.0% | \$21,978 | 3.3% | \$163,479 | 9.6% | \$363,652 | 9.3% |
| 2010 | \$8,726 | 0.5% | \$22,288 | 1.4% | \$160,550 | -1.8% | \$361,658 | -0.6% |
| 2011 | \$9,423 | 8.0% | \$23,664 | 6.2% | \$181,952 | 13.0% | \$392,920 | 8.6% |
| 2012 | \$9,735 | 3.3% | \$24,630 | 4.1% | \$181,909 | -0.3% | \$394,544 | 0.4% |
| 2013 | \$10,037 | 3.1% | \$25,445 | 3.3% | \$163,749 | -9.3% | \$331,629 | -15.7% |
| 2014 | \$10,637 | 6.0% | \$25,757 | 1.2% | \$163,637 | -0.7% | \$334,394 | 0.8% |
| 2015 | \$10,037 | -6.0% | \$26,537 | 3.0% | \$159,904 | -4.7% | \$338,879 | 1.3% |
| 2016 | \$10,037 | 0.0% | \$27,965 | 5.3% | \$168,999 | 5.7% | \$341,982 | 0.9% |
| 2017 | \$10,037 | 0.0% | \$28,229 | 0.9% | \$169,951 | 0.6% | \$362,654 | 6.2% |
| 2018(1) PG | \$10,037 | 0.0% | \$29,141 | 3.2% | | | | |
| 2018(1) G | \$10,591 | 5.5% | \$29,695 | 1.9% | \$169,268 | -0.4% | \$361,827 | -0.2% |

- (1) Resident Undergraduate Tuition includes instructional, general, and mandatory fees.
 (2) 2015 state share of instruction based on Columbus campus proportion after regional campus allocation.
 (3) ND=Non-Guarantee; G=Guarantee; 2018 estimates based on FY18 SSI for OSU provided by State.

Regional Campuses (Lima, Mansfield, Marion, Newark)

| Year | Resident Undergraduate Tuition | Percent Change | Total Non-resident | Percent Change | Total State Share of Instruction | Percent Change | Mansfield | Percent Change | Marion | Percent Change | Newark | Percent Change |
|---------|--------------------------------|----------------|--------------------|----------------|----------------------------------|----------------|-------------|----------------|-------------|----------------|-------------|----------------|
| 1998 | \$1,813 | 0% | \$10,862 | 4.4% | \$10,868,884 | | \$1,813,526 | | \$1,775,311 | | \$1,279,947 | |
| 1999 | \$1,828 | 0.8% | \$11,517 | 6.0% | \$15,270,430 | 17% | \$2,816,441 | 55.0% | \$2,862,938 | 1.6% | \$1,522,341 | 17.5% |
| 2000 | \$1,828 | 0% | \$11,478 | -0.3% | \$15,720,427 | 3.0% | \$2,891,184 | 2.6% | \$2,892,117 | 0.3% | \$1,552,238 | 1.9% |
| 2001 | \$1,907 | 4.3% | \$11,500 | 0.2% | \$16,470,482 | 4.8% | \$3,030,119 | 4.8% | \$2,985,136 | 3.2% | \$1,641,301 | 5.8% |
| 2002 | \$1,911 | 0.2% | \$11,907 | 3.5% | \$16,700,882 | 1.4% | \$3,064,480 | 1.1% | \$2,984,439 | -0.3% | \$1,648,364 | 0.4% |
| 2003 | \$1,927 | 0.9% | \$12,361 | 3.8% | \$16,657,196 | -0.3% | \$3,059,485 | -0.2% | \$3,035,499 | 1.7% | \$1,669,670 | 1.3% |
| 2004 | \$1,962 | 1.8% | \$13,239 | 7.2% | \$16,654,470 | -0.2% | \$3,027,780 | -1.0% | \$3,024,739 | -0.2% | \$1,685,969 | 0.9% |
| 2005 | \$2,153 | 9.7% | \$13,740 | 3.7% | \$16,181,269 | -2.8% | \$3,022,268 | -0.2% | \$2,939,134 | -2.9% | \$1,619,294 | -4.5% |
| 2006 | \$2,288 | 6.1% | \$14,119 | 2.8% | \$16,137,882 | -0.3% | \$3,072,717 | 1.7% | \$3,048,794 | 0.3% | \$1,670,591 | 3.1% |
| 2007 | \$2,280 | -0.4% | \$14,196 | 0.5% | \$16,126,105 | -0.1% | \$3,036,385 | -2.1% | \$3,035,924 | -0.1% | \$1,669,628 | -0.6% |
| 2008 | \$2,290 | 0.5% | \$14,813 | 4.3% | \$17,646,649 | 9.4% | \$3,438,000 | 13.0% | \$3,427,051 | -0.3% | \$1,808,202 | 7.8% |
| 2009 | \$2,290 | 0% | \$15,413 | 4.1% | \$18,334,457 | 3.9% | \$3,546,377 | 3.2% | \$3,535,689 | -0.3% | \$1,870,239 | 3.4% |
| 2010 | \$2,271 | -0.8% | \$15,209 | -1.3% | \$18,365,489 | 0.2% | \$3,520,324 | -0.7% | \$3,499,974 | -0.8% | \$1,842,828 | -1.5% |
| 2011 | \$2,318 | 2.1% | \$15,692 | 3.2% | \$18,582,217 | 1.2% | \$3,688,091 | 4.8% | \$3,683,707 | 0.1% | \$1,845,119 | 0.1% |
| 2012 | \$2,363 | 2.0% | \$15,586 | -0.7% | \$18,300,769 | -1.5% | \$3,688,432 | 0.0% | \$3,693,693 | 0.3% | \$1,850,364 | 0.3% |
| 2013 | \$2,418 | 2.4% | \$15,546 | -0.3% | \$18,638,262 | 1.8% | \$4,286,893 | 16.2% | \$4,295,698 | 0.2% | \$1,918,418 | 3.7% |
| 2014 | \$2,418 | 0% | \$15,800 | 1.6% | \$18,817,647 | 0.9% | \$4,317,300 | 0.7% | \$4,295,690 | -0.4% | \$1,920,094 | 0.1% |
| 2015 | \$2,418 | 0% | \$15,883 | 0.5% | \$18,499,410 | -1.8% | \$4,063,984 | -5.9% | \$3,983,691 | -3.4% | \$1,887,916 | -1.6% |
| 2016 | \$2,418 | 0% | \$15,230 | -4.1% | \$18,327,087 | -1% | \$4,668,984 | 15% | \$4,660,984 | -0.2% | \$1,928,403 | 2.6% |
| 2017 PG | \$2,418 | 0% | \$15,230 | 0% | \$18,049,822 | -1.5% | \$4,628,084 | -1% | \$4,620,399 | -0.2% | \$1,928,099 | -0.2% |
| 2017 G | \$2,418 | 0% | \$15,230 | 0% | \$18,006,817 | -0.2% | \$4,628,084 | -0.2% | \$4,620,399 | -0.2% | \$1,928,099 | -0.2% |

Notes:
 (1) 2018 PG accounts 2018 allocation decrease for the state.
 (2) PG=Resident; G=Guarantee; 2018 estimates based on FY18 SSI for OSU provided by State.
 (3) ND=Non-Guarantee; G=Guarantee; 2018 estimates based on FY18 SSI for OSU provided by State.



FY 2018 Budget Summary

Board of Trustees

August 24, 2017



Themes

Priorities reflected in FY 2018 budget

University: Access, affordability and excellence

- Tuition guarantee for incoming first year undergraduate students to provide predictability and transparency for students
- Increase in need-based financial aid, including President's Affordability Grants and Land Grant Opportunity Scholarships
- Investing upfront proceeds from the Comprehensive Energy Management Project

Wexner Medical Center

- Continued James Cancer Hospital growth
- Full year impact of Brain and Spine Hospital, Jameson Crane Sports Medicine Institute, and Ohio State Outpatient Care Upper Arlington
- Invest projected margin in clinical programs

Both University and health system

- Continued focus on operational efficiencies

THE OHIO STATE UNIVERSITY **Consolidated Financial Overview**

Health System & OSUP account for 48% of total FY 2018 revenue

| Total Sources (\$ thousands) | FY17 | FY18 | \$ Difference | % |
|--|------------------|------------------|----------------|-------------|
| | Projection | Budget | | |
| University (incl Endow Distributions) | 3,334,667 | 3,428,222 | 93,556 | 2.8% |
| Health System (incl Endow Distributions) | 2,827,760 | 3,009,657 | 182,097 | 6.4% |
| OSU Physicians | 417,328 | 435,035 | 17,707 | 4.2% |
| Total Sources | 6,579,755 | 6,873,114 | 293,359 | 4.5% |

| Total Uses (\$ thousands) | FY17 | FY18 | \$ Difference | % |
|------------------------------|------------------|------------------|----------------|-------------|
| | Projection | Budget | | |
| University | 3,235,846 | 3,398,619 | 162,773 | 5.0% |
| Health System | 2,620,510 | 2,769,370 | 148,860 | 5.7% |
| OSU Physicians | 381,843 | 429,654 | 47,811 | 12.5% |
| Total Uses | 6,238,199 | 6,597,643 | 359,444 | 5.8% |

| Sources Less Uses (\$ thousands) | FY17 | FY18 |
|---|----------------|----------------|
| | Projection | Budget |
| University (incl Endow Distributions) | 98,821 | 29,604 |
| Health System (incl Endow Distributions) | 207,250 | 240,487 |
| OSU Physicians | 35,485 | 5,381 |
| Sources Less Uses Before Investment Income | 341,556 | 275,471 |
| Investment Income after Distributions | 366,281 | 245,618 |
| Total Sources Less Uses | 739,837 | 521,089 |

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THE OHIO STATE UNIVERSITY **Consolidated Budget Sources**

Sources highlights: \$6.9 billion budgeted

| Total Sources (\$ thousands) | FY17 | FY18 | \$ Difference | % |
|---------------------------------------|------------------|------------------|----------------|-------------|
| | Projection | Budget | | |
| Tuition & Fees (gross) | 1,300,951 | 1,123,793 | (22,843) | -2.1% |
| State Share of Instruction | 384,540 | 383,662 | (878) | -0.2% |
| Other Government Appropriations | 141,972 | 141,489 | (484) | -0.3% |
| Exchange Grants & Contracts | 685,185 | 691,015 | 2,830 | 0.4% |
| Non-Exchange Grants & Contracts | 63,041 | 63,300 | 259 | 0.4% |
| Sales & Services - Auxiliaries | 330,000 | 347,314 | 17,264 | 5.2% |
| Sales & Services - Departmental | 95,989 | 99,719 | 3,729 | 2.2% |
| Advancement Receipts | 289,800 | 273,000 | (3,200) | -1.2% |
| Endowment Distributions | 159,067 | 199,101 | 40,034 | 25.2% |
| Other Revenues | 71,091 | 35,830 | (4,738) | -15.2% |
| Total University Sources | 3,334,667 | 3,428,222 | 93,556 | 2.8% |
| Sales & Services - Health System | 2,820,217 | 2,998,451 | 178,234 | 6.3% |
| Health System Endowment Distributions | 7,543 | 11,406 | 3,863 | 51.2% |
| Sales & Services - OSU Physicians | 417,328 | 435,035 | 17,707 | 4.2% |
| Total Health-Related Sources | 3,245,088 | 3,444,892 | 199,804 | 6.2% |
| Total Sources | 6,579,755 | 6,873,114 | 293,359 | 4.5% |

Tuition guarantee for incoming first year students, non-resident and international fee increases

6% housing and 3% dining increase and additional athletics revenue offset by fewer Schweitzer Center events

Endowment Distributions increase due to Comprehensive Energy Management Project

Increased activity from the James and full year of Drain and Spivey Hospital, Jameson Clinic, and Upper Arlington Outpatient Care - Additionally resident managed care rates are increasing 3-4%, offset by decreases from governmental payers

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THE OHIO STATE UNIVERSITY **Consolidated Budget Sources**

Sources Drivers

| | Tuition | Housing & Dining | Patient Care |
|--------|---------|------------------|--------------|
| Price | ↑ | ↑ | ↔ |
| Volume | ↔ | ↔ | ↑ |
| Mix | ↑ | ↔ | ↑ |

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THE OHIO STATE UNIVERSITY **Consolidated Budget Uses**

Uses highlights: \$6.6 billion budgeted

| Total Uses (\$ thousands) | FY17 Projection | FY18 Budget | \$ Difference | % Difference |
|------------------------------------|------------------|------------------|----------------|--------------|
| University | | | | |
| Personnel Expense | 1,830,699 | 1,917,520 | 86,820 | 4.7% |
| Non-Personnel Expense | 1,174,542 | 1,238,780 | 64,238 | 5.5% |
| Depreciation & Interest | 300,360 | 309,267 | 8,907 | 3.0% |
| Medical Center Investments | (69,755) | (67,960) | 1,795 | 2.6% |
| Total Uses - University | 3,225,846 | 3,398,619 | 172,773 | 5.4% |
| Health System | | | | |
| Personnel Expense | 1,260,779 | 1,301,779 | 41,000 | 3.3% |
| Non-Personnel Expense | 1,025,862 | 1,068,717 | 42,855 | 4.2% |
| Depreciation & Interest | 154,424 | 158,674 | 4,250 | 2.8% |
| Medical Center Investments | 149,445 | 150,000 | 555 | 0.4% |
| Total Uses - Health System | 2,490,510 | 2,780,370 | 289,860 | 11.6% |
| OSU Physicians | | | | |
| Personnel Expense | 370,725 | 413,723 | 42,998 | 11.6% |
| Non-Personnel Expense | 86,865 | 93,891 | 7,026 | 8.1% |
| Depreciation & Interest | 4,143 | 4,080 | (63) | -1.5% |
| Medical Center Investments | (79,600) | (62,049) | 17,550 | -21.9% |
| Total Uses - OSU Physicians | 381,143 | 429,644 | 47,501 | 12.5% |
| Commodities | | | | |
| Personnel Expense | 3,462,203 | 3,663,022 | 200,819 | 5.8% |
| Non-Personnel Expense | 2,287,069 | 2,422,400 | 135,332 | 5.9% |
| Depreciation & Interest | 408,507 | 512,221 | 103,714 | 25.4% |
| Total Uses | 6,228,159 | 6,597,643 | 369,484 | 5.9% |

Includes 2% salary guidelines increases, strategic academic investments

Includes \$17.3M increase in Student Aid, other increases due to inflation, technology investments, and increased grants

Includes 2% salary guidelines increases and increases to support increased patient volumes, inflation in drug costs

Includes 2% salary guidelines increases and increases to support increased patient volumes

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FY2018-2022 Capital Investment Plan

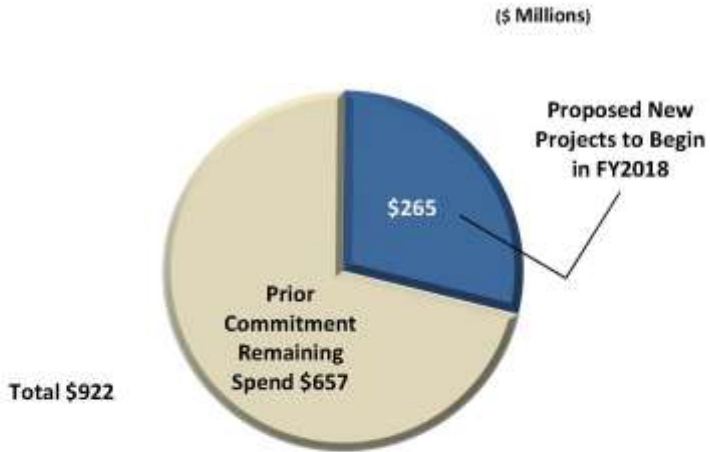


Table 1 - Prior Commitment - Remaining Spend

| Line | Capital Priority | Projected Capital Expenditures | | | | | Total | |
|------|--|--------------------------------|--------------|-------------|-------------|------------|------------|--------------|
| | | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | | FY2023 |
| 1 | North Residential District Transformation | 1.0 | 9.2 | 0.0 | 0.0 | 0.0 | 0.0 | 10.2 |
| 2 | Pomerene and Oxley Renovations | 27.5 | 7.8 | 0.9 | 0.0 | 0.0 | 0.0 | 36.2 |
| 3 | Vet Hospital Enhancement and Expansion | 3.5 | 0.7 | 0.1 | 0.0 | 0.0 | 0.0 | 4.3 |
| 4 | Athletics - Student-Athlete Development Ctr | 21.8 | 14.5 | 1.6 | 0.0 | 0.0 | 0.0 | 37.9 |
| 5 | Athletics - Covelli Multi-Sport Arena | 17.5 | 26.6 | 3.0 | 0.0 | 0.0 | 0.0 | 47.1 |
| 6 | Bus Adv - Schott Concourse Reno & New Office | 20.7 | 8.4 | 0.9 | 0.0 | 0.0 | 0.0 | 30.0 |
| 7 | Cannon Drive Relocation - Phase I | 7.0 | 9.7 | 9.0 | 0.0 | 0.0 | 0.0 | 25.7 |
| 8 | Postle Partial Replacement | 5.6 | 2.1 | 0.0 | 0.0 | 0.0 | 0.0 | 7.7 |
| 9 | FAES - Franklin County Extension Office | 2.2 | 2.7 | 0.3 | 0.0 | 0.0 | 0.0 | 5.2 |
| 10 | Eng - Airport Enhancements | 10.5 | 4.4 | 0.5 | 0.0 | 0.0 | 0.0 | 15.4 |
| 11 | Fry Hall - Optometry Clinic Entrance | 3.5 | 2.4 | 0.3 | 0.0 | 0.0 | 0.0 | 6.2 |
| 12 | Ohio Stadium Upgrades | 17.6 | 10.2 | 1.4 | 5.4 | 0.0 | 0.0 | 34.6 |
| 13 | Wooster - New Laboratory Building | 1.7 | 1.8 | 0.0 | 0.0 | 0.0 | 0.0 | 3.5 |
| 14 | OSU East - West Wing Expansion/Renovation | 1.5 | 9.5 | 14.5 | 0.5 | 0.0 | 0.0 | 26.0 |
| 15 | Wexner Medical Center - 72-Bed Build Out | 18.3 | 16.3 | 1.8 | 0.0 | 0.0 | 0.0 | 36.4 |
| 16 | Roll-up of Small Projects | 167.3 | 139.6 | 19.4 | 4.6 | 0.0 | 0.0 | 330.9 |
| | Totals | 327.2 | 265.9 | 53.7 | 10.5 | 0.0 | 0.0 | 657.3 |

FY2018-2022 Capital Investment Plan

Table 2 - New Projects Beginning in FY2018

| Line | Capital Priority | Projected Capital Expenditures | | | | | Total | |
|----------------|--|--------------------------------|-------------|-------------|------------|------------|------------|--------------|
| | | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | | FY2023 |
| 1 | Small Programmatic Cash-Ready Projects | 3.7 | 10.6 | 4.1 | 0.0 | 0.0 | 0.0 | 18.4 |
| 2 | Anticipated Spend for CIP Additions/Changes | 0.4 | 4.8 | 4.8 | 0.0 | 0.0 | 0.0 | 10.0 |
| 3 | WMC - Roll-up of Multiple Cash-Ready Projects | 141.9 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 141.9 |
| 4 | Roll-up of Small Infrastructure/ RDM Projects | 2.1 | 11.0 | 6.0 | 0.0 | 0.0 | 0.0 | 19.1 |
| 5 | A&P - WOSU Facility (planning and design only) | 0.2 | 0.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.7 |
| 6 | A&S - Arts District Phase 1 (design only) | 1.0 | 3.6 | 0.0 | 0.0 | 0.0 | 0.0 | 4.6 |
| 7 | Athletics - Ohio Stadium and Schott Wiff | 0.4 | 4.5 | 4.6 | 0.0 | 0.0 | 0.0 | 9.5 |
| 8 | Athletics - WHAC East End Renovation | 0.3 | 3.7 | 3.8 | 0.0 | 0.0 | 0.0 | 7.8 |
| 9 | Dentistry - Postle Hall Replacement (enablers) | 0.2 | 2.7 | 2.8 | 0.0 | 0.0 | 0.0 | 5.7 |
| 10 | Engineering - Koffolt/Fontana (const. Ph1) | 2.3 | 3.3 | 0.1 | 0.0 | 0.0 | 0.0 | 5.7 |
| 11 | FAES - Multispecies/Equine Fac. (design only) | 0.1 | 2.0 | 0.1 | 0.0 | 0.0 | 0.0 | 2.2 |
| 12 | FOD - Cannon Ph 1 (City of Columbus funding) | 7.3 | 10.5 | 0.4 | 0.0 | 0.0 | 0.0 | 18.2 |
| 13 | FOD - Cannon Ph 2 (design only) | 1.5 | 1.5 | 0.0 | 0.0 | 0.0 | 0.0 | 3.0 |
| 14 | Nursing - Newton Bldg Addition (design only) | 0.1 | 1.2 | 0.0 | 0.0 | 0.0 | 0.0 | 1.3 |
| 15 | SL - Housing - Renewal & Replacement - FY18 | 0.4 | 4.3 | 5.3 | 0.0 | 0.0 | 0.0 | 10.0 |
| 16 | VetMed - Simulation Lab (construction) | 2.7 | 4.0 | 0.2 | 0.0 | 0.0 | 0.0 | 6.9 |
| Totals: | | 164.6 | 68.2 | 32.2 | 0.0 | 0.0 | 0.0 | 265.0 |

Table 3 - Funding for New Projects Beginning in FY2018 by Unit Type

| Line | Unit Type | Funding Sources | | | | | | Totals by Unit | % by Unit |
|---------------------------------|---|-----------------|----------------|-----------------|----------------|----------------|----------------|-----------------|-----------|
| | | Univ Finance | Local Funding | WMC & CoM | State Capital | Fund Raising | Partners | | |
| 1 | Academic/Academic Support | \$ 3.8 | \$ 34.6 | \$ - | \$ 11.4 | \$ 8.4 | \$ - | \$ 58.2 | 22.0% |
| 2 | Student Life | \$ - | \$ 16.8 | \$ - | \$ - | \$ - | \$ - | \$ 16.8 | 6.3% |
| 3 | Athletics | \$ 3.2 | \$ 13.0 | \$ - | \$ - | \$ 5.8 | \$ - | \$ 22.0 | 8.3% |
| 4 | Infrastructure | \$ 3.7 | \$ 0.2 | \$ - | \$ - | \$ 2.5 | \$ 19.7 | \$ 26.1 | 9.9% |
| 5 | Wexner Medical Center and College of Medicine | \$ - | \$ - | \$ 141.9 | \$ - | \$ - | \$ - | \$ 141.9 | 53.6% |
| Totals by Funding Source | | \$ 10.7 | \$ 64.6 | \$ 141.9 | \$ 11.4 | \$ 16.7 | \$ 19.7 | \$ 265.0 | |
| % by Funding Source | | 4.0% | 24.4% | 53.6% | 4.3% | 6.3% | 7.4% | | |

(APPENDIX XIII)

BACKGROUND

Pursuant to the terms of the long-term lease and concession agreement for the Ohio State University utility system dated April 10, 2017; Ohio State Energy Partners LLC (OSEP) will fund and implement capital improvements to the utility system. Capital investments made by OSEP will be tied to the variable fee component of the annual fee structure.

Proposed capital projects are evaluated by the university and OSEP for alignment with applicable strategic, financial and physical plans and to ensure continued reliability, safety and compliance of the utility system.

For Fiscal Year 2018, the following projects have been conceived and developed by the university prior to the commencement of the concession agreement. These projects have been reviewed and approved by OSEP and require approval of the Board of Trustees.

Cannon Drive Phase 1 - Utilities Scope

Scope: Relocate, replace or extend gas, steam, chilled water pipelines and high voltage electrical duct bank as a part of the Cannon Drive project. This portion of the Cannon Drive project will be funded by OSEP. Additionally, while the university remains the project manager, OSEP will assist and advise the university in the execution of this scope of the overall Cannon Drive project and will assume care and custody of this scope once the project is completed.

Estimated Cost: \$4M

Postle Hall - Chilled Water Infrastructure

Scope: The project will extend the chilled water infrastructure located east of the Brain and Spine Patient Entrance to serve the Postle Hall renovation and addition as well as future buildings or building conversions to central chilled water. OSEP will contract and manage the utilities portion of the overall Postle Hall project and will closely coordinate this scope with the overall project management from OSU.

Estimated Cost: \$1.6M

McCracken Power Plant - North Stack Repairs and Brickwork

Scope: The project will repair and/or replace the brickwork on the north chimney of the McCracken Power Plant. The stone façade has started to fail and detach from the chimney surface presenting a safety risk. OSEP will contract and manage this project.

Estimated Cost: \$636,000

McCracken Power Plant - Boiler Controls and Equipment Replacement (Design Only)

Scope: The project will upgrade components of the McCracken Power Plant that have reached life expectancy including controls, safety shutdown systems and instrumentation for McCracken Boilers 1,3,6 and 7. FY18 design start is needed so extended boiler construction outages can be scheduled in the non-heating summer 2019 season. OSEP will contract and manage this project.

Estimated Cost: \$545,000 (design only)

Project Data Sheet for Board of Trustees Approval

Cannon Drive Relocation - Phase 2

OSU-180069 (CNI# 13000046)

Project Location: N/A

- **approval requested and amount**
professional services \$3.0M

- **project budget**
professional services \$3.0M

- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds

- **project schedule**

| | |
|------------------------------------|---------------|
| BoT professional services approval | 08/17 |
| design/bidding | 09/17 - 06/19 |
| construction | 07/19 - 12/21 |

- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk

- **planning framework**
 - o this project is included in the FY 2018 Capital Investment Plan for professional services only

- **project scope**
 - o the project will continue the relocation of Cannon Drive between John Herrick Drive and Woody Hayes Drive and will raise Cannon Drive above the 500-year flood level
 - o a preliminary engineering report was completed in 2014 and will be reviewed to determine the final scope
 - o the design work will also include the review and study of district impacts, including Glenn Avenue and Lincoln and Merrill Towers

- **approval requested**
 - o approval is requested to enter into professional services contracts



-
- **project team**

| | |
|-----------------------------|-------------|
| University project manager: | Tom Ekogren |
| AE/design architect: | |

Project Data Sheet for Board of Trustees Approval

Waterman - Multi-Species Facility

OSU-180048 (CNI# 15000045)

Project Location: Waterman Agricultural and Natural Resources Laboratory

- o **approval requested and amount**
 - professional services \$2.2M
- o **project budget**

| | |
|-----------------------------|----------------|
| construction w/contingency | \$13.2M |
| professional services | \$2.2M |
| total project budget | \$15.4M |
- o **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds
- o **project schedule**

| | |
|------------------------------------|---------------|
| BoT professional services approval | 06/17 |
| design/bidding | 01/18 - 09/18 |
| construction | 11/18 - 08/19 |



- o **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- o **planning framework**
 - o this project is included in the FY 2018 Capital Improvement Plan for professional services only
 - o the total project cost is based on previous planning studies and will be validated through design
- o **project scope**
 - o this project will support the teaching, research, outreach mission of College of Food Agriculture and Environmental Sciences
 - o the new facility will enable the consolidation of multiple animal herds for teaching purposes including sheep, swine, beef, equine and poultry
 - o the project will construct a new facility to house multiple animal species, along with associated parking, and will include a 100-seat classroom, research lab and other support spaces
- o **approval requested**
 - o approval is requested to enter into professional services contracts

• **project team**
University project manager: Bill Holtz
AE/Design architect:
CM at Risk:

Project Data Sheet for Board of Trustees Approval

680 Ackerman - IHC/Histology Lab

OSU-180070 (CNI# 17000112)

Project Location: 680 Ackerman Road

| | |
|--|---------------|
| • approval requested and amount | |
| professional services/construction | \$5.2M |
| • project budget | |
| construction w/contingency | \$4.7M |
| professional services | \$0.5M |
| total project budget | \$5.2M |



• **project funding**

- university debt
- development funds
- university funds
- auxiliary funds
- state funds

• **project schedule**

| | |
|------------------------------------|---------------|
| BoT professional services approval | 08/17 |
| design/bidding | 09/17 - 07/18 |
| construction | 08/18 - 02/19 |

• **project delivery method**

- general contracting
- design/build
- construction manager at risk

• **planning framework**

- o this project is included in the FY 2018 Capital Investment Plan

• **project scope**

- o the project will relocate the IHC/Histology group from Doan Hall to 680 Ackerman
- o the project will renovate approximately 8,000 SF to create lab space for IHC/Histology, including installing a reverse osmosis water system and replacing the air handling unit

• **approval requested**

- o approval is requested to enter into professional services and construction contracts

• **project team**

University project manager: Brendan Flaherty
AE/design architect:

Project Data Sheet for Board of Trustees Approval

WHAC - East Wing Renovation

OSU-170752 (CNI# 14000420)

Project Location: Woody Hayes Athletic Center

| | |
|--------------------------------------|---------------|
| approval requested and amount | |
| professional serv/construction | \$7.6M |
| project budget | |
| construction w/contingency | \$6.9M |
| professional services | \$0.9M |
| total project budget | \$7.6M |



- project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds
- project schedule**

| | |
|-------------------------------------|---------------|
| BoT prof serv/construction approval | 08/17 |
| design/bidding | 09/17 - 02/18 |
| construction | 03/18 - 12/18 |
- project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- planning framework**
 - o this project is included in the FY 2018 Capital Investment Plan
- project scope**
 - o the project will renovate the Woody Hayes Athletic Center
 - o the project consists of a new production kitchen, nutrition area, expanded lounge area, new recovery/rehab space, new team activity areas, staff offices and a small southeast addition to the building for storage
 - o the project will renovate the existing players' lounge located on the second floor, as well as the first floor with additional amenities for player development and recruiting
- approval requested**
 - o approval is requested to enter into professional services and construction contracts

| | |
|-----------------------------|--------------|
| project team | |
| University project manager: | Gary Collier |
| AE/design architect: | |

(APPENDIX XV)

Background

The Ohio State University seeks to acquire from Polaris 2004, LLC, approximately 9.3 acres of improved real property located at 2001 Polaris Parkway, Columbus, Delaware County, Ohio (the "Property"). The improvements include a 2-story office, laboratory, and vivarium research facility comprised of approximately 72,000 square feet. The Ohio State University currently leases the entire building and this acquisition would support the Wexner Medical Center's long-term need for laboratory and research spaces.

The property is located near the southeast corner of the intersection of Polaris Parkway and Orion Place, and is situated between Polaris Parkway and Olde Worthington Road. The Property is comprised of two parcels (318-443-02-003-000 and 318-443-02-003-001) that contain approximately 8.92± acres (located in the City of Columbus), and 0.396± acres (located in the Right Of Way in Orange Township), respectively. The 8.92± acre site is zoned Commercial Planned District, Limited Manufacturing. There is no zoning in place for the 0.396 ± acre site located in the Right Of Way.

The property is titled to Polaris 2004, LLC, and will be acquired in the name of the State of Ohio, for the use and benefit of The Ohio State University. The acquisition will require approval of the State Controlling Board.

Authorization is requested to acquire the 9.3± acres of improved real property under terms and conditions set forth in the Lease and Purchase Option agreement, and upon other terms that are in the best interest of the university. The source of funding for the acquisition is the Wexner Medical Center.

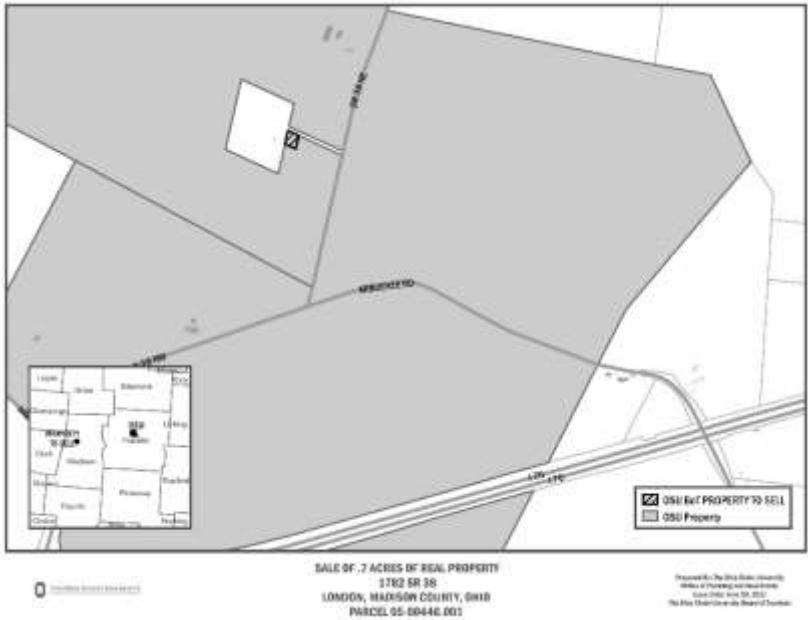


 THE OHIO STATE UNIVERSITY

**PURCHASE OF 8.216+/- ACRES OF REAL PROPERTY
2001 POLARIS PARKWAY, DELAWARE COUNTY, OHIO 43042
PARCELS 318-443-02-003-000 (CITY OF COLUMBUS); AND
318-443-02-002-001 (DRAGETOWNSHIP)**

Prepared By: The Ohio State University
Office of Planning and Research
March 14th, 2013, 11:00 AM
The Ohio State University Board of Trustees

(APPENDIX XVI)



August 25, 2017 meeting, Board of Trustees

(APPENDIX XVII)

Appointments/Reappointment of Chairpersons

*BENJAMIN ACOSTA-HUGHES, Acting Chair, Department of Classics, effective July 1, 2017 through July 31, 2017

PHILIP F. BINKLEY, Interim Chair, Department of Internal Medicine, effective July 1, 2017 through June 30, 2018

JOHN V. FREUDENSTEIN, Chair, Department of Evolution, Ecology and Organismal Biology, effective July 1, 2017 through June 30, 2021

*DOROTA GREJNER-BRZESINSKA, Chair, Department of Civil, Environmental and Geodetic Engineering, effective June 1, 2017 through August 31, 2017

MORGAN Y. LIU, Interim Chair, Department of Near Eastern Languages and Cultures, effective July 1, 2017 through May 31, 2018

MATTHEW R. SALTZMAN, Director, School of Earth Sciences, effective July 1, 2017 through June 30, 2021

MICHAEL D. SLATER, Director, School of Communication, effective July 1, 2017 through June 30, 2020

* HUGH B. URBAN, Director, Center for the Study of Religion, effective June 1, 2017 through May 31, 2018

*Reappointments

Faculty Professional Leaves

LU ZHANG, Professor, Department of Finance, effective Spring Semester 2018

Faculty Professional Leave Corrections

BHAVIK R. BAKSHI, Professor, Department of Chemical and Biomolecular Engineering, effective Autumn Semester 2018 and Spring Semester 2019

ALEIX M. MARTINEZ, Professor, Department of Electrical and Computer Engineering, effective Spring Semester 2019

Emeritus Titles

MARY BETH BEAZLEY, College of Law with the title Professor Emeritus, effective June 1, 2017

WILLIAM A. BRANTLEY, College of Dentistry with the title Professor Emeritus, effective July 1, 2017

JERALD R. BREVICK, Department of Integrated Systems Engineering with the title Associate Professor Emeritus, effective September 1, 2017

JAMIE M. CANO, Department of Agricultural Communication, Education, and Leadership with the title Associate Professor Emeritus, effective July 1, 2017

August 25, 2017 meeting, Board of Trustees

WAYNE E. CARLSON, Department of Design with the title Professor Emeritus, effective July 1, 2017

FRANK M. CROFT, JR., Department of Civil, Environmental and Geodetic Engineering with the title Associate Professor Emeritus, effective July 1, 2017

MICHAEL R. GREVER, Department of Internal Medicine with the title Professor Emeritus, effective July 1, 2017

YANN G. GUEZENNEC, Department of Mechanical and Aerospace Engineering with the title Professor Emeritus, effective January 1, 2017

EDWARD W. MARTIN, JR., Department of Surgery with the title Professor Emeritus, effective July 1, 2017

HERBERT W. OCKERMAN, Department of Animal Sciences with the title Professor Emeritus, effective July 1, 2017

SABRA J. WEBBER, Department of Near Eastern Languages and Cultures with the title Professor Emeritus, effective September 1, 2017

Emeritus Title Correction

SANFORD N. CAUST-ELLENBOGEN, College of Law with the title Associate Professor Emeritus, effective June 1, 2017

COLLEGE OF MEDICINE

PROMOTION TO PROFESSOR

Ziolo, Mark, Physiology and Cell Biology, effective June 8, 2017 [CORRECTION OF TITLE]

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Kolipaka, Arunark, Radiology, effective August 24, 2017

Wang, Qi-En, Radiology, effective August 24, 2017

PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE

Bonny, Andrea, Pediatrics, effective August 24, 2017