

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND FIVE HUNDRED AND SIXTEENTH
MEETING OF THE BOARD OF TRUSTEES

Columbus, Ohio, August 16-18, 2022

The Board of Trustees and its committees met at Longaberger Alumni House in Columbus, Ohio, and virtually over Zoom on August 16-18, 2022, pursuant to adjournment.

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Minutes of the last meetings were approved.

NOTE: The Degrees and Certificates that were approved at the May 19, 2022 meeting of the Board of Trustees are reflected here in the attached summer commencement bulletin for the ceremony that took place on August 7, 2022.

(See Appendix I background information, page 56)

TALENT, COMPENSATION & GOVERNANCE COMMITTEE

Committee Chair John Zeiger called the meeting of the Talent, Compensation & Governance Committee of the Board of Trustees to order on Tuesday, August 16, 2022, at 9:28 a.m.

Members Present: John W. Zeiger, Elizabeth P. Kessler, Abigail S. Wexner, Alexander R. Fischer, Gary R. Heminger, Lewis Von Thaer, Jeff M.S Kaplan, Tom B. Mitevski, Hiroyuki Fujita (ex officio)

Members Present via Zoom: N/A

Members Absent: N/A

(See Appendix II for Summary of Actions Taken, page 97)

WEXNER MEDICAL CENTER BOARD MEETING

Board Secretary Jessica Eveland called the meeting of the Wexner Medical Center Board to order on Tuesday, August 16, 2022, at 1:07 p.m.

Members Present: Leslie H. Wexner, Abigail S. Wexner, Alan A. Stockmeister, John W. Zeiger, Tom B. Mitevski, Tanner R. Hunt, Robert H. Schottenstein, Cindy Hilsheimer, Amy Chronis, Hiroyuki Fujita (ex officio), Kristina M. Johnson (ex officio), Melissa L. Gilliam (ex officio), Michael Papadakis (ex officio), Mark Larmore (ex officio), Andrew Thomas (ex officio)

Members Present via Zoom: N/A

Members Absent: Stephen D. Steinour, W.G. Jurgensen

(See Appendix III for Summary of Actions Taken, page 103)

FULL-BOARD EXECUTIVE SESSION

Board Chair Hiroyuki Fujita called the meeting of the Board of Trustees to order on Wednesday, August 17, 2022, at 7:58 a.m.

Members Present: Hiroyuki Fujita, Abigail S. Wexner, Alexander R. Fischer, Alan A. Stockmeister, John W. Zeiger, Gary R. Heminger, Elizabeth P. Kessler, Lewis Von Thaer, Jeff M.S. Kaplan, Elizabeth A. Harsh, Reginald A. Wilkinson, Tom B. Mitevski, Tanner R. Hunt

Members Present via Zoom: Michael F. Kiggin

Members Absent: N/A

Dr. Fujita:

Will the Secretary please advise when a quorum is present?

Ms. Eveland:

A quorum is present.

Dr. Fujita:

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

Upon the motion of Dr. Fujita, seconded by Mr. Kaplan, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees: Dr. Fujita, Mrs. Wexner, Mr. Fischer, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Ms. Kessler, Mr. Von Thaer, Mr. Kaplan, Mrs. Harsh, Dr. Wilkinson, Mr. Kiggin, Mr. Mitevski and Mr. Hunt.

The meeting entered executive session at 8:00 a.m. and adjourned at 12:00 p.m.

LEGAL, AUDIT, RISK & COMPLIANCE COMMITTEE MEETING

Committee Chair Elizabeth Kessler called the meeting of the Legal, Audit, Risk and Compliance Committee of the Board of Trustees to order on Wednesday, August 17, 2022, at 12:06 p.m.

Members Present: Elizabeth P. Kessler, Alan A. Stockmeister, Jeff M.S. Kaplan, Elizabeth A. Harsh, Hiroyuki Fujita(ex officio)

Members Present via Zoom: Michael F. Kiggin

Members Absent: N/A

(See Appendix IV for Summary of Actions Taken, page 246)

ACADEMIC AFFAIRS & STUDENT LIFE COMMITTEE MEETING

Committee Chair Jeff Kaplan called the meeting of the Academic Affairs and Student Life Committee of the Board of Trustees to order on Wednesday, August 17, 2022, at 2:29 p.m.

Members Present: Jeff M.S. Kaplan, Elizabeth A. Harsh, Elizabeth P. Kessler, Reginald A. Wilkinson, Susan E. Cole, Hiroyuki Fujita (ex officio)

Members Present via Zoom: Abigail S. Wexner, Michael F. Kiggin

Members Absent: N/A

(See Appendix V for Summary of Actions Taken, page 356)

MASTER PLANNING & FACILITIES COMMITTEE MEETING

Committee Chair Alex Fischer called the meeting of the Master Planning and Facilities Committee of the Board of Trustees to order on Thursday, August 18, 2022, at 8:00 a.m.

Members Present: Alexander R. Fischer, Alan A. Stockmeister, Elizabeth A. Harsh, Reginald A. Wilkinson, James D. Klingbeil, Robert H. Schottenstein, Hiroyuki Fujita (ex officio)

Members Present via Zoom: N/A

Members Absent: N/A

(See Appendix VI for Summary of Actions Taken, page 385)

FINANCE & INVESTMENT COMMITTEE MEETING

Committee Chair Tom Mitevski called the meeting of the Finance and Investment Committee of the Board of Trustees to order on Thursday, August 18, 2022, at 9:57 a.m.

Members Present: Tom B. Mitevski, James D. Klingbeil, John W. Zeiger, Gary R. Heminger, Tanner R. Hunt, Kent M. Stahl, Hiroyuki Fujita (ex officio)

Members Present via Zoom: Michael Kiggin, Amy Chronis

Members Absent: Lewis Von Thaer

(See Appendix VII for Summary of Actions Taken, page 416)

RESEARCH, INNOVATION & STRATEGIC PARTNERSHIPS COMMITTEE MEETING

Committee Chair Lewis Von Thaer called the meeting of the Research, Innovation and Strategic Partnerships Committee of the Board of Trustees to order on Thursday, August 18, 2022, at 1:00 p.m.

Members Present: Lewis Von Thaer, Reginald A. Wilkinson, Alexander R. Fischer, Tanner R. Hunt, Hiroyuki Fujita (ex officio)

Members Present via Zoom: N/A

Members Absent: Phillip Popovich

(See Appendix VIII for Summary of Actions Taken, page 520)

FULL-BOARD PUBLIC SESSION

Board Chair Hiroyuki Fujita reconvened The Ohio State University Board of Trustees on Thursday, August 18, 2022, at 2:59 p.m.

Members Present: Hiroyuki Fujita, Abigail S. Wexner, Alexander R. Fischer, Alan A. Stockmeister, John W. Zeiger, Gary R. Heminger, Elizabeth P. Kessler, Lewis Von Thaer, Elizabeth A. Harsh, Reginald A. Wilkinson, Tom B. Mitevski, Tanner R. Hunt

Members Present via Zoom: Jeff M.S. Kaplan, Michael F. Kiggin

Members Absent: N/A

Dr. Fujita:

Good afternoon, everyone. Thank you for joining us. At this time, I would like to convene this meeting of the Board of Trustees. Will the Secretary please note the attendance?

Ms. Eveland:

A quorum is present.

Dr. Fujita:

Thank you. Reminder to everyone that this meeting is being recorded and livestreamed for the public by WOSU. 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 be turned off, and I would ask that all members of the audience observe rules of decorum proper to conducting the business at hand.

APPROVAL OF MINUTES

Dr. Fujita:

Our first order of business is the approval of the May Board meeting minutes, which were distributed to all trustees. If there are no additions or corrections, the minutes are approved as distributed. (*Minutes were approved.*)

RECOGNITION OF DISTINGUISHED UNIVERSITY PROFESSORS

Dr. Fujita:

Next week marks the beginning of a new academic year for Ohio State, and what could be more fitting than a celebration of two renowned faculty members? Every year, the Board looks forward to hearing about the impressive scholarship of the Distinguished University Professors. Their presence on our faculty elevates the reputation of this institution, and we could not be prouder to recognize them today. Provost Gilliam, I will let you do the honors.

Provost Gilliam:

Mr. Chairman and members of the Board, it is my distinct honor to introduce you to The Ohio State University Distinguished University Professors for 2022.

Before I make those introductions, however, let me explain what the title of Distinguished University Professor means, and what a singular recognition it represents. In short, this is the highest honor bestowed by Ohio State. Since its creation 35 years ago, the Distinguished University Professor title has been awarded to no more than three

exceptional faculty per year and they hold the title for perpetuity. Nominations are put forward by our colleges and – following an extremely rigorous review process of candidates' records in teaching, research, scholarly or creative work and service – final recommendations are made by the members of the President and Provost's Advisory Committee.

Distinguished University Professors are awarded \$30,000, one time, as a grant to support their academic work and they automatically become members of the President and Provost's Advisory Committee. That means Ohio State can call on their expertise to advise us about how best to promote the excellence of the university. This year's Distinguished University Professors are Dr. A. Douglas Kinghorn of the College of Pharmacy and Dr. William Marras of the Department of Integrated Systems Engineering in the College of Engineering.

Dr. Kinghorn is an internationally recognized leader in the field of pharmacognosy. Since 2007, he has served as a principal investigator on an NIH-funded, anticancer drug discovery effort. His total research program is now at \$23 million. Groundbreaking studies emerging from Dr. Kinghorn's work have identified a novel antitumor agent which, although originally conceived of as an anticancer agent, has been most recently highlighted for its antiviral activity against Ebola and coronaviruses. The discovery could affect lives throughout the world. Other evidence of his stature abounds. In 2020, Dr. Kinghorn received the Egon-Stahl-Award in Gold, which is a premiere lifetime research achievement award for pharmacognosists.

He has shared his research in some 600 articles, reviews and book chapters. He has edited 30 books and is a co-inventor on eight issued patents. Some would argue, however, that his most important contribution to his field has been training the next generation of scientists. Many of Dr. Kinghorn's students have become leaders in academia and industry around the world and are also assuming leadership roles in professional societies – evidence that he has taught them the importance of giving back to the scientific community. And he has been a generous servant within that community, holding numerous international positions in scientific societies. Dr. Kinghorn is hailed as a positive and indeed beloved role model – a brilliant chemist with an outstanding legacy as a mentor. We have a video about Dr. Kinghorn if we can please see it.

(Video plays)

Thank you. And would you like to say a few words?

Dr. Kinghorn:

President Johnson, Provost Gilliam, members of the Board of Trustees, it is with considerable humility that I am here today to be recognized as a Distinguished University Professor of 2022, because there are many, many other people that I have to thank.

The first person would be my wife, Helen, who unfortunately is not well enough to be here today. Originally, she was actually a clinical pharmacist in Chicago in the days when she was actually a pioneer in this field in the 1970s and 1980s. And over the years, she has put up with me working very long hours and travelling all around the world to all six continents on business. Not many wives are into this; it's quite a *(audio is indistinguishable)*.

I mentioned that there are many people that I work with, and I'd like to recognize the people who are here today – Dean Henry Mann, Professors Esperanza Carcache de Blanco, Mitch Phelps, Liva Rakotondraibe, Jack Yalowich, and Jim Fuchs, who I don't think is here today. And we've also worked with groups not only in the other parts of OSU, but also at the University of Illinois and the University of North Carolina in Greensboro. Our work has been funded by the NCI very generously and we are very

grateful for that. I'm really thankful to all the wonderful graduate students I've had and many of them are now in nice positions. In addition, we work with postdocs, staff scientists and undergraduates, and all those have contributed to what we try and do.

A strong interest of mine has been scientific editing and I have worked on the *Journal of Natural Products* for about 30 years now. Actually this is produced just up the road in Chemical Abstracts Service, so we've done a lot of interactions with them. And I've worked on the book series *Progress in the Chemistry of Organic Natural Products*. I would like to thank my longtime editorial associate, Lisa Dush, for all of her support for this work.

And finally, I'm very grateful to OSU for appointing me as the Jack L. Beal Chair of Medicinal Chemistry and Pharmacognosy when I came here in 2004. So once again, thank you so much for this wonderful new recognition, it is much appreciated. Thank you.

Provost Gilliam:

Thank you, Dr. Kinghorn. Board members, would you like to ask Distinguished University Professor Kinghorn any questions?

Mr. Von Thaer:

Distinguished Professor, congratulations. I'm a little bit in the discovery business in my day job as well and I'm very curious, with your long history, what are the couple things that you've seen change the most over your career in how we do discovery today? Particularly since you're still looking at natural plants, versus how you did it a decade or two ago, and whether it's faster today and what type of evolution you've seen.

Dr. Kinghorn:

Well, it might actually be a bit slower because these days we have to abide by international protocols. We can't just go into a source country and take their germplasm, whether it be plants, marine organisms or microbial organisms. That has slowed things down considerably and for that reason a lot of drug companies have dropped out of the natural products drug discovery business. But this has actually led to new opportunities now because the NCI has their own intramural program, which is very, very active. In fact, one of my former students is directing that program. And also, it has really helped us out here in places like Ohio State because it has given us opportunity to get extramural funding. So, it has been a plus and a negative, I would say.

Mr. Von Thaer:

Thank you.

Mr. Fischer:

I would be curious, professor, of your assessment of the students that you're seeing today and over the last several years compared to those throughout your career, and how you think about them forming the foundation for the future.

Dr. Kinghorn:

I think that there has been a continuity. And really, anybody that aspires to be a PhD student is making a personal sacrifice and I think that people 40 years ago made a personal sacrifice and they're doing the same thing today. So, I would say the students of today are equally as committed as they ever used to be.

Dr. Fujita

I would like to ask you a question as well. In order for your discovery to become available for cancer patients, what do we need to accelerate that success?

Dr. Kinghorn:

Well, it is a fairly lengthy process. One of the most difficult things is to come up with a compound which is novel in structure, a new composition of matter, and with an interesting cellular mechanism of action. Getting the two things together is really tough. Even if you do that, then you have to go through various toxicological hurdles, and that actually is another way in which you could lose a good lead. So it's not that easy to find these leads in the first place and it's fairly easy to lose them along the way as they get more advanced. I think to accelerate this, obviously, it needs to be more data-driven and I think this is happening now in our college and elsewhere at Ohio State.

Dr. Fujita

Thank you.

Provost Gilliam:

Thank you, Professor Kinghorn. It is now my pleasure to introduce you to Distinguished University Professor Dr. William Marras.

Dr. Marras's research enables collaborating spine surgeons to safely and reliably perform multiple virtual operations in the computer, using an individual's unique spine as the model. Put simply, the technology that Dr. Marras and his team have created can determine if a spine operation will succeed or fail. He has thus fundamentally changed the way researchers look at low back pain. As a result, Ohio State is now a world leader in the area of spine mechanics, ergonomics, and injury prevention. In fact, Dr. Marras played a pivotal role in bringing biomechanical and ergonomics education to Ohio State, culminating in the establishment of our world class Spine Research Institute.

His contributions, not surprisingly, have been recognized by the National Academies of Science, Engineering, and Medicine, the NIH, the Department of Defense, and the Centers for Disease Control and Prevention.

Dr. Marras has served as principal investigator on over 100 grants collectively totaling \$52 million and his scholarly work has been cited extensively in basic science, prevention, and medical literature. He is a member of the National Academy of Engineering and has Fellow status in six professional societies. He has won every major recognition from spine research organizations as well as prevention-oriented organizations.

Dr. Marras is a quintessential groundbreaking scholar, committed teacher, interdisciplinary collaborator, and internationally renowned professor. And his work has had truly transformative effects on people's lives. May we now see Dr. Marras's video?

(Video plays)

Dr. Marras, would you like to say a few words?

Dr. Marras:

Thank you for that wonderful introduction, Provost Gilliam, I appreciate it. I would like to start out by thanking really everybody at the university, this has been amazing. So, thank you President Johnson. Thank you, Provost Gilliam. And thank you to my wife, who is

sitting behind me, Jill. She has been the backbone of what I have been able to do, so I really appreciate her and love her.

Ohio State has been wonderful to me. Believe it or not, this has been my one and only job. I came to Ohio State right out of graduate school. This was during the recession, and I had several offers. Some of those offers were much bigger than what OSU was offering me, yet I chose to come to OSU without a startup package, and why did I do that? Basically, because of what I saw here. There were several features, and three in particular – first was the environment. We have a world-class College of Medicine here and we have a world-class College of Engineering, and they are a five-minute walk from each other. So this allowed me to interact with people that I would never have run into in any other way and these people have become my friends, they have become great colleagues, and I think the chemistry that that brought is just unparalleled to anywhere.

The second reason I came here was really the sense of community. When I was being recruited here, as I said, I had a couple other job offers and I just felt that the sense of support and community here was unparalleled to anywhere else. And just as an example, on my second visit here when my wife and I came to visit, faculty had heard that I like to sail and that I'm on the water as much as I can be on the water. So they arranged to have a boat trip on the Scioto River. It's not exactly the Great Lakes or anything, but that impressed me. It showed me they cared, it showed me they were trying to help me make a decision, and I made that decision.

And the third factor that drew me here was basically time. So, even though they weren't able to give me a startup package, they gave me a reduced teaching load that first year. I was able to use that time to develop proposals and get funding. So that first year I wrote eight proposals and all of them hit, which I wasn't expecting, but it really got me off to a great start and since then we were off to the races. We just kept on growing and growing and the university was behind me and supported me every step of the way. So, as we got more funding, as we got bigger projects, I got bigger labs. We are to the point now where we have a huge lab on the fifth floor of Baker Systems – we have the entire floor and it's unparalleled anywhere in the world.

This has enabled us to really attract great faculty and fantastic staff – the staff I have now is, I am going to pinch myself every day, they are just phenomenal, and they are dedicated. And also, the students – everybody is passionate about what they do, and I have never seen an environment like this anywhere else. I have been lucky enough to be able to travel the world, going to different conferences, visiting different institutions, and I have seen very few institutions that are as nurturing as Ohio State is, and it has been wonderful. So, my message is that if you are motivated and aggressive, OSU is the perfect environment for success. Thank you again for this wonderful honor. I appreciate it, thank you.

Provost Gilliam:

Thank you. Board members, do you have any questions?

Dr. Wilkinson:

Professor, the technology that exists today, obviously, is a world of difference from when you probably first started this work. Can you tell us the journey of what you started with and where are you now? And would you have imagined that you would have the resources and the technology available to you now as opposed to when you first started?

Dr. Marras:

Thank you for that question, that brings up a really interesting point. I have always been kind of a rebel in the research arena. When I first started out, the world was all what we

call “static,” so all spine problems were treated as static problems. In other words, they assumed people were just frozen in space and they analyzed what was going on in terms of forces in the spine. That’s sort of like what happens when you get in an MRI machine, you’re not moving. Well, it occurred to me that people didn’t hurt when they didn’t move. So what I did was I brought dynamics to the situation.

We invented the first wearable sensor for the spine so we could actually document the kinematics of the spine. We understand how people move, we understand when you get injured, how that changes, and when you’re back to normal. These days, with the proliferation of technology like IMU’s, inertial measurement units, and things like that, it just made it so much easier. We did this 30 years ago, but it was not easy to do. These days, a little tiny chip could do this measurement. We were first to the table to figure out what it all means and interpret what those motions meant. So that’s the biggest change. And that led us to other things, like Provost Gilliam mentioned, some of the modelling work we do to try and figure out what happens during surgery and how to give surgeons quantitative feedback, so they know when they’re doing enough or not doing enough. In a nutshell, I think that’s how we’ve changed with technology.

Dr. Wilkinson:

Thank you.

Mr. Von Thaar:

Bill, it is great to see you, congratulations. You may not know it, but you are probably the first person from Ohio State that I met when I first moved here. I had a chance to tour your lab and I was also fascinated.

Anyone who has ever had back problems knows that it can – even today, but certainly decades ago – be a little bit of a hunt-and-peck in the medical community to try and figure out where [the research] was. And here was a group that was looking at it as an engineering problem, and looking at the forces and the movements, and I really was intrigued by that and liked it. You mentioned this five-minute walk to the medical center, and I think we are so blessed here at Ohio State to have this multidisciplinary approach. Back when I went to school, about the same time you did, multidisciplinary was not how they taught us engineers to work. In fact, you had nice barriers – you told other people to go do their own stuff and you started doing that early on. How important is that [approach] and how important is wealth of resources we have here for research like this to be able to progress quicker?

Dr. Marras:

You’re absolutely right. Interdisciplinary science was really not a thing back in the 1980s. The reason I got into it was because I was a college athlete and I kept getting hurt and one of those injuries was a back injury. I was the only engineer on the basketball team, so I needed to think really hard about how I used my engineering talents to help me understand what was happening. That got me started down the road. In my graduate education, it was bioengineering, but it was more engineering than bio, so it was great when I came here, and I had this resource in terms of a medical center right down the road. I could talk to these people every day and observe surgeries. I could do all kinds of things that I wasn’t able to do in graduate school. That just changed my thinking so much and evolved my thinking, and everybody was so generous with their time. I could talk to the surgeons, I could talk to the clinicians, and I could ask them, “What do you think about this? What do you think about that?” And they would listen to me and talk to me. So OSU just made all of that possible. And like I said, I’ve been off to the races ever since and I haven’t slowed down.

President Johnson:

Thank you so much and congratulations to both of our Distinguished Professors. I want to follow up on Trustee Wilkinson's question because it occurred to me that if you came here in 1982, that was before the deployment of personal computers, right as the IBM PC was being done. So if you go back 40 years, Moore's Law was still kind of a baby – [the theory that] the number of transistors on a microchip will double every two years. Did you believe in Moore's Law in '82? And could you predict that today there would be almost as many transistors on a microchip as there are neurons in the brain?

Dr. Marras:

Back in 1982, I did have a computer and as a matter of fact, back when I was in graduate school, my wife was a computer science major and she used to come over to my apartment because I had a modem. But no, I could never have imagined that things would evolve to the point where they have. The things that we are doing today in terms of technology – we are measuring back motions and kinematics in three-dimensional space, and you can do it on a little tiny chip now. The only technology that I could find that would do that back in the '80s were basically accelerometers that they put in airplanes which were about that big [*stretches arms wide*] and weighed 50 pounds. So, it has far exceeded my wildest dreams of where we would be and how easy it would be to do that stuff these days.

President Johnson:

That's great, thank you.

Provost Gilliam:

Thank you. President Johnson and Chairman Fujita, will you please join me in presenting the medallions to the 2022 Distinguished University Professors, Drs. Kinghorn and Marras.

Dr. Fujita:

Thank you, Provost Gilliam, and thank you to both of our Distinguished University Professors for being here with us today and for sharing your stories. We greatly admire your accomplishments and your dedication to Ohio State. The university is incredibly fortunate to have you both on its faculty.

On behalf of the Board, congratulations for this tremendous honor. Please, can we have one more round of applause?

(See Appendix IX for background information, page 538)

CONSENT AGENDA

Dr. Fujita:

President Johnson, we have arrived at our consent agenda. Please note that we have placed one item for action directly on the consent agenda – our Resolutions in Memoriam, which recognize the passing of emeritus faculty members. Additionally, the Personnel Actions resolution has been added as a hand-carry item following its approval by the Talent, Compensation and Governance Committee on Tuesday. This resolution is available at each of the trustees' seats and through our media relations team for the public. President Johnson, would you please present the consent agenda to the Board?

President Johnson:

Thank you. We have 36 resolutions on the consent agenda today. The university is seeking approval of the following

RESOLUTIONS IN MEMORIAM

Resolution No. 2023-08

RONALD B. BERGGREN

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on May 22, 2022, of Ronald B. Berggren, Professor Emeritus in the Department of Plastic and Reconstructive Surgery in the College of Medicine. He was 90.

Born and raised in Staten Island, New York, Dr. Berggren was the only child of Bernard and Florence Berggren. Always an outdoorsman, he was an Eagle Scout and an equestrian, and he loved to be on the water canoeing or sailing. After graduating from Port Richmond High School, he attended Johns Hopkins University, then received his medical degree from the University of Pennsylvania.

He completed residencies in both General Surgery and Plastic Surgery at the Hospital of the University of Pennsylvania and was then selected to be the Director of the Division of Plastic Surgery at Ohio State in 1965, a position he held until 1985. He also served as the Chief of Plastic Surgery at the Children's Hospital until 1990. At the time of his retirement, he was Professor Emeritus of Surgery at Ohio State, honorary University Hospital staff member, emeritus staff member at Children's Hospital, and honorary staff member at Riverside Methodist Hospital.

During his service at Ohio State, Dr. Berggren conducted a very busy practice covering the full range of plastic surgery procedures for children and adults, while also overseeing the instruction of 30 trainees in the specialty (seven of whom were women, which was very unusual at that time). At the same time, he was also very actively involved in administrative affairs at the medical center. He was elected Chief of Staff of the medical center, and he chaired the hospital Credentials Committee for many years.

Dr. Berggren was most noted for his leadership role in national organizations, some related to his chosen specialty, and others related to broad aspects of medical education and practice. Over the course of his career, he served as President of the Plastic Surgery Educational Foundation, Chair of the Plastic Surgery Research Council, President of the Council of Medical Specialty Societies, Chair of the American Board of Plastic Surgery and President of the American Association of Plastic Surgeons. In his final active years, he chaired the Institutional Review Committee of the Accreditation Council for Graduate Medical Education (ACGME), overseeing medical training in major teaching hospitals across the country. Through his leadership role in these many organizations, Dr. Berggren brought national recognition and respect for The Ohio State University, its medical center, and Ohio State Plastic Surgery.

Among his many awards, Dr. Berggren received an Honorary Citation from the American Society of Plastic Surgeons, a Distinguished Service Award from the Plastic Surgery Educational Foundation, and the prestigious John Gienapp award from the ACGME. He was named a Distinguished Fellow of the American Association of Plastic Surgeons.

Despite his many local and national leadership activities, Dr. Berggren always remained dedicated to his plastic surgery trainees. Comments received at the time of his passing included “an amazing mentor,” “a dynamic teacher and leader in our profession,” and “a true visionary for the times.” The essence of all these comments was captured in the following: “I will never forget him and his legacy.”

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Dr. Ronald B. Berggren its deepest sympathy and compassion for 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 and appreciation.

ROBERT S. BRODKEY

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on June 18, 2022, of Robert S. Brodkey, Professor Emeritus in the Department of Chemical and Biomolecular Engineering in the College of Engineering. He was 93.

Revered by his colleagues, Professor Brodkey was known for being exceptionally competent, fair and enthusiastic, possessing high character and a uniquely congenial and positive demeanor that brought a smile to the face of anyone with whom he interacted. An unforgettable character, brilliant scientist and devoted teacher, he was truly an icon with tremendous impact whose love of art and sense of humor added to his already colorful personality. Professor Brodkey cared deeply about his students, and in return they admired his humor, wisdom and spirit for his craft, and enjoyed his down-to-earth, passionate, warm and friendly nature. He was an outstanding professor who was both endearing and entertaining while also being effective and thorough.

Born in 1928, Professor Brodkey obtained an associate of arts degree in chemistry from San Francisco City College in 1948 and graduated with highest honors from the University of California-Berkeley in 1950 with a BS/MS degree in chemical engineering. He earned his doctorate in chemical engineering (Gulf Oil fellow) from the University of Wisconsin in 1952.

He first joined Ohio State's chemical engineering department as an assistant professor in the fall of 1957, advancing to full professor in 1964. He became a professor emeritus in 1992 and remained active with the department for the remainder of his life. His research focused on thermodynamics, a branch of physics that studies how heat changes to and from other energy forms. It applies to many areas of everyday life, from the heating and cooling systems in our homes, to engines that power motor vehicles.

Professor Brodkey is best known for his work in the field of coherent structures in turbulent shear flows. His early work (1969) on flow visualization is a classic paper. Few contemporary papers on turbulence research fail to cite this landmark contribution on coherent structures, and the descriptive notation now commonly used when referencing turbulence (ejections, sweeps, etc.) was developed by him. The work emphasized visual techniques and developed ingenious multi-dimensional visualization methods, providing one of the first insights into the structure of turbulence that added much to the understanding of the structure of turbulence and the connection to events of the flow. Professor Brodkey and his co-workers also introduced the method of quadrant splitting of turbulence signals, which became a major means of analysis for the study of turbulence.

He obtained 10 patents and is the author of 138 research papers and several books, including the longstanding graduate text, “The Phenomena of Fluid Motions” (1967). He

was a fellow of the American Association for the Advancement of Science, the American Institute of Chemical Engineers, the American Physical Society, the American Institute of Chemists and the American Academy of Mechanics, and a member of the American Chemical Society, Society of Engineering Science, Society of Rheology, Sigma Xi, Phi Lambda Upsilon, Alpha Gamma Sigma and Phi Beta Delta.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Robert S. Brodkey its deepest sympathy and compassion for 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 and appreciation.

WALTER D. BURNSIDE

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on April 18, 2022, of Walter D. "Denny" Burnside, Professor Emeritus in the Department of Electrical and Computer Engineering. He was 79.

Professor Burnside earned his BS (1968), MS (1968) and PhD (1972) in electrical engineering from Ohio State's Department of Electrical and Computer Engineering and received an Honorary PhD from the University of Pretoria, South Africa. He joined the ElectroScience Laboratory (ESL) in 1966 as a student and began as a full-time research scientist in 1972. He remained at ESL until his retirement in 2002. In 1980, he became an associate professor of electrical engineering and a full professor in 1985. His research primarily focused on the application of electromagnetic wedge diffraction, the geometrical theory of diffraction, broad-band antennas, airborne antenna analysis, hybrid solutions and various high-frequency scattering solutions.

From 1994 until his retirement, Professor Burnside served as the Director of the ElectroScience Laboratory, providing leadership and management of its labs and research activities. He had a very decorated research career. Professor Burnside won several Institute of Electrical and Electronics Engineers (IEEE) Best Paper Awards, the Distinguished Achievement Award from the Antenna Measurement Techniques Association, a Distinguished Scholar Award from Ohio State, and the Distinguished Public Service Medal from NASA, which is the highest form of recognition for a non-government employee. He also won the George Sinclair Award in 1987, which is given to an individual for distinguished technical contributions and service to ESL, for his major contributions to compact range technology.

Professor Burnside was a strong supporter of his faculty and the research mission of ESL. He supported and gave advice to his faculty to ensure they were successful. He worked alongside other faculty members to foster innovation in their field. For instance, he and Robert Burkholder created a novel Radio Frequency Identification (RFID) antenna at ESL, which was patented and served as the basis of NeWave Sensor Solutions, an RFID innovation small business. He served as academic advisor for students who became his mentees and eventual business partners. He also provided wisdom and guidance to students he did not advise. Professor Burnside's diligent approach to research served as an example to those around him.

He was soft-spoken but shared his knowledge and insight with everyone at ESL. He was a selfless leader who wanted success for his colleagues and students. He was known for exploring research opportunities for others rather than himself. He would even travel to see his former students. For example, he and his wife, Jean, traveled to Taiwan and gathered with his former students from ESL for a reunion dinner.

His infectious laugh was known by all who worked at ESL. He gave vision and inspiration to all, pushing them to do the highest quality work possible. He led by example with his strong work ethic and intelligence that he freely shared. Professor Burnside revolutionized ESL by enhancing its international reputation as a premier electromagnetics research facility. He is greatly missed by all who had the honor of knowing him.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Walter D. "Denny" Burnside its deepest sympathy and compassion for 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 and appreciation.

VICTOR M. RENTEL

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on April 14, 2022, of Victor M. Rentel, Professor Emeritus in the College of Education and Human Ecology. He was 87.

Professor Rentel served in the U.S. Air Force and was a veteran of the Korean War. His PhD was from the University of South Carolina – Columbia in psychological services, and he started his academic career as an assistant professor at the University of Tennessee – Knoxville. He joined Ohio State in 1969, specializing in humanities education. He retired from Ohio State in 1995.

A well-respected researcher, Professor Rentel studied educational psychology, sociolinguistics and the development of reading and writing abilities in early childhood. In the mid-1970s and 1980s, he brought in a number of federal grants to pursue research on children's language development, including one with the late Professor Emerita Martha L. King, known as a language arts pioneer. Professors King and Rentel produced some of the early studies examining how children transition from relying on oral language to competence in written discourse. His groundbreaking research with his colleagues underpinned the development of the literacy education portion of the PBS children's television program "Sesame Street."

Later in his career, Professor Rentel became involved in international education and worked with colleagues in Japan, Russia and Indonesia, among others. He was a tireless advocate for teacher education and a dedicated mentor to his graduate students. Professor Rentel was defined by his love of writing and research. He was known as first editor of the textbook "Psychophysiological Aspects of Reading and Learning" from the respected publisher Routledge.

Toward the end of his academic career, Professor Rentel rose to the role of associate dean in the college. "During Victor's tenure in the dean's office, he was an amazing guardian of the college's best interests," said Nancy Zimpher, dean of the college at that time. "He ensured 100% accreditation renewal, the redesign of curriculum to modernize college offerings and increased research capacity as an active role model of success in bringing in competitive grants. He always put the welfare of faculty, staff and students ahead of unrelenting administrative oversight. He was simply a joy to work with."

Upon retiring from his productive university career, Professor Rentel served from 1996 to approximately 2008 as a part-time consultant to the Ohio Board of Regents in their Access and Success K-16 agenda. In this role, he brought his years of educational experience in providing organizational advice to the tech prep initiative that helped foster a pipeline from

career-technology education to community college. He also was involved in developing Ohio's Centers of Excellence in Mathematics and Science education. This statewide-funded alliance identified and developed best practices in math and science instruction with five state universities

and participating K-12 school districts. "Rentel's expertise and leadership helped make the P-16 educational approach a reality in Ohio," said Jon Tafel, retired vice chancellor for Educational Linkages and Access with the Ohio Board of Regents.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Victor M. Rentel its deepest sympathy and compassion for 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 and appreciation.

VINCENT T. RICCA

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on April 11, 2022, of Vincent T. Ricca, Professor Emeritus in the Department of Civil, Environmental and Geodetic Engineering. He was 86.

A veteran of the U.S. Navy Reserve, Professor Ricca earned his bachelor's degree in civil engineering from the City College of New York in 1962. He later attended Purdue University, where he received a master's degree in hydrology (1964) and a PhD in hydraulic engineering (1966). Following professional service as a civil engineer for departments of public works in Babylon, New York and Sacramento, California, and as a design engineer at Purdue, Professor Ricca joined Ohio State's faculty in 1966. He retired in 1992.

His research addressed streamflow simulation, acid mining drainage modeling, the effects of land use on runoff, high-productivity farming and water quality, and the feasibility of aerial monitoring of water pollution. Professor Ricca authored more than 20 technical publications on surface hydrology and flood studies.

A passionate educator, Professor Ricca taught a variety of courses, including Hydraulics, Fluid Mechanics, and Hydrology. Among students, he developed a reputation as a demanding but approachable instructor who could be counted on to offer invaluable advice, whether it pertained to engineering or to "real life." A former student credited Professor Ricca's "rigor, ethics, and compassion for others" as creating the foundation for his and other Buckeye engineers' professional careers.

As a faculty member, Professor Ricca developed and implemented an entirely new instructional area for hydraulics and hydrology classes in which Ohio State students were exposed to new courses, laboratory procedures and experiments. He also offered guidance to student organizations such as Chi Epsilon, the Civil Engineering Honorary. Professor Ricca's positive influence inspired another former student, who later taught courses at the university, to model his own teaching style after that of his mentor.

Professor Ricca's scholarly pursuits and mentorship of a new generation of professional engineers was widely recognized by his peers. He was the recipient of numerous awards and citations, including the Lichtenstein Memorial Award for Faculty Excellence, the Charles E. MacQuigg Award for Outstanding Teaching, and The Ohio State University Alumni Association's Distinguished Teaching Award in recognition of his eminence as a teacher-scholar.

A widely sought guest lecturer and consultant, he was a Fellow of the American Society of Civil Engineers (ASCE) and served as a member and leader in the

American Water Resources Association, the American Geophysical Association, and the American Society of Engineering Education.

Professor Ricca's rich legacy at Ohio State may have been best described in a December 1972 letter, authored by College of Engineering Dean Harold A. Bolz. In addressing Professor Ricca's pending promotion to full professor, Dean Bolz described his colleague as "one of our college's most diligent, innovative, competent, productive, and cooperative teacher-researchers."

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Vincent T. Ricca its deepest sympathy and compassion for 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 and appreciation.

JOHN B. ROBERTS

Synopsis: The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on June 9, 2022, of John Bloom Roberts, Associate Professor Emeritus with the Department of Orthopaedics in the College of Medicine. He was 92.

Born in 1930 in Idaho, Dr. Roberts completed his undergraduate degree at Stanford University in 1952. He then earned his medical degree at Northwestern University in 1956 and completed a surgical internship at Cook County Hospital in Chicago. In 1957, he married his wife of 65 years, Carole Miller, and began his service as a captain in the U.S. Army, serving as a battalion and flight surgeon at Ford Richardson, Alaska until 1959. After his discharge from the Army, he moved to Detroit, where he completed a general surgery residency at Henry Ford Hospital in 1960.

In 1960, Dr. Roberts arrived in Columbus to begin his orthopaedic surgery residency at White Cross Hospital (now Riverside Methodist Hospital) and Columbus Children's Hospital (now Nationwide Children's Hospital). The program that he completed in 1963 was integrated with The Ohio State University. As such, Dr. Roberts' career at Ohio State actually began with his appointment as a "demonstrator and resident" in the Division of Orthopaedic Surgery in 1962. In 1967, Dr. Roberts was appointed as an assistant professor of Surgery in the Division of Orthopaedics at Ohio State's College of Medicine. In 1977, he was promoted to associate professor. He served continuously at Ohio State until his retirement in 2008. Dr. Roberts was instrumental in the creation of the Orthopaedic Prison Service at Ohio State, which he began in 1994 and directed until 2008.

Dr. Roberts was a devoted educator of Orthopaedic Surgery for more than 40 years. During that time, he trained upwards of 200 orthopaedic residents and hundreds of medical students. Many local orthopaedic surgeons regard him as their mentor. In 2000, Dr. Thomas Mallory, former chair of the Department of Orthopaedics, created the John B. Roberts Award for Excellence in Orthopaedics, an award that has been given to an exemplary Ohio State medical student every year since its inception. In 2012, the orthopaedics faculty designated Dr. Roberts a "Living Legend," and grateful former residents established the John B. Roberts Educational Fund to support resident education.

Upon his retirement in 2008, Dr. Roberts was approved for emeritus status. He remained active in the program and community for many more years.

Countless alumni of Ohio State's orthopaedic program attribute their success to Dr. Roberts. He was recognized as a gifted teacher. Residents uniformly note his talent for fostering independence in both the clinic and operating room. JBR, as he was affectionately known, was a compassionate man who would readily avail himself to teach, advise or help any who asked. He fostered self-reliance, nurturing residents to grow individually and to gain confidence in their judgement and skills. Dr. Roberts was also cherished for his wit. He famously invited the residents to his home on a Saturday in the fall for hot chocolate and would then add, "By the way, could you rake my leaves while you are here?" Quite simply, Dr. Roberts will forever be a legend in the Ohio State Department of Orthopaedics. He will be remembered for his kind spirit and his dry sense of humor.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Dr. John B. Roberts its deepest sympathy and compassion for 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 and appreciation.

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

Resolution No. 2023-09

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

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

WHEREAS a periodic review of the board's bylaws is a governance best practice; and

WHEREAS the last revisions to the *Bylaws of the Ohio State University Board of Trustees* took place on August 19, 2021:

NOW THEREFORE

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

(See Appendix X for background information, page 542)

RATIFICATION OF COMMITTEE APPOINTMENTS FY2023-2024

Resolution No. 2023-10

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for Fiscal Year 2023-2024 are as follows:

Academic Affairs & Student Life:

JEFF M.S. KAPLAN, CHAIR

ELIZABETH A. HARSH, VICE CHAIR

Abigail S. Wexner

Elizabeth P. Kessler

Reginald A. Wilkinson

Michael Kiggin

Susan E. Cole (faculty member)

HIROYUKI FUJITA (EX OFFICIO)

FINANCE & INVESTMENT:

TOM B. MITEVSKI, CHAIR

JAMES D. KLINGBEIL, VICE CHAIR

JOHN W. ZEIGER

GARY R. HEMINGER

Lewis Von Thaer

Michael Kiggin

TANNER R. HUNT

Amy Chronis

Kent M. Stahl

HIROYUKI FUJITA (EX OFFICIO)

LEGAL, AUDIT, RISK & COMPLIANCE:

Elizabeth P. Kessler, Chair

MICHAEL KIGGIN, VICE CHAIR

Alan A. Stockmeister

Jeff M.S. Kaplan

Elizabeth A. Harsh

HIROYUKI FUJITA (EX OFFICIO)

Master Planning & Facilities:

Alexander R. Fischer, Chair

ALAN A. STOCKMEISTER, VICE CHAIR

Elizabeth A. Harsh

Reginald A. Wilkinson

JAMES D. KLINGBEIL

Robert H. Schottenstein

HIROYUKI FUJITA (EX OFFICIO)

Research, Innovation & Strategic Partnerships

Lewis Von Thaer, Chair

REGINALD A. WILKINSON, VICE CHAIR

Alexander R. Fischer

TANNER R. HUNT

Phillip Popovich (faculty member)

HIROYUKI FUJITA (EX OFFICIO)

Talent, Compensation & Governance:

JOHN W. ZEIGER, CHAIR

ELIZABETH P. KESSLER, VICE CHAIR

Abigail S. Wexner

Alexander R. Fischer

GARY R. HEMINGER

LEWIS VON THAER

JEFF M.S. KAPLAN

TOM B. MITEVSKI

HIROYUKI FUJITA (EX OFFICIO)

Wexner Medical Center:

Leslie H. Wexner, Chair

Abigail S. Wexner

Alan A. Stockmeister

John W. Zeiger

TOM B. MITEVSKI

TANNER R. HUNT

Stephen D. Steinour

Robert H. Schottenstein

W.G. Jurgensen

Cindy Hilsheimer

Amy Chronis

HIROYUKI FUJITA (EX OFFICIO, VOTING)

Kristina M. Johnson (ex officio, voting)

Melissa L. Gilliam (ex officio, voting)

Michael Papadakis (ex officio, voting)

JAY ANDERSON / Andrew Thomas (ex officio, voting)

PERSONNEL ACTIONS

Resolution No. 2023-11

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 May 19, 2022, meeting of the Board, including the following appointments and contract amendments:

Appointments

Name: Vincent Tammaro
Title: Vice President and Chief Financial Officer
Unit: The Ohio State University Wexner Medical Center
Date: August 1, 2022

Name: Eric Anderman
Title: Interim Dean and Director
Campus: The Ohio State University at Mansfield
Unit: Office of Academic Affairs
Term: July 1, 2022 – May 14, 2023, or until a new dean is appointed

Name: Jay Anderson
Title: Interim Co-Leader
Unit: The Ohio State University Wexner Medical Center

Term: September 1, 2022 – until a new Executive Vice President and CEO is hired

Appointment Extensions

Name: Trevor Brown
Title: Dean
College: John Glenn College of Public Affairs
Unit: Office of Academic Affairs
Term: July 1, 2023 – July 30, 2024

Name: Bernadette Melnyk
Title: Dean
College: Nursing
Title: Vice President for Health Promotion and University Chief Wellness Officer
Unit: Office of Academic Affairs
Term: January 1, 2023 – June 30, 2023

Name: Andrew Thomas
Title: Interim Co-Leader
Unit: The Ohio State University Wexner Medical Center
Term: September 1, 2022 – until a new Executive Vice President and CEO is hired

Reappointment

Name: Cathann Kress
Title: Dean and Vice President, Agricultural Administration
College: Food, Agricultural, and Environmental Sciences
Unit: Office of Academic Affairs
Term: July 1, 2022 – June 30, 2027

Compensation Adjustment

Name: Michael Papadakis
Title: Senior Vice President and Chief Financial Officer
Unit: Business and Finance
Date: September 1, 2022

Name: Jake Wozniak
Title: Treasurer, Vice President Financial Services & Innovation
Unit: Business and Finance
Date: September 1, 2022

REVISIONS TO THE RULES OF THE CLASSIFIED CIVIL SERVICE

Resolution No. 2023-12

Synopsis: Approval of revisions to Chapters 3335-51, 3335-57, 3335-65, 3335-67, 3335-81, 3335-83, and 3335-89 of the Ohio Administrative Code governing The Ohio State University's Classified Civil Service staff related to reclassifications, applications, employment and positions, probationary periods, reduction in force, payroll and compensation, and definition of terms, is proposed.

WHEREAS in accordance with Section 124.14(F) of the Ohio Revised Code, the Board of Trustees shall carry out all matters of governance involving the officers and employees of the university, including employees in the Classified Civil Service; and

WHEREAS Resolution No. 2008-47, adopted by the Board of Trustees in November 2007, authorizes the Office of Human Resources, as the university's Appointing Authority relating to all matters of governance involving Classified Civil Service employees, in consultation with the Office of Legal Affairs, to make periodic recommendations to the Board regarding the enactment and revision of Classified Civil Service Rules; and

WHEREAS the most recent revision of the university's Classified Civil Service Rules took place in November 2020, and the Office of Human Resources now has recommended further needed revisions in the rules with respect to reclassifications, applications, employment and positions, probationary periods, reduction in force, payroll and compensation, and definitions of terms for Classified Civil Service staff; and

WHEREAS these revisions in the Classified Civil Service Rules, as shown in the attached, will enable the university to align the rules with Career Roadmap, streamline processes, enhance efficiency and effectiveness, and provide more effective rules and general management of Classified Civil Service employees; and

WHEREAS the university has complied with Ohio Revised Code Section 111.15 in promulgating these revisions to the Classified Civil Service Rules, and the university additionally has provided reasonable notice to all affected university employees and interested groups and a period of time during which such employees or interested groups could submit comments about the proposed Classified Civil Service Rules:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revisions to the Classified Civil Service Rules as set forth in the attached amendments to the Classified Civil Service Rules, effective November 1, 2022.

(See Appendix XI for background information, page 545)

**APPROVAL OF THE LEGAL, AUDIT, RISK AND COMPLIANCE
COMMITTEE CHARTER**

Resolution No. 2023-13

Synopsis: Approval of the Legal, Audit, Risk and Compliance Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS the Board of Trustees created its Legal, Audit, Risk and Compliance Committee effective August 18, 2022; and

WHEREAS section 3335-1-02(C)(1)(e) of the *Bylaws of The Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Legal, Audit, Risk and Compliance Committee; and

WHEREAS the Legal, Audit, Risk and Compliance Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Legal, Audit, Risk and Compliance Committee shall be governed by the rules set forth in this Legal, Audit, Risk and Compliance Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Legal, Audit, Risk and Compliance Committee charter.

(See Appendix XII for background information, page 558)

CHARTER FOR THE INTERNAL AUDIT DEPARTMENT

Resolution No. 2023-14

Synopsis: Approval of the amended charter for the Internal Audit Department is proposed. WHEREAS in November 2004 the Board of Trustees adopted a charter for the Internal Audit Department; and

WHEREAS in May 2021 the Board of Trustees last adopted an amended and updated charter; and

WHEREAS to ensure comprehensive oversight of the university's Internal Audit Department and the university's operations through the adoption of best practices, it is important to update the charter for the university's Internal Audit Department periodically; and

WHEREAS the university's Internal Audit Department now reports to the Legal, Audit, Risk and Compliance Committee:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts the attached amended charter for the university's Internal Audit Department.

(See Appendix XIII for background information, page 563)

**APPROVAL TO AFFIRM ESTABLISHMENT OF
TEXTBOOK AUTO-ADOPTION POLICY**

Resolution No. 2023-15

Synopsis: Approval to affirm establishment of a textbook auto-adoption policy is proposed.

WHEREAS there is the need to be in compliance with Title I, Section 133 of the Federal Higher Education Opportunity Act of 2008; and

WHEREAS in alignment with the federal law, in June 2021 the Ohio General Assembly enacted uncodified law section 733.20 in HB 110 stating that institutions will disclose required and recommended textbooks not later than the time at which students can first begin to register for a course, and that if not selected by the first day of class registration, then the bookstore will post the materials from the prior offering of the course; and

WHEREAS The Ohio State University has a demonstrated record of commitment to and many actions for student access and affordability, including participating in the Ohio Open Education Collaborative and the Affordable Learning Exchange and posting Affordable Educational Resources on the University Libraries website; and

WHEREAS the University Senate passed a resolution initiated by the Undergraduate Student Government to increase textbook affordability by encouraging timely ordering of textbooks; and

WHEREAS a “textbook auto-adoption policy” would enable faculty to either post information before students register for a course about textbooks and other materials they must purchase, or have textbooks and other required materials from the previous offering of that course reposted automatically, with the proviso that, if faculty choose to change textbooks and/or other materials from those posted at the bookstore after the federally mandated date, they will inform their department, school or college leader; and

WHEREAS this textbook auto-adoption policy will ensure that a decision about textbook and course materials for course use will be identified by the first day of registration for the autumn 2023 term; and

WHEREAS implementation will occur through the bookstore, and the process will be developed and overseen by the Office of Academic Affairs, the University Senate and Office of the University Registrar:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees affirms the establishment of a textbook auto-adoption policy, and charges the Office of Academic Affairs, the University Senate and Office of the University Registrar to develop that policy for implementation in the 2022-2023 academic year.

(See Appendix XIV for background information, page 566)

**ADOPTION OF INTERIM CAMPUS FREE SPEECH
POLICY AND PROCESS**

Resolution No. 2023-16

Synopsis: Adoption of an interim campus free speech policy and process as required under Ohio Revised Code 3345.0215 is proposed.

WHEREAS Ohio Revised Code 3345.0215 codified the public policy of the state of Ohio concerning campus free speech, and requires the Board of Trustees to adopt a policy affirming several principles of campus free speech and a process under which a student, student group, or faculty member may submit a complaint about an alleged violation of the forgoing policy; and

WHEREAS it is the practice of the Board of Trustees to cause the university to operate in compliance with state law:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts the following interim policy on campus free speech:

Interim Policy

As Buckeyes, we derive great strength from bringing together people from different backgrounds and learning from their experiences. As a land-grant institution, The Ohio State University takes seriously its role in promoting and supporting public discourse. We are steadfastly committed to protecting the First Amendment right to free speech and expression on our campuses. Encouraging individuals to share their varying thoughts and perspectives enriches the university environment and can allow community members to experience new ideas.

Principles of Campus Free Speech

In accordance with the public policy and the laws of the state of Ohio, the university affirms the following principles:

- (1) Students have a fundamental constitutional right to free speech.
- (2) The university is committed to giving students broad latitude to speak, write, listen, challenge, learn, and discuss any issue, subject to Ohio Revised Code 3345.0215(E).
- (3) The university is committed to maintaining a campus as a marketplace of ideas for all students and all faculty in which the free exchange of ideas is not to be suppressed because the ideas put forth are thought by some or even by most members of the institution's community to be offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed.
- (4) It is for the university's individual students and faculty to make judgments about ideas for themselves, and to act on those judgments not by seeking to suppress free speech, but by openly and vigorously contesting the ideas that they oppose.
- (5) It is not the proper role of the university to attempt to shield individuals from free speech, including ideas and opinions they find offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed.

(6) Although the university greatly values civility and mutual respect, concerns about civility and mutual respect shall never be used as a justification for closing off the discussion of ideas, however offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed those ideas may be to some students or faculty.

(7) Although all students and all faculty are free to state their own views about and contest the views expressed on campus, and to state their own views about and contest speakers who are invited to express their views on the campus of a state institution of higher education, they may not substantially obstruct or otherwise substantially interfere with the freedom of others to express views they reject or even loathe. To this end, the university has a responsibility to promote a lively and fearless freedom of debate and deliberation and protect that freedom.

(8) The university shall be committed to providing an atmosphere that is most conducive to speculation, experimentation, and creation by all students and all faculty, who shall always remain free to inquire, to study and to evaluate, and to gain new understanding.

(9) The primary responsibility of faculty is to engage an honest, courageous, and persistent effort to search out and communicate the truth that lies in the areas of their competence.

Complaints

Further, the university is creating a process under which a student, student group, or faculty member may submit a complaint about an alleged violation by an employee of the university for violations of the above interim policy, including any violation which results in a penalty imposed on a student's grade for an assignment or coursework that is unrelated to ordinary academic standards of substance and relevance, including any legitimate pedagogical concerns, and is instead based on the contents of student's free speech.

A complaint can be submitted to the Office of University Compliance and Integrity at: compliance-integrity@osu.edu or anonymously using EthicsPoint.

Under the process, which shall comply with standards to be adopted by the Ohio Chancellor of Higher Education, the university will investigate the alleged violation and conduct a fair and impartial hearing regarding the alleged violation. If the hearing determines the university's interim policy was violated, the university shall determine a resolution to address the violation and prevent any further violation of the interim policy.

FACULTY PERSONNEL ACTIONS

Resolution No. 2023-17

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 May 19, 2022, meeting of the Board, including the following and attached appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments

Name:	ERIC M. ANDERMAN
Title:	Professor (Interim Dean and Director)
Campus:	The Ohio State University at Mansfield
Term:	July 1, 2022 through May 14, 2023, or until a new dean is appointed

Name: ANIKA S. ANTHONY
Title: Associate Vice Provost and Director, Michael V. Drake Institute for Teaching and Learning
Office: Academic Affairs
Term: August 15, 2022 through June 30, 2027

Name: ABRAHAM K. BADU-TAWIAH
Title: Professor (Robert K. Fox Professorship in Chemistry Fund)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027

Name: KAREN BEARD
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Education and Human Ecology

Name: JOSHUA BOMSER
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Education and Human Ecology

Name: CARLOS E. CASTRO
Title: Professor (College of Engineering Innovation Scholar)
College: Engineering
Term: July 1, 2022 through June 30, 2027

Name: DOREEN CLOSE
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Engineering

Name: KAREN DANNEMILLER
Title: Associate Professor (College of Engineering Innovation Scholar)
College: Engineering
Term: July 1, 2022 through June 30, 2027

Name: ETHAN DOETSCH
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: HANY EMAM
Title: Associate Professor (D.P. Snyder Endowed Professorship in Oral and Maxillofacial Surgery)
College: Dentistry
Term: June 1, 2022 through May 31, 2027

Name: MARA FRAZIER
Title: Assistant Professor (Endowed Professorship for the Curator of Dance)
Unit: University Libraries
Term: August 15, 2022 through August 14, 2027

Name: JARED GARDNER
Title: Professor (2022 President and Provost's Award for Distinguished Faculty Service)
College: Arts and Sciences

Name: JOSHUA GOLDBERGER
Title: Professor (Charles H. Kimberly Professorship in Chemistry)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027

Name: SATHYA GOPALAKRISHNAN
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Food, Agricultural, and Environmental Sciences

Name: ANNA A. GROTANS
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: *ANGE-MARIE HANCOCK ALFARO
Title: Professor and Executive Director, Kirwan Institute for the Study of Race and Ethnicity (ENGIE-Axium Endowed Professorship)
Office: Academic Affairs
Term: January 1, 2023 through December 31, 2027

Name: WENDY S. HESFORD
Title: Professor (2022 President and Provost's Award for Distinguished Faculty Service)
College: Arts and Sciences

Name: PHU HOANG
Title: Associate Professor (Robert S. Livesey Professorship in Architecture)
College: Engineering
Term: August 15, 2022 through May 31, 2026

Name: A. DOUGLAS KINGHORN
Title: Professor (2022 Distinguished University Professor)
College: Pharmacy

Name: NICOLE KRAFT
Title: Associate Professor-Clinical (2022 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: *PATRICK LOUCHOUARN
Title: Professor (Senior Vice Provost for Faculty Eminence)
Office: Academic Affairs
Term: August 1, 2022 through June 30, 2027

Name: ERIC MACGILVRAY
Title: Professor (2022 President and Provost's Award for Distinguished Faculty Service)
College: Arts and Sciences

Name: WILLIAM S. MARRAS
Title: Professor (2022 Distinguished University Professor)
College: Engineering

Name: DAVID NAGIB
Title: Professor (Dr. Harold "Hal" Miller and Betty J. Miller Endowed Professorship in Organic Chemistry and Biochemistry)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027

Name: DAVID M. O'MALLEY
Title: Professor-Clinical (John G. Boutselis, MD Chair in Gynecology)
College: Medicine
Term: July 1, 2022 through June 30, 2026

Name: *JAMES ORR
Title: Vice Provost for Strategic Enrollment Management
Office: Academic Affairs
Term: August 1, 2022

Name: KADRI PARRIS
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Engineering

Name: K. LUAN PHAN
Title: Professor and Chair (Jeffrey Schottenstein Endowed Chair in Psychiatry and Resilience)
College: Medicine
Term: October 1, 2022 through June 30, 2026

Name: T.V. (BABU) RAJANBABU
Title: Professor (Phyllis and Richard Leet Endowed Chair in Chemistry)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027

Name: REBECCA RICCIARDO
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: JACOB RISINGER
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: PAUL ROSE
Title: Professor (2022 Alumni Award for Distinguished Teaching)
College: Michael E. Moritz College of Law

Name: ERIC SEIBER
Title: Professor (2022 Alumni Award for Distinguished Teaching)
College: Public Health

Name: BARRY SHANK
Title: Professor (Director of the Humanities Institute/Consortium)
College: Arts and Sciences
Term: July 1, 2022 through June 30, 2025

Name: MANOJ SRINIVASAN
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Engineering

Name: MICHAEL STAMATIKOS
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: *CALVIN M. STEWART
Title: Associate Professor (College of Engineering Innovation Scholar)
College: Engineering
Term: July 1, 2022 through June 30, 2027

Name: JAMES TALAMO
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: *LYDIA WALKER
Title: Assistant Professor (Seth Andre Myers Professorship in Global Military History)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027

Name: DEBORAH WILSON
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: PATRICK M. WOODWARD
Title: Professor (M.S. Newman Professorship)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027

*New Hire

Reappointments

Name: LEI CAO
Title: Professor (William C. and Joan E. Davis Cancer Research Professorship)
College: Medicine
Term: December 1, 2022 through June 30, 2026

Name: DAVID E. COHN
Title: Professor (Stuart M. Sloan - Larry J. Copeland MD Chair in Gynecologic Oncology Initiated by a Grateful Patient)
College: Medicine
Term: January 1, 2023 through June 30, 2026

Name: DAVID COLE
Title: Professor (Ohio Research Scholar Professor)
College: Arts and Sciences
Term: June 1, 2022 through August 14, 2027

Name: LARRY J. COPELAND
Title: Professor (William Greenville Pace III and Joann Norris Collins-Pace Chair for Cancer Research)
College: Medicine
Term: July 1, 2022 through June 30, 2026

Name: MELISSA M. DRUM
Title: Professor (Alfred W. Reader Endowed Professorship in Endodontics)
College: Dentistry
Term: October 1, 2022 through September 30, 2027

Name: DENNIS R. HELDMAN
Title: Professor (Dale A. Seiberling Professorship in Food Engineering)
College: Food, Agricultural, and Environmental Sciences
Term: September 1, 2022, through May 31, 2027

Name: CHRISTOPHER C. KAEDING
Title: Professor-Clinical (Judson D. Wilson Professorship in Orthopedic Surgery)
College: Medicine
Term: July 1, 2022 through June 30, 2026

Name: CATHANN A. KRESS
Title: Dean and Vice President, Agricultural Administration
College: Food, Agricultural, and Environmental Sciences
Term: July 1, 2022 through June 30, 2027

Name: MARK B. LANDON
Title: Professor and Chair (Richard L. Meiling Chair of Obstetrics and Gynecology)
College: Medicine
Term: July 1, 2022 through June 30, 2025

Name: BRADLEY J. NEEDLEMAN
Title: Professor-Clinical (Edwin H. and E. Christopher Ellison Professorship)
College: Medicine
Term: April 5, 2022 through June 30, 2026

Name: JAMES W. ROCCO
Title: Professor and Chair (Mary E. and John W. Alford Research Chair in Head and Neck Cancer)
College: Medicine
Term: January 1, 2023 through June 30, 2026

Name: VICKI WYSCOKI
Title: Professor (Ohio Eminent Scholar in Protein Engineering)
College: Arts and Sciences
Term: June 1, 2022 through May 31, 2027

Extensions

Name: TREVOR L. BROWN
Title: Dean
College: John Glenn College of Public Affairs
Term: July 1, 2023 through July 30, 2024

Name: RONALD L. HARTER
Title: Professor and Chair (Jay J. Jacoby MD, PhD, Chair in Anesthesiology)
College: Medicine
Term: July 1, 2022 through June 30, 2023

Name: BERNADETTE MELNYK
Title: Dean, Vice President for Health Promotion, and University Chief Wellness Officer
College: Nursing
Term: January 1, 2023 through June 30, 2023

Name: CLAIRE F. VERSCHRAEGEN
Title: Professor (Diana Nye and Michael Rayden Chair in Innovative Cancer Research)
College: Medicine
Term: July 1, 2022 through December 31, 2022, or until a new director is named and in place, whichever occurs first

(See Appendix XV for background information, page 571)

HONORARY DEGREES

Resolution No. 2023-18

Synopsis: Approval of the honorary degrees listed below 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 the honorary degrees as listed below:

- Jane Grote Abell Honorary Doctor of Business Administration
- Thomas R. Cech Honorary Doctor of Science
- Katie Smith Honorary Doctor of Public Service

WHEREAS the Committee on Honorary Degrees of the University Senate, pursuant to rule 3335-5-48.8 of the Administrative Code, have approved for recommendation to the Board of Trustees the awarding of the honorary degrees as listed below:

Donna James	Honorary Doctor of Business Administration
Dennis Liotta	Honorary Doctor of Science
Arum Majumdar	Honorary Doctor of Engineering

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the awarding of the honorary degrees as outlined above.

(See Appendix XVI for background information, page 575)

DEGREES AND CERTIFICATES

Resolution No. 2023-19

Synopsis: Approval of degrees and certificates for autumn term 2022 is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board of Trustees has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees, the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 18, 2022, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools.

(See Appendix XVII for background information, page 581)

APPROVAL OF FISCAL YEAR 2023 CAPITAL INVESTMENT PLAN

Resolution No. 2023-20

Synopsis: Authorization and acceptance of the Capital Investment Plan for the fiscal year ending June 30, 2023, is proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2023; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Capital Investment Plan for the fiscal year ending June 30, 2023, as described in the accompanying documents; 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 XVIII for background information, page 625)

APPROVAL OF OHIO STATE ENERGY PARTNERS UTILITY SYSTEM CAPITAL IMPROVEMENTS PLAN FOR FISCAL YEAR 2023 AND APPROVAL OF A CHANGE IN COST OF A PREVIOUSLY APPROVED CAPITAL IMPROVEMENT PROJECT

Resolution No. 2023-21

Utility System Life-Cycle Renovation, Repair and Replacement Projects
Utility System Expansion and Extension Projects
Energy Conservation Measure Projects

Synopsis: Approval of the Ohio State Energy Partners LLC (“OSEP”) utility system capital improvements plan (“OSEP CIP”) for fiscal year 2023; authorization for OSEP to make such capital improvements pursuant to the terms of the First Amended and Restated Long-Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018, and as amended (the “Agreement”); and approval of a change in cost for a previously approved capital improvement project are proposed.

WHEREAS the Agreement requires OSEP to annually submit an OSEP CIP for approval; and

WHEREAS the Board of Trustees approved an interim fiscal year 2023 OSEP CIP in May 2022, prior to the university’s finalization of its capital investment plan for fiscal year 2023; and

WHEREAS the university has now finalized its capital investment plan for fiscal year 2023; and

WHEREAS the OSEP CIP includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2022; and

WHEREAS OSEP has provided detailed descriptions of the proposed capital improvement projects, including the construction schedules, supporting technical data and analysis, pursuant to Section 4.3(c) of the Agreement; and

WHEREAS these utility system capital improvement projects will be delivered pursuant to the terms of the Agreement, including the schedules as detailed in the project approval requests; and

WHEREAS these capital expenditures for the approved OSEP CIP utility system projects will be added to the utility fee pursuant to the Agreement and any associated university directives; and

WHEREAS certain design changes were made to the previously approved Combined Heat and Power plant capital project, 16-19-EXP (the "CHP Exterior"), which resulted in an increase in certain CHP Exterior costs; and

WHEREAS the university will reimburse OSEP directly for the increased CHP Exterior costs which will not be added to the utility fee; and

WHEREAS the university has reviewed and considered the financial, technical, and operational aspects of the OSEP CIP and its alignment with university plans and sustainability goals; and

WHEREAS the Master Planning & Facilities Committee has reviewed the OSEP CIP for alignment with all applicable campus plans and guidelines; and

WHEREAS the Finance & Investment Committee has reviewed the OSEP CIP for alignment with the Capital Investment Plan and other applicable financial plans:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the fiscal year 2023 OSEP CIP, as well as the increase of CHP Exterior costs outlined in the attached materials; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes OSEP to proceed with these fiscal year 2023 capital improvements to the utility system as outlined in the attached materials.

(See Appendix XIX for background information, page 627)

APPROVAL OF THE BOARD OF TRUSTEES REVIEW AND APPROVAL OF FACILITIES IMPROVEMENT PROJECTS, PLANNING STUDIES, AND REAL ESTATE TRANSACTIONS POLICY REVISIONS

Resolution No. 2023-22

Synopsis: Approval of a revision to the Facilities Improvement Projects, Planning Studies, and Real Estate Transactions policy is proposed.

WHEREAS the university has the flexibility to undertake facilities improvement projects, planning studies, and/or real estate transactions in an expeditious manner while preserving the authority and ability of the Board of Trustees to review and approve projects as the Board of Trustees determines appropriate; and

WHEREAS it is desirable to clarify the review and approval process for all facilities improvement projects estimated to cost \$200,000 or more, and, when appropriate, the actions taken in intervening periods between regularly scheduled Board meetings; and

WHEREAS the goal of the revised policy is to align with current procedures, as well as the Project Funding Agreements set forth in the University Debt policy, and make it easier for members of the university community to understand them; and

WHEREAS all facilities improvement projects estimated to cost \$200,000 or more must be in the university's capital investment plan; and

WHEREAS the revised policy formalizes guidelines for energy or water saving contracts, and non-concessionary and/or non-Columbus contracts that align with Ohio State's sustainability goals; and

WHEREAS the revised policy clarifies that Administration and Planning is responsible for monitoring projects costs and reporting project status at each Board meeting (as required); and

WHEREAS the President's Cabinet, the Senior Management Council, the Senior Vice President for Administration and Planning, and other involved and interested individuals have reviewed the attached facilities improvement projects and real estate transactions policy; and

WHEREAS the Board of Trustees has a history of approving the facilities improvement projects and real estate transactions policy, including most recently in April 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Board of Trustees Review and Approval of Facilities Improvement Projects and Real Estate Transactions policy, proposed to be effective August 30, 2022.

(See Appendix XX for background information, page 632)

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

Resolution No. 2023-23

Approval to Enter Into Professional Services Contracts

Bus Testing Facility
Doan – Roof Replacement
Ohio State East Hospital – T1 Emergency Generator
Emergency Response Radio System

Approval to Enter Into/Increase Professional Services and Construction Contracts

Celeste Lab Renovation
Martha Morehouse Tower HVAC Infrastructure and Interior Upgrades
Wexner Medical Center Inpatient Hospital

Approval to Increase construction Contracts

Interdisciplinary Health Sciences Center

Synopsis: Authorization to enter into/increase 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 Requested	
Bus Testing Facility	\$1.5M	\$1.5M	Other-Grant Funds
Doan – Roof Replacement	\$1.1M	\$1.1M	Auxiliary Funds
Ohio State East Hospital – T1 Emergency Generator	\$0.6M	\$0.6M	Auxiliary Funds
Emergency Response Radio System	\$1.4M	\$1.4M	Auxiliary Funds

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Celeste Lab Renovation	\$2.1M	\$16.5M	\$18.6M	Fundraising University Funds State Funds
Martha Morehouse Tower HVAC Infrastructure and Interior Upgrades	\$0.5M	\$1.0M	\$1.5M	Auxiliary Funds
Wexner Medical Center Inpatient Hospital	\$0.1M	\$6.0M	\$6.1M	University Debt Fundraising Auxiliary Funds Partner Funds

WHEREAS in accordance with the attached materials, the university desires to increase construction contracts for the following projects; and

	Construction Approval Requested	Total Requested	
Interdisciplinary Health Sciences Center	\$1.1M	\$1.1M	Fundraising University funds Auxiliary funds State 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 and Investment 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/increase professional services and 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 of Trustees at the appropriate time.

(See Appendix XXI for background information, page 638)

APPROVAL FOR LEASE OF REAL PROPERTY

Resolution No. 2023-24

At Taylor and Atcheson Streets
Near Outpatient Care East – Wexner Medical Center
Franklin County, Ohio

Synopsis: Authorization to ground lease property located adjacent to Outpatient Care East, on Taylor and Atcheson Streets, in the City of Columbus, Franklin County, Ohio, for future medical utilization and development, is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 2.375 acres of real property located near Outpatient Care East, in the City of Columbus, Ohio; and

WHEREAS pursuant to the Ohio Revised Code, the university may lease land belonging to or under the control or jurisdiction of a state university; and

WHEREAS utilization and future development on the subject land is consistent with The Ohio State University planning processes; and

WHEREAS any future development shall be subject to university review:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to take any action required to review the development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXII for background information, page 646)

APPROVAL FOR LEASE OF REAL PROPERTY

Resolution No. 2023-25

AT DON SCOTT AIRPORT
FRANKLIN COUNTY, OHIO

Synopsis: Authorization to ground lease property located at Don Scott Airport, near West Case Road, in the City of Columbus, Franklin County, Ohio, for the development of an airplane hangar is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 1.5 acres of unimproved real property located at Don Scott Airport, near West Case Road in the City of Columbus, Ohio; and

WHEREAS pursuant to Ohio Revised Code 123.17, the Ohio Department of Administrative Services may lease land belonging to or under the control or jurisdiction of a state university; and

WHEREAS general aviation hangar use on the subject land is consistent with The Ohio State University planning processes; and

WHEREAS the ground lessee will construct an airplane hangar, subject to university review:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice Presidents for Business and Finance and Administration and Planning be authorized to take any action required to review development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIII for background information, page 648)

APPROVAL FOR SALE OF REAL PROPERTY

Resolution No. 2023-26

313+/- ACRES AT 6723 WEST OLD LINCOLN WAY,
WOOSTER, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located at 6723 West Old Lincoln Way, Wooster, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 313 acres of property located at 6723 West Old Lincoln Way, in Wooster, Ohio that is approximately 7 miles west of the Wooster Campus and is identified as Wayne County parcel number 42-00151.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action

required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

APPROVAL FOR SALE OF REAL PROPERTY

Resolution No. 2023-27

38+/- ACRES AT 2145 MILLERSBURG ROAD,
WOOSTER, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located at 2145 Millersburg Road, Wooster, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 38 acres of property located at 2145 Millersburg Road in Wooster, Ohio that is approximately 1/4 mile from the Wooster Campus and is identified as Wayne County parcel number 56-02497.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

APPROVAL FOR SALE OF REAL PROPERTY

Resolution No. 2023-28

31+ ACRES ALONG PRAIRIE LANE ROAD,
WOOSTER, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located along Prairie Lane Road, Wooster, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 31 acres of property located along Prairie Lane Road in Wooster, Ohio, that is approximately 3/4 mile from the Wooster Campus and is identified as Wayne County parcel number 56-02396.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

APPROVAL FOR SALE OF REAL PROPERTY

Resolution No. 2023-29

+/- 26 ACRES ALONG MILLBORNE ROAD,
APPLE CREEK, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located along Millborne Road, Apple Creek, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 26 acres of property located along Millborne Road in Apple Creek, Ohio that is adjacent to the Grace Drake Agricultural Laboratory and is identified as Wayne County parcel numbers 27-01879.000, 27-01880.000, and 28-00466.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

APPROVAL FOR SALE OF REAL PROPERTY

Resolution No. 2023-30

3.9+/- ACRES AT 1427 DOVER ROAD,
WOOSTER, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located at 1427 Dover Road, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 3.9 acres of property located at 1427 Dover Road in Wooster, Ohio that is adjacent to the College of Food, Agricultural and Environmental Sciences Wooster campus and is identified as Wayne County parcel number 66-00108.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

APPROVAL FOR SALE OF REAL PROPERTY

Resolution No. 2023-31

3+/- ACRES ALONG DOVER ROAD,
FRANKLIN TOWNSHIP, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located along Dover Road, Franklin Township, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 3 acres of property along Dover Road, identified as being a portion of Wayne County parcel number 30-01372.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

APPROVAL FOR SALE OF REAL PROPERTY

Resolution No. 2023-32

~197+/- ACRES AT 2800 EAST PLEASANT HOME ROAD,
CRESTON, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located at 2800 East Pleasant Home Road, Creston, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 197 acres of property located at 2800 East Pleasant Home Road in Creston, Ohio that is identified as being Wayne County parcel number 07-00180.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

APPROVAL FOR SALE OF REAL PROPERTY

Resolution No. 2023-33

10+/- ACRES ALONG STATE ROUTE 621,
CRAWFORD & WHITE EYES TOWNSHIP, COSHOCTON COUNTY, OHIO

Synopsis: Authorization to sell real property located along State Route 621, Crawford and White Eyes Township, Coshocton County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 10 acres of property located along State Route 621, Crawford and White Eyes Township in Coshocton, Ohio that is surrounded by non-Ohio State land and is identified as being a portion of Coshocton County parcel numbers 0420102000100 & 0090530005400; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

APPROVAL TO ENTER INTO A JOINT USE AGREEMENT

Resolution No. 2023-34

BETWEEN THE OHIO STATE UNIVERSITY
AND KNOX COUNTY REGIONAL AIRPORT AUTHORITY

Synopsis: Authorization to enter into a second Joint Use Agreement (JUA) with the Knox County Regional Airport Authority (KCRAA), a government entity organized and existing under the laws of the State of Ohio, to document the value and permit the release of additional funds appropriated in the State Capital Bill to offset rising construction costs for the Knox County Regional Airport Aviation Center, which will serve as a state-of-the-art

training facility for youth or adult, hobbyist or commercial, drone pilots, located at 6481 Kinney Road, Mt. Vernon, Ohio 43050, is proposed.

WHEREAS The Ohio State University was previously allocated \$900,000 in the 2021-2022 State Capital Bill that was specifically designated for use by KCRAA; and

WHEREAS in order to offset rising construction costs, The Ohio State University was allocated an additional \$150,000 in the 2023-2024 State Capital Bill that is specifically designated for use by KCRAA; and

WHEREAS the KCRAA will utilize the funds to partially fund design and construction of capital improvements to the Knox County Regional Airport, providing a building and facilities located on KCRAA grounds that can be used by the university for a wide variety of aviation-oriented educational, research and outreach programs, along with other vocational and cultural enrichment activities; and

WHEREAS The Ohio State University has an opportunity to create and expand the partnerships and activities in Mount Vernon and would benefit from having a space locally to support a variety of engagements; and

WHEREAS KCRAA commits to making the facilities available for the university's use; and

WHEREAS the terms and conditions for this university use shall be more favorable than the terms and conditions of use by any other entity to a degree that reasonably reflects the magnitude of the university's investment in the KCRAA facilities for the term of the agreement; and

WHEREAS except for the funds used to cover the university's reasonable administrative costs related to the project, the funds provided under this JUA shall be used by KCRAA only for capital improvements or purchases and shall not be used for operating expenses; and

WHEREAS the university's use of KCRAA space will promote the university's mission to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge; and

WHEREAS before the state capital appropriation may be released to KCRAA, the Ohio Department of Higher Education requires that a JUA between the university and the KCRAA be signed to document the value of the appropriation to Ohio State and to ensure the benefits to the university will continue for a minimum period of 20 years:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice Presidents for Business and Finance and/or Administration and Planning be authorized to take any action required to effect this Joint Use Agreement containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXV for background information, page 660)

APPROVAL OF DIGITAL TEXTBOOK FEES

Resolution No. 2023-35

Synopsis: Approval of digital textbook pass-through fees at all campuses of The Ohio State University for the Fiscal Year 2023 is proposed.

WHEREAS access, affordability and excellence is a strategic priority of The Ohio State University; and

WHEREAS the university collects certain fees, known as pass-through fees, that are used to pay third parties for goods and services that directly benefit students; and

WHEREAS the university does not seek to financially benefit from pass-through fees, but collects these fees instead of requiring third-parties to bill students directly in circumstances where the university's involvement can reduce student costs, simplify billing for students or otherwise benefit students; and

WHEREAS the university will be dramatically increasing the use of pass-through fees as part of the CarmenBooks affordability initiative, in which students can access digital textbooks at a significantly discounted rate compared with traditional materials; and

WHEREAS the CarmenBooks pilot that the Board of Trustees approved for spring semester 2019 (Resolution No. 2019-08) has expanded and is expected to save students more than \$3.0 million for autumn semester 2022:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the digital textbook pass-through fees for the 2022-23 academic year for all campuses, effective autumn semester 2022, as follows and as outlined in the attached document.

(See Appendix XXVI for background information, page 661)

**APPROVAL OF THE FINANCE AND INVESTMENT
COMMITTEE CHARTER**

Resolution No. 2023-36

Synopsis: Approval of the Finance and Investment Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS the Board of Trustees created its Finance and Investment Committee effective August 18, 2022; and

WHEREAS section 3335-1-02(C)(1)(b) of the Bylaws of The Ohio State University Board of Trustees sets forth the description of the Board of Trustees' Finance and Investment Committee; and

WHEREAS the Finance and Investment Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Finance and Investment Committee shall be governed by the rules set forth in this Finance and Investment Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Finance and Investment Committee charter.

(See Appendix XXVII for background information, page 668)

UNIVERSITY FOUNDATION REPORT

Resolution No. 2023-37

Synopsis: Approval of the University Foundation Report as of June 30, 2022, 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 Foundation; and

WHEREAS this report includes: (i) the establishment of one (1) endowed chair: the Jeffrey Schottenstein Endowed Chair of Psychiatry and Resilience; one (1) endowed professorship: the College of Arts and Sciences Alumni Professorship 3; one (1) endowed professorship fund: The Daniel Tanner Foundation Endowed Professorship Fund in Curriculum Studies on Adolescence and Democracy; six (6) scholarships as part of the Scarlet and Gray Advantage Endowed Matching Gift Program; one (1) scholarship as part of the Joseph A. Alutto Global Leadership Initiative; and fourteen (14) additional named endowed funds; and (ii) the revision of fourteen (14) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of June 30, 2022.

(See Appendix XXVIII for background information, page 676)

NAMING OF INTERNAL SPACES

Resolution No. 2023-38

IN JANE E. HEMINGER HALL
COLLEGE OF NURSING

Synopsis: Approval for the naming of internal spaces in Jane E. Heminger Hall, located at 1577 Neil Avenue, is proposed.

WHEREAS the College of Nursing's vision is to be the world's leader in thinking and achieving the impossible in order to transform health and improve lives; and

WHEREAS the new facility is a gateway to the university's health science campus and supports the academic, research, innovation, wellness and evidence-based practice pillars of the college; and

WHEREAS the donors listed below have provided significant contributions to the College of Nursing; and

- John and Betty Baird
- Carole Anderson, Elizabeth Lenz and Bernadette Melnyk

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of the aforementioned donors' philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned spaces be named the following:

- John and Betty Baird Seminar Room (Room 370)
- Deans Anderson, Lenz and Melnyk Leadership Conference Room (Room 300L)

NAMING OF INTERNAL SPACES

Resolution No. 2023-39

IN CELESTE LABORATORY

Synopsis: Approval for the naming of internal spaces in Celeste Laboratory, located at 120 West 18th Avenue, is proposed.

WHEREAS the renovation of Celeste Laboratory, a facility that provides instructional and research space for approximately 10,000 students per semester – more than 15 percent of the Columbus campus population – will have a significant impact on all students in STEM fields; and

WHEREAS updated spaces in Celeste Laboratory will empower undergraduates to collaborate with faculty and graduate students on innovative research and provide hands-on experience to complement classroom instruction, creating more well-rounded students who will go on to be leaders in science, health and medicine, and engineering; and

WHEREAS the donors listed below have provided significant contributions to Celeste Laboratory and the Department of Chemistry and Biochemistry; and

- Erwin T. Raphael
- Dr. Ray S. Wheasler III

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of the aforementioned donors' philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facilities the internal spaces be named the following:

- Erwin T. Raphael Organic Chemistry Teaching Assistant Office (Room 431)
- Dr. Ray S. Wheasler III Lab Support Room (Room 480)

NAMING OF THE PAUL HARTMAN SCOREBOARD

Resolution No. 2023-40

AT THE LACROSSE STADIUM

Synopsis: Approval for the naming of the scoreboard at the Lacrosse Stadium, located at 630 Irving Schottenstein Drive, is proposed.

WHEREAS the new state-of-the-art, 2,500-seat lacrosse stadium will be the new practice and competition space for the men's and women's varsity lacrosse teams; and

WHEREAS the lacrosse stadium will serve the community and grow the sport of lacrosse through camps and clinics hosted within the space; and

WHEREAS John J. Schiff Jr. has provided significant contributions to the men's lacrosse program, the construction of the new lacrosse stadium and the Department of Athletics; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of John J. Schiff Jr.'s philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named the Paul Hartman Scoreboard.

NAMING OF THE SUZ

Resolution No. 2023-41

AT THE LACROSSE STADIUM

Synopsis: Approval for the naming of the shooting room rooftop at the Lacrosse Stadium, located at 630 Irving Schottenstein Drive, is proposed.

WHEREAS the new state-of-the-art, 2,500-seat lacrosse stadium will be the new practice and competition space for the men's and women's varsity lacrosse teams; and

WHEREAS the lacrosse stadium will serve the community and grow the sport of lacrosse through camps and clinics hosted within the space; and

WHEREAS the shooting room rooftop will serve as a gathering space for fans, supporters and spectators on game days; and

WHEREAS Susan and Grant Douglass have provided significant contributions to the men's lacrosse program, the construction of the new lacrosse stadium and the Department of Athletics; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Susan and Grant Douglass' philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named The Suz.

NAMING OF THE GENERAL HYDROPONICS FERTIGATION ROOM

Resolution No. 2023-42

IN THE CONTROLLED ENVIRONMENT AGRICULTURE RESEARCH COMPLEX

Synopsis: Approval for the naming of the fertigation room (Room 132) in the Controlled Environment Agriculture Research Complex (CEARC), located at 2515 Carmack Road, is proposed.

WHEREAS the College of Food, Agricultural, and Environmental Sciences (CFAES) works to sustain life every day through teaching, research, and extension statewide on all of our campuses; and

WHEREAS the CEARC will provide a platform for interdisciplinary research at the nexus of horticulture, engineering, entomology, pathology, food science, computer science, and human nutrition/health; and

WHEREAS ScottsMiracle-Gro has provided significant contributions to the college; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of ScottsMiracle-Gro's philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named the General Hydroponics Fertigation Room.

NAMING OF THE CENTER FOR AUTOMOTIVE RESEARCH FACILITY

Resolution No. 2023-43

Synopsis: Approval for the administrative naming of the building at 930 Kinnear Road is proposed.

WHEREAS the building at 930 Kinnear Road is currently referenced officially by its address; and

WHEREAS the Center for Automotive Research was established in 1991, and is the preeminent research center in sustainable and safe mobility in the United States, recognized for interdisciplinary emphasis on systems engineering, advanced and unique experimental facilities, collaboration on advanced product development projects with industry, and a balance of government and privately sponsored research; and

WHEREAS the building at 930 Kinnear Road has been occupied solely by the Center for Automotive Research for decades, and the general university community and public at large often refer to the building as Center for Automotive Research; and

WHEREAS Planning, Architecture and Real Estate recommends this change; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned building be named Center for Automotive Research.

Dr. Fujita:

Thank you, President Johnson. We will now hold two roll-call votes. First, we will vote on item No. 13 – “Approval of the Fiscal Year 2023 Capital Investment Plan.” Mr. Fischer, Mr. Kaplan and Mrs. Wexner have been advised to abstain. May I have a motion to approve these resolutions?

Upon the motion of Mr. Zeiger, seconded by Mr. Von Thaeer, the Board of Trustees adopted the foregoing resolution by majority roll call vote cast by the following trustees: Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Ms. Kessler, Mr. Von Thaeer, Mrs. Harsh, Dr. Wilkinson, Mr. Kiggin, Mr. Mitevski and Mr. Hunt. Mrs. Wexner, Mr. Fischer and Mr. Kaplan abstained.

Ms. Eveland:

Motion carries.

Dr. Fujita:

Thank you. Now, we will vote on the remainder of the items listed on the consent agenda. I will make a motion to approve these items. May I have a second?

Upon the motion of Dr. Fujita, seconded by Mr. Stockmeister, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote cast by the following trustees: Dr. Fujita, Mrs. Wexner, Mr. Fischer, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Ms. Kessler, Mr. Von Thaeer, Mr. Kaplan, Mrs. Harsh, Dr. Wilkinson, Mr. Kiggin, Mr. Mitevski and Mr. Hunt.

Ms. Eveland:

Motion carries.

PRESIDENT'S REPORT

Dr. Fujita:

Now, I would like to turn the floor over to President Johnson for her report.

President Johnson:

Thank you very much. And thank you to all the trustees for being here today. It is an honor to join you, Dr. Fujita, as we mark your first meeting as our chair. As I have said previously, I look forward to working with you, Vice Chair Abigail Wexner and all the trustees to continue uplifting and enhancing the valuable work of our fellow Buckeyes.

I am excited to join Trustee and Mrs. Heminger, Chancellor of Higher Education Randy Gardner and many of you this evening to celebrate the opening of the Jane E. Heminger Hall. The facility will expand our College of Nursing and serve as a phenomenal new gateway to our health sciences campus. It joins other new spaces opening across our university this summer and fall, including Outpatient Care Dublin, which opened earlier this month, and the new Timashev Family Music Building, which will begin hosting classes and performances with the new semester. All of these facilities enhance Ohio State's operational excellence and improve our ability to educate, innovate and serve.

Over the summer, I had the great privilege of helping award 1,805 diplomas and certificates to our new graduates at commencement and joined Pelotonia as an honorary captain of Team Buckeye. I know all of you share our deep sadness following the death of medical student Mason Fisher during Ride Weekend. Mason was generously participating to help others, and his example will inspire all of us to continue riding and working to end cancer.

This same Buckeye spirit also sustains our enduring bonds with those we serve across Ohio. The university's State Tour returned to the road in June after a two-year hiatus due to COVID to visit partners across the Miami Valley. Along with Brutus, the spirit squad and students on the Buckeye Bus, we visited Huffman Prairie Flying Field — the Wright brothers' testing grounds as they perfected their airplane design. We also connected with research partners at Wright-Patterson Air Force Base; welcomed future Ohio State Buckeyes from Bellbrook High School; and formalized an educational agreement with Wilberforce University to create new opportunities for its students in turfgrass management. I'd like to show a brief video from the State Tour.

[Video plays.]

I would like to thank everyone who made the trip a huge success. We had a lot of fun. In particular, I would like to thank Stacy Rastauskas because, from the moment I came here, you said, "This is something we've got to start again when we can," and we did, so thank you, it was awesome.

Looking ahead to fall, students have already begun to fill our campuses in anticipation of the new semester. Welcome Week festivities officially kick off tomorrow, and we'll hold convocation Monday in the Schottenstein Center. This incoming class of first-year students appears to be among the most diverse and academically talented we've ever enrolled on our Columbus campus. More than 70% graduated in the top 10% of their high school classes, and they hail from all 88 Ohio counties, at least 45 states and 44 countries. They will have the opportunity to see their first Ohio State football game in the 'Shoe as we celebrate its 100th anniversary — and they will surely add to the greatness for which this landmark is known in their own unique ways.

Buckeyes are excited to be back together again, doing our important work and enjoying our incredible traditions. And as each of us begins adding to our own Ohio State experience, we remain dedicated to enhancing our caring community through our focus on talent and cultural excellence. We will be launching a new educational program on drug, tobacco and alcohol misuse prevention required for all new and transfer undergraduates, and available to all students. There will be complementary modules available for faculty and staff.

We're deeply grateful to Head Football Coach Ryan Day and his wife, Nina, for their \$1 million gift to support the resilience of our fellow Buckeyes and neighbors in the community. Their generosity further dispels the stigma associated with seeking mental health treatment, amplifies our own growing focus on building resilience, and enhances our ability to equip those seeking tools to better face and recover from adversity.

We continue to build on our comprehensive approach to campus-area safety, and we remain in close collaboration with local and state public-health partners to ensure our students and employees have the tools and information they need to protect themselves and each other.

We've been working throughout the summer toward our goal of becoming a net zero carbon emissions university — a challenging yet necessary endeavor that we, and all institutions, must undertake. This will be a significant focus of mine throughout the coming academic year, and I look forward to sharing more soon.

The measure of our university is the quality of our faculty and we saw two great examples just now with our new Distinguished University Professors. Our academic excellence strategic priority strives to recruit top-notch faculty and create new educational pathways. Eight current and incoming assistant professors have been selected for the inaugural cohort of the Early Scholars Program, and 25 faculty lines have been approved as part of our Race, Inclusion and Social Equity – or RAISE – initiative. We will have more to share about additional RAISE positions in the future.

With the start of fall semester, the university will roll out our new General Education, or "gen-ed," curriculum — the first major Ohio State curricular overhaul in 30-some years. In 1988, the first gen-ed program was developed as a menu-driven set of common courses that students could choose from in a few areas of scholarship. This new program being rolled out this fall in 2022 is an integrated, broad-based curriculum with foundational courses; themes in certain areas of scholarship, including our common theme of citizenship — reflecting our motto "Education for Citizenship"; bookend seminars in the first year and the senior year that link to advanced courses in a student's major; and then the e-portfolio design project at the end of the four years will incorporate service learning, study abroad and research such as that explored through our STEP program. The new gen ed will reduce the number of required gen-ed credit courses, thus providing flexibility in scheduling while preparing Buckeyes for the world in which they will live and work after graduation. Our gratitude goes to former Provost Bruce McPheron, Vice Provost Randy Smith and all those who contributed to this effort over the past five years.

Last week, I joined leaders from our medical enterprise and Mercy Health – St. Rita's Medical Center in Lima to announce a new community-medicine track in our College of Medicine to help meet a growing shortage of primary-care physicians in rural areas of our state. Students will spend their first two years of medical school on the Columbus campus, then finish their core clinical training with Mercy Health – gaining experience in primary-care settings in our rural communities and working with those communities to improve health at scale.

While our students look ahead to new opportunities, our scholars are hard at work advancing Ohio State's research excellence. We are proud to be selected by the National Science Foundation to lead the new engineering research center called HAMMER – Hybrid Autonomous Manufacturing, Moving from Evolution to Revolution. Under the leadership of center director Professor Glenn Daehn, HAMMER will combine the expertise of four Ohio State colleges and partners across the country, including Case Western Reserve University, North Carolina Agricultural and Technical State University, Northwestern University, the University of Tennessee-Knoxville, and more than 70 industry, educational and technical collaborators. Together, we aim to accelerate convergent scholarship at the nexus of automation, artificial intelligence and materials science to spark an advanced manufacturing revolution and build the diverse workforce pipeline needed to sustain it. The NSF will provide up to \$52 million over 10 years, one of the most significant research investments in our university. We are grateful to Executive Vice President of our Enterprise for Research, Innovation and Knowledge Dr. Grace Wang, College of Engineering Dean Ayanna Howard and many others for their tremendous effort in securing this award.

We were also pleased to announce the formation of the Midwest Regional Network to Address National Needs in Semiconductor and Microelectronics. The network grew out of a two-day workshop hosted at Ohio State in April. Along with 11 other colleges and universities across Ohio, Michigan and Indiana, including That School Up North, we will work collaboratively to support Intel's historic investment in the region and U.S. leadership in semiconductors and microelectronics more broadly.

These efforts received a significant boost from the bipartisan CHIPS and Science Act signed last week. I was honored to attend the signing ceremony with Vice President Rastauskas at the White House, along with partners from central Ohio, members of the state's congressional delegation and industry leaders. We are fully prepared to leverage these opportunities and those on the horizon, such as even closer collaboration with colleagues at the University of Southern California and the University of California Los Angeles, thanks to the coming expansion of the Big Ten Conference.

Buckeyes are proud of our commitment to Ohio. And we are as determined as ever to find new ways to enhance our service and clinical excellence and deliver on our founding land-grant mission. We were pleased to host dozens of teachers from the Columbus City School District in June as part of our STEAMM Rising initiative with the district, the City of Columbus, and Columbus State Community College. These efforts, when they are finished, will have taught 500 STEAMM educators to develop and train others in a sort of "train the trainer" approach to get them excited about a career in STEAMM.

We also hosted the first meeting of the Ohio Broadband and 5G Sector Partnership – a collaboration between the Governor's Office of Workforce Transformation and BroadbandOhio. And, speaking of transformational, we are excited to launch the pilot of our Scarlet and Gray Advantage program this fall. It's the first step toward achieving our ultimate goal of graduating thousands of undergraduates each year debt-free by the end of this decade.

As our outpatient presence grows to deliver world-class care closer to home, the Wexner Medical Center was named by *U.S. News & World Report* as one of the "best hospitals"

in the country for the 30th-consecutive year. The phenomenal achievements of our medical center, as well as its outstanding trajectory into the future, would not be possible without the guidance of Interim Co-Leader and Chief Financial Officer Mark Larmore. His long-delayed retirement will take effect on August 31. We congratulate Mark on this well-deserved milestone and thank him for his incredible service. Chief Operating Officer Jay Anderson will soon step into the role of interim co-leader alongside Dr. Andy Thomas, and we look forward to working with them both to sustain our medical enterprise's exceptional growth.

We also serve Ohioans through our many artistic endeavors. I encourage everyone to take advantage of what is now free gallery admission to the Wexner Center for the Arts, made possible through a partnership with the American Electric Power Foundation and others. Generosity like this fueled a record-breaking fiscal year. The university recorded \$743 million in fundraising activity, including cash receipts of \$510 million – both historic highs that surpassed their goals in those categories. And we launched the fundraising portion of the Scarlet and Gray Advantage program – the original goal was \$57 million, and we raised \$98 million. I would like to thank Senior Vice President Mike Eicher and his entire team for a phenomenal year.

In broader terms, the university ended the fiscal year in good shape financially. Revenues compared to Fiscal Year 21 were up \$600 million thanks to more normal operations as we continue to emerge from the pandemic. Our Long-Term Investment Pool outperformed its benchmark by 6.5%, which equates to about \$455 million of capital stabilization. And we far exceeded our \$90 million efficiency goal to achieve \$265 million in savings across the enterprise. I would like to congratulate Senior Vice President Mike Papadakis and his team for those results.

As always, Buckeyes lead in all they do, and it's my pleasure and privilege to recognize just a few of them today:

- Dr. James L. Moore III was recently appointed as assistant director of the National Science Foundation's Education and Human Resources Directorate. We share our congratulations as well as our gratitude that he'll remain on the faculty as he takes on this new role.
- We also congratulate Director of Track and Field Karen Dennis on her retirement. After 20 seasons with the Buckeyes, and 45 seasons as a collegiate coach, she leaves a truly unmatched legacy in her wake.
- Professor Jill Clark from our Glenn College was recognized by the Engagement Scholarship Consortium with the 2022 Faculty Community Engagement Award.
- And Ohio State's latest Tillman Scholar is Ms. Brandi Wooten, a doctoral student in material sciences and former member of the National Guard who deployed to Afghanistan.
- And our TacoBot team of six graduate students in engineering, computer science and computational linguistics won third place in the international Alexa TaskBot Challenge — the only U.S. team to place among the top-three performers.

I'd like to acknowledge the Office of Marketing and Communications' efforts this past year to amplify our storytelling on behalf of our academic excellence, research advancements and community engagement — and for creating this content that I've shared with you today. And before I close, I'd like to give a congratulations to our almost-new Executive Vice President and Provost Melissa Gilliam on a phenomenal new year.

In closing, I would like to share a snapshot of our university's incredible engagement in the 2022 Ohio State Fair. It is an outstanding example how deeply involved we are statewide. There were 78 different university-related connections across the fair, led primarily by the College of Food, Agricultural, and Environmental Sciences. Seven other

Ohio State units also participated for the first time this year – including Athletics, the College of Dentistry, Student Life, and the medical center. Dean Cathann Kress' charity steer show raised more than \$240,000 for the Ronald McDonald House Charities of Central Ohio. These are incredible numbers, yet the energy of those 12 days is best captured by this short video.

[Video plays.]

That's awesome. The last pictures the video showed said "Be Kind," which is the brainchild of Senior Vice President Melissa Shivers and the Student Life team, so I would like to thank them for all they do. This university makes an extraordinary impact at places like the State Fair and in people's lives all over Ohio and the country. That's possible because of the friendship of our many partners; the hard work of our students, faculty and staff; and your leadership, trustees. Thank you so much. And, as always, Go Buckeyes!

(See Appendix XXIX for background information, page 683)

Dr. Fujita:

Thank you, President Johnson. Please note that the next meetings of the Board of Trustees and its committees are scheduled to take place Tuesday, November 15 through Thursday, November 17. Is there any other business to come before the Board at this time?

Hearing none, this meeting is adjourned. Thank you very much for coming.
The meeting adjourned at 3:53 p.m.

Attest:



Hiroyuki Fujita
Chairman



Jessica A. Eveland
Secretary

APPENDIX I



THE OHIO STATE UNIVERSITY

Board of Trustees

210 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1321

Phone: (614) 292-6359
Fax: (614) 292-5903
trustees.osu.edu

DEGREES AND CERTIFICATES

Resolution No. 2022-129

Synopsis: Approval of Degrees and Certificates for summer term 2022 is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees, the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on August 7, 2022, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools.

CERTIFIED

This is to certify that the foregoing is a true and accurate excerpt from the minutes of the Board of Trustees meeting held May 19, 2022.

Jessica A. Eveland
Secretary



Summer Commencement



THE OHIO STATE UNIVERSITY
AUGUST 7, 2022



Pomp, circumstance, and other songs of a lifetime

—by Professor David Citino, 1947–2005, Late University Poet Laureate
(Originally presented as the 2000 Winter Commencement address)

If you're like me, you've got a big head,
not to mention a funny robe, full of music—
poems and melodies, the tunes
we move to, shower and shave by,
study, write to. Not just the incidental,

but the momentous music keeping time.
Our histories are measures of song.
Listen to your heart: drums of Africa,
sea-spume of blind, far-sighted Homer,
Sappho's honeyed love lyrics. Often,

music speaks for us, one note saying
a thousand words. Like Rodolpho
in Puccini's *La Boheme*, *Sono un poeta*.
I am a poet. *Che cosa faccio?* What
do I do? *Scrivo*. I write. This ceremony

is loud music—pomp and circumstance
of the life you began freshman year
or that first day of graduate school.
In my head I press Play, and the CD
of *Big Days* kicks on. I leap and linger

over moments too sweet, nearly, for words.
I'll never escape rhymes from the nursery.
Up above the world so high, like a diamond
in the sky. We knew from the start
our universe was aglow with wonder.

Italian, Latin, English songs in nasal accents
of Cleveland. *Gaudeamus igitur*, *Juvenes
dum sumus*. So, let us rejoice, while
we are young. Youth is that gift we can't
comprehend while we're young. This ceremony

means you all are less young than you were.
Don't let the heavy knowledge gained
from your studies deprive you of the gifts
of youth, to be able to rejoice at the drop
of a hat, to care for, be moved by others.

Now I hear golden hits of five decades.
Big Mama Thornton, and that so-called King
(King of what, fried butter sandwiches?)
who stole away her hound dog. You ain't
never killed a rabbit, you ain't no friend

of mine. As with those profs and TAs,
course after course, you had to produce—
kill some rabbits—to earn respect.
And at times OSU may have seemed
like *Heartbreak Hotel*, down at the end

of *Lonely Street*, so difficult was it
to do your best. Tennessee Ernie Ford,
"Sixteen Tons": St. Peter don't you
call me 'Cause I can't go. I owe
my soul to the company store.

You have been digging deep in mines
of knowledge. We all owe our souls
to Ohio State, company store of learning,
shared experience—precious ore
we have in common forever.

Now I hear Domenico Modugno's
fervent urging to wish, sing, fly,
Volare, *Wo-oo*. *Cantare*, *Wo-o-o-o*.
My grandfather was a peasant farmer,
a *contadino* in Calabria in the toe

of Italy. He knew it's the human lot
to dream of flying. Lucky, lucky,
lucky me, I'm a lucky son-of-a-gun.
I work eight hours, I sleep eight hours,
That leaves eight hours for fun.

Hey! He sailed in steerage across
the Atlantic, came to Cleveland, where
he stayed long enough to work 52 years
for the B&O Railroad, before lying down
to rest in good Ohio soil. So many of us

here today came from elsewhere,
or ancestors did. From Tennessee, Italy,
Africa, Asia, Appalachia—even,
President Kirwan, the wilds of Kentucky
and Maryland. Women and men with back

supple as birch trunks. The courage
it took to pick up stakes and begin again
in a new world! Think of the work
those older ones did. For you. You all
are facing a change right now.

This sheepskin is your passport.
You're bound for emigration to
the next song of your life. Ohio State
is the ark on which you've been sailing.
You've been the precious cargo.

But, as Noah once said, I can see
clearly now the rain is gone. The ark,
our university, was filled to overflowing
with the diversity of us. Diversity.
Networks and talk shows devalue the word

(continued on inside back cover)

THE OHIO STATE UNIVERSITY 431ST COMMENCEMENT

SUMMER 2022 • AUGUST 7, 2022 • 2 P.M. • JEROME SCHOTTENSTEIN CENTER

Presiding Officer

Kristina M. Johnson
President

Prelude—1:30 to 2 p.m.

Faculty Brass Quintet

Welcome

Melissa S. Shivers
Senior Vice President for
Student Life

Processional

National Anthem

David G. Scott
Spring 2022 Graduate
School of Music

Invocation

Samson O. King
Chaplain
Department of Chaplaincy and
Clinical Pastoral Education

Commencement Address

Jane Grote Abell
Executive Chairwoman and Chief
Purpose Officer
Donatos Pizza

Conferring of Honorary Degree

Recipient presented by
Hiroyuki Fujita, Chair
Board of Trustees

Jane Grote Abell
Doctor of Business Administration

Conferring of Distinguished Service Award

Recipient presented by
Hiroyuki Fujita

Ruth D. Peterson

Conferring of Degrees in Course

Colleges presented by
Melissa L. Gilliam
Executive Vice President and Provost

Awarding of Diplomas

Welcome to New Alumni

Molly Ranz Calhoun
Senior Vice President of Alumni Relations
President and CEO
The Ohio State University
Alumni Association

Alma Mater—Carmen Ohio

Graduates and guests led by
David G. Scott

*Oh! Come let's sing Ohio's praise,
And songs to Alma Mater raise;
While our hearts rebounding thrill,
With joy which death alone can still,
Summer's heat or winter's cold,
The seasons pass, the years will roll;
Time and change will surely show
How firm thy friendship—O-hi-o!*

Recessional



Excerpts from the commencement ceremony will be broadcast on WOSU-TV, Channel 34, on Tuesday, August 9, at 7 p.m.

Livestream coverage and a replay of the ceremony in its entirety can be viewed at commencement.osu.edu.

COMMENCEMENT ADDRESS

Jane Grote Abell

DOCTOR OF BUSINESS ADMINISTRATION

Jane Grote Abell is executive chairwoman, chief purpose officer and a founding family member of Donatos Pizza.

Her path to corporate leadership in the franchise food industry began in her childhood home — right behind her father's first pizzeria. Her bedroom was lit by the restaurant's blinking neon lights, and she learned early on the lesson of treating customers like family, as pizzeria patrons, friends and neighbors regularly dined in the living room.

After completing a degree in organizational design and communication at The Ohio State University in 1988 — working for Donatos all the while — Ms. Grote Abell joined the family business full-time to train company managers. She eventually became chief people officer, helping to instill Donatos' customer service culture into the workforce as the company quickly grew.

In 1999, Donatos was bought by McDonald's, bringing the company

to nationwide and international markets. Ms. Grote Abell stayed on to ensure Donatos stayed true to the values it had long fostered. During the four years the company was owned by McDonald's, she maintained her role as chief people officer and also served as senior vice president for franchise development.

When McDonald's opted to refocus on hamburgers, she helped orchestrate a monumental effort to buy her family's company back. Three years later, she was promoted to president and chief operating officer. While helping guide Donatos back to success, Ms. Grote Abell became an accomplished philanthropist with a longstanding commitment to lifting communities in her hometown of Columbus. She raised \$14.5 million and co-founded the Reeb Avenue Center, a social-services organization housing 13 nonprofits that focus on education and workforce development.

Ms. Grote Abell served as past president of the board of directors of Action for Children, Goodwill

Columbus and Experience Columbus. She is currently serving on the board for I Know I Can and the YWCA of Columbus. As a member of the Columbus Partnership, she serves on the Diversity, Equity and Inclusion Committee. Ms. Grote Abell was named the 2014 CEO of the Year by *Columbus CEO* magazine and is listed as one of the Top 24 Women in Franchising by *Franchise Update Magazine*. She is a recipient of numerous honors, including the Pace Setters Executive Award from Ohio State's Fisher College of Business and the McDonald's Corporation 21st Century Service Team Award. She also received a YWCA Academy Women of Achievement Award and the Spirit of Columbus Award from the Columbus Foundation. She proudly holds a degree from The Ohio State University and honorary degrees from Capital, Franklin and Otterbein universities.

In 2015, she published her first book, *The Missing Piece: Doing Business the Donatos Way*.

RECIPIENT OF HONORS

Ruth D. Peterson

DISTINGUISHED SERVICE AWARD

Dr. Ruth D. Peterson rose from a childhood in rural Georgia during the height of the Jim Crow era to the very pinnacle of academia, establishing herself as one of the nation's leading experts in criminology and sociology.

She has demonstrated a strong and continuous commitment to serving her community and her students — expanding access to high-quality education at every turn. Recognizing the key role that a strong support network played in her own success, Dr. Peterson has empowered and supported young people throughout her career.

After graduating high school with honors, Dr. Peterson followed the path of so many others who joined the “Great Migration” and boarded a bus to Cleveland. She graduated from Cuyahoga Community College before enrolling at Cleveland State University, where she studied sociology. Upon graduation in 1969, she accepted a position as a professional assistant at Cuyahoga Community College, the first step in what would become an illustrious career.

After receiving a PhD from the University of Wisconsin, she served as a professor at the University of Iowa and then joined the faculty of The Ohio State University in 1985. At Ohio State, she focused her academic research on the impact of racial and ethnic inequality on community conditions, crime and criminal justice policies.

Dr. Peterson served as director of Ohio State's Criminal Justice Research Center from 1999 to 2011, helping to build it into a national leader of academic research into the causes of crime and the impact of justice policies. As a signature feature of the center's activities, she established the Racial Democracy, Crime and Justice Network and an associated Summer Research Institute to mentor and support young, underrepresented scholars in their pursuit of academic success. With support from the National Science Foundation, these programs continue to this day and have successfully assisted scores

of young scholars who otherwise might not have received sufficient mentoring to succeed in academia. Also, Dr. Peterson has served as president of the American Society of Criminology (ASC) and is a recipient of its Edwin H. Sutherland Award, which recognizes outstanding contributions to theory or research in criminology on the etiology of criminal and deviant behavior, the criminal justice system, corrections, law or justice.

Additionally, the ASC established the Ruth D. Peterson Fellowship for Racial and Ethnic Diversity, which is designed to encourage students of color — especially those from racial and ethnic groups underrepresented in the field — to study criminology and criminal justice, and to facilitate the completion of their degrees.

Dr. Peterson is a co-author of the book *Divergent Social Worlds: Neighborhood Crime and the Racial-Spatial Divide* (2010) and a co-editor of *The Many Colors of Crime* (2006).

A MESSAGE FROM PRESIDENT JOHNSON



Dear Graduates,

Congratulations, Buckeyes! We are thrilled to celebrate your many accomplishments in the Schottenstein Center — and overjoyed to do it alongside your loved ones. Today is a testament to your dedication and resilience.

You had the unique experience of pursuing your degree during the disruptions of a global pandemic. That monumental force helped galvanize your resolve to reach your goals and the perseverance you demonstrated will forever underscore your achievement. I am so proud of the 17,379 degrees and certificates we awarded Buckeyes from across Ohio and the world during our most recent summer, autumn, and spring commencements — an incredible number that speaks to our commitment to academic excellence. You proved that diverse talents and perspectives can be woven together to create solutions that do incredible good. I am inspired by every one of you, though I am not surprised. As Buckeyes, we shine brightest when times are tough, when there is a need for champions to come together to support each other and our communities. We shine our light in dark places and lead in all that we do. Meeting obstacles head-on — including a growing climate crisis and serving society in myriad ways — is part of our DNA.

As you begin your careers or continue your studies through graduate and doctoral programs, I know you are all prepared to lead in your respective fields and continue to pioneer solutions to move us forward together. You are stronger and wiser from your experiences, and I challenge you to take what you've learned at Ohio State and set to work building a future in which every member of our community can share equitably in its opportunity. I know you are up to the task — after all, you're Buckeyes.

As you depart, diploma firmly in hand, think of this as a beginning, not an ending. You are forever part of our Ohio State family — Buckeyes for life. Congratulations, once again. I cannot wait to see what you do next!

Sincerely yours,

Kristina M. Johnson, PhD
President

CONGRATULATIONS AND WELCOME TO THE ALUMNI ASSOCIATION

This momentous occasion inspires opportunities for you to create even more special memories to cap the countless others you have collected throughout your time at The Ohio State University.

And from your very first memories as a Buckeye, I hope you have experienced the energy, pride and unmatched spirit that has greeted and inspired generations of Ohio State students for more than 150 years.

Today, you are formally joining an alliance with more than 600,000 fellow Ohio State alumni living and making a difference in communities around the globe. Your network is expansive, and your friendships are firm. I hope you always feel welcome to lift up your voice with an “O-H,” secure in the knowledge that no matter where you are, you will likely receive an “I-O.”

There are hundreds of alumni societies and clubs in cities throughout the world, organizing everything from game watch parties to scholarship fundraisers. The alumni association also offers career resources for lifelong learning and networking opportunities.

Stay connected by downloading our alumni app at osu.edu/alumni. And feel free to follow me @BuckeyeMolly on Twitter.

Don't forget that the days of making new memories on your Ohio State journey are never over — because you are Buckeyes for Life!

In firm friendship,



Molly Ranz Calhoun '86
President and CEO
The Ohio State University Alumni Association



TURN YOUR TASSEL AND STAY CONNECTED

THROUGH THE OHIO STATE UNIVERSITY ALUMNI ASSOCIATION

-  Celebrate the 100th Anniversary of Ohio Stadium
-  Get job resources and tips for any stage of your career journey
-  Travel around the world with other Buckeyes

Find all of this and more at alumni.osu.edu



**Have you gotten your
FREE alumni t-shirt yet?**

Complete the Alumni Bound Challenge before August 15 to get yours mailed to you!

Opt in to get updates via text:
Text OSUGRAD to 84224

Follow us on social for more events and opportunities.



/OhioStateAlumni



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@OhioStateAlumni



Ohio State Alumni App

ARENA SEATING



○ – These sections closed

- _____ A — Public Health; Public Affairs; Nursing; Social Work; Food, Agricultural, and Environmental Sciences; Business; Education and Human Ecology
- _____ B — Master's
- _____ C — PhD; Veterinary Medicine; Dentistry; Medicine; Engineering
- _____ D — Arts and Sciences

ASL interpreter	
Wheelchair seating	

-----> Please keep these aisles clear for the Processional and Recessional <-----

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Summer Term 2022, as of 5:00 p.m., July 28, 2022, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

The Graduate School

Dean: Mary E. Stromberger

Doctor of Musical Arts

Myo Aung
B.Music (Silliman University)
M.A. (Kent State University)
Music
Dr. Thomas Wells

Chao Deng
Bachelor's (Fujian Normal University)
M.Mus. (Baylor University)
Music
Dr. Thomas Wells

Sunghwan Kim
B.Music (Chugye University for the Arts)
M.Mus. (University of Cincinnati)
Music
Dr. Caroline Hong

Doctor of Philosophy

Birgul Cansu Acarturk
B.S.Civ.Eng. (Ozyegin University)
M.S. (The Ohio State University)
Civil Engineering
Dr. Lisa Burris

Ethan Monaghan Ackelsberg
B.A. (Bard College at Simon's Rock)
M.S. (The Ohio State University)
Mathematics
Dr. Vitaly Bergelson

Lucia Aja Lopez
Bachelor's, Master's (University of Salamanca)
M.A. (University of Louisville)
M.A. (The Ohio State University)
Spanish & Portuguese
Dr. Jonathan Burgoyne

Thomas John Albani
B.S. (John Carroll University)
M.Pub.Hlth. (Youngstown State University)
Public Health
Dr. Randall Harris

Hessah A M Y M Albanwan
Bachelor's (Kuwait University)
M.S. (The Ohio State University)
Civil Engineering
Dr. Rongjun Qin

Malorie Elizabeth Albee
B.S. (University of Indianapolis)
M.S. (University of Exeter)
Anthropology
Dr. Clark Larsen

Laila Ibrahim H Alharbi
B.A. (King Abdul Aziz University)
M.Educ. (Ashland University)
Education
Dr. Marc Guerrero

Carter Alexander Allen
B.S. (University of South Carolina)
Integrated Biomedical Science Graduate Program
Dr. Dongjun Chung

Luke Thomas Andrejek
B.S. (Indiana University)
M.S. (The Ohio State University)
Mathematics
Dr. Janet Best

Joseph Edward Antonides
B.A. (Susquehanna University)
M.Math.Sci. (The Ohio State University)
Education
Dr. Michael Battista
Dr. Azita Manouchehri

Maria Nelly Arguello Blanco
Bachelor's (Universidad Nacional de Colombia)
M.S. (University of Arkansas)
Horticulture and Crop Science
Dr. Clay Sneller

Aishwarya Satish Badiger
B.Tech. (Institute of Chemical Technology)
M.S. (The Ohio State University)
Food Science and Technology
Dr. Dennis Heldman

Yongsheng Bai
Bachelor's (Wuhan University)
Master's (Southeast University)
Civil Engineering
Dr. Halil Sezen
Dr. Alper Yilmaz

Samragri Banerjee
B.S.Honors (Jadavpur University)
M.S. (University of Hyderabad)
Chemistry
Dr. Alexander Sokolov

Abbey Julane Bartosiak
B.S.Bus.Adm. (Ashland University)
M.B.A. (Capital University)
Human Sciences
Dr. Coezilia Loibl
Dr. Julie Hillery

Deja Jontelle Beamon
B.A. (Duke University)
M.S. (The Ohio State University)
Women's, Gender, and Sexuality Studies
Dr. Shannon Winubst

Michael Alan Benatar
B.S.Mech.Eng., M.S. (The Ohio State University)
Mechanical Engineering
Dr. Ahmet Kahraman
Dr. David Talbot

Xiaomin Bian
Bachelor's (Zhejiang University)
M.A. (New York University)
M.A. (The Ohio State University)
Economics
Dr. Paul Healy

Jessica Ann Blackburn
B.S.Hlth.Reh.Sci., M.S. (The Ohio State University)
Anatomy
Dr. James Gray
Dr. Jose Otero

Laura Elizabeth Blue
B.A. (Miami University)
M.Pub.Hlth., M.Educ. (The Ohio State University)
Education
Dr. Sophia Jeong
Dr. Melinda Rhoades

Siddhartha Sankar Bora
B.Tech. (National Institute of Technology, Warangal)
Postgrad.Dipl. (Institute of Rural Management, Anand)
M.S. (The Ohio State University)
Agricultural, Environmental, and Development Economics
Dr. Ani Katchova

Emma Ryan Bosley-Smith
M.A. (The Ohio State University)
Sociology
Dr. Corinne Reczek

Jayson Gerard Boubin
B.S. (Miami University)
M.S. (The Ohio State University)
Computer Science and Engineering
Dr. Christopher Stewart

Mark Olen Bovee
B.S. (University of Cincinnati)
Chemistry
Dr. Philip Grandinetti

Meghan Lee Breedlove
B.S.Hum.Ecol., M.S. (The Ohio State University)
Master's (Arizona State University)
Education
Dr. Colette Dallarhide

Briana Brownlow
B.A. (Spelman College)
M.A. (The Ohio State University)
Psychology
Dr. Jennifer Cheavens
Dr. Michael Vasey

Olivia Marie Bullock
B.A. (American University, Washington DC)
M.A. (The Ohio State University)
Communication
Dr. Hillary DeAndrea

Shurui Cai
Bachelor's (Sichuan Agricultural University)
Integrated Biomedical Science Graduate Program
Dr. Qi-En Wang

Bilal Caliskan
Bachelor's (Istanbul Technical University)
Master's (University of Texas at Arlington)
City and Regional Planning
Dr. Bernadette Hanlon

Benjamin Everett Call
B.A. (University of Chicago)
M.S. (The Ohio State University)
Mathematics
Dr. Daniel Thompson

Elizabeth Grace Campolongo
B.A. (New York University)
M.S. (The Ohio State University)
Mathematics
Dr. Krystal Taylor

Nermin Cantas
B.A. (Hacettepe University)
Teach.Cert., M.A. (Bilkent University)
Education
Dr. Laurie Katz

Qiuchang Cao
Bachelor's (Soochow University, China)
M.Soc.Work (University of Wisconsin)
Social Work
Dr. Holly Dabelko-Schoeny

Jeremy Todd Carmack
B.A. (Miami University)
M.A. (The Ohio State University)
English
Dr. Clare Simmons
Dr. Jill Galvan

Turhan Kendall Carroll
B.S. (North Carolina State University)
M.S. (The Ohio State University)
Engineering Education
Dr. Ann Christy

Suryapratim Chakrabarti
B.Tech. (Indian Institute of Technology Kharagpur)
Aerospace Engineering
Dr. Datta Gaitonde

Jorge Chang Cheng
B.S. (Morehead State University)
M.S. (The Ohio State University)
Psychology
Dr. Jay Myung
Dr. Mark Pitt

Leydi Johana Chaparro Moreno
Bachelor's (La Fundacion Universitaria konrad Iorenz)
Magister (Universidad de Los Andes)
Education
Dr. Laura Justice

Noeloikeau Falconer Charlot

B.S. (University of Hawaii at Manoa)
Physics
Dr. Daniel Gauthier

Ting Yu Chen

B.S. (National Taiwan University)
M.S. (The Ohio State University)
Chemical Engineering
Dr. W.S. Winston Ho

Yuhang Chen

B.Eng., M.S. (National University of Singapore)
Mathematics
Dr. Hsian-Hua Tseng

Vladimir Chlouba

B.A. (Connecticut College)
M.A. (The Ohio State University)
Political Science
Dr. Jan Pierskalla

Mustapha Chmarkh

B.A. (University Hassan II)
Master's (Université Francois-Rabelais de Tours)
Education
Dr. Leslie Moore

Minseok Choi

B.A. (Silla University)
M.A. (International Graduate School of English)
M.A. (The Ohio State University)
Education
Dr. Leslie Moore

Ross Chongson

B.S. (Rose-Hulman Institute of Technology)
Chemical Engineering
Dr. Kurt Koelling
Dr. Andrew Maxson

Sarah Joyce Clapp

B.A. (University of Hawaii)
Master's (Arizona State University)
Education
Dr. Brett Zyromski

Erik Clarke

B.A. (University of North Florida)
M.A. (The Ohio State University)
Political Science
Dr. Thomas Nelson

Erin Kathryn Clarke-Dorrell

B.Bus. Adm. (Lamar University)
Master's (Indiana University)
Education
Dr. Ana-Paula Correia

Samuel James Cochran

B.S., M.S. (The Ohio State University)
Environmental Science
Dr. Karen Dannemiller

Kristen Conroy

B.S. (Elon University)
M.S. (The Ohio State University)
Food, Agricultural and Biological Engineering
Dr. Karen Manc

Vincent Correale

B.F.A., M.A. (The Ohio State University)
Arts Administration, Education and Policy
Dr. John Richardson

Sarah Bethany Craycraft

B.A. (The Ohio State University)
Comparative Studies
Dr. Katherine Borland

Nicholas Andrew Czaplak

B.S., M.S. (California Polytechnic State University)
M.S. (The Ohio State University)
Physics
Dr. Douglass Schumacher

Zachary Ryan Dell

B.S. (Carnegie Mellon University)
M.S. (The Ohio State University)
Mathematics
Dr. David Pennys

Jakob Alexander DeLong

B.S. (West Virginia University)
Electrical and Computer Engineering
Dr. Joel Johnson

Yuntian Deng

B.Engr. (University of Science and Technology of China)
M.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Ness Shraff
Dr. Abhishek Gupta

Nitisha Kirit Desai

B.S. (University of North Carolina at Chapel Hill)
M.A. (The Ohio State University)
Psychology
Dr. Ian Krabich

Cassandra Diaz-Allen

B.S. (Stetson University)
M.S. (The Ohio State University)
Pharmaceutical Sciences
Dr. Harintantenaina Liva Rakotonandraibe

Kendra V. Dickinson

B.A. (University of Illinois at Urbana - Champaign)
M.A. (Boston University)
M.A. (The Ohio State University)
Spanish & Portuguese
Dr. Scott Schwenter

Yuna Duan

B.S. (Hohai University)
Earth Sciences
Dr. Michael Durand

Paul Duncan

B.S. (University of Chicago)
M.S. (The Ohio State University)
Mathematics
Dr. Matthew Kahle

Collin Dunlap

B.S. (University of Akron)
Biomedical Engineering
Dr. John Buford

Joy Ellison

B.A. (Earlham College)
M.A. (DePaul University)
Women's, Gender, and Sexuality Studies
Dr. Treva Lindsey
Dr. Daniel Rivers

Tania Espinales Correa

Licenciatu (National Autonomous University of Mexico)
Magister (Adam Mickiewicz University)
Master's (University of Santiago de Compostela)
M.A. (University of Sheffield)
M.A. (The Ohio State University)
Spanish & Portuguese
Dr. Ignacio Corona
Dr. Laura Podolsky

Minghong Fang

Bachelor's (Wuhan Textile University)
Master's (Central China Normal University)
Electrical and Computer Engineering
Dr. Jia Liu

Sohail Farhangi

Bachelor's (Virginia Polytechnic Institute and State University)
M.S. (The Ohio State University)
Mathematics
Dr. Vitaly Bergelson

Cathleen Marie Fry

B.S. (Saint Francis University)
Chemistry
Dr. Jonathan Parquette

Han Fu

Bachelor's (Beijing Normal University)
M.S. (University of Michigan)
Biostatistics
Dr. Kellie Archer

Tara George

B.S., M.S. (Indian Institute of Science Education and Research, Mohali)
Chemistry
Dr. Christopher Jaroniec

Michael Andrew Gilbert

B.S. (University of Michigan)
M.A. (The Ohio State University)
Communication
Dr. Teresa Lynch

Humberto Bruce Gilmer

B.S. (Rice University)
M.S. (The Ohio State University)
Physics
Dr. Linda Carpenter

Nadja Rita Ging Jehli

B.S. (Zurich University of Applied Sciences)
B.A. (Universität Zurich)
M.A. (The Ohio State University)
Psychology
Dr. Patricia Van Zandt

Nelson Alexander Glover

B.S. (University of Maryland)
M.S. (The Ohio State University)
Mechanical Engineering
Dr. Ajit Chaudhari

Rui Gong

B.S. (Chinese University of Hong Kong)
M.A. (Indiana University)
Business Administration
Dr. Michael Weisbach

Jeremy Jozef Grachan

B.S. (University of St Francis)
M.S. (The Ohio State University)
Anatomy
Dr. Melissa Quinn
Dr. James Gray

Javier Andre Granados Samayoa

B.S. (University of British Columbia)
M.A. (The Ohio State University)
Psychology
Dr. Russell Fazio

Emily Jo Ann Griffith

B.A. (Grinnell College)
M.S. (The Ohio State University)
Astronomy
Dr. David Weinberg
Dr. Jennifer Johnson

Giselle Alejandra Guanés Melgarejo

B.S. (Kansas State University of Agriculture and Applied Science)
Chemistry
Engineering Education
Dr. Emily Dringenberg

Xiaohan Guo

B.S. (Beijing Normal University)
M.S. (The Ohio State University)
Biostatistics
Dr. Sebastian Kurtek

Hunter Andres Hahn

B.A. (Texas A&M University)
M.A. (The Ohio State University)
Psychology
Dr. Michael Vasey
Dr. Theodore Beauchaine

Florence Lim Hardjono

B.A., M.A. (The Ohio State University)
Speech and Hearing Science
Dr. Robert Fox
Dr. Ewa Jacewicz

Scott Michael Harkema

B.A. (Calvin College)
M.A. (University of Mississippi)
Philosophy
Dr. Lisa Downing

Nathan Lee Roy Harris
B.S. (Morehouse College)
Engineering Education
Dr. David Delaine

Katelyn Marie Hartke
B.A. (Eastern Illinois University)
M.A. (The Ohio State University)
English
Dr. Thomas Davis

Tyler Nicholas Heisler-Taylor
B.S. (The Ohio State University)
Biomedical Engineering
Dr. Colleen Cebulla

Jordan Patrick Hempfling
B.A. (Albion College)
Ohio State Biochemistry Program
Dr. Dehua Pei

Shreyas Umesh Hirway
B.S. (University of Virginia)
Biomedical Engineering
Dr. Seth Weinberg

Heike Hoffer
B.Music (University of The Pacific)
M.Mus. (University of Minnesota)
M.Mus. (University of Arizona)
Music
Dr. Arved Ashby

Nicholas Louis Hoffman
B.A. (Vassar College)
M.Phil. (University of Cambridge)
English
Dr. Leslie Claire Lockett
Dr. Karen Winstead

Joon Woo Hong
B.Comr.Four (Kyung Hee University)
Master's (University of California)
Business Administration
Dr. Mona Makhija

Kristen Paige Howard
B.A. (University of Nevada)
M.A. (The Ohio State University)
Psychology
Dr. Jennifer Cheavens

Austin Yvonne Hubner
B.A. (Washington State University)
M.A. (The Ohio State University)
Communication
Dr. Graham Dixon

Holly Anne Huelmeier
B.S.Food.Ag.Bio.Eng. (The Ohio State University)
Food, Agricultural and Biological Engineering
Dr. Dennis Heldman

Warren Lee Beck Huey
B.S. (Clarion University of Pennsylvania)
Chemistry
Dr. Joshua Goldberger

Heesung Hur
B.S. (Ewha Womans University)
M.A. (The Ohio State University)
Arts Administration, Education and Policy
Dr. Jennifer Richardson
Dr. Philip Armstrong

Peter Edward Huston
B.S. (Otterbein University)
M.S. (The Ohio State University)
Mathematics
Dr. David Penneys

Jua Hwang
B.A. (Dong-A University)
M.A. (University of Hawaii at Manoa)
Education
Dr. Leslie Moore
Dr. Alan Hirvela

Arielle Irizarry
B.A. (City University of New York, Hunter College)
M.A. (The Ohio State University)
English
Dr. Martin Ponce

Kalyani Vijay Jangam
B.Engr. (Institute of Chemical Technology)
M.S. (The Ohio State University)
Chemical Engineering
Dr. Liang-Shih Fan

Malithi Ishara Jayasinghe Jayasinghe Arachchige
B.S. (University of Colombo)
Chemistry
Dr. Jane Jackman

Tharindu Jayasinghe Arachchilage
B.S. (California State Polytechnic University)
M.S. (The Ohio State University)
Astronomy
Dr. Krzysztof Stanek
Dr. Christopher Kochanek

Eric Martin Johnson
B.A. (Brigham Young University)
Au.D. (University of Utah)
Speech and Hearing Science
Dr. Eric Healy

Julia Ann Johnson
B.S.Education (Kent State University)
M.S. (Walden University)
Education
Dr. Michiko Hikida
Dr. Melinda Rhoades

Samson Alexander Johnson
B.A. (University of Montana)
M.S. (The Ohio State University)
Astronomy
Dr. Bernard Gaudi

Joshua Tyler Jones
B.S.Mech.Eng., M.S. (The Ohio State University)
Nuclear Engineering
Dr. Thomas Blue

Myungjin Jung
B.S., Master's (Inha University)
Aerospace Engineering
Dr. Mrinal Kumar
Dr. Ran Dai

Kamalnath Kadirvel
B.S., M.S. (Indian Institute of Science)
M.S. (The Ohio State University)
Materials Science and Engineering
Dr. Yunzhi Wang

Nidhin Kurian Kalarickal
B.S., M.S. (Indian Institute of Science)
Electrical and Computer Engineering
Dr. Siddharth Rajan

Ashwin Atul Kane
Bachelor's (Institute of Chemical Technology)
M.S. (The Ohio State University)
Chemical Engineering
Dr. Nicholas Brunelli

Inhan Kang
B.A., B.S., M.A. (Seoul National University)
M.A. (The Ohio State University)
Psychology
Dr. Roger Ratcliff

Jiarui Kang
B.S.Weld.Eng., Master's (Harbin Institute of Technology)
M.S. (The Ohio State University)
Welding Engineering
Dr. Xun Liu

Stephanie Eunhae Kang
B.F.A. (Calvin College)
M.F.A. (Washington University in Saint Louis)
M.A. (The Ohio State University)
History of Art
Dr. Kristina Paulsen

Ayse Nur Kart
B.Educ. (Osmangazi University)
M.A. (The Ohio State University)
Education
Dr. Peter Paul

Aditya Karumanchi
B.Tech., M.Tech. (Indian Institute of Technology Bombay)
M.S. (The Ohio State University)
Mechanical Engineering
Dr. Shawn Midlam-Mohler
Dr. Punil Tulpule

Carlos Gabriel Kelly
B.A., M.A., M.F.A. (San Diego State University)
English
Dr. Frederick Aldama
Dr. Paloma Anacelia Martinez-Cruz

Dong Hye Kim
B.A. (Yonsei University)
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B.S.Mech.Eng. (Iran University of Science and Technology)
M.S.Mech.Eng. (University of Akron)
Industrial and Systems Engineering

Danae Nicole Baker

B.S. (Northern Kentucky University)
Human Sciences

Pari Hari Baker

B.S. (University of Tennessee-Knoxville)
Animal Sciences

Adithya Balaji

B.Engr. (Anna University)
Electrical and Computer Engineering

Phillip Charles Barras

B.S., D.D.S. (Southern Illinois University at
Edwardsville)
Dentistry

Rhiannon Bates

B.S. (University of Washington)
M.Pub.Hlth. (The Ohio State University)
*Integrated Biomedical Science Graduate
Program*

Mindy DeeAnn Bean

B.S. Education (The Ohio State University)
Human Sciences

Alexandra Nicole Beekhuizen

B.A. (The Ohio State University)
Human Sciences

Isaac Solomon Bensignor

B.S.Aero.Astro.Eng., B.S.Aero.Eng. (The
Ohio State University)
Aerospace Engineering

Daria Bentley

B.S. (Southern University and A & M College)
Mechanical Engineering

A F M Anhar Uddin Bhuiyan

B.S. (Bangladesh University of Engineering
and Technology)
Electrical and Computer Engineering

Abhjeet Singh Bhullar

B.A. (Kalamazoo College)
Biophysics

Erin Marie Bibber

B.S. (University of New England)
Dentistry

Halle Raohong Bischoff

B.S. (Missouri University of Science and
Technology)
Materials Science and Engineering

Tadeusz Ziven Bogielski

B.S. Education (The Ohio State University)
Human Sciences

Christopher Bonine

B.S.Nurs. (The Ohio State University)
Nursing

Daphney Christina Bonner

B.S. (Howard University)
Environment and Natural Resources

Myles Frazier Bourbon

B.S.Mech.Eng. (University of Dayton)
Aerospace Engineering

Justin Lee Bower

B.S.Agr. (The Ohio State University)
*Agricultural Communication, Education, and
Leadership*

Charles Michael Bowlby

B.S.Agr. (The Ohio State University)
Comparative and Veterinary Medicine

Katherine Jean Bradshaw

B.S.Food.Ag.Bio.Eng. (The Ohio State
University)
Materials Science and Engineering

Ryan Tanner Brune

B.S. (The Ohio State University)
Statistics

Codi Jay Burley

B.S. (University of Cincinnati)
Computer Science and Engineering

Kacey G. Burns

B.S. (Wilmington College)
*Agricultural Communication, Education, and
Leadership*

Brian James Caprul

B.S. (Wright State University)
Translational Pharmacology

Poulami Chakraborty

B.S., M.S. (University of Calcutta)
Statistics

Guangyu Chang

B.Engr. (Huazhong University of Science
and Technology)
Electrical and Computer Engineering

John Bryan Charbonnet

B.A. (Christian Brothers University)
Industrial and Systems Engineering

Heyi Chen

B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering

Carol Yuan Cheng

B.Engr. (Tongji University)
M.S. (Purdue University)
Welding Engineering

Qianyi Cheng

B.S. (Miami University)
Electrical and Computer Engineering

Howard Yaw Chin

B.S. (California State Polytechnic University)
M.S. (California State University)
Welding Engineering

Yong Min Choi

B.A. (Yonsei University)
Psychology

Katharine Ann Collier

B.S. (Princeton University)
M.S. (University College Dublin)
M.S. (University of Texas at Austin)
M.D. (The Ohio State University)
Translational Pharmacology

Natarshia Corley

B.A. (Winston-Salem State University)
M.A. (North Carolina Central University)
Psychology

Alán Casea Cortez

B.S. (University of Texas at Austin)
Mechanical Engineering

Loise A. Cowan

Diploma (Hocking College)
B.S.Nurs. (Capital University)
Nursing

David O. Danesh

B.S. (The Ohio State University)
D.D.S. (Harvard School of Dental Medicine)
Dentistry

Michael R. Davis

B.S. (Florida A&M University)
D.D.S. (University of North Carolina at
Chapel Hill)
Dentistry

Fabiana De Lima

B.A. (University of California)
Psychology

Dante Michael Della Vella

B.S.Ind.Sys.Eng. (The Ohio State University)
Industrial and Systems Engineering

Jakob Alexander DeLong

B.S. (West Virginia University)
Electrical and Computer Engineering

Michael Stephen Diamond

B.A. (Saint Edward's University)
M.A. (Boston College)
Psychology

Alexander Edward Dickerson

B.S. (Western Michigan University)
Translational Pharmacology

Stacey Elizabeth Dillion

B.S.Agr. (The Ohio State University)
Translational Pharmacology

Paige Elizabeth Doklovic

B.S.Agr. (The Ohio State University)
Animal Sciences

Kaylee Dyann Domslawski

B.S. (Eastern Michigan University)
B.S.Ath.Trng. (Ohio University)
Nursing

Brian T Dos Reis

B.S., B.S.Mat.Sci.Eng. (University of
Connecticut)
Welding Engineering

Ashly Ann Dyck

B.A., M.A. (University of Ottawa)
B.S.Agr. (University of Saskatchewan)
M.Appl.Econ. (The Ohio State University)
Environment and Natural Resources

Jennifer A. Eggleton

Bachelor's (Ohio University)
*Agricultural Communication, Education, and
Leadership*

Mostafa Mohamed Aboelenien Elhashash

B.S., M.S. (Military Technical College)
Electrical and Computer Engineering

Dane Elliott

B.S. (Case Western Reserve University)
Civil Engineering

Benjamin Thomas Erickson

B.S. (California State University)
Geodetic Science and Surveying

Christopher John Paul Eubel

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Taylor Feldt

B.S. (Kent State University)
*Molecular, Cellular, and Developmental
Biology*

Kathryn Jane Finneran

B.S.Env.Nat.Res. (The Ohio State University)
Environment and Natural Resources

J'laia Eshae Fitzgerald

B.S.Nurs. (The Ohio State University)
Nursing

Leah Jane Ford

B.S.Chem.Eng. (University of South Carolina)
Chemical Engineering

Karian Cypress Forrester

B.S.Agr. (The Ohio State University)
Entomology

Katherine Elizabeth Geers

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Ashish George

B.A. (University of Maryland)
D.Osteopth. (University of New England)
Medical Science

Ryan Courtney Gifford

B.S. (The Ohio State University)
Industrial and Systems Engineering

Michael Joseph Gilboy

B.S.Env.Nat.Res. (University of Arizona)
Environment and Natural Resources

Annedra LaShay Gladney

B.S. (Tennessee State University)
B.S. (University of Tennessee)
Nursing

August 16-18, 2022, Board of Trustees Meetings

Bradley Michael Goff

B.A., B.S. (Otterbein University)
Physics

Pingzhu Gong

B.Engr. (Tianjin University)
Electrical and Computer Engineering

Austin Gordon

B.S.Weld.Eng. (The Ohio State University)
Materials Science and Engineering

Colby Ryan Gregg

B.S.Agr. (Oklahoma State University)
Agricultural Communication, Education, and Leadership

Erica Nicole Grush

B.S. (Purdue University)
Food Science and Technology

Rayan Hamza

B.S.Cptr.Sci.Eng. (The Ohio State University)
Computer Science and Engineering

Marlee Glen Hansen

B.S. (University of Iowa)
D.D.S. (The Ohio State University)
Dentistry

Harrison He

B.S.Pharm.Sci. (The Ohio State University)
Translational Pharmacology

Elle Beth Hellwarth

B.S. (Purdue University)
Biomedical Engineering

Allyson Rose Helms

B.S., Pharm.D. (South Dakota State University)
Pharmaceutical Sciences

Matthew Joseph Herkins

B.S.Food,Ag,Bio.Eng. (The Ohio State University)
Food, Agricultural and Biological Engineering

Logan Porter Hobbs

B.S. (Eureka College)
Environment and Natural Resources

Nicholas Richard Hofacker

B.S.Ind.Sys.Eng. (The Ohio State University)
Industrial and Systems Engineering

Octavia Lydia Hogaboam

B.S. (Oregon State University)
Integrated Biomedical Science Graduate Program

Kehao Huang

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Ying Huang

B.S.Mech.Eng. (The Ohio State University)
Electrical and Computer Engineering

Laila Huric

B.A. (The Ohio State University)
Translational Pharmacology

Robert Julian Imhoff

B.S.Mech.Eng. (University of Cincinnati)
Materials Science and Engineering

Jane Elise Isaacs

B.S.Education (The Ohio State University)
Human Sciences

Arpan Jain

M.Tech. (Indian Inst of Info Technology & Management)
Computer Science and Engineering

Cameron Jamshidi

B.S. (Miami University)
Ohio State Biochemistry Program

Nathaniel Fred Johnson

B.S. (University of Cincinnati)
Aerospace Engineering

Samuel Dwight Johnson

B.S. (Central Michigan University)
Chemistry

Jaelin Jordan

B.S. (Hampton University)
Industrial and Systems Engineering

Mrunmayee Joshi

B.S. (Xavier University)
Food Science and Technology

Samiha Kabir

B.S. (BRAC University)
Molecular, Cellular, and Developmental Biology

Mallory Blake Kahrs

B.S.Nurs. (The Ohio State University)
Nursing

Omar Kalash

Translational Pharmacology

Donghe Kang

B.Engr. (China University of Geosciences)
M.S. (University of Chinese Academy of Sciences)
Computer Science and Engineering

Kaitlyn LeeAnn Kearns

B.S. (University of Kentucky)
Mechanical Engineering

Derya Keskin

B.S. (Ankara University)
Translational Pharmacology

Melissa Marie Klug

B.S.Allid.Hlth.Prof. (The Ohio State University)
Health and Rehabilitation Sciences

Teck Yang Koh

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Nasib Koirala

B.S. (Agriculture & Forestry University)
Horticulture and Crop Science

Hui Kong

B.S. (University of Science and Technology of China)
Physics

John William Kurth

B.S.Weld.Eng. (The Ohio State University)
Welding Engineering

Paul Stephen Lacher

B.A., B.S.Mat.Sci.Eng. (The Ohio State University)
Materials Science and Engineering

Mengyun Li

B.S. (Virginia Polytechnic Institute and State University)
Industrial and Systems Engineering

Xiang Li

B.Engr. (University of Science and Technology of China)
M.S., Ph.D. (The Ohio State University)
Computer Science and Engineering

Guo Lin

B.S. (The Ohio State University)
Computer Science and Engineering

Grant William Little

B.A. (University of Dayton)
Human Sciences

Yuchen Liu

B.S. (Fudan University)
Mechanical Engineering

Patricia Anne Loughney

B.S. (Westminster College)
Materials Science and Engineering

Han Lu

B.Educ. (Nanjing Normal University)
Human Sciences

Richard Han Luo

B.A. (Dartmouth College)
Biomedical Engineering

Zizhong Ma

B.S. (Peking University)
Electrical and Computer Engineering

Anthony Joshua Machado

B.S. (University of Connecticut)
Astronomy

Neha Ashok Mali

B.S. (The Ohio State University)
Translational Pharmacology

Kornel Guthrie Mankovich

B.S. (Denison University)
Electrical and Computer Engineering

Travis Michael Martin

B.S. (University of New Hampshire)
Human Sciences

Nathaniel Christian McCutcheon

B.S. (Ohio Northern University)
Chemistry

Kate Elizabeth McGovern

B.S. (The University of Findlay)
Animal Sciences

Samantha Topolski Meyerhoff

B.S.Education (Towson University)
Human Sciences

David Kyle Mignogna

B.S. (Saint Vincent College)
Aerospace Engineering

Ira Mulo

B.S. (Wayne State University)
D.D.S. (University of Detroit Mercy)
Dentistry

Andres Munoz Salgado

B.S.Pharm. (Universidad Nacional de Colombia)
Food, Agricultural and Biological Engineering

Cheyenne Morgan Munson

B.A., B.S. (Ohio Wesleyan University)
Earth Sciences

Rania Naoum

B.Pharm. (Ain Shams University)
Translational Pharmacology

Tessa Renae Nehrkorn

B.S. (Ashland University)
Translational Pharmacology

Victoria Thanhdiem Nguyen

B.S. (University of California)
Dentistry

Fidelis Nwachukwu

B.S. (University of Nigeria)
M.D. (All Saints University College of Medicine)
Translational Pharmacology

Zachary Ludwig Orme

B.S.Mech.Eng. (The Ohio State University)
Industrial and Systems Engineering

Jamison Ann Orrell

Atmospheric Sciences

Jennifer Osher

B.A. (Columbia University)
Translational Pharmacology

Xuning Pan

Bachelor's (Shanghai Jiao Tong University)
Electrical and Computer Engineering

Ashutosh Pandey

B.Tech. (Indian Institute of Technology Bombay)
Computer Science and Engineering

Cara Breja Pannell

B.S.Nutrition (The Ohio State University)
Human Sciences

Ashnee Patel

B.S. (University of Florida)
Materials Science and Engineering

Sahil Haresh Patel

B.Tech. (Vellore Institute of Technology)
Mechanical Engineering

Shib Nath Pattadar

B.S., M.S. (Bangladesh Agri Univ)
M.S. (Ghent University)
Environment and Natural Resources

Diana Marcela Pereira

B.A. (The Ohio State University)
B.S.Nurs. (Capital University)
Nursing

Shehan Rointon Perera

B.S.Civ.Eng., M.S. (The Ohio State University)
Electrical and Computer Engineering

Shotika Alexis Phadungmartvorakul

B.S. (University of Oregon)
Human Sciences

Caprice Lynette Phillips

B.S. (University of Arkansas)
M.A. (University of Texas at Austin)
Astronomy

Evan Poska

B.S. (University of Pittsburgh)
Industrial and Systems Engineering

Diego Ribeiro De Oliveira Galdino

B.Engr. (Universidade Federal da Paraiba)
Civil Engineering

Lana Kathleen Richardson

B.S. (Oklahoma State University)
D.D.S. (University of Oklahoma Health
Sciences Center)
Dentistry

Samuel Mark Riekert

B.S.Food.Ag.Bio.Eng. (The Ohio State
University)
Food, Agricultural and Biological Engineering

Kyle Rudolph

Bachelor's (University of Dayton)
Biomedical Engineering

Muhammad Affiq Bin Ruslin

B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering

Jacob Dillon Rutan

B.S.Education (The Ohio State University)
Human Sciences

Ed R. Sammour

B.S. (Qatar University)
Materials Science and Engineering

Amir Sarrouj

B.S.Cptr.Sci.Eng. (The Ohio State University)
Computer Science and Engineering

Daniel Joseph Seals

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Rubanraj Sekar

B.Tech. (National Institute of Technology
Tiruchirappalli)
M.S. (The Ohio State University)
Electrical and Computer Engineering

Shiping Shao

Bachelor's, Master's (Nanchang University)
Electrical and Computer Engineering

Maria Elizabeth Shepard

B.S.Pharm.Sci. (The Ohio State University)
Translational Pharmacology

Jeremiah Christopher Shum

B.A. (The Ohio State University)
*Agricultural Communication, Education, and
Leadership*

Gabriela Margarita Silva-Pumarada

B.S.Agr. (University of Puerto Rico)
Horticulture and Crop Science

Ronald Ewin Smith

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Zachary Layne Snider

B.S.Aero.Astro.Eng., B.S.Aero.Eng. (The
Ohio State University)
Aerospace Engineering

Lindsay Michelle Snook

B.S. (The Ohio State University)
Nursing

Carson Aaron Somerville

B.S.Education (The Ohio State University)
Human Sciences

James Joseph Sotos

B.A. (The Ohio State University)
Human Sciences

Gage Stephen Sovey

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Alexa Michelle Spencer

B.S. (Ashland University)
Translational Pharmacology

Melissa Eileen Stanger

B.S. (Brigham Young University-Idaho)
Environment and Natural Resources

Evan Stewart Stapp

B.S.Education (The Ohio State University)
Human Sciences

Remington Alexander Steele

B.S. (University of Cincinnati)
Human Sciences

Katharine Stottlemeyer

B.S.Agr. (The Ohio State University)
*Agricultural Communication, Education, and
Leadership*

Kirthna Subash

B.S. (Smith College)
Materials Science and Engineering

Christina Michelle Sutherland

B.A. (Wright State University)
Nursing

Kristin Danielle Sweeney

B.A. (Rice University)
D.D.S. (Harvard School of Dental Medicine)
Dentistry

Kevin Daniel Taegel

B.S. (Oakland University)
Human Sciences

Xiaoyan Tan

B.S. (University of Massachusetts Amherst)
Food Science and Technology

Zheng Hong Tan

B.S.Biomed.Eng., B.S. (The Ohio State
University)
Biomedical Engineering

Maxwell Henry Taylor

B.A. (College of Wooster)
Computer Science and Engineering

Nevin Taylor

B.Appl.Sci. (University of British Columbia)
Materials Science and Engineering

Alexan Jean Roberta Templeman

B.Bus.Adm. (Robert Morris University)
Human Sciences

Kalia Theodorou

D.D.S. (National & Kapodistrian University
of Athens)
Dentistry

Laura Josephine Thomas

B.S.Agr. (The Ohio State University)
Horticulture and Crop Science

Manisha Dilip Udhmani

B.S.Honors (University of Florida)
M.S. (Drexel University)
Psychology

Tim Freeman Ursich

B.S.Food.Ag.Bio.Eng. (The Ohio State
University)
Welding Engineering

Phillip Randall Van Hooser

B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering

Rachael Loreen Vannatta

B.S. (James Madison University)
Environment and Natural Resources

Anthony C. Vellucci

B.S. (Bowling Green State University)
Human Sciences

Mary McKeever Walker

B.A. (University of Notre Dame)
D.V.M. (The Ohio State University)
Comparative and Veterinary Medicine

Qianqian Wan

Psychology

Ruiqiang Wang

B.Engr. (Southwest University of Science
and Technology)
M.S. (State University of New York at Buffalo)
Electrical and Computer Engineering

Zifan Wang

B.S. (Nankai University)
M.S. (Case Western Reserve University)
Physics

Spencer Garrett Warren

B.S. (Lipscomb University)
D.D.S. (University of Tennessee)
Dentistry

Rebecca Diane Webb

B.S.Mech.Eng. (Georgia Institute of
Technology)
Mechanical Engineering

Austin Matthew Weber

B.A. (Berea College)
Earth Sciences

James Michael Weyenberg

B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering

Devon Michael Whitted

B.S.Biomed.Eng. (The Ohio State University)
Biomedical Engineering

Andrew John Wilk

B.S.Env.Nat.Res. (The Ohio State University)
Environment and Natural Resources

Craig Alan Willette

B.A., D.V.M. (Michigan State University)
Comparative and Veterinary Medicine

Lindsey Georgina Evette Williams

B.S. (Loyola Marymount University)
D.D.S. (University of Southern California)
Dentistry

Sydney Nicole Williams

B.A. (Central University of Iowa)
Psychology

Konrad Jozef Witek

B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Mulubrhan M. Woldemariam

B.Educ. (Haramaya University)
B.A. (Alpha University College)
B.S.Hth.Reh.Sci. (The Ohio State University)
Health and Rehabilitation Sciences

Tyler Anthony Wong

B.S. (Temple University)
Environment and Natural Resources

Alexandra Wood
D.V.M. (Purdue University)
Comparative and Veterinary Medicine

Shelly Yimeng Wu
B.S.Hlth.Reh.Sci. (The Ohio State University)
Nursing

Brandon Yeager
B.S. (Illinois State University)
D.D.S. (Southern Illinois University at
Edwardsville)
Dentistry

Cassandra Zamaripa-Griffith
B.S.Hlth.Reh.Sci. (The Ohio State University)
Nursing

Elizabeth Linn Zars
B.S. (University of Wisconsin)
Translational Pharmacology

Cheng Zhang
B. Engr. (Tianjin University)
M.S. (Beijing University of Posts and
Telecommunications)
Computer Science and Engineering

Yuxin Zhang
B.S. (Southern University of Science &
Technology)
Physics

Haojun Zhao
B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering

Zhiyuan Zhao
B.S. (The Ohio State University)
Computer Science and Engineering

Yun Zhou
B. Engr. (University of Nottingham)
M.S. (University College London)
Civil Engineering

Master of Social Work

Carly Baird
B.A. (Denison University)
Social Work

Almaas Tara Bannister
B.S.Soc.Work (University of North Florida)
Social Work

Kayleigh Monet Benson
B.S.Soc.Work (The Ohio State University)
Social Work

William James Bivins, Jr.
B.S.Soc.Work (The Ohio State University)
Social Work

Stevanie D. Brown
B.S.Soc.Work (The Ohio State University)
Social Work

Sara M. Burkhardt
B.S.Soc.Work (The Ohio State University)
Social Work

Amber-Dean Presley Chaffin
B.S.Soc.Work (The Ohio State University)
Social Work

Kendra Rose Chase
B.A. (University of California, Los Angeles)
M.S. (London School of Economics and
Political Science)
Social Work

James Emanuel Davis, Sr.
B.S.Soc.Work (The Ohio State University)
Social Work

Dara Mae DeLong
B.S. (Liberty University)
Social Work

Kendal Glandorff
B.S.Soc.Work (The Ohio State University)
Social Work

Monique La-Trease Lauren Graves
B.S.Soc.Work (San Jose State University)
Social Work

Lara Helen Haney
B.S.Soc.Work (The Ohio State University)
Social Work

Javonne Rochelle Hill
B.S.Soc.Work (The Ohio State University)
Social Work

Tabitha Meghan Imler
B.S.Soc.Work (The Ohio State University)
Social Work

Sarah Elizabeth Isaacs
Bachelor's (Louisiana State University,
Baton Rouge)
M.A. (The Ohio State University)
Social Work

Courtney Anne James
B.S. (Kent State University)
Social Work

Taylor Marie Jobe
B.S.Soc.Work (Mount Vernon Nazarene
University)
Social Work

Caitlyn Lee Kalisik
B.A. (Purdue University North Central)
Social Work

Michael Keating
B.Music (Capital University)
Social Work

Sarah Nichole Keefe
B.S.Soc.Work (Capital University)
Social Work

Jenna Marie Krouskoupf
B.S.Soc.Work (The Ohio State University)
Social Work

Karmyn Alyse Martinez-Creath
B.S.Soc.Work (The Ohio State University)
Social Work

Jadyn Lynn Meyer
B.S. (Taylor University)
Social Work

Wendy Elizabeth Paris
B.A. (University of Houston)
M.F.A. (Columbia University)
Social Work

Danielle Joy Parker
B.S. (Taylor University)
Social Work

Payton Runyan
B.S. (The Ohio State University)
Social Work

Vanya Seletzky
B.S.Soc.Work (The Ohio State University)
Social Work

Claire Emmaline Sherman
B.S., B.S.Soc.Work (Bowling Green State
University)
Social Work

Isabel Marie Staats
B.A. (The Ohio State University)
Social Work

Emily Rae Stockdale
B.A. (Eckerd College)
Social Work

Elizabeth Marie Takacs
B.S. (Ashland University)
Social Work

Mikayla Elizabeth Tritabaugh
B.S.Soc.Work (The Ohio State University)
Social Work

Marissa Varney
B.S.Soc.Work (The Ohio State University)
Social Work

Connor Braydon Wallace
B.A. (The Ohio State University)
Social Work

Ashley Oluwadamilola White
B.S.Soc.Work (The Ohio State University)
Social Work

Sherece Christine Wilkerson
B.S. (Kent State University)
Social Work

Jasmine Rose Wooten
B.S.Soc.Work (The Ohio State University)
Social Work

Master of Sports Coaching

Alexis Marie Handley
B.S.Nutrition (Auburn University)
Human Sciences

Camille Alexis McLellan
B.S.Hum.Dev.Fam.Srv. (The Ohio State
University)
Human Sciences

Specialized Master in Business

Stephanie Boyd
B.A. (Boston University)
Business Administration: Analytics

Addison R. Crawford
B.A. (Arizona State University)
Business Administration: Analytics

Scott DeWaters
B.S. (Middle Tennessee State University)
Business Administration: Analytics

Daniel R. Fenstemaker
B.A. (Malone University)
Business Administration: Analytics

Justin C. Fuller
B.A. (The New School)
Business Administration: Analytics

Ashlynn K. Galligher
B.A. (Miami University)
Business Administration: Analytics

Angela N. Hansen
B.A. (Columbia College)
Business Administration: Analytics

Megan M. Jernigan
Bachelor's (Ohio University)
Business Administration: Analytics

Matthew T. Kemmerley
B.A., B.S.Bus.Adm. (The Ohio State University)
M.B.A. (Mount Saint Marys College)
Business Administration: Analytics

Eileen Beth Lehmann
B.A. (Kenyon College)
Business Administration: Analytics

Christa M. Lunger
B.S. (Bowling Green State University)
Business Administration: Analytics

Hannah R. Miller
B.S. (The Ohio State University)
Business Administration: Analytics

Patrick Myles
B.S. (United States Military Academy)
Business Administration: Analytics

Toby J. Norman II
B.S.Hlth.Reh.Sci. (The Ohio State University)
Business Administration: Analytics

Yolanda Palafox
Bachelor's (University Auto Aquascalents)
Master's (Centro de Investigacion en
Matematicas)
Business Administration: Analytics

Michael Patterson
Business Administration: Analytics

Michael King Pomerants
B.S.Bus.Adm. (The Ohio State University)
Business Administration: Analytics

Aman Rawal

B.A. (University of Cincinnati)
Business Administration: Analytics

Joseph Gibson Shepardson

B.S. (Xavier University)
Business Administration: Analytics

Kyle T. Slavinski

B.S.Chem.Eng. (The Ohio State University)
Business Administration: Analytics

Keith A. Strom

B.S.Hum.Ecol. (The Ohio State University)
M.B.A. (Ohio University)
Business Administration: Analytics

Naoko Takashima

B.Engr. (Chuo University)
Business Administration: Analytics

Qi Xin Zhou

B.S. (Creighton University)
Business Administration: Analytics

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Summer Term 2022, as of 5:00 p.m., July 28, 2022, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

College of Arts and Sciences

Dean: David G. Horn

**Dana Renga, Divisional Dean
Arts and Humanities**

**Susan V. Olesik, Divisional Dean
Natural and Mathematical Sciences**

**Ryan D. King, Divisional Dean
Social and Behavioral Sciences**

Bachelor of Arts

Abdullahi Ali Abdullahi
Ka'la Lakay Adams
Trevor Scott Adamson
Melchisedek Joehen Andre
Azaira Sha'bree Andrews
Peter Allen Atkinson
Mingzhu Bao
Benjamin Walker Barnes
Josselyn Barriga
Kyle Richard Barta
William Ryan Bash
Brooke Ann Baumgartner
Sydney May Baxter
Ronald Michael Beyrooty
Taiyun Bi
Hayden Thomas Bix
Darien Raye Blackwell
Kaitlyn Nicole Bobeckzo
Cum Laude

Brandon J. Bond
Joseph Thomas Borgerson
Isabelle Boulais
Frances Mendez Breidenstein
Erin Nicole Brennan
Cum Laude

Margaret Kathleen Bringard
Lauren Marie Brubaker
Cum Laude

Madisynn Taylor Bryk
Chaseton Thomas Buelow
Stuart Jackson Burgdoerfer
Ashley Burgemeir
Keira Lyn Burkhardt

Danae Rose Mast Byler
Carrington Dale Calder
Cum Laude

Devionne Camara
Yuzhe Cao
Cum Laude

Andrew Robert Caplan
Alejandra Castillo
Kangjie Chen
Shuyin Chen
Siguan Cheng
Frances Lucia Ming Wai Cheung
Magna Cum Laude

Lauren Elizabeth Chew
David Glenn Childress, Jr.
Michael Rocky Clark
Delaney Evelyn Elizabeth Clayton
Cum Laude

Brittani Sherry Collins
Roy Conners
Paul Edward Coningham II
Jessica Marie Conover
Elle Cooper
Jeremiah Brett Core
Chandler Michael Cox
Raegan Lynn Crabtree
Cum Laude

Quinton Ryder Creeks
Chelsea P. Creeman
Acala Margaret Cresci
Emily Cunningham
Cum Laude

Nattaani Daba
Sheng Dang
Magna Cum Laude

Maxwell James DeBord
Dawson Charles Deeds
Melinda Jean DeMatteo
Ao Deng
Kimberly Claire Deraney
Guilly Mohamadou Dia
Aubree Angeliqye Diaz
Ramis Diha
Emily Dill
Yunke Dong
Kyle Doseck
Lauren Dragich
Ashley Joshea Dulaney
Madison Dusky
Jessica Claire Eader
Terriah Early
Autumn Marie Eckstein
Amanda Michelle Edwards
N'Keelah E. Elmore
Charity Ervin
Tao Fang
Cum Laude

Yue Fang
Magna Cum Laude

Ahmad Hussam Faour
Jasmine Marie Feller
Cum Laude

Mitchell Pearce Fixa
Garrett Folts
Dennis I. Fradkin
Merritt Antonia Freedthoff
Ava Kathleen Fridt
Cum Laude

Warren Edward Frye
Magna Cum Laude

Charles Gable
Kyle Edward Gabrielson
Jensen Layne Gartner
Xavier Gartside
Nicole Elizabeth Geer
Danae Susan Germuska
Jolena Marie Gioiello
Cum Laude

India Rose Glazer
Cum Laude

William Jacob Goedde
Peighton Rose Gore
Joseph Charles Grosick
Bryna Skye Grubbs
Vinny Guy
Hannah Katherine Harig
Kiley Nichole Harris
Jomana Ahmed Hassan
Matthew Hedden
Norma Hernandez
Cory Evan Herschkowitz
Robert Cole Highfield
Eryn Nycol Hill
Harrison Hilson
Stephan Van-Si Raven Ho
Magna Cum Laude

Sierra La-Shay Hobby
Elsa Holford
Olivia Mae Hollingsworth
Cum Laude

Rance Nolan Honecker
Adam James Hoover
Anna Elise Horwedel
Kaiyli Huang
Molly Elizabeth Hunt
with Research Distinction in Earth Sciences

Alex Anthony Iannucci
Mohamed Ibrahim
Cum Laude

Bianca Tatiana Imani
Yohanna Isaac
Ileana Marie Isern
Najaya Lynn Jacobs
Rubbin Jacobs
Kenzie Jo James
Sydney Leigh Janssen
Terriana Laqua Jaynes
Ziou Ji
Bowen Jin
Dane Kanniard
Dil Kumari Karki
Yujie Ke
Colin Michael Keeney
Kennedy Iman Kelly
Jackson Orwick Khandelwal
Summa Cum Laude

Natalie Kline
Laura Marie Klug
Libby Rose Klynn
Beckett Thomas Kotalac
Cum Laude

Leila Kousari-Rodi
Aiswarya Kovvuri
Sawyer Krause
Summa Cum Laude

Sarah Alyssa Kroger
Elizabeth Marie Kulcser
Summa Cum Laude

Gaurav Kunwar

Aadesh Labhasetwar
Summa Cum Laude

Brandi Lashon Marie Lambert
Perrin Houston Lampe
Megan Liliane Langwasser
Gianna Monae Lawson
Evan James Leeth
Elizabeth Clair Levine
Magna Cum Laude

Xiang Li
Magna Cum Laude

Yangmei Li
Magna Cum Laude

Rakira Linzy
Maciah Lipsey
Lauren Little
Jiayin Liu
Jiayu Liu
Hannah Lee Logan
Cum Laude

Taylor Christine Lowe
Yongbo Lu
Dymond Mack
Ryan Madden
Emileigh Grace Maddox
Aaradhya Mangrukar
Vaishali Mantha
Adam David Marcus
Magna Cum Laude

Joseph Zachery Martel
Saryn Mayfield
James Konnor McAleb
Tate Michael McCune
Devon Alexander McFarland
Maegan Jan McLaughlin
Summa Cum Laude

Jeremy Calvin McMillan
Skylar McMillan-Gray
Celine Marie McNally
Ariel Rhain McNeil
Marie Nicole Meeks
Summa Cum Laude

Haiye Meng
Jada Monet Mensah
Weixiao Miao
Cum Laude

Mackensie Rae Mintz
Khalid Mohamed
Magna Cum Laude

Minnah Ayman Mohamed
Cum Laude

Brandon William Moore
Magna Cum Laude

Keshon Kerell Moore
Chala Dessalgn Cosissa
Sarah Mousa
Lukas Bradley Mulheim
Lindsay J. Mullet
Yero N diaye
Edward Reese Nawman
Sarah Murphy Nelson
Hy Hoang-Quan Nguyen
Magna Cum Laude

Matthew Charles Niset
Alec Samuel Nordstrom
Emily Nicole Norman
Laney Paige Norris
Ethan Riley O'Neil
Henry Ofori-Ansaase
Sydney Anne Olszewski

Reese Evan Overberg
 Carson Ozcomert
 Francis I. Ozuloha
 Julia Michele Parsons
 Victoria Ann Peachey
Cum Laude
 Kristen Leah Pearson
 Shaokai Pei
 Dezarae Nicole Perrymond
 Dalton Grant Pertuset
 Nicholas Tyler Pham
 Chad William Power
 Tatyana Paige Preston
 Andreia Silva Prisbrey
 Ian Thomas Proefriedt
 Brant Owen Proffitt
 Jake Rae Quadriño
Magna Cum Laude
 Alexandra Irene Rahe
 Kainnan Ramsey
 Thomas Ashley Ramsey
Cum Laude
 Abigail Paige Redman
 Christopher Lynn Reed
 Alexis Reiff
 Brittany Marie Reimer
 Lydia Reineke
Magna Cum Laude
 Britney Jean Remley
Magna Cum Laude
 Marili Ressel
 Andrew James Richards
 Carmen Hall Riffe
 Colton Daniel Riley
 Hayden Ambrose Riley
 Hope Victoria Robinson
 Shevon Rogers
 Madison Marie Rooney
Cum Laude
 Jaycee Renee Ruberti
 Allan Chandler Rupert
 Paige Hunter Safenovitz
 Daniel Thomas Sakowski
 Zachary Salinas
 David Sanchez-Luna
 Gurveen Kaur Sandhu
 Nyeka Cecilia Sangster
 Kerry Alex Schauer
 Ansley Katherine Scott
Summa Cum Laude
 Collin Matthew Sedivy
 Randy Selimi
 Donghyuk Seo
 Yuxiang Shi
 Olivia Jean Shuff
 Radamir Abdullahi Siad
 Clementine Sikpe
 Jeremie Simmons
 Maggie Ann Simone
 Keriona Nicole Simpson
 Roy Jackie Sizemore, Jr.
 Joelle Rene Skaggs
 Liam Smyth
Magna Cum Laude
 Nathaniel Russell Snook
Cum Laude
 John Joseph Sowko III
 George Elliot Spurgeon
 Max Edward Stark

Ashauna Stevens
 Nigel Andrew Stinson
 Kristin Heather Stremlaw
Magna Cum Laude
 Sufi Heidar Sufi
 Shannon Marie Sullivan
Summa Cum Laude
 Briana Gabrielle Szemcsak
 Zuhier Taha
 Xin Tan
with Honors in the Arts and Sciences
 Joshua Jeremiah Tatom
 Paige Elizabeth Thobe
Summa Cum Laude
 Antonio Jovi Tirado
 Alyssa Dianne Tobias
 Jaelani Kierra Turner-Williams
 Cole Murphy Tysinger
 Talia Kamarko Vanderpool
Magna Cum Laude
 Austin Armando Vega
 Sita Anagha Velamakanni
 Marquette Denise Vickers
 Haoyi Wang
 Lezhi Wang
 Qitong Wang
 Yixun Wang
 Grace Adeline Watson
 George Thomas Watters
 Anna Louise Weinburg
Cum Laude
 J'Ona Antinice Wells
 Zhichen Wen
 Nicholas Harrison Wilkins
 Kathryn Lee Winans
 Holly Noelle Wintering
 Joshua Michael Wise
 Andrew Brogden Womble
 Brennan Edward Wood
 Ethan John Wright
 Tajah Marie Wright
 Zhiyuan Xing
 Danny Yang
 Jingtong Yang
 Zhenyu Yang
 Sudi A. Yussuf
Magna Cum Laude
 Samira Abdullahi Yusuf
 Karen Marie Zajac
 Henry Chamberlain Zhang
 Zoe Elizabeth Ziegler
 Casey Andrew Zigo
 Kaylin Marsha Zipf
Magna Cum Laude

Bachelor of Arts in Journalism

Yining Zhou

Bachelor of Fine Arts

Farren Elizabeth Collins
 Judith Addison Diehl
Summa Cum Laude
 Laurel Bleau Gardner
Summa Cum Laude
 Keani Ilen Olivera

Bachelor of Music Education

Irene Elena Guggenheim-Triana
Magna Cum Laude

Bachelor of Science in Design

Joseph Samuel Lody
 Sabrina Marie Young
Cum Laude

Bachelor of Science in Geographic Information Sciences

Gianna Maria Cancelliere
 Phoebe Rudolph
Magna Cum Laude

Bachelor of Science

Julan Al-Haj
 Atchayah Balakrishna
 Emily Rose Barber
Magna Cum Laude
 McKenzie Lynn Bertsch
Cum Laude
with Research Distinction in Earth Sciences
 Charlotte Rose Blackwell
 Ashley Nicole Brunton
 Stuart Jackson Brundoerfer
 Ian Edward Cameron
 Eliana Demetra Campbell
 Kori Lynn Campbell
 Grace Wu Cao
 Elizabeth Marie Carter
 Miranda Elizabeth Chaney
 Yunzhe Chang
Magna Cum Laude
 Beier Chen
 Xinyu Cheng
 Hyunjung Cho
 Brittani Sherry Collins
 Darian Christopher Cunningham
 Jordan Gabriel Deguzman
 Timothy Andrew Deutsch
 Lezhi Ding
 Ahmed Tidiane Diop
 Sinna Angelica Dodd
 Yifan Dou
Cum Laude
 John Duhigg
 Emma Danielle Edwards
 Logan Karl Flory
 LeeAnn Jo Frazier
 Thomas Gerth
 Itay Göttman
 Alexis Renae Gosche
 Anna Michelle Gruska
Cum Laude
 Ryan Nairon Gurayah
 Yuhang Han
Summa Cum Laude
 Katherine Marie Harpham
Summa Cum Laude
 Chad Patrick Harris
 Kamarr Anthony Holloway II

Victoria Hostler
 Lauren Elizabeth Jennett
Cum Laude
 Jixuan Jia
Summa Cum Laude
 Jackson Gareth Johnson
 Adam Kanoun
 Saloni Ajay Kapadia
 Bethlehem Fissah Kasaye
 Bryce Michael Keaton
 Maggie Keeran
 Sebrina Kempf
 Raegan Nicole Kowalski
Cum Laude
 Mary Eileen Kozlowski
Summa Cum Laude
with Honors in the Arts and Sciences
 Anna Kuehn-Everson
Cum Laude
 Ariel Hoi-Yin Lam
 Peilin Li
 Matthew Christopher Lieber
 Jing Lin
 Bingbing Liu
 Chenrui Liu
Cum Laude
 Yiming Liu
 *Jessica Lopez
 Shelly Lovsey
 Eleanor Kathryn MacDonald
Cum Laude
with Research Distinction in Evolution and Ecology
 Jay Griffith Maier
 Megan Eileen Manco
 Ambria Koryn Martin
 Maia Faith McWherter
 Christopher Martin Medina
 Abdelrahman Nasser Megahed
 Srijit Mukherjee
 Victoria Melanie Myers
Magna Cum Laude
with Honors in the Arts and Sciences
 Sakina Hasan Naqvi
 Adam Earl Neltner
Cum Laude
 Dylan James Newport
 Quan Nguyen
 Sahar Nikkhah
 Sarah S. Normand
 Darby Oliver
 Ashleigh Otto
 Lucy Anne Parker
 Patrick Michael Parker
Summa Cum Laude
 Dhwani Patel
 Hemalben Praveishkumar Patel
 Saloni Patel
 Alexander James Patterson
Cum Laude
with Honors in the Arts and Sciences
 Shelby Taylor Perry
 Daniel Ignatius Peters
Magna Cum Laude
with Research Distinction
 Neeley Evelyn Peterson
Magna Cum Laude
with Honors in the Arts and Sciences
 Ryan Phelan
Cum Laude
with Research Distinction
 *awarded posthumously

Nimeesha Pokala
Tanvi Polavarapu
Cum Laude
Raechel Lynn Popek
Magna Cum Laude
Paige Sook Pruden
Ziwen Qin
Teagan Gabrielle Reasch
Cum Laude
Edward Peter Rice
Grace E. Rimele
Magna Cum Laude
Keondrae' Raekwon Robinson
Kelly Romesburg
Cum Laude
Abigail Marie Rossiter
Casey Joan Sagar
Janhavi Rajesh Sahasrabudhe
Leena Safa Salhi
Prisha Selva
Magna Cum Laude
with Honors in the Arts and Sciences
Ashley Marie Shim
Alexandra K. Shishoff
Jacob Wesley Showman
Andrew John Smith
Isabel Christina Smith
Summa Cum Laude
Luke Ian Stange
Mckenzie Thomas Starich
Lauren Frances Starkey
Indra K. Subedi
Emily Elizabeth Tackett
Magna Cum Laude
Matthias Tedros
Cum Laude
Haixin Tian
Magna Cum Laude
Pilar Verhaak
Sanjana Vivekanandan
with Honors in the Arts and Sciences
with Honors Research Distinction
Haoming Wang
Jiajun Wang
Shiyu Wang
Yu Wang
Magna Cum Laude
Yujie Wei
Rehobot G. Wejega
Jared Christopher Whitfield
Blizz Gail Fernandez Wilcher
Cum Laude
Cricket Nicole Wuebker
Magna Cum Laude
Yu Xiong
Magna Cum Laude
Xianlong Xu
Magna Cum Laude
Xin Xu
Pranav Yanambakkam
Bowen Yang
Myla Sai Yang
Magna Cum Laude
with Honors in the Arts and Sciences
Yuanyuan Yang
Magna Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Astronomy and
Astrophysics
John Logan Yoder

Maria Christine Young
Hongrui Zhang
Kexin Zhang
Magna Cum Laude
Leyi Zhang
Summa Cum Laude
Sutong Zhang
Ze Zhang
Zhuoya Zhang
Yiyang Zhong
Ruoqi Zhou
Magna Cum Laude
Boru Zhu
Cum Laude
Daqian Zuo
Cum Laude

Associate of Arts

Nazreth Abraha
Magna Cum Laude
Julian Nicholas Adam
Summa Cum Laude
Duraitea Ali
Sadia Subah Ansar
Courtney Danielle Arseneau
Amy Bailey-Bills
Maxwell Joseph Balderson
Deni Way Barth
Cora Joyce Baumgartner
Magna Cum Laude
Amy Lynette Bender
Hari Maya Bhandari
Carmen Marie Bishop
Magna Cum Laude
Garrett Alan Blair
Mackenzie Carolann Block
Madalyn Paige Boucher
Evelyn Brown
Darby Caitlin Cahill
Ryleigh Breahanna Carlin
Blake Carnahan
Spencer Jonathan Carte
Taylor Paige Collingwood
Jenna Nicole Courtot
Cum Laude
Carter Hayes Covert
Christian Michael Dobbins
Cum Laude
Satin Renya Fields
Jadyn Alexia Flores
Christopher Michael Fontenot
Emily Rose Gable
Bhumika Gautam
Abigail Elizabeth Gerber
Jayden Gerhart
Kara Mae Gossman
Summa Cum Laude
Kervin Govender
Naomi Rebekah Hammond
Evan Harvey
Blake Thomas Hassay
Leah Elizabeth Hays
Joel Edward Hupp
Kyle Edward Kaiser
Diksha M. Kande
Cum Laude
Eyuel Kebede
Blaine Thomas Lee

Sapna Madhusudan
Kiley Alexus Masters
Jordan Andrew Matthes
Kennedy Lauren McGee
Ariel Rhain McNeil
Ashton Baylis Minck
Weston Cash Misel
Kimeya Abdusamed Mohamed
Adam Tamas Nemeth
Dalton J. Perry
Binta B. Phatty
Kelly Marie Preston
Magna Cum Laude
Hailey Elizabeth Proffitt
Dakota Hunter Roby
Blake Edward Saffell
Benjamin Richard Saunders
Jordanne Azejjah Sims
Hattie Mae Spangler
Madeline Rose Swain
Kyrie Faith Thomas
Brandon Ray Trudeau
Heather Leigh Weber
Cum Laude
Mya Rose Wilson
Eboni Mae Wynn

The Max M. Fisher College of Business

Dean: Anil K. Makhija

Bachelor of Science in Business Administration

Asli Abdillahi Abokor
Nathan Michael Arrington
Nicholas Francis Asseff
Seanna Austin
Emily Katherine Barnes
Magna Cum Laude
Lucas Lawrence Begrowicz
Cum Laude
Rian Connor Bisson
Thomas Blair
Magna Cum Laude
Dierre Blash
Sean Christopher Buck
Sixiang Cai
Magna Cum Laude
Huimin Chen
Kaylee Chesser
Magna Cum Laude
Brandon Andrew Coss
Magna Cum Laude
Gianni Charles Della Vella
Douglas Mason Dilley
Cum Laude
Qizheng Ding
Cum Laude
Tyler Cameron Downing
Magna Cum Laude
Cory Joseph DuBois
Samuel James Essig
Cara Lynn Fisher
Summa Cum Laude
Judd Oscar Fishman

Kamilah Fladger
Alec Scott Fradkin
Jonathan Galett
Jack Grabau
Nicholas Howard Grover
Evan Ernest Hamm
Yue Hao
Griffin Abraham Harris
Amy Vanessa Hernandez-Paz
Logan Jarrett
Jina Jeong
Cum Laude
Rebecca Kona-Stanciu
Summa Cum Laude
Adesh Labhasetwar
Summa Cum Laude
Yuhan Lei
Magna Cum Laude
Pan Li
Ruanan Li
Cum Laude
Shangyi Li
Cum Laude
Yuxuan Luo
Yuting Mao
Magna Cum Laude
Kathryn Alyce Maret
Baker Daniel McBride
Othmane Medaouba
Gabriel Menelik
Braden Miller
Jonah Harrison Minkoff
Amiah Mitchell
Zachary Tyler Morris
Tina Marie Nguyen
Magna Cum Laude
with Honors in Business Administration
Troy Robinson Oehler
Oladapo Paul Olobatuyi
Audrey Nkem Osudoh
Alec Platigorsky
Jalene Marie Piña
Matthew George Popovich
Magna Cum Laude
Ryan Price
Jiezel Montano Purugganan
Alex Joseph Rudy
David Schwartz
Jacob Sheerajin
Magna Cum Laude
Tyler Simpson
Angela Staravecka
Megan Ann Sullivan
Cum Laude
Rachel Thompson
Trent Julian Trees
Andrew Thomas Turnbull
Summa Cum Laude
Johnathan Phillip Vercuski
Magna Cum Laude
Alexander Ericson Walls
Max Wells
Siyan Wu
Mi Yan
Lingmei Yang
Jin Ming Yu
Cum Laude
Chengjie Zhuang

College of Dentistry

Dean: Carroll Ann Trotman

Doctor of Dental Surgery

Rishav Banerjee
B.S. (Miami University)

Zusha Sami Chaudhary
B.S. (University of Michigan)

Nikola Dikic
B.A. (Case Western Reserve University)

Kyle Steven Gonzalez
B.S. (University of Central Florida)

Mosep Okonny
B.S., M.S. (University of Cincinnati)

Katherine Louise Sieman
B.A. (Miami University)

Bachelor of Science

Kristin Rockey DeMain
Marissa Ann Mattox
Rachel Amber Smith
Tabitha Julia Whitaker

Bachelor of Science in Dental Hygiene

Phoebe Rose Carr

College of Education and Human Ecology

Dean: Donald B. Pope-Davis

Bachelor of Science in Health Promotion, Nutrition, and Exercise Science

Alexis Victoria Morton

Bachelor of Science in Human Development and Family Science

Carly Elizabeth Allocco
Emerson Grace Arena
Cum Laude

Taylor Brizee
Darby Caitlin Cahill
Aleah Marie Caskey
Mona Sophia Dada
Lydia Joy Frisbee

Anne Elizabeth Grossman
Julia Bell Gualtieri
Cade Matthew Harvey
Angel R. Leon
Sa'dia Munye
Shieniece Potter
Brandi S. Staats
Magna Cum Laude
Aleesha Michelle Vaughn

Bachelor of Science in Human Ecology

Barcey Ryan Barcenas
Zeyu Chen
Stephanie Dawn Dailey
Cum Laude

Kimberly Denice Ervin
Gavin Lee Lewis
Cedric Wayne McClain
Gabriel Molitor
Abbie Nicole Neer
Valyn Lee Nepa
Zachary Lynn Preston
Jacqueline Rader
Cameron Philip Ryan
Benjamin Michael Wilkie

Bachelor of Science in Hospitality Management

Sylvia Janera Givens-Moore
Jacqueline Renee Hentschel
Adele Etsuko Pruni

Bachelor of Science in Nutrition

Dominique Chantel Bevelle
Shelby Marie Gallion
Alexandra Nicole Graves
Katherine Marie Harpham
Summa Cum Laude
Miranda Grace Jacobson
Alec Michael Osborn
Kara Paulk
Anna Li Sevich

Bachelor of Science in Education

Justin Patrick Ahrens
Lukas Frederick Bean
Carmen Calo
Austin Terrell Carpenter
Noah Michael Cotterman
Cum Laude
Emma Dey DeMarco
Magna Cum Laude
Troy Mitchell Doseck
Summa Cum Laude
Alan Stewart Finnicum
Cum Laude
Margaret C. Foster

Luke Arthur Galat
Summa Cum Laude
Gabrielle Megan Gonzales
Magna Cum Laude
Trahern Owen Gribble
Alaina Kathryn Gwin
Drew Daniel Halverson-Allen
Magna Cum Laude

Jashon James Hubbard
Rocky Jordan

Summa Cum Laude
Henry William Levenberg
Magna Cum Laude

Brett David Lewis
Connor Paul Lewis
Magna Cum Laude

Yuwei Lu
Magna Cum Laude

Sylvhr Mae Maltby
Alyssa Ashley Marsh
Abdirazak Sheikuna Mohamed
Kylie Maxine Murr
Magna Cum Laude

Chen Qu
Summa Cum Laude

Dominic Gabriel Reyes
J'Alyiea Desire' Smith
Davon Walker
Bailee Malakii Waller
Cassie Warren
Cum Laude

Avery Michael Weisenseel
Cum Laude

Tate Kellen West
Cum Laude

College of Engineering

Dean: Ayanna Howard

Bachelor of Science in Biomedical Engineering

Margaret Lillian Veres
Cum Laude

Bachelor of Science in Chemical Engineering

Alexander James Egyed
Cum Laude
David William Lendl

Bachelor of Science in Civil Engineering

Brady Matthew Campbell
Kokou Sedem Eklou
Dane Joseph Jorgensen
Stefan Ratic
Troye Isaiah Sas-Wright
Magna Cum Laude
with Honors Research Distinction in Civil Engineering

Bachelor of Science in Computer Science and Engineering

Austin Michael Anderson
Keenan Russell Anderson
Jack Arnold
Matthew Michael Ayme
Cum Laude

Yashveer Bains
Kristin Bradshaw
Bailey Michael Caulkins
Andrew Irvin Coyle
Michael Shawn Cromlish
Samuel Jacob Gernstetter
Yonace Goitom Ghebrehwet
Evan Matthew Henry
Andrew Allen Holowaty III
Cum Laude
with Honors in Engineering

Daniel Paul Jones
Alicia Renee Kiser
Cum Laude

Jackson David Klotter
Franciszek Kowalczyk
Ashvini Adam Kulshrestha
Cum Laude

Mia Magersupp
Maria Isabella Mayhew
Shane Ryan McGraw
Alexander Zachary Merana
Nathan Nemerovsky
Cum Laude

William Paul Nolen
Connor Kenai Park
Kevin O'Donnell Patton
John Lark Powers
Tristan Ash Roman
Nan Shen
Cum Laude

Nicholas Scott Shepard
Emily Rene Smith
Nicholas William Springer
Magna Cum Laude

Alexander Thomas Truman
Rhys Gordon Vaughn
Alan Lynn Wu
Tianyuan Xing
Magna Cum Laude

Kezhen Xu
Summa Cum Laude

Mingyu Yang
Magna Cum Laude

Victoria Rose Zanatian
Stella Rachelle Zhang
Yifan Zhou

Bachelor of Science in Electrical and Computer Engineering

Robert James Anderson
Dominic Charles Delpra
Patrick Hodgson
Zachary Roderick Peek
Zachary Chanz Zambile

Bachelor of Science in Engineering Physics

Alexander James Keast

Bachelor of Science in Environmental Engineering

Ryyaan Jabin Chowdhury

Cum Laude

Emily Lauren Morris

Magna Cum Laude

Bachelor of Science in Food, Agricultural, and Biological Engineering

Milan Mateja Orbovich

Anna Maria Posta

Bachelor of Science in Industrial and Systems Engineering

James Pierce Frownfelter

Bachelor of Science in Landscape Architecture

(Austin E. Knowlton School of Architecture)

Mann Aashish Patel

Bachelor of Science in Mechanical Engineering

Michael David Krebs

Jeffrey Li

Lucas Nicholas Miller

Hossam Osama Montasser

Michael Napoli

with Research Distinction in Mechanical Engineering

Junnan Wang

Bachelor of Science in Welding Engineering

Gavin Robert Alcorn

Thomas Kang

Patrick Walker

College of Food, Agricultural, and Environmental Sciences

Dean: Cathann A. Kress

Bachelor of Science in Agriculture

Karaline Boso

Leslie Gertrude Burger

Cum Laude

Stacey Janelle Butler

Thomas Joseph Ciaciura

Lynea Belle Diller

Morgan Lea Eggleton

Zachery Fathbruckner

Zixuan Lin

Paul Martucci

Kolesen Scott McCoy

Magna Cum Laude

Saajan Sanjay Patel

Ciarra Mae Polesley

Megan Lynn Schulte

Magna Cum Laude

Matthew Argyle Slonaker

Macel Louise Stowers

Cum Laude

Alison Elaine West

Kiersten Nichole Wright

Cum Laude

Bachelor of Science in Construction Systems Management

Herbert M. Bertz

Jansen Michael McCleese

Brian Anthony Morris

Bachelor of Science in Food Science

Cameron Michael Jordan

with Research Distinction in Food Science and Technology

School of Environment and Natural Resources

Bachelor of Science in Environment and Natural Resources

Dean Andrew August

Jacob Scott Daulbaugh

Austin Jay Grimm

Rachael Allison Kaiser

Grace Ketter

Faith M. Lamb

Ryan Gerald O'Connell

Jacob Rice

Danielle Marie Ryan

Grace Marie Shisler

Elliott James Smith

Derek Anthony Stacy

Agricultural Technical Institute - Wooster

Associate in Applied Science

Ryan Michael Lewis

Jaxon Lindsey

Cody Allan Morrow

Jordan Elyse Traxler

Mackenzi Warren

Associate of Science

Annie L. Boss

Zoe Elizabeth Bowers

Cum Laude

Macee Lucille Mercure

Magna Cum Laude

Avyriel Elaine Pollock

College of Medicine

Dean: Carol R. Bradford

Doctor of Medicine

Rosa Sonia Miguel Garcia

B.S. (University of California))

School of Health and Rehabilitation Sciences

Bachelor of Science in Health and Rehabilitation Sciences

Cristina Maria Acosta

Janice Adamah-Tassah

Orwara Kwaku Akoto

Hana Dahir Ali

Christiana Arkorful-Bondzie

with Research Distinction in Health Sciences

Deborah Osei Biah

Katrine Grace Callow

Gabrielle Marie Caudill-Rathbun

Seth Matthew Clark

Qur'an Renee Colvin

Delaney Jae Dearing

Zachary James DeCamp

Keturah Dryer

Cum Laude

Joshua Lane Dulin

Cum Laude

Jake Adam Fromowitz

Kayden A. R. Gill

Magna Cum Laude

with Honors in Health and Rehabilitation Sciences

Nicole Ann Hartge

Steven Michael Hylton

Ashelyne Genesis Islas

Edan Nicole Jones

Tessa Corynne Kolman

Chelsi Sue Krupp

Madison Mathieu

Tafadzwa Rodney Mavunga

Alexandra Lynn McGhee

Kidist Moges

Mohamad Mohamad

Sara E. Moran

Cum Laude

Samantha Elizabeth Mummert

Matthew William Murphy

Terry Mwangi

Evelyn Sakyibea Opare-Agyare

Juliana Rose Pavia

Cum Laude

Megan Victoria Pesicek

Greta Mae Plancik

Palak Pokar

Cum Laude

Shivani Raghavaraju

Katherine L. Randall

Cassady Rae Rankin

Ruth Kefyalew Regassa

Cum Laude

Faith Elizabeth Reid

Albert Rojsutivat

Madison Nicole Sagstetter

Ramanpreet Kaur Sidhu

Samuel Jordan Stahl

Natalie L. Thompson

Scott Robert Winfield

Jerod Michael Yank

Magna Cum Laude

Kelsey Zinsmeister

College of Nursing

Dean: Bernadette M. Melnyk

Bachelor of Science in Nursing

Akosua A. Ackah

Jonathan Shawn Aristide

Matthew Scott Bergman

Makenna Claire Bowen

Sara Mae Cooper

Emilie Taylor Coppler

Heather Ann Garcia

Anastasia Nicole Gerardi

Dana Hansen-Walters

Don'Nesha Nycole Jones

Miranda Danielle Keeton

Kaley Kelley

Phillip James Martin

Rosemary Faye Martin

Megan Tylka McCort

Melissa Dawn McMillian

LaShonda Millner

Amanda Marie Minniear

Dharmesh Persaud

Camille Nichole Richards

Magna Cum Laude

Bryan Nicholas Rosselit

Hunter Dylan St. Andre

Samantha Michelle Stose

Jenna Strauss

Marqia Lynn Thomas

Stephen Michael Thomas

Tara Timsina

Sydney Grace Upperman

Toria Lyn Whitlow

College of Optometry

Dean: Karla Zadnik

Doctor of Optometry

Thomas Edward Krainz

B.S. (Walsh University)

Cum Laude

Elizabeth Ann Shank

B.S. (Miami University)

College of Pharmacy

Dean: Henry J. Mann

Bachelor of Science in Pharmaceutical Sciences

Justin Seamour

John Glenn College of Public Affairs

Dean: Trevor L. Brown

Bachelor of Arts

Malik Darwish
Faduma Abdi Hasan
Courtney A. Libby
Jessalyn Mitchell

College of Public Health

Dean: Amy L. Fairchild

Bachelor of Science in Public Health

Audrianna Renee Atkinson
Cum Laude
Tianna M. Greene
Abbas Mohamed Hashi

College of Social Work

Dean: David A. Jenkins

Bachelor of Science in Social Work

Qadija Hassan Abtidon
Majdoleen Marie Altahtamoni
Cum Laude
Bethany L. Anderson
Elizabeth Rose Beattie
Cum Laude
Justice Alexander Berry
Nataysha Marie Brown
Miranda Lynn Carr
Kimberlie Kathryn Cligrow
Lora Ella Loise Current
Merry E. Doerr
Jaimi Elizabeth Erskine
Tyler Nicole Folds
Cum Laude
Emma Katherine Gipe
Destiny Nicole Henderson
Breana Huggins
Lauren Taylor Huysman
Cum Laude
Aaron Christopher Knapp
Hayley Renee Koterba
Hannah Elizabeth McCoy

Joel Allen Mercer
Cum Laude
Ella Nawman
Natalie R. Powers
Cum Laude
Gina Marie Russo
Cum Laude
Ashley Morgan Schabel
Cindy Schlesing
George Maxwell Seifried
Madelaine Eleanor Claire Smith
Cum Laude
Samantha Ann Stienecker
Cum Laude
Emily Nicole Suchan
Mubina Tashteen
Erin Taylor Tuggle
Summa Cum Laude
Christina Lynn Waddell
Nahla Angelic Walker
Magna Cum Laude
with Honors Research Distinction in Social Work

College of Veterinary Medicine

Dean: Rustin M. Moore

Doctor of Veterinary Medicine

Daniella A. Guzman
B.S. (State University of New York at Stony Brook)

Armando Josue Quintana Ceballo
B.S. (University of Puerto Rico)

Alexandra Reyes-Delgado
B.S., M.S. (University of Puerto Rico)

David Roberson
B.S. (Western Carolina University)

Candidates to be Commissioned in the Armed Forces

United States Army

**Second Lieutenant
United States Army**

Infantry
Sean C. Buck

Graduates with Honors

Criteria for graduating with honors are listed below. Grade-point averages (GPA) are based on the student's penultimate semester.

Summa Cum Laude designates those who earned a 3.9 GPA or better.

Magna Cum Laude designates those who earned a 3.7 GPA or better.

Cum Laude designates those who earned a 3.5 GPA or better.

With Honors in the Arts and Sciences requires successful completion of the Arts and Sciences Honors Contract and graduation with a 3.4 GPA or better.

With Honors in Business/Accounting requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Education and Human Ecology requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Engineering requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Food, Agricultural, and Environmental Sciences requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Medicine denotes successful fulfillment of the College of Medicine Honors Program tenets and a 3.4 cumulative GPA or better.

With Honors in Public Affairs requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Public Health requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Social Work requires successful completion of a prescribed honors program of study and graduation with a 3.4 GPA or better.

With Distinction requires successful completion of an undergraduate thesis and a 3.4 GPA or better.

Summary of Degrees and Certificates

Summer Term Commencement – 2022

College	Degree/Certificate	Degree/Cert. Total	Summer Term 2022 College Total
Graduate School	D.M.A.	3	
	Ph.D.	296	
	Ed.D.	2	
	D.N.P.	7	
	O.T.D.	3	
	Ed.S.	1	Doctor
	M.Acc.	1	299
	M.Appl.Econ.	1	
	M.Appl.Neurosci.	2	
	M.A.	118	
	M.B.A.	48	
	M.Clin.Res.	26	
	M.Dent.Hyg.	1	Professional
	M.Diet.Ntrn.	3	12
	M.Eng.Mgt.	4	
	M.F.A.	9	
	M.Gib.Eng.Ldr.	2	
	M.Land.Arch.	1	
	M.Learn.Tech.	4	
	M.Mus.	1	
	M.Pint.Hlth.Mgt.	1	
	M.Publ.Adm.	7	Masters
	M.Publ.Adm.Ldrshp.	15	531
	M.Pub.Hlth.	11	
	M.S.	212	
	M.Soc.Work	38	
	M.Sprt.Coach	2	
Spec.M.Bus.	23		
Cert.Asst.Rehab.Tech.	6		
Cert.Biom.Inf.	1		
Cert.Fed.Pol.Mgt.	1	Certificates	
Cert.Hlthcr.Ldrshp.Innov.	1	20	
Cert.Interprof.Hlthcare.	1		
Cert.Nurs.Ed.	2		
Cert.Publ.Mgt.	7		
Cert.Usabil.User.Exp.Hlth.	1	862	
Arts and Sciences, College of	B.A.	314	
	B.A.Jour.	1	
	B.F.A.	4	
	B.Mus.Ed.	1	
	B.S.Design	2	
	B.S.Geog.Info.Sci.	2	
	B.S.	146	
	A.A.	66	
Cert.Div.Eq.Incl.	2	538	
Business, Fisher College of	B.S.Bus.Adm.	76	76
Dentistry	D.D.S.	6	
	B.S.	4	
	B.S.Dent.Hyg.	1	11
Education and Human Ecology	B.S.Hlth.Pro.Nutr.Ex.Sci.	1	
	B.S.Hum.Dev.Fam.Srv.	16	
	B.S.Hum.Ecol.	13	
	B.S.Hsp.Mgt.	3	
	B.S.Nutrition	8	
	B.S.Education	32	
Cert.Hlthcr.Env.Hos.Srv.	1	74	
Engineering	B.S.Biomed.Eng.	1	
	B.S.Chem.Eng.	2	
	B.S.Civ.Eng.	5	
	B.S.Cptr.Sci.Eng.	41	
	B.S.Elec.Cptr.Eng.	5	
	B.S.Eng.Physics	1	
	B.S.Env.Eng.	2	
	B.S.Food.Ag.Bio.Eng.	2	
	B.S.Ind.Sys.Eng.	1	
	B.S.Lndscp.Arch.	1	
	B.S.Mech.Eng.	6	
	B.S.Weld.Eng.	3	70
	Food, Agricultural, and Environmental Sciences	B.S.Agr.	17
B.S.Con.Sys.Mgt.		3	
Environment and Natural Resources, School of Agricultural Technical Institute	B.S.Food.Sci.	1	
	B.S.Env.Nat.Res	12	
	A.A.S.	5	
A.Science	4	42	
Medicine Health and Rehabilitation Sciences, School of	M.D.	1	
	B.S.Hlth.Rehab.Sci.	50	
	Cert.Asst.Rehab.Tech.	3	54
Nursing	B.S.Nurs.	29	
	Cert.Reg.Nurs.Primry.Care	2	31
Optometry	O.D.	2	2
Pharmacy	B.S.Pharm.Sci.	1	1
Public Affairs, John Glenn College of	B.A.	4	4
Public Health	B.S.Pub.Hlth.	3	3
Social Work	B.S.Soc.Work	33	33
Veterinary Medicine	D.V.M.	4	4
Total Degrees and Certificates		1,805	1,805
Total Degrees this Semester	(not including certificates)	1,777	
Total Degrees since 1878	(not including certificates)	847,189	
Total Degrees during Last Decade	(not including certificates)	162,596	

THE ACADEMIC COSTUME

The colorful ceremonies of The Ohio State University commencements derive from practices originating in the Middle Ages. When European universities were taking form in the 12th and 13th centuries, the scholars were usually clerics, and consequently they adopted costumes similar to those of their monastic orders. Cold halls and drafty buildings called for caps and floor-length capes with attached hoods, and the sobering influence of the church probably resulted in the staid character of the caps and gowns.

As the control of the universities gradually passed from the church, some

aspects of the costumes took on brighter hues. Old prints and engravings, however, reveal a strong similarity between the regalia worn in early universities and that of the present day.

In light of our nation's English heritage, academic costume has been in use in the United States since colonial times. To establish a standard of uniformity in regard to the practice, an intercollegiate commission was formed to prepare a code for caps, gowns and hoods that has since been adopted by all academic institutions.

Originally round, the shape of the cap is now the familiar mortarboard square —

a shape that, according to ballad folklore, resembles a scholar's book. Legend also has it that the privilege of wearing a cap was the initial right of a freed Roman slave; the academic cap, therefore, has become a sign of the freedom of scholarship. The flowing gown has become symbolic of the democracy of scholarship, for it covers any dress that might indicate rank or social status. The hood, reserved at The Ohio State University for those receiving doctoral and master's degrees, not only indicates the type of degree, but also is lined with the official colors of the university.

The Gown

Bachelor: The bachelor gown is black, full-cut with long pointed sleeves.

Master: The master gown is black, long or short sleeves, with an arc-shaped panel extended for each sleeve.

Doctor: The Ohio State University Doctor of Philosophy gown is scarlet with gray velvet panels on the front and three velvet bars on each sleeve. Other doctor gowns are black with velvet panels and bars, the color of which is distinctive of the field of study.

Honors Emblem

The Ohio State University honors emblem is a scarlet and gray tasseled braid worn over the gown. Students eligible for this curricular honor are those graduating *summa cum laude*, *magna cum laude*, *cum laude*, *with distinction* and *with honors*.

The Hood

Bachelor: Three feet long with a two-inch-wide velvet edging.*

Master: Three and one-half feet long with a three-inch-wide velvet edging.

Doctor: Four feet in length with a five-inch-wide velvet edging and panel at the sides.

The lining of all hoods, which is folded out, bears the official colors of the institution granting the degree. The color of the velvet indicates the field of study.

* Not usually worn by candidates for a degree.

Cap and Tassel

Candidates for degrees at The Ohio State University wear the black mortarboard with a tassel whose color is distinctive of the degree being received. The tassel colors are as follows:

Graduate School (PhD)	Gray
(Others)	Black
College of Arts and Sciences	
BA	White
BA Journalism	Crimson
BAE, BFA	Brown
BM, BME	Pink
BS, BS Design, BS Atmos.Sci., BS Geog.Info.Sci. ...	White
Fisher College of Business	Drab
College of Dentistry	Lilac
College of Education and Human Ecology	
Education	Light Blue
Human Ecology	Maroon
College of Engineering	Orange
Knowlton School of Architecture	Blue-Violet
College of Food, Agricultural, and	
Environmental Sciences	Maize
School of Environment and	
Natural Resources	Blue-Green
Moritz College of Law	Purple
College of Medicine	Green
School of Health and Rehabilitation Sciences	Green
College of Nursing	Apricot
College of Optometry	Seafoam Green
College of Pharmacy	Olive Green
John Glenn College of Public Affairs	Peacock Blue
College of Public Health	Salmon
College of Social Work	Citron
College of Veterinary Medicine	Gray

The gold tassel is worn frequently by those holding the doctoral degree and by college and university administrative officers.



Board of Trustees

(The expiration date of each trustee's term is given in parentheses.)

- Hiroyuki Fujita, *chair* (2024)
- Abigail S. Wexner, *vice chair* (2023)
- Alex R. Fischer (2023)
- Alan A. Stockmeister (2025)
- John W. Zeiger (2026)
- Gary R. Heminger (2027)
- Elizabeth P. Kessler (2027)
- Lewis Von Thaeer (2028)
- Jeff M.S. Kaplan (2028)
- Elizabeth A. Harsh (2029)
- Reginald A. Wilkinson (2029)
- Michael F. Kiggin (2030)
- Tom B. Mitevski (2030)
- Tanner R. Hunt, *student trustee* (2023)
- James D. Klingbeil, *charter trustee* (2024)

Jessica A. Eveland, *secretary*

Photography

Photographs may be taken from the stands at any time during the ceremony. However, only press photographers are permitted on the arena floor. Guests are asked to be courteous and respectful of all those wishing to take photographs.

Complimentary Programs

A limited number of programs are available on a first-come, first-served basis. Requests should be sent to the Office of Commencement and Special Events, 1060 Blankenship Hall, 901 Woody Hayes Drive, Columbus, OH 43210-4016.

PRESIDENT'S CABINET

Kristina M. Johnson
President

JR Blackburn
Chief of Staff, Office of the President

Michael C. Eicher
Senior Vice President for Advancement
President, The Ohio State University
Foundation

Jessica A. Eveland
Secretary of the Board of Trustees

Anne K. Garcia
Senior Vice President for Legal Affairs
and General Counsel

Melissa L. Gilliam
Executive Vice President
and Provost

Jay D. Kasey
Senior Vice President for Administration
and Planning

Mark E. Larmore
Interim Co-Leader and Chief Financial
Officer
Wexner Medical Center
Vice President for Health Sciences

Michael Papadakis
Senior Vice President for Business and
Finance and Chief Financial Officer

Elizabeth Parkinson
Senior Vice President for Marketing and
Communications

Stacy Rastauskas
Vice President for Government Affairs

Jeffrey A. Risinger
Senior Vice President for Talent, Culture
and Human Resources

Melissa S. Shivers
Senior Vice President for Student Life

Gene D. Smith
Senior Vice President and
Wolfe Foundation Endowed
Director of Athletics

Andrew M. Thomas
Interim Co-Leader and Chief
Clinical Officer
Wexner Medical Center
Senior Associate Vice President
for Health Sciences

Grace Wang
Executive Vice President, Enterprise for
Research, Innovation and Knowledge

COUNCIL OF DEANS

Eric M. Anderman
Interim Dean and Director, Ohio State
Mansfield

Carol R. Bradford
Dean, College of Medicine
Vice President for Health Sciences

Trevor L. Brown
Special Advisor to the Provost
Dean, John Glenn College
of Public Affairs

Lincoln L. Davies
Dean, Moritz College of Law

Amy L. Fairchild
Dean, College of Public Health

Melissa L. Gilliam
Executive Vice President and Provost

David G. Horn
Dean, College of Arts and Sciences

Ayanna Howard
Dean, College of Engineering

Damon E. Jaggars
Vice Provost and
Dean of University Libraries

David A. Jenkins
Dean, College of Social Work

Norman W. Jones
Vice Provost and Dean of
Undergraduate Education

Cathann A. Kress
Vice President for Agricultural
Administration
Dean, College of Food, Agricultural,
and Environmental Sciences

William L. MacDonald
Dean and Director, Ohio State Newark

Anil K. Makhija
Dean, Fisher College of Business

Henry J. Mann
Dean, College of Pharmacy

Bernadette M. Melnyk
Vice President for Health Promotion
Chief Wellness Officer
Dean, College of Nursing

Peter J. Mohler
Vice President for Research

Rustin M. Moore
Dean, College of Veterinary Medicine

Michael Papadakis
Senior Vice President for Business and
Finance and Chief Financial Officer

Donald B. Pope-Davis
Dean, College of Education and
Human Ecology

Timothy A. Rehner
Dean and Director, Ohio State Lima

Gregory S. Rose
Dean and Director, Ohio State Marion

May E. Stromberger
Vice Provost for Graduate Studies
Dean, Graduate School

Carroll Ann Trotman
Dean, College of Dentistry

Karla Zadnik
Dean, College of Optometry







Pomp, circumstance, and other songs of a lifetime

(continued from inside front cover)

I say, rather, the richness of us,
precious difference, the grand multiplicity
of selves that balance this globe
and enable it to spin true. Grandson
of peasant immigrants, I was given

the opportunity to earn a doctorate
in English literature from Ohio State—
because my family labored long nights
around the kitchen table trying to learn
this arduous English. I sat where

you're sitting twenty-six years ago.
Bob Dylan and Smokey Robinson got me
through. Yes, it took a prophet and Miracles!
My son earned an OSU Ph.D. in history.
Now you, graduates, are being honored—

by degrees. We've all come together
around the kitchen table of Ohio State.
Ohio, Round on the ends and high
in the middle. For the years to come
we'll sing together. Beautiful Ohio,

in dreams again I see, Visions of what
used to be. These psalms, sacred thoughts
of our tribes, 78's and 33's, tapes,
CD's—they take up space in shelves
of our skulls, our hearts. They remind us

we want a song beyond the run-
of-the-mill thrill, the moment throbbing
with pleasure or bathed in the blues.
We ache for something grander than
pure selfishness. Songs sung for one

alone are not true music. Arias shared
are music of the spheres, ways of saying
to another something from the soul.
Of course the Buckeye Battle Cry
is there. Drive, drive on down the field,

Men (and women!) of the Scarlet
and Gray. Well, you drove on down
the field, and you drove up and down
the streets, around and around
crowded lots, looking for a place to park,

and you searched our dark, ancient library
for a decent place to study. My wife,
Mary's, father marched in the first
"Script Ohio," in 1936. He's here today
with us, blowing his horn, I can't help

but feel, as is the sweet mother
I lost last year, the one who gave me
the stars. Today's music makes us think
of the debts we owe, and never can repay.
So many of us would not be here

were it not for the lullabies and songs
of dear parents, their parents, theirs.
Some are here today in the flesh.
Many are not. We mourn them with cadence
of our hearts. Think how many people

sang before us, gave us a name, a voice,
taught us the right words. We must
cherish them by remembering every song.
When we sing to others, we honor
our fathers and mothers, thank them

for this day of profound scarlet and gray
pomp and circumstance. O, come
let's sing Ohio's praise, And songs
to Alma Mater raise. Alma mater.
Ohio State is our sweet, nurturing mother.

We came of age here, with her help.
Well, Mother, we love you, but, like,
it's time we moved out, got a place
of our own. You're standing there,
Mom, gray hair, eyes scarlet

from crying. We won't forget you.
Now, even though this ceremony
means we're being weaned, taken off
the nipple, let's take care to cherish her
all our days. Let's remember

the words to the songs she taught us,
and pass them on. We'll remember
always, Graduation Day. Summer's heat,
and winter's cold, The seasons pass,
the years will roll, Time and change

will surely show How firm thy friendship,
O-hi-O. We call that little number
Carmen Ohio. Carmen means song
in Latin. You've worked hard; she
is your reward; today is your reward.

You're filled to overflowing with
the notes, the poems we've written
together. You know the score.
Continue to work hard for yourselves,
and one another. Find the ones who need

you to sing to, for them, in the world.
Graduates, this joyful litany, this hymn
our ancestors collaborated on with us,
the calling of your name today is music
to our ears. Sing that name proudly

all your days, as if your life depended
on it. It does, you know. It has been
an honor for me to speak—and sing—
to you today. Thank you, graduates,
and, again, Congratulations.



**THE OHIO STATE
UNIVERSITY**

APPENDIX II



THE OHIO STATE UNIVERSITY

Board of Trustees

210 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1388

Phone (614) 292-6359
Fax (614) 292-5903
trustees.osu.edu

SUMMARY OF ACTIONS TAKEN

August 16, 2022 – Talent, Compensation & Governance Committee Meeting

Members Present:

John W. Zeiger
Elizabeth P. Kessler
Abigail S. Wexner

Alexander R. Fischer
Gary R. Heminger
Lewis Von Thaeer

Jeff M.S. Kaplan
Tom B. Mitevski
Hiroyuki Fujita (*ex officio*)

Members Present via Zoom: N/A

Members Absent: N/A

PUBLIC SESSION

The Talent, Compensation & Governance Committee of The Ohio State University Board of Trustees convened on Tuesday, August 16, 2022, in person at Longaberger Alumni House on the Columbus campus. Committee Chair John Zeiger called the meeting to order 9:28 a.m.

EXECUTIVE SESSION

It was moved by Mr. Zeiger and seconded by Mr. Kaplan that the committee recess into executive session to discuss business-sensitive trade secrets required to be kept confidential by federal and state statutes, to discuss personnel matters regarding the appointment, employment and compensation of public employees, and to consult with legal counsel regarding pending or imminent litigation.

A roll call vote was taken, and the committee voted to move into executive session with the following members present and voting: Mr. Zeiger, Ms. Kessler, Mrs. Wexner, Mr. Fischer, Mr. Heminger, Mr. Von Thaeer, Mr. Kaplan, Mr. Mitevski and Dr. Fujita.

The committee entered executive session at 9:29 a.m. and reconvened in public session at 12:39 p.m.

PUBLIC SESSION

Items for Discussion

1. Annual Trustee Ethics Training: This presentation was postponed to the November committee meeting to ensure enough time would be available for thorough discussion.
2. Key Critical Searches: This topic was also not discussed at this time. The trustees were aware of ongoing searches and there were no significant updates that had to be shared at this meeting.

Items for Action

3. Approval of Minutes: No changes were requested to the May 18, 2022, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.



THE OHIO STATE UNIVERSITY

4. Resolution No. 2023-09, Amendments to the Bylaws of The Ohio State University Board of Trustees
Synopsis: Approval of the attached amendments to the Bylaws of The Ohio State University Board of Trustees, is proposed.
- WHEREAS pursuant to 3335-1-09 (C) of the Administrative Code, the rules and regulations for the university may be adopted, amended or repealed by a majority vote of the University Board of Trustees at any regular meeting of the board; and
- WHEREAS a periodic review of the board's bylaws is a governance best practice; and
- WHEREAS the last revisions to the Bylaws of the Ohio State University Board of Trustees took place on August 19, 2021:
- NOW THEREFORE
- BE IT RESOLVED, That the Board of Trustees hereby approves the attached amendments to the Bylaws of the Ohio State University Board of Trustees.
- (See Appendix X for background information, page 542)

5. Resolution No. 2023-10 Ratification of Committee Appointments FY2023-2024
- BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for Fiscal Year 2023-2024 are as follows:

Academic Affairs & Student Life:

JEFF M.S. KAPLAN, CHAIR
ELIZABETH A. HARSH, VICE CHAIR
Abigail S. Wexner
Elizabeth P. Kessler
Reginald A. Wilkinson
Michael Kiggin
Susan E. Cole (faculty member)
HIROYUKI FUJITA (EX OFFICIO)

FINANCE & INVESTMENT:

TOM B. MITEVSKI, CHAIR
JAMES D. KLINGBEIL, VICE CHAIR
JOHN W. ZEIGER
GARY R. ZEMINGER
Lewis Von Thaer
Michael Kiggin
TANNER R. HUNT
Amy Chronis
Kent M. Stahl
HIROYUKI FUJITA (EX OFFICIO)

LEGAL, AUDIT, RISK & COMPLIANCE:

Elizabeth P. Kessler, Chair
MICHAEL KIGGIN, VICE CHAIR
Alan A. Stockmeister
Jeff M.S. Kaplan
Elizabeth A. Harsh
HIROYUKI FUJITA (EX OFFICIO)

Master Planning & Facilities:

Alexander R. Fischer, Chair
ALAN A. STOCKMEISTER, VICE CHAIR
Elizabeth A. Harsh
Reginald A. Wilkinson
JAMES D. KLINGBEIL
Robert H. Schottenstein
HIROYUKI FUJITA (EX OFFICIO)

Research, Innovation & Strategic Partnerships

Lewis Von Thaer, Chair
REGINALD A. WILKINSON, VICE CHAIR
Alexander R. Fischer
TANNER R. HUNT
Phillip Popovich (faculty member)
HIROYUKI FUJITA (EX OFFICIO)

Talent, Compensation & Governance:

JOHN W. ZEIGER, CHAIR
ELIZABETH P. KESSLER, VICE CHAIR
Abigail S. Wexner
Alexander R. Fischer
GARY R. HEMINGER
LEWIS VON THAER
JEFF M.S. KAPLAN
TOM B. MITEVSKI
HIROYUKI FUJITA (EX OFFICIO)

Wexner Medical Center:

Leslie H. Wexner, Chair
Abigail S. Wexner
Alan A. Stockmeister
John W. Zeiger
TOM B. MITEVSKI
TANNER R. HUNT
Stephen D. Steinour
Robert H. Schottenstein
W.G. Jurgensen
Cindy Hilsheimer
Amy Chronis
HIROYUKI FUJITA (EX OFFICIO, VOTING)
Kristina M. Johnson (ex officio, voting)
Melissa L. Gilliam (ex officio, voting)
Michael Papadakis (ex officio, voting)
JAY ANDERSON / Andrew Thomas (ex officio, voting)

6. Resolution No. 2023-11, Personnel Actions

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 May 19, 2022, meeting of the Board, including the following appointments and contract amendments:

Appointments

Name: Vincent Tammaro
Title: Vice President and Chief Financial Officer
Unit: The Ohio State University Wexner Medical Center
Date: August 1, 2022

Name: Eric Anderman
Title: Interim Dean and Director
Campus: The Ohio State University at Mansfield
Unit: Office of Academic Affairs
Term: July 1, 2022 – May 14, 2023, or until a new dean is appointed

Name: Jay Anderson
Title: Interim Co-Leader
Unit: The Ohio State University Wexner Medical Center
Term: September 1, 2022 – until a new Executive Vice President and CEO is hired

Appointment Extensions

Name: Trevor Brown
Title: Dean
College: John Glenn College of Public Affairs
Unit: Office of Academic Affairs
Term: July 1, 2023 – July 30, 2024

Name: Bernadette Melnyk
Title: Dean
College: Nursing
Title: Vice President for Health Promotion and University Chief Wellness Officer
Unit: Office of Academic Affairs
Term: January 1, 2023 – June 30, 2023

Name: Andrew Thomas
Title: Interim Co-Leader
Unit: The Ohio State University Wexner Medical Center
Term: September 1, 2022 – until a new Executive Vice President and CEO is hired

Reappointment

Name: Cathann Kress
Title: Dean and Vice President, Agricultural Administration
College: Food, Agricultural, and Environmental Sciences
Unit: Office of Academic Affairs
Term: July 1, 2022 – June 30, 2027

Compensation Adjustments

Name: Michael Papadakis
Title: Senior Vice President and Chief Financial Officer
Unit: Business and Finance
Date: September 1, 2022

Name: Jake Wozniak
Title: Treasurer, Vice President Financial Services & Innovation
Unit: Business and Finance
Date: September 1, 2022

7. Resolution No. 2023-12, Revisions to the Rules of the Classified Civil Service

Synopsis: Approval of revisions to Chapters 3335-51, 3335-57, 3335-65, 3335-67, 3335-81, 3335-83, and 3335-89 of the Ohio Administrative Code governing The Ohio State University's Classified Civil Service staff related to reclassifications, applications, employment and positions, probationary periods, reduction in force, payroll and compensation, and definition of terms, is proposed.

WHEREAS in accordance with Section 124.14(F) of the Ohio Revised Code, the Board of Trustees shall carry out all matters of governance involving the officers and employees of the university, including employees in the Classified Civil Service; and

WHEREAS Resolution No. 2008-47, adopted by the Board of Trustees in November 2007, authorizes the Office of Human Resources, as the university's Appointing Authority relating to all matters of governance involving Classified Civil Service employees, in consultation with the Office of Legal Affairs, to make periodic recommendations to the Board regarding the enactment and revision of Classified Civil Service Rules; and

WHEREAS the most recent revision of the university's Classified Civil Service Rules took place in November 2020, and the Office of Human Resources now has recommended further needed revisions in the rules with respect to reclassifications, applications, employment and positions, probationary periods, reduction in force, payroll and compensation, and definitions of terms for Classified Civil Service staff; and

WHEREAS these revisions in the Classified Civil Service Rules, as shown in the attached, will enable the university to align the rules with Career Roadmap, streamline processes, enhance efficiency and effectiveness, and provide more effective rules and general management of Classified Civil Service employees; and

WHEREAS the university has complied with Ohio Revised Code Section 111.15 in promulgating these revisions to the Classified Civil Service Rules, and the university additionally has provided reasonable notice to all affected university employees and interested groups and a period of time during which such employees or interested groups could submit comments about the proposed Classified Civil Service Rules:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revisions to the Classified Civil Service Rules as set forth in the attached amendments to the Classified Civil Service Rules, effective November 1, 2022.

(See Appendix XI for background information, page 545)

Action: Upon the motion of Mr. Kaplan, seconded by Mr. Mitevski, the foregoing resolutions were adopted by unanimous voice vote with the following members present and voting: Mr. Zeiger, Ms. Kessler, Mrs. Wexner, Mr. Fischer, Mr. Heminger, Mr. Von Thae, Mr. Kaplan, Mr. Mitevski and Dr. Fujita.

The committee adjourned at 12:43 p.m.

APPENDIX III



THE OHIO STATE UNIVERSITY

Board of Trustees

210 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1388

Phone (614) 292-6359
Fax (614) 292-5903
trustees.osu.edu

SUMMARY OF ACTIONS TAKEN

August 16, 2022 - Wexner Medical Center Board Meeting

Members Present:

Leslie H. Wexner
Abigail S. Wexner
Alan A. Stockmeister
John W. Zeiger
Tom B. Mitevski
Tanner R. Hunt

Robert H. Schottenstein
Cindy Hilsheimer
Amy Chronis
Hiroyuki Fujita (ex officio)
Kristina M. Johnson (ex officio)
Melissa L. Gilliam (ex officio)

Michael Papadakis (ex officio)
Mark Larmore (ex officio)
Andrew Thomas (ex officio)

Members Present via Zoom:

N/A

Members Absent:

Stephen D. Steinour
W.G. "Jerry" Jurgensen

PUBLIC SESSION

The Wexner Medical Center Board convened for its 43rd meeting on Tuesday, August 16, 2022, at the Longaberger Alumni House on Ohio State's Columbus campus. Board Secretary Jessica A. Eveland called the meeting to order at 1:07 p.m. As co-interim leaders of the Wexner Medical Center, both Mark Larmore, Chief Financial Officer, and Andrew Thomas, Chief Clinical Officer, were in attendance, but only Dr. Thomas served as a voting member for this meeting.

Item for Action

1. Approval of Minutes: No changes were requested to the May 17, 2022, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

Items for Discussion

2. Interim Co-Leaders' Report: Dr. Thomas began with a moment of silence to honor Mason Fisher, a second-year medical student at Ohio State who experienced a medical emergency and passed away while participating in Pelotonia 2022. Dr. Thomas expressed the university's condolences to the Fisher family. He then acknowledged the Buckeye Paws therapy dog program and thanked its members for visiting with trustees and other guests prior to the meeting. The Buckeye Paws program was created in March 2020 to promote wellness amongst medical center staff during the height of the COVID-19 pandemic, and it has since been expanded to serve faculty, staff and students across the entire university.

Dr. Thomas also took the opportunity to recognize representatives from the William H. Davis, Dorothy M. Davis & William C. Davis Foundation and members of Bill Wells' family who were in attendance. Mr. Wells' wife, Jackie, has become chair and president of the Davis Foundation since the passing of her husband in early 2022. She was in attendance as Dr. Thomas acknowledged the longtime financial support the Wells family has shown to many areas at Ohio State, including the medical center. Mr. Wells was instrumental in coordinating the donations that led to the creation



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of the Dorothy M. Davis Heart and Lung Research Institute in 2000, which now covers 200,000 square feet in six locations across the Columbus campus and generates \$30 million per

year in research funding. The Davis Foundation has contributed more than \$35 million to the university since 1976, and their most recent commitment of \$5.5 million will create a newly endowed chair focused on metabolic diseases and also establish a research neighborhood within Ohio State's Interdisciplinary Research Facility on West Campus.

Additionally, Dr. Thomas acknowledged the commitment of Football Coach Ryan Day and his wife, Nina, for their \$1 million gift to establish the Nina and Ryan Day Resilience Fund. Their gift will support mental health research and services at the medical center and in the College of Medicine in an effort to raise awareness of mental health issues and reduce the stigma around those issues. Dr. Thomas also welcomed Dr. Chyke Doubeni, who joined Ohio State in July as Chief Health Equity Officer and will lead the Office of Health Equity, Diversity and Inclusion.

Finally, Dr. Thomas and members of the Wexner Medical Center Board – including Mr. Wexner, Mr. Zeiger, Mr. Schottenstein and President Johnson – all congratulated Mr. Larmore on his impending retirement as CFO of the Wexner Medical Center. In advance of Mr. Larmore's retirement on August 31, the team thanked him for his seven years of service, during which time cash and investments at the medical center increased by \$1.3 billion and debt was reduced by \$300 million. Everyone agreed that Mr. Larmore had been essential to the success of the medical center during this period of significant growth.

Mr. Larmore thanked everyone for their comments and expressed his appreciation for their partnership over the years. He then discussed a gratitude booklet that was shared with members of the Board, which was compiled in an effort to remember the medical center's many achievements throughout the pandemic. One of those achievements, he noted, was recently recognized by the American Nurses' Credentials Center. The center awarded the Magnet Prize to an interdisciplinary team of nurses and staff from University Hospital and the Ross Heart Hospital who developed an innovative process for monitoring the glucose levels of diabetic patients with COVID-19. The protocol allowed insulin to be dispensed from outside the room – benefitting the patient and also protecting the staff from exposure to COVID-19.

Mr. Larmore also shared that in the recently released *U.S. News & World Report* rankings, the College of Medicine moved up three spots to become No. 30 among all medical schools in the nation, and No. 11 among all public medical schools in the nation. Additionally, he pointed out that this has been the best year for research at Ohio State with a record \$367 million generated, which translates to a 20% increase over the prior year.

College of Medicine Dean Carol Bradford then joined the conversation to share that the college is partnering with Bon Secours Mercy Health to tackle one of Ohio's most critical impending health care issues — ensuring there is an adequate number of community medicine physicians to care for patients in midsize and rural communities. A new community medicine medical degree track will be offered at Ohio State, with unique clinical experiences at Mercy Health – St. Rita's Medical Center in Lima. Scheduled to start in 2024, medical students will complete their first two years of training at Ohio State's Columbus campus and the remaining two years of core clinical training within Mercy Health – St. Rita's Medical Center. The program, which is the first of its kind in the region, is the result of the Healthy State Alliance, an initiative between the Wexner Medical Center and Mercy Health designed to tackle Ohio's most critical health needs.



THE OHIO STATE UNIVERSITY

3. Leading the Way: Accelerating Impact through Partnership: Dean Bradford, Jennifer Dauer, Chief Strategy and Transformation Officer, and Dr. Lon Simonetti, the John W. Wolfe Professor in Cardiovascular Research, presented on the medical center's strategic use of partnerships to accelerate its progress toward the achievement of its ambition to be among the top 20 academic health care systems. They also shared details regarding a new five-year partnership with Siemens Healthineers. Dr. Karolina Zareba, an Associate Professor of Cardiovascular Medicine, joined Dr. Simonetti to discuss Ohio State's cutting edge cardiovascular imaging technologies. They shared how the partnership with Siemens Healthineers will enable Ohio State to bring the most advanced imaging and treatment technologies to patient care and research centers.
(See Attachment I for background information, page 113)

4. James Cancer Hospital Report: Dr. David Cohn, interim CEO of the James Cancer Hospital, began his remarks by expressing his condolences on the passing of Mason Fisher during Pelotonia. He also thanked everyone who participated in the event. Pelotonia has raised more than \$250 million for cancer research so far, which is crucial funding since cancer remains one of the most widespread and deadly diseases in the United States. It is estimated that more than 73,000 cases of cancer will be diagnosed in the state of Ohio this year alone. In 2019, Ohio State's cancer program established an ambitious strategic plan. Dr. Cohn shared a handful of updates across the strategic plan's four pillars: Talent and Culture, Research, Health and Wellbeing, and Financial Stewardship. In particular, he highlighted a groundbreaking effort by the hematology team, which administered the first-ever in-human "tri-specific" in-house manufactured CAR-T cell therapy to a patient with leukemia. The patient came to Ohio State from Brazil to participate in this new therapy.
(See Attachment II for background information, page 126)

5. Wexner Medical Center Financial Report: In his final report to the Board, Mr. Larmore shared the medical center's pre-audit Fiscal Year 2022 year-end financial results through June 30, 2022. The health system – which includes the seven hospitals – saw an excess of revenue over expenses of \$365 million, which was approximately \$100 million more than anticipated. This was, however, a decline from the previous year's \$488 million excess of revenue over expenses. Meanwhile, the combined Wexner Medical Center results, consisting of the health system, College of Medicine and OSU Physicians, showed \$417 million excess of revenue over expenses, which was approximately \$130 million more than anticipated. Finally, looking at the balance sheet for the combined Wexner Medical Center results, Mr. Larmore noted that this year, the medical center crossed \$7 billion on the balance sheet. He pointed out that cash was down \$289 million but, given all of the construction that taking place at the medical center, this decline was anticipated. Also, the assets limited to use figure was up \$546 million, which reflects the balance of the remaining proceeds from the university's bond offering. Additionally, current liability for the year was down \$139 million due to an advance the medical center received from Medicare during the pandemic. The medical center is now in the process of paying off that advance.
(See Attachment III for background information, page 134)



Items for Action

6. Resolution No. 2023-01: Recommend Approval to Enter Into/Increase Professional Services and Construction Contracts:

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

Doan – Roof Replacement
Ohio State East Hospital – T1 Emergency Generator
Emergency Response Radio System

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Martha Morehouse Tower HVAC Infrastructure and Interior Upgrades
Wexner Medical Center Inpatient Hospital

APPROVAL TO INCREASE CONSTRUCTION CONTRACTS

Interdisciplinary Health Sciences Center

Synopsis: Authorization to enter into/increase 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 Requested	
Doan – Roof Replacement	\$1.1M	\$1.1M	Auxiliary Funds
Ohio State East Hospital – T1 Emergency Generator	\$0.6M	\$0.6M	Auxiliary Funds
Emergency Response Radio System	\$1.4M	\$1.4M	Auxiliary Funds

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Martha Morehouse Tower HVAC Infrastructure and Interior Upgrades	\$0.5M	\$1.0M	\$1.5M	Auxiliary Funds



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	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Wexner Medical Center Inpatient Hospital	\$0.1M	\$6.0M	\$6.1M	University Debt Fundraising Auxiliary Funds Partner Funds

WHEREAS in accordance with the attached materials, the university desires to increase construction contracts for the following project:

	Construction Approval Requested	Total Requested	
Interdisciplinary Health Sciences Center	\$1.1M	\$1.1M	Fundraising University funds Auxiliary funds State 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 projects listed above be recommended to the University Board of Trustees for approval; and

BE IT FURTHER RESOLVED, That the Wexner Medical Center Board recommends that the President and/or Senior Vice President for Business and Finance be authorized to increase professional services and 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 of Trustees at the appropriate time.

(See Attachment IV for background information, page 140)

7. Resolution No. 2023-02: Recommend for Approval Lease of Real Property:

AT TAYLOR AND ATCHESON STREETS
NEAR OUTPATIENT CARE EAST – WEXNER MEDICAL CENTER
FRANKLIN COUNTY, OHIO

Synopsis: Authorization to ground lease property located adjacent to Outpatient Care East, on Taylor and Atcheson Streets, in the City of Columbus, Franklin County, Ohio, for future medical utilization and development, is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 2.375 acres of real property located near Outpatient Care East, in the City of Columbus, Ohio; and

WHEREAS pursuant to the Ohio Revised Code, the university may lease land belonging to or under the control or jurisdiction of a state university; and



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WHEREAS utilization and future development on the subject land is consistent with The Ohio State University planning processes; and

WHEREAS any future development shall be subject to university review:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves and proposes that the purchase of said property be recommended to the University Board of Trustees for approval; and

BE IT FURTHER RESOLVED, That the Wexner Medical Center Board recommends that the President and/or Senior Vice President for Business and Finance be authorized to take any action required to review the development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the university.

(See Attachment V for background information, page 146)

8. Resolution No. 2023-03: Ratification of QPAC Appointments FY2023-24:

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves that the ratification of appointments to the Quality and Professional Affairs Committee for FY2023-2024 are as follows:

Quality and Professional Affairs Committee

Alan A. Stockmeister, Chair

Tanner R. Hunt

Melissa L. Gilliam

Michael Papadakis

Jay M. Anderson

Andrew M. Thomas

David E. Cohn

Elizabeth Seely

CAROL R. BRADFORD

Scott A. Holliday

Iahn Gonsenhauser

CORRIN STEINHAUER

Lisa Keder

Paul Monk

Abigail S. Wexner (ex officio)



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9. Resolution No. 2023-04: Plan for Patient Care Services (Ohio State University Hospitals):

OHIO STATE UNIVERSITY HOSPITALS
d/b/a OSU WEXNER MEDICAL CENTER

Synopsis: Approval of the annual review of the plan for patient care services for the hospitals at the Ohio State University Hospitals d/b/a OSU Wexner Medical Center, including: Ohio State University Hospital, Ohio State Richard M. Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital, is proposed.

WHEREAS the mission of the Ohio State University Hospitals is to improve people's lives through the provision of high-quality patient care; and

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

WHEREAS the annual review of the plan for patient care services was approved by the Medical Staff Administrative Committee (University Hospitals) on May 11, 2022; and

WHEREAS on June 28, 2022, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the plan for patient care services:

NOW THEREFORE

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

(See Attachment VI for background information, page 148)

10. Resolution No. 2023-05: Plan for Patient Care Services (James Cancer Hospital):

THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER
ARTHUR G. JAMES CANCER HOSPITAL AND
RICHARD J. SOLOVE RESEARCH INSTITUTE

Synopsis: Approval of the annual review of the plan for patient care services for the Ohio State Comprehensive Cancer Center — James Cancer Hospital and Solove Research Institute, is proposed.

WHEREAS the mission of The James is to eradicate cancer from individuals' lives by generating knowledge and integrating groundbreaking research with excellence in education and patient-centered care; and

WHEREAS The James plan for patient care services describes the integration of clinical departments and personnel who provide care and services to patients at The James; and

WHEREAS the annual review of the plan for patient care services was approved by The James Medical Staff Administrative Committee on June 17, 2022; and



THE OHIO STATE UNIVERSITY

WHEREAS on June 28, 2022, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the plan for patient care services:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the plan for patient care services as outlined in the attached Plan for Patient Care Services.

(See Attachment VII for background information, page 161)

11. Resolution No. 2023-06: Clinical Quality, Patient Safety, and Reliability Plan (James Cancer Hospital):

THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER
ARTHUR G. JAMES CANCER HOSPITAL AND
RICHARD J. SOLOVE RESEARCH INSTITUTE

Synopsis: Approval of the annual review of the Clinical Quality, Patient Safety, and Reliability Plan for FY23 for the Ohio State Comprehensive Cancer Center — James Cancer Hospital and Solove Research Institute, is proposed.

WHEREAS the mission of The James is to eradicate cancer from individuals' lives by generating knowledge and integrating groundbreaking research with excellence in education and patient-centered care; and

WHEREAS the Clinical Quality, Patient Safety, and Reliability Plan for FY23 outlines assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for inpatients and outpatients of The James; and

WHEREAS the annual review of the Clinical Quality, Patient Safety, and Reliability Plan for FY23 was approved by The James Quality, Patient Safety, and Reliability Committee on April 26, 2022; and

WHEREAS the annual review of the Clinical Quality, Patient Safety, and Reliability Plan for FY23 was approved by The James Medical Staff Administration Committee on May 20, 2022; and

WHEREAS on June 28, 2022, the Quality and Professional Affairs Committee recommended that the Wexner Center Board approve the annual review of the Clinical Quality, Patient Safety, and Reliability plan for FY23:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the Clinical Quality, Patient Safety, and Reliability Plan for FY23 (attached) for The James.

(See Attachment VIII for background information, page 177)



THE OHIO STATE UNIVERSITY

12. Resolution No. 2023-07: Clinical Quality, Patient Safety, and Service Plan (Ohio State University Hospitals):

OHIO STATE UNIVERSITY HOSPITALS
d/b/a OSU WEXNER MEDICAL CENTER

Synopsis: Approval of the annual review of the Clinical Quality, Patient Safety, and Service Plan for FY23 for the hospitals at The Ohio State University Hospitals d/b/a OSU Wexner Medical Center, including: Ohio State University Hospital, Ohio State Richard M. Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital, is proposed.

WHEREAS the mission of The Ohio State University Hospitals is to improve people's lives through the provision of high-quality patient care; and

WHEREAS the Clinical Quality, Patient Safety, and Service Plan for FY23 outlines assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for inpatients and outpatients of the University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital; and

WHEREAS the annual review of the Clinical Quality, Patient Safety, and Service Plan for FY23 was approved by the Quality Leadership Council on May 3, 2022; and

WHEREAS the annual review of the Clinical Quality, Patient Safety, and Service Plan for FY23 was approved by the University Hospitals Medical Staff Administrative Committee on May 11, 2022; and

WHEREAS on June 28, 2022, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the annual review of the Clinical Quality, Patient Safety, and Service Plan for FY23:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the Clinical Quality, Patient Safety, and Service Plan for FY23 (attached) for University Hospital, Ohio State Ross Heart Hospital, Ohio State Harding Hospital, and Ohio State East Hospital.

(See Attachment IX for background information, page 211)

Action: Upon the motion of Mrs. Wexner, seconded by Mr. Zeiger, the Wexner Medical Center Board recommended agenda items No. 6 – Recommend for Approval to Enter Into and Increase Professional Services and Construction Contracts, and No. 7 – Recommend for Approval the Lease of Real Property, to the University Board of Trustees for final approval by majority roll call vote with the following members present and voting: Mr. Wexner, Mrs. Wexner, Mr. Stockmeister, Mr. Zeiger, Mr. Mitevski, Mr. Hunt, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, Dr. Johnson, Dr. Gilliam, Mr. Papadakis and Dr. Thomas.

Action: Upon the motion of Mr. Stockmeister seconded by Mrs. Wexner, the Wexner Medical Center Board approved agenda item No. 8 – Quality and Professional Affairs Committee Items by majority roll call vote with only the votes of the following members used for approval: Mrs. Wexner, Mr. Stockmeister, Mr. Zeiger, Mr. Mitevski, Mr. Hunt, Dr. Fujita, Dr. Johnson, Dr. Gilliam, Mr. Papadakis and Dr. Thomas.



EXECUTIVE SESSION

It was moved by Mrs. Wexner and seconded by Mr. Wexner that the Wexner Medical Center Board recess into executive session to consider business-sensitive trade secrets and quality 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 involving the appointment, employment and compensation of public officials, which are required to be kept confidential under Ohio law.

A roll call vote was taken, and the board voted to go into executive session with the following members present and voting: Mr. Wexner, Mrs. Wexner, Mr. Stockmeister, Mr. Zeiger, Mr. Mitevski, Mr. Hunt, Mr. Schottenstein, Ms. Hilsheimer, Ms. Chronis, Dr. Fujita, Dr. Johnson, Dr. Gilliam, Mr. Papadakis and Dr. Thomas.

The Wexner Medical Center Board entered executive session at 2:38 p.m. and adjourned at 5:03 p.m.



Accelerating Impact Through Partnership

August 2022

Partnership rationale



Enabler to deliver strategic plan

Power of AND

Growth, reputation, impact



Academic assets

- Clinical expertise
- Breakthrough research
- World-class facilities
- Diverse patient populations
- Trans-disciplinary learners



Partnership results

- Breakthrough health technologies
- New care pathways and methodologies
- New shared intellectual property
- Workforce development
- Innovative learning opportunities
- Brand equity



Industry assets

- Scientific expertise
- Novel equipment, products
- Commercial orientation, scale
- Investment capacity

Value-added benefits across all strategic pillars



TALENT AND CULTURE

Innovations to support recruitment and retention efforts

Health and well-being offerings for staff and faculty



RESEARCH

Diverse access to research opportunities, clinical trials, scale

Industry expertise to drive co-discovery



EDUCATION

Enhanced ability to work with breakthrough methods (technologies, methodologies and different populations)



HEALTH AND WELL-BEING

Enhancements to clinical pathways

Cutting-edge innovations to better manage the care of populations



RESOURCE STEWARDSHIP

Diversified revenue via commercialization (Ohio State IP, investments)



Wexner Medical Center + Siemens: Stronger together



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

SIEMENS
Healthineers

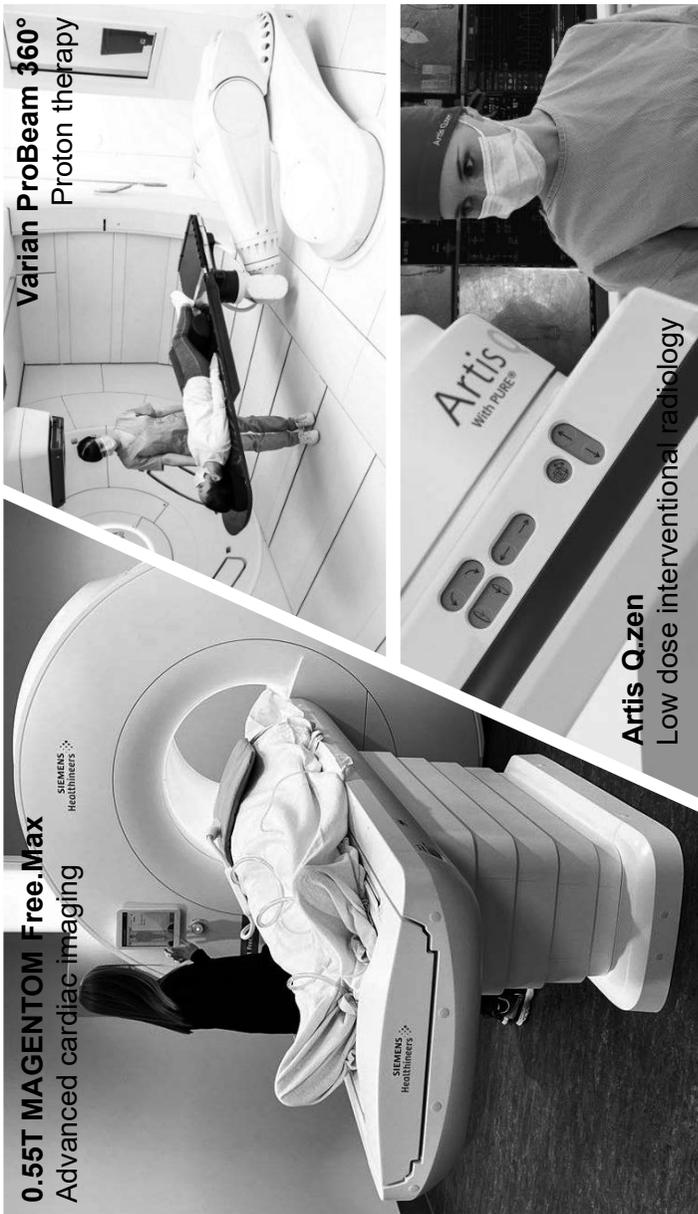
Partnership announcement: June 28, 2022

Desired outcome / vision

- Bring the most **advanced imaging** and **treatment technologies** from Siemens Healthineers to Ohio State patient care and research centers and surrounding communities
- Advance **personalized medicine** and **improve access to high quality, cost-effective care**
- Create a **living laboratory**, where discoveries will speed breakthroughs in **individualized medicine**



Wexner Medical Center + Siemens: Research, Innovation and Care



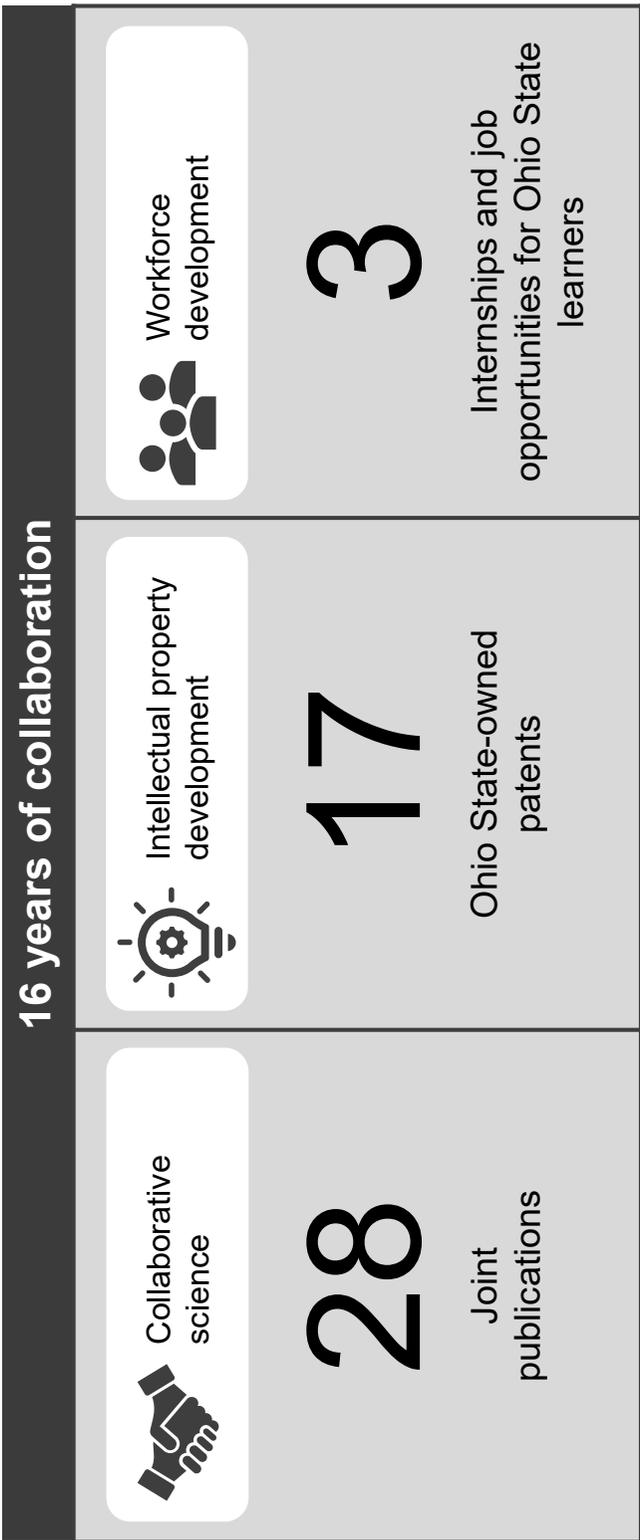


Orlando “Lon” Simonetti, PhD

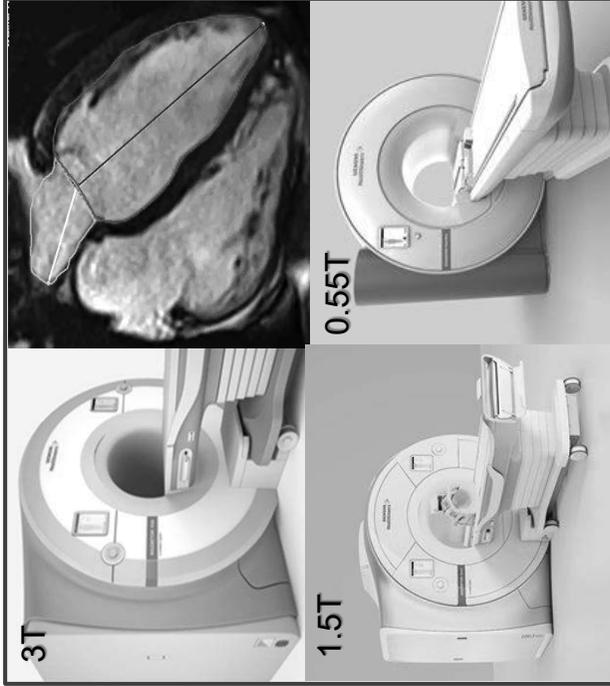
*John W. Wolfe Professor in Cardiovascular Research
Professor of Internal Medicine and Radiology
Research Director of Advanced Cardiovascular Imaging*



Cardiovascular MRI: Collaborative success



The right machine for the right patient

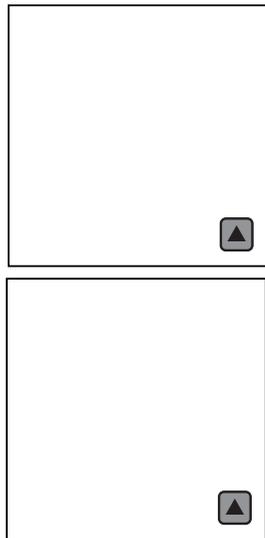


Low-field system provides new opportunities:

- Increased accessibility
- Improved patient safety
- Reduced cost

Ongoing Ohio State – Siemens collaboration projects

Less artifact from implanted devices



High Field Low Field

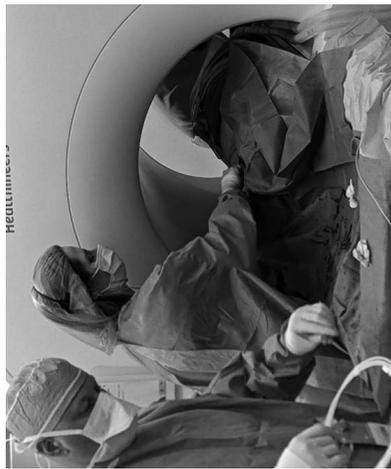
Less distortion of ECG

80-centimeter opening



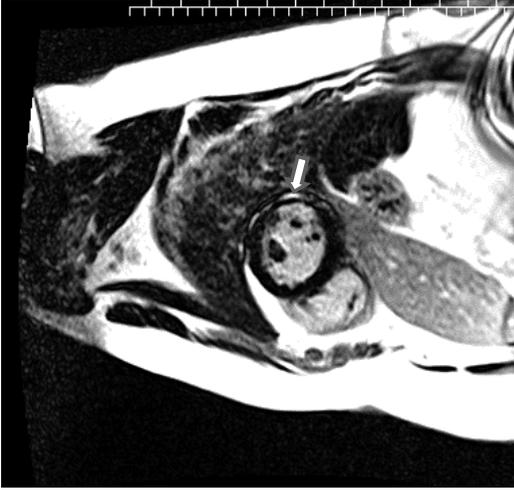
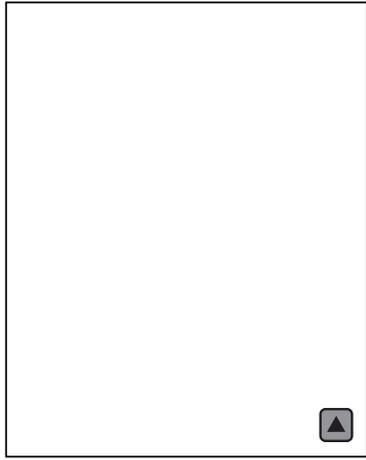
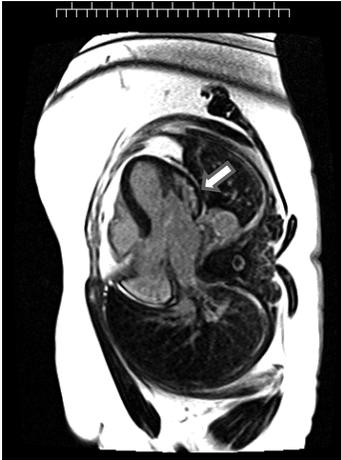
Access for obese patients

MRI-guided interventions



No radiation exposure for pediatric patients

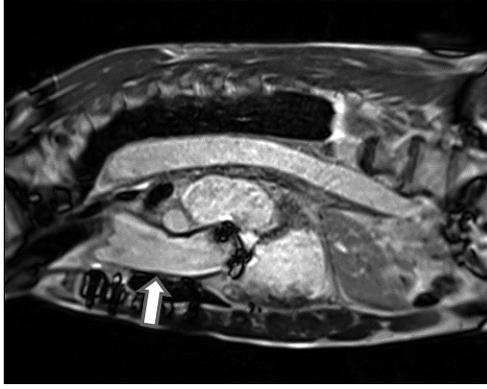
Developing low-field cardiac MRI techniques



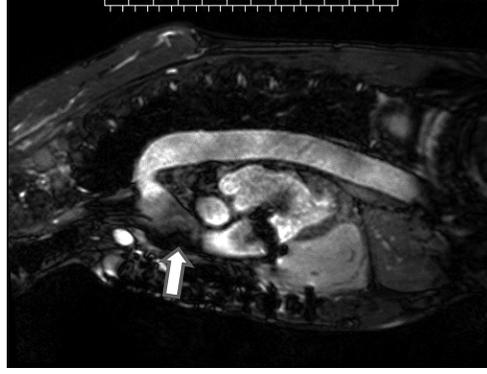
Heart attack scar

Reduced artifact around metallic implants

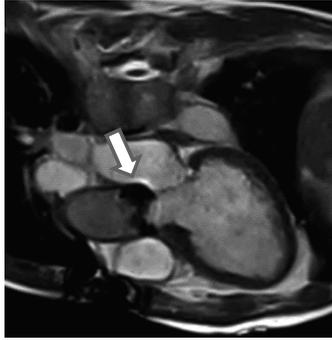
0.55T



1.5T



0.55T

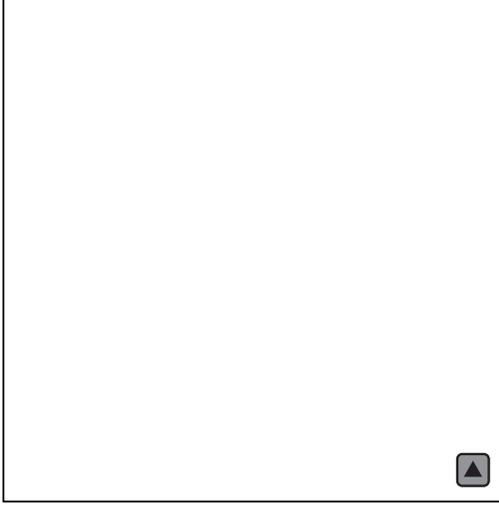


1.5T



Patient with artificial aortic valve

Pre-clinical interventional vascular procedures



- Interventional devices are safer at low field
- No radiation exposure to patient or physician

Collaboration with Aimee Armstrong, MD, Nationwide Children's Hospital

Inferior Vena Cava stent deployment



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

**Thank you!
Questions?**

Wexner Medical Center Board Report

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

David E. Cohn, MD, MBA
Interim Chief Executive Officer
August 16, 2022

The James



Creating a Cancer-free World.
One Person, One Discovery at a Time.

The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute

Cancer Program Strategic Goals

Talent and Culture

Foster a compassionate, patient-centered culture of innovation to attract and retain top clinical, research, and education talent

Research

Drive new discoveries to transform cancer care and improve the health of communities

Health and Wellbeing

Deliver leading-edge, patient-centered and accessible care for individuals across the state, nation and world

Financial Stewardship

Advance financial growth and sustainability across the Cancer Program

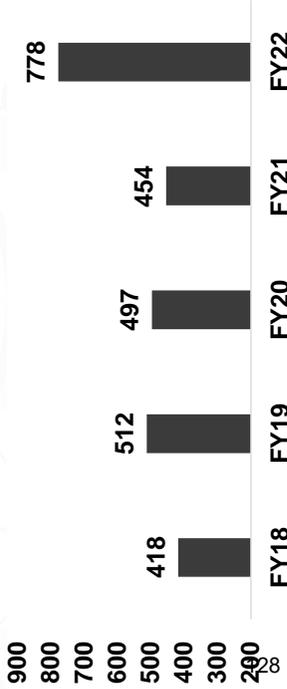
Ambition

We seek to be the cancer center of choice for translational discoveries improving prevention, treatment, cures, and survivorship

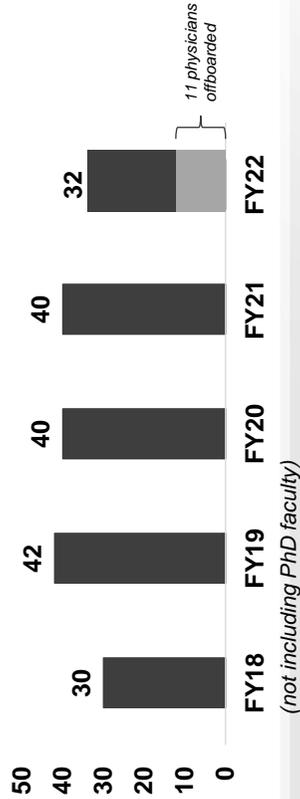
The James

Talent and Culture

James Staff Recruitment



James Physician Recruitment



James Physician Wellness Program

- ✓ Developed a peer support program
- ✓ Administered yearly physician wellness survey
- ✓ Implemented IHIS efficiency action plan
- ✓ Continued financial literacy series

James Wellness Advisory Council

- ✓ Wellness rooted in Relationship-Based Care
- ✓ Career development programs
- ✓ Mentorship opportunities
- ✓ DEI plan to drive health equity
- ✓ Pastoral care
- ✓ Complements OSUWMC wellness initiatives

The James



Intradisciplinary Recognition of OSUCCC-James Staff and Faculty



Samilia Obeng-Gyasi, MD, MPH
Society of University Surgeons
Underrepresented Minorities in
Medicine Junior Faculty Award



Cheryl Lee, MD
Distinguished Service Award from
the Society of Urologic Oncology



**Lynne Brophy, MSN, PMGT-BC,
APRN-CNS, AOCN**
Clinical Nurse Specialist
Evidence-Based Practice/ Quality
Improvement Award



Jordan Cloyd, MD
Editor-in-chief of the Journal of
Gastrointestinal Cancer



**Leigha Senter-Jamieson, MS,
CGC**
Elected to the Association of
Community Cancer Centers Board
of Trustees



Kristopher Kipp, MSN, RN
St. George National Award from
the American Cancer Society



Robert Merritt, MD
2021 Leonard Tow Humanism in
Medicine Award from The Arnold
P. Gold Foundation



Daniel Addison, MD
Published one of the most
relevant studies in the field of
cardio-oncology for 2020-21



**Timiya Nolan, PhD, APRN-
CNP, ANP-BC**
2022 Victoria Mock New
Investigator Award from the
Oncology Nursing Society

The James



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

First-in-human “Tri-Specific” in-house manufactured CAR-T cell product infused at the OSUCCC – James

- Tri-specific CAR-T targeting CD19/CD20/CD22
- July 13, 2022: First in human administration (triple targeting; novel costimulatory molecule)
- Six-day “vein-to-vein” manufacturing time
- The James is one of a select few U.S. centers to infuse a fresh (not frozen) CAR-T product
- Opens possibilities for new strategic opportunities
 - New cell therapy targets, new pharma relationships, new technology licensing

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Health and Wellbeing

Achievements:

- James Outpatient Care West Campus on schedule
- James Cancer Diagnostic Center growth
- James Cancer Network expansion
- Addressing Social Determinants of Health
 - Cancer Health Equity Conference
 - Diversity, Equity and Inclusion Task Force

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Recognition:

- Supportive care program was certified as a “Multinational Association of Supportive Care in Cancer” Center of Excellence
- The James’ Physical Therapy program was accredited by the American Board of Physical Therapy Residency and Fellowship Education
- Acute Leukemia and Sickle Cell Program was reaccredited as a Center of Excellence by the Joint Commission



James Outpatient Care West Campus

The James



Financial Stewardship

Achievements:

- Developing alternative revenue strategies (ORIEN, Drug Development Institute)
- Creating new partnerships to improve the health and wellbeing of the community
 - James Cancer Network, CancerBridge
- Expanding multi-disciplinary service line growth
 - Cardio-Oncology
 - Onco-Dermatology
 - Severe Immunotherapy Complications
- Cultivating donor relationships
 - Pelotonia has raised >\$250M (\$1/4BI) for cancer research
 - Engagement, education and advocacy about the role of the James in the community (key role of the James Foundation Board)
 - Recognizing the role of grateful patients in our mission



The James



**Together, we are working
to create a cancer-free
world.**

**One person,
one discovery at a time.**

The James





Wexner Medical Center Financial Report Public Session

August 16, 2022



FY22 Year in Review

The Ohio State University Health System

Consolidated Statement of Operations

For the YTD ended: June 30, 2022

(in thousands)

OSUHS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Operating Revenue	\$ 3,807,874	\$ 3,751,451	\$ 56,423	1.5%	\$ 3,616,236	5.3%
Operating Expenses						
Salaries and Benefits	1,630,069	1,612,338	(17,731)	-1.1%	1,521,534	-7.1%
Resident/Purchased Physician Services	133,124	129,436	(3,688)	-2.8%	125,579	-6.0%
Supplies	417,868	408,220	(9,648)	-2.4%	425,877	1.9%
Drugs and Pharmaceuticals	511,834	495,704	(16,130)	-3.3%	464,833	-10.1%
Services	383,247	387,367	4,120	1.1%	348,471	-10.0%
Depreciation	195,498	197,374	1,876	1.0%	175,930	-11.1%
Interest	42,276	27,029	(15,247)	-56.4%	29,508	-43.3%
Shared/University Overhead	74,802	74,708	(94)	-0.1%	73,371	-2.0%
Total Expense	3,388,718	3,332,176	(56,542)	-1.7%	3,165,103	-7.1%
Gain (Loss) from Operations (pre MCI)	419,156	419,275	(119)	0.0%	451,133	-7.1%
Medical Center Investments	(190,419)	(195,419)	5,000	-2.6%	(183,960)	-3.5%
Income from Investments	(518)	16,607	(17,125)	-103.1%	102,259	-100.5%
Other Gains (Losses)	137,029	24,917	112,112	---	119,298	---
Excess of Revenue over Expense	\$ 365,248	\$ 265,380	\$ 99,868	37.6%	\$ 488,730	-25.3%
Margin Percentage	9.6%	7.1%	2.5%	35.6%	13.5%	-3.9%

The OSU Wexner Medical Center

Combined Statement of Operations

For the YTD ended: June 30, 2022

(in thousands)

	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Revenue	\$ 4,886,775	\$ 4,773,259	\$ 113,516	2.4%	\$ 4,596,755	6.3%
Operating Expenses						
Salaries and Benefits	2,609,530	2,570,388	(39,142)	-1.5%	2,406,213	-8.4%
Resident/Purchased Physician Services	133,124	129,436	(3,688)	-2.8%	125,579	-6.0%
Supplies	461,925	462,620	695	0.2%	468,266	1.4%
Drugs and Pharmaceuticals	521,957	505,031	(16,926)	-3.4%	473,629	-10.2%
Services	531,195	509,531	(21,664)	-4.3%	459,254	-15.7%
Depreciation	205,067	217,583	12,516	5.8%	192,529	-6.5%
Interest/Debt	42,502	27,329	(15,173)	-55.5%	29,808	-42.6%
Other Operating Expense	(26,525)	62,487	89,012	142.4%	(113,698)	76.7%
Medical Center Investments	(8,971)	1,782	10,754	603%	4,716	290.2%
Total Expense	4,469,804	4,486,186	16,383	0.4%	4,046,296	-10.5%
Excess of Revenue over Expense	\$ 416,971	\$ 287,073	\$ 129,898	45.2%	\$ 550,458	-24.3%
Financial Metrics						
Integrated Margin Percentage	8.5%	6.0%	2.5%	41.9%	12.0%	-3.4%
Adjusted Admissions	128,975	137,020	(8,045)	-5.9%	130,125	-0.9%
Operating Revenue per AA	\$ 29,524	\$ 27,379	\$ 2,145	7.8%	\$ 27,790	6.2%
Total Expense per AA	\$ 26,274	\$ 24,319	\$ (1,955)	-8.0%	\$ 24,323	-8.0%
This statement does not conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these entities and no eliminating entries are included.						

The OSU Wexner Medical Center

Combined Balance Sheet

As of: June 30, 2022

(in thousands)

	Jun 2022	June 2021	Change
Cash	\$ 1,457,973	\$ 1,747,406	\$ (289,433)
Net Patient Receivables	519,060	463,625	55,435
Other Current Assets	664,900	747,000	(82,099)
Assets Limited as to Use	1,057,779	511,090	546,689
Property, Plant & Equipment - Net	2,647,306	2,097,748	549,557
Other Assets	661,456	527,245	134,211
Total Assets	\$ 7,008,475	\$ 6,094,115	\$ 914,360
Current Liabilities	\$ 768,539	\$ 907,805	\$ (139,266)
Other Liabilities	234,494	204,138	30,356
Long-Term Debt	1,228,908	602,438	626,470
Net Assets - Unrestricted	3,917,124	3,598,758	318,367
Net Assets - Restricted	859,409	780,977	78,433
Liabilities and Net Assets	\$ 7,008,475	\$ 6,094,115	\$ 914,360

Thank You

Wexnermedical.osu.edu

ATTACHMENT IV

Project Data Sheet for Board of Trustees Approval

Doan - Roof Replacement

OSU-200598 (CNI #WMC22000001)

Project Location: Doan Hall (089)

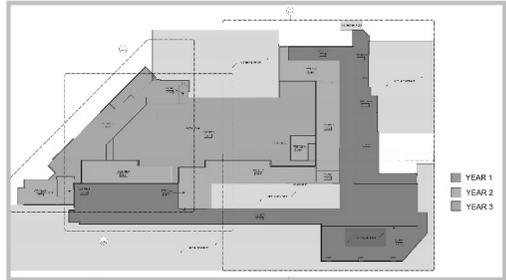
- **approval requested and amount**
 professional services \$1.1M

- **project budget**
 professional services \$1.1M
 construction w/contingency TBD

 Total project budget TBD

- **project funding**
 auxiliary funds

- **project schedule**
 BoT professional services approval 08/22
 Design 06/21 – 01/23
 BoT construction approval 11/22
 Construction 08/23 – 10/25
 Facility opening 10/25



- **project delivery method**
 Construction Manager at Risk

- **planning framework**
 - This project is included in the FY 2023 Capital Investment Plan.

- **project scope**
 - The project will design the replacement of 16 roof areas totaling 91,000 square feet. This project is being proposed as a 3-year, 3-phase project.
 - Phase 1 will replace 5 of the oldest roof areas at +25 years old and will be completed in 2023.
 - Phase 2 will include the replacement of 8 roof areas in 2024.
 - Phase 3 will include replacement of the final 3 roof areas in 2025.
 - Final budget will be validated during design and a phased construction schedule will be developed.

- **approval requested**
 - Approval is requested to enter into professional services contracts

-
- **project team**
 University project manager: Brett Boyce
 AE/design architect: Legat Architects
 CM at Risk: Barton Malow

Project Data Sheet for Board of Trustees Approval

Ohio State East Hospital - Emergency Generator

OSU-220156 (REQ ID# EAS220003)

Project Location: East Hospital - Main (398)

- **approval requested and amount**

professional services	\$0.6M
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- **project budget**

professional services	\$0.6M
construction w/contingency	TBD
total project budget	TBD
- **project funding**
 - auxiliary funds
- **project schedule**

BoT professional services approval	08/22
Design	11/22 – 04/23
BoT construction approval	05/23
Construction	05/24– 05/25
Facility opening	05/25



- **project delivery method**
 - Design Build
- **planning framework**
 - The project is based on an initial study by WMC Facilities completed in 2021.
 - The project is included in the FY 2023 Capital Investment Plan.
- **project scope**
 - The project will provide backup power to chillers, pumps, and other equipment providing cooling in the hospital.
 - Final size of the generator, budget, and schedule will be validated during design.
- **approval requested**
 - Approval is requested to enter into professional services contracts

-
- **project team**

University project manager:	Ben Trick
AE/design architect:	TBD
Design Builder:	TBD

Project Data Sheet for Board of Trustees Approval

Emergency Response Radio System

OSU-200613 (CNI #WMC22000001)

Project Location: **Site-see project information

- **approval requested and amount**

professional services	\$1.4M
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 - **project budget**

professional services	\$1.4M
construction w/contingency	TBD
<hr/>	
total project budget	TBD



- **project funding**

auxiliary funds

- **project schedule**

BoT professional services approval	08/22
Design	10/22 – 03/23
BoT construction approval	05/23
Construction	09/23– 11/24
Facility opening	11/24

- **project delivery method**

Construction Manager at Risk

- **planning framework**

- The criteria for the installation of these systems are based on the National Fire Protection Association (NFPA) and Ohio Fire Code (OFC) guidelines.
- The project is included in the FY 2023 Capital Investment Plan.

- **project scope**

- The project will provide needed life safety communication coverage for first responders in the campus hospital buildings.
- Provide study to determine scope of coverage needed across campus hospital buildings to meet NFPA requirements for Emergency Response Radio Systems.
- Final budget will be validated during design. Construction will be phased.

- **approval requested**

- Approval is requested to enter into professional services contracts

- **project team**

University project manager:	Ben Trick
AE/design architect:	TBD
CM at Risk:	TBD

Project Data Sheet for Board of Trustees Approval

Martha Morehouse Tower HVAC Infrastructure & Interior Upgrades

OSU-220060 (REQ ID# FAC220001)

Project Location: Morehouse Medical Plaza - Tower (881)

- **approval requested and amount**
 professional services - increase \$0.5M
 construction w/contingency \$1.0M

- **project budget**
 professional services TBD
 construction w/contingency TBD

 total project budget TBD

- **project funding**
 auxiliary funds



- **project schedule**
 BoT professional services approval 08/21
 Design 01/22 – 02/23
 BoT construction approval 02/23
 Construction 05/23– 05/25
 Facility opening 06/25

- **project delivery method**
 Construction Manager at Risk

- **planning framework**
 - In 2021, \$2.5M was approved for professional services through design development for HVAC infrastructure for the Tower. It also included programming scope for ADA compliance and finish upgrades for all floors.
 - This project is included in the FY 2022 Capital Investment Plan

- **project scope**
 - The project will provide HVAC infrastructure upgrades for critical systems on floors 1-6, 9 and 10.
 - Requesting additional professional services increase to complete design through construction documents for ADA and finish upgrades for all floors.
 - The construction approval requested is to procure long lead time Air Handling Units.
 - Final scope and budget will be validated during design, and a phased construction schedule will be developed to maintain operations during the project.

- **approval requested**
 - Approval is requested to increase professional services and enter into construction contracts

-
- **project team**
 University project manager: Alexandra Radabaugh
 AE/design architect: Wellogy
 CM at Risk: Barton Malow

Project Data Sheet for Board of Trustees Approval

Wexner Medical Center Inpatient Hospital

OSU-180391 (REQ ID#)

Project Location: James Cancer Hospital (375), Medical Center Tower (870), Parking Garage - Cannon Dr N and S (172), Ross Heart Hospital (353)

- **approval requested and amount**

professional services	\$0.1M
construction w/contingency	\$6.0M

- **project budget**

professional services	\$163.2M
construction w/contingency	<u>\$1656.5M</u>
total project budget	\$1819.7M

- **project funding**
 - university debt
 - fundraising
 - auxiliary funds
 - partner funds

- **project schedule**

BoT professional services approval	02/18
design	02/18 – 01/22
BoT construction approval	08/20
construction	09/20– 10/25
facility opening	03/26

- **project delivery method**
 - Construction Manager at Risk

- **planning framework**
 - This project is included in the FY 2018, FY 2020, and FY 2023 Capital Investment Plan.

- **project scope**
 - This project will design and construct a new Inpatient Hospital Tower with up to 820 private-room beds and 60 bassinets replacing and expanding on the 440 beds in Rhodes and Doan Hall. The project will include state-of-the-art diagnostic, treatment and inpatient service areas including imaging, operating rooms, critical care and progressive care beds and leading-edge digital technologies to advance patient care and teaching.
 - Requested increase is to build out four ORs on level 5 and to upgrade the exhaust system on level 10. The exhaust system upgrades will be funded by Franklin County.

- **approval requested**
 - Approval is requested to increase professional services and construction contracts.



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- **project team**
 - University project manager: Fallang, Ragan
 - AE/design architect: HDR
 - CM at Risk or Design Builder: Walsh-Turner Joint Venture

Project Data Sheet for Board of Trustees Approval

Interdisciplinary Health Sciences Center

OSU-180354 (CNI#: 18000021, 18000077)

Project Location: Fry Hall (059), Hamilton Hall (038), Starling Loving Hall (176)

- **approval requested and amount**

construction w/contingency	\$1.1M
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- **project budget**

professional services	\$20.5M
construction w/contingency	\$136.5M
total project budget	\$157.0M

- **project funding**
 - fundraising
 - university funds
 - auxiliary funds
 - state funds

- **project schedule**

BoT professional services approval	11/17
design	06/18 – 03/20
BoT construction approval	11/18
construction	11/19– 11/23
facility opening	01/24

- **project delivery method**
 - Construction Manager at Risk

- **planning framework**
 - Consistent with the strategic plans of the University and Wexner Medical Center to provide transformational research and learning environments.
 - This project is included in the FY 2018 FY 2023 Capital Investment Plans

- **project scope**
 - Multi-phase renovation of 120,000 sf and addition of 100,000 sf to create a collaborative campus for inter-professional education throughout the health sciences, including the College of Medicine, Optometry, Nursing, and the School of Health & Rehabilitation Sciences. Program spaces include classrooms, anatomy labs, research labs, administrative and building support.
 - The requested increase will equip all of the classrooms in Phases 2 & 3 with AV equipment needed to make all of them distance learning capable. Additional scope related to tunnel waterproofing between Hamilton and Newton Halls, site lighting, and other minor infrastructure upgrades will be added to and delivered by the project.

- **approval requested**
 - Approval is requested to increase to construction contracts



-
- **project team**

University project manager:	Derick Stadge
AE/design architect:	Acock
CM at Risk:	Gilbane

ATTACHMENT V

**APPROVAL FOR LEASE OF REAL PROPERTY
TAYLOR AND ATCHESON STREETS
NEAR OUTPATIENT CARE EAST – WEXNER MEDICAL CENTER
COLUMBUS, FRANKLIN COUNTY, OHIO**

Background

The Ohio State University seeks to ground lease approximately 2.375 acres of land located on the Near East Side of Columbus and adjacent to Outpatient Care East for future medical center utilization and development.

Location and Description

The affected property is located adjacent on the south to Outpatient Care East. The site is identified as Franklin County parcel numbers 010-039612 and 010-039613 at Taylor and Atcheson Streets. It is located within the City of Columbus and zoned CPD (Commercial Planned Development District) and R3 (Residential) respectively.

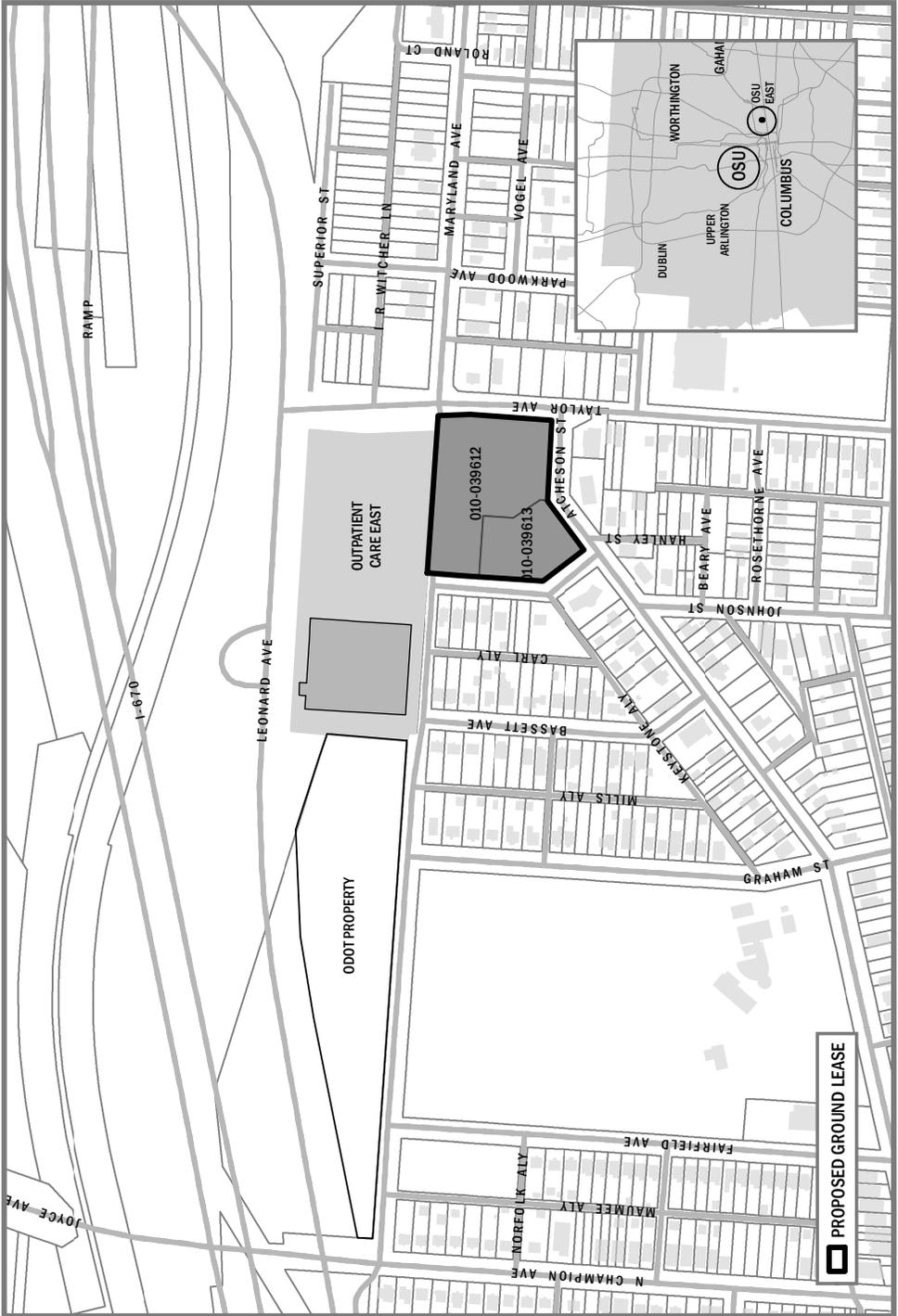
Property History

The site is comprised of two parcels: a 1,600-acre parcel acquired in 2020 from Blueprint Community Development LLC (Blueprint) approved in OSU Board Resolution No. 2019-11; and a 0.775-acre parcel acquired in 2022 from Blueprint approved in OSU Board Resolution No. 2022-30. The property is titled to the State of Ohio for the use and benefit of The Ohio State University.

The ground lease will be contingent upon approval to acquire land on Leonard Avenue from the Ohio Department of Transportation (ODOT) for the purpose of expanding parking options in support of the medical center operations.

Recommendation

Any land lease requires Board of Trustees approval. Planning, Architecture and Real Estate, together with the Wexner Medical Center, recommends that the Board of Trustees authorize the leasing of approximately 2.375 acres of real property to a future tenant under terms and conditions that are in the best interest of the university.



**PROPOSED GROUND LEASE AT TAYLOR AND ATCHESON STREETS
ADJACENT TO OUTPATIENT CARE EAST
PID 010-039612 AND PID 010-039613
COLUMBUS, FRANKLIN COUNTY, OHIO 43203**

Prepared By: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: December 14, 2021
The Ohio State University Board of Trustees



ATTACHMENT VI



Approvals:
MSAC-
QPAC-
Wexner Medical Center Board –

TITLE: THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER (INCLUDING UNIVERSITY HOSPITAL, RICHARD M. ROSS HEART HOSPITAL, BRAIN AND SPINE HOSPITAL, DODD REHABILITATION HOSPITAL, HARDING HOSPITAL, AND EAST HOSPITAL) HOSPITAL PLAN FOR PROVIDING PATIENT CARE

University Hospital, Richard M. Ross Heart Hospital, Brain and Spine Hospital, Dodd Rehabilitation Hospital, Harding Hospital, and East Hospital (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.

OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER (OSUWMC) MISSION, VISION AND VALUES

Mission Statement:

To improve health in Ohio and across the world through innovations and transformation in research, education, patient care, and community engagement.

Vision Statement:

By pushing the boundaries of discovery and knowledge, we will solve significant health problems and deliver unparalleled care.

Values:

Inclusiveness, Determination, Empathy, Sincerity, Ownership and Innovation

The mission, vision and values statements, developed by our staff members, physicians, governing body members and administration team members, complements and reflects the unique role the hospitals fulfill within The Ohio State University.

PHILOSOPHY OF PATIENT CARE SERVICES

In collaboration with the community, the Hospitals will provide innovative, personalized, and patient-focused care 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 areas of concentration (Cancer, Heart, Neurosciences, Transplant, Diabetes, Musculoskeletal, Digestive Diseases, and Critical Care);
- 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 University Wexner Medical Center.

THE HOSPITAL LEADERSHIP

The Hospital leadership is defined as the governing board, CEO/Executive Vice President, 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 (e.g. patient rights, patient assessment, patient care, patient and family education, coordination of care, and discharge planning) and organizational support functions (e.g. 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 quality assurance and performance improvement (QAPI) process;
- i) Approving the organizational plan to prioritize areas for improvement, developing mechanisms to provide appropriate follow up actions and/or reprioritizing in response to untoward and unexpected events;
- j) Implementing an effective and continuous program to improve patient safety;
- k) Appointing appropriate committees, task forces, and other forums to ensure interdepartmental collaboration on issues of mutual concerns and requiring interdisciplinary input; and,
- l) Supporting patient rights and ethical considerations.

ROLE OF THE CHIEF NURSING OFFICER, HEALTH SYSTEM

The Chief Nursing Officer, Health System is responsible for the practice of nursing at the OSU Wexner Medical Center by ensuring consistency in the standard of nursing practice across the clinical settings. As a member of the OSUWMC executive team, the CNO Health System supports and facilitates an interdisciplinary team approach to the overall delivery of care to patients, families, and the community. This includes creating an environment in which collaboration is valued and excellence in clinical care, education, and research is promoted and achieved. The CNO Health System leads quality, safety, and innovation initiatives in partnership with the Chief Quality and Patient Safety Officer. The CNO Health System ensures the vision, strategic direction, and the advancement of the profession of Nursing at OSU Wexner Medical Center.

The Chief Nursing Officer, Health System ensures the continued advancement of the nursing profession throughout the health system. Responsibilities includes development of the nursing strategic plan in collaboration with health system executives to improve practice, education, and research. The role includes responsibility for nursing performance improvement, program management, business operations, budgets, resource utilization and maintenance of the professional contract with the Ohio State University Nursing Organization.

ROLE OF THE CHIEF NURSING OFFICER, HOSPITAL

The Chief Nursing Officer, Hospital is responsible for the practice of nursing by ensuring consistency in the standard of nursing practice across the clinical settings. As a member of the OSUWMC nurse executive team, the CNO, Hospital supports and facilitates an interdisciplinary team approach to the overall delivery of care to patients, families, and the community. The CNO, Hospital leads quality, safety, and innovation initiatives in partnership with the Hospital Executive Directors.

The CNO, Hospital is responsible for driving the nursing strategic plan to deliver excellent patient care. The role will include responsibility for nursing performance improvement, program management, business operations, budgets, resource utilization, and financial stewardship. The CNO, Hospital ensures the vision, strategic direction, and the advancement of the profession of Nursing at OSUWMC under the direction of the Chief Nursing Officer, Health System.

ROLE OF THE ASSOCIATE CHIEF NURSING OFFICER

The Associate Chief Nursing Officer (ACNO) of each hospital is a member of the Nursing Executive Leadership team under the direction of the Chief Nursing Officer, Health System and the Chief Nursing 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 ACNO is responsible to plan, develop, implement, and oversee programs and projects designed to evaluate and improve clinical quality, safety, resource utilization and operations in all areas staffed by nurses. The role includes implementation of patient care services strategies to support efficiency, clinical effectiveness, clinical operations and quality improvement with interdisciplinary team members. The ACNO works with teams to develop projects, programs and implement system changes that promote care coordination across the health care continuum.

FUNCTIONS OF NURSING LEADERSHIP

The Chief Nursing Officer of the Health System, CNO of the Hospital and ACNOs 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 Hospital Plan for 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, etc.);
- the scope and complexity of patient care needs (such as most frequent diagnosis);
- support services provided directly or through referral contact;
- the extent to which the level of care or service meets patient need (hours of operation if other than 24 hours a day/7days a week and method used for ensuring hours of operation meet the needs of the patients to be served with regard to availability and timeliness);
- the availability of necessary staff (staffing plans) and;
- recognized standards or practice guidelines, when available (the complex or high level technical skills that might be expected of the care providers).

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

Staffing plans for patient care service departments are developed based on the level and scope of care provided, the frequency of the care to be provided, and a determination of the level of staff that can most appropriately (competently and confidently) provide the type of care needed. Nursing units are staffed to accommodate a projected average daily patient census. Unit management (including nurse manager and/or charge nurse) reviews patient demands to plan for adequate staffing. Staffing can be increased or decreased to meet patient needs. When the number of patients is high or the need is great, float staff assist in providing care. When staff availability is projected to be low due to leaves of absence, the unit manager and director may request temporary agency nurses. The Ohio State University 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, NDNQI, AWHONN, and others.

The Administrative Team, 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

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 a minimum during initial assessment as well as during discharge planning processes and can be initiated by any member of the interdisciplinary team. 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 the AACN Synergy model for patient care. This model is driven by the core concept that the patient and family needs influence the competencies and characteristics of the nursing care provided. The benefits include enhanced quality of care, improved service, appropriate length of hospitalization and minimized cost.
- Hospital employees will demonstrate values and behaviors consistent with the OSUWMC Buckeye Spirit set of core values. The philosophical foundation reflects a culture of inclusiveness, sincerity, determination, ownership, empathy and innovation.
- 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.
- The Synergy professional nursing practice model is a framework which reflects our underlying philosophy and vision of providing care to patients based on their unique needs and characteristics. 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 restore a patient to the optimal level of wellness based on the patient's definition;
 - (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 age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, gender, sexual orientation, pregnancy, protected veteran status or any other basis under the law.
- 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 Hospital 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 University 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 University 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' Quality Assurance and Performance Improvement (QAPI) plan. Departments utilize the QAPI plan and cascade the hospital's goals to service line quality plans to ensure proper alignment to support the overall hospital quality goals.

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
BEHAVIORAL EMERGENCY RESPONSE TEAM (BERT)	Expert team that provides innovative and quality care to patients with complex behavioral symptoms while working collaboratively with staff through consultation, education, and early intervention
CAPACITY MANAGEMENT AND THE TRANSFER CENTER	Monitors and supports all admissions, discharges, and transfers across OSUWMC. Ensures timely, safe, and individualized access to all patients and families through collaboration with the healthcare team.
CARDIAC PROCEDURAL	Cardiac procedural areas include both cardiac catheterization and electrophysiology. Procedures may be diagnostic or interventional.
CARDIOVASCULAR IMAGING SERVICES	Diagnostic and therapeutic procedures in cardiac MR/CT, Nuclear Medicine, Echocardiography, Vascular Imaging Stress Test. Cardiovascular Imaging Services can be provided at inpatient, outpatient, and emergency locations.
CASE MANAGEMENT	As part of the health care team, provides personalized care coordination and resource management with patients and families.
CENTRAL STERILE SUPPLY (CSS)	Responsible for supporting all instrument cleaning and sterilization needs across the Health System. In addition, CSS is responsible for providing case carts to the operating rooms which contain all of the instrumentation and disposable supply needs for each surgical case.
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 owned or used by the hospital; evaluation of patient owned equipment.
CLINICAL LABORATORY	Responsible for pre-analytic, analytic and post-analytic functions on clinical specimens in order to obtain information about the health of a patient as pertaining to the diagnosis, treatment, and prevention of disease; assisting care providers with clinical information related to patient care, education, and research.
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.
DECEDENT AFFAIRS	Provide support to families of patients who died & assist them with completing required disposition decisions. Ensure notification of the CMS designated Organ Procurement Agency (OPO) – Lifeline of Ohio (Lifeline). Promote & facilitate organ/eye/tissue donation by serving as the OSU hospital Lifeline Liaison. Analyze data provided by Lifeline regarding organ/tissue/eye donation.
DIAGNOSTIC TRANSPORTATION	Provision of on-site 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.

DEPARTMENT	SERVICE
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 OSUWMC community; provides staff enrichment programs, organizational development, leadership development, orientation and training, skills training, continuing education, competency assessment and development, literacy programs and student affiliations.
ENDOSCOPY	Provides services to patients requiring a nonsurgical review of their digestive tract.
ENVIRONMENTAL SERVICES	Provides quality monitoring for routine housekeeping in patient rooms. Routine housekeeping of nursing unit environment. Additional services upon request: extermination, wall cleaning, etc.
EPIDEMIOLOGY	Enhance the quality of patient care and the work environment by minimizing the risk of acquiring infection within the hospital setting.
FACILITIES OPERATIONS	Provide oversight, maintenance and repair of the building's life safety, fire safety, and utility systems. Provide preventative, repair and routine maintenance in all areas of all buildings serving patients, guests, and staff. This would include items such as electrical, heating and ventilation, plumbing, and other such items. Also providing maintenance and repair to basic building components such as walls, floors, roofs, and building envelope. Additional services available upon request.
FISCAL SERVICES	Works with departments/units to prepare capital and operational budgets. Monitors and reports on financial performance monthly.
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.

DEPARTMENT	SERVICE
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.
QUALITY AND OPERATIONS IMPROVEMENT	Provides an integrated quality management program and facilitates continuous quality improvement efforts throughout the medical center.
RADIOLOGIC SERVICES	Diagnostic and therapeutic procedures in MR, CT, X-ray, Fluoroscopy, Interventional Radiology, Ultrasonography. Radiologic Services can be provided at inpatient, outpatient, and emergency locations.
RESPIRATORY THERAPY	Provide all types of respiratory therapeutic interventions and diagnostic testing, by physician order, mainly to critically ill adults and neonates, requiring some type of ventilator support, bronchodilator therapy, or pulmonary hygiene, due to chronic lung disease, multiple trauma, pneumonia, surgical intervention, or prematurity. Provides pulmonary function testing and diagnostic inpatient and outpatient 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.
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 and EMERGENCY PREPAREDNESS	Manages programs related to general safety, life safety and emergency preparedness. Maintains compliance with regulatory agencies including, The Joint Commission, Centers for Medicare and Medicaid Services, Ohio Department of Health, State Fire Marshal, Environmental Protection Agency and other authorities having jurisdiction over hospital operations.
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.

DEPARTMENT	SERVICE
VOLUNTEER SERVICES	Volunteer Services credential and place volunteers to fill departmental requests. Volunteers serve in wayfinding, host visitors in waiting areas, serve as patient / family advisors, and assist staff. Volunteer Services manage the patient mail & flower room, cultural support volunteer program, and the pet visitation program. Volunteer Services serve as a liaison for the Service Board auxiliary which annually grants money to department-initiated projects than enhance the patient and family experience.
WOUND CARE	Wound Care includes diagnosis and management for skin impairments.

ATTACHMENT VII



Approvals:
MSAC: 6/17/2022
QPAC:
Wexner Medical Center Board:

Title: Arthur G. James Cancer Hospital and Richard J. Solove Research Institute Plan for Patient Care Services

The Plan for Providing Patient Care Services is described herein. The Plan is based on the mission, vision, values, and goals. The plan encompasses both inpatient and outpatient services delivered by the teams who provide comprehensive care, treatment, and services to patients with cancer diagnoses and their loved ones. The plan encompasses both inpatient and outpatient services of the hospital.

The 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: Create a cancer-free world, one person, and 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 ourWork, Empathy, Compassion, and Leadership.

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 then deliver the most advanced and targeted treatment for the individual patient. The James' patient centered care is enhanced by our teaching and research programs. Our mission, and staff are dedicated to the fulfillment and success and distinguishes The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute as one of the nation's premier comprehensive cancer centers.

Philosophy of Patient Care Services

The James Cancer Hospital and Solove Research Institute, in collaboration with the community, provides innovative and patient-focused multi-disciplinary cancer care through:

- Maintaining a mission which outlines the synergistic relationship between patient care, research, and teaching.
- Developing a long-range strategic plan with input from hospital leaders to determine the services and levels of care to be provided.

- Establishing annual goals and objectives consistent with the hospital mission and strategic plan, which are based on a collaborative assessment of patient/family and community needs.
- Planning and designing from the hospital leadership, involving the communities served.
- Providing individualized care, treatment, and services appropriate to the scope and level required by each patient based on professional assessments of need.
- Evaluating ongoing services provided through formalized processes such as: performance assessment and improvement activities, budgeting, and staffing plans.
- Integrating services through the following mechanisms: continuous quality improvement teams; clinical interdisciplinary quality programs; communications through management and operations meetings, Division of Nursing shared governance structure, Medical Staff Administrative Committee, administrative staff meetings, participation in Ohio State University Wexner Medical Center (OSUWMC) governance structures, special forums, leadership and employee education and professional/development.
- Maintaining competent patient care leadership and staff by providing education designed to meet identified needs.
- Respecting each patient's rights and their decisions as an essential component in the planning and provision of care.
- Assuring every staff member demonstrates behaviors which reflect the philosophical foundation based on the values of The James Cancer Hospital and Solove Research Institute.

Hospital Leadership

The hospital leadership is defined as the governing Board of Trustees, the University President, Executive Vice President/Chief Executive Officer, administrative staff, faculty, physicians, nurses, clinical, and operational leaders in both appointed and elected positions. The hospital's leadership team is responsible for producing a framework to plan health care services which are to be provided by the organization, based on the hospital's mission and strategic planning. These responsibilities include developing and implementing a planning process that allows for defining timely and clear goals.

The planning process also includes an assessment of our customer and community needs. This process begins with:

- Developing a long-range strategic plan.
- Developing operational plans within each business unit.
- Establishing annual operating and capital budgets, and monitoring compliance.

- Establishing resource allocations and policies.
- Ongoing evaluation of every plan's implementation and ongoing success.

The planning process addresses both patient care functions (patient: rights, assessment, care, safety, patient and family education, coordination of care, and discharge planning) and organizational support functions (information management, human resource management, infection control, quality, the environment of care, and the improvement of organization performance).

The hospital leadership team works collaboratively with all operational and clinical leaders to ensure integration of planning, evaluation, and communication processes within and between departments, to enhance patient care services and support. This occurs informally, daily, 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 the 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 modern technologies and resources that are expected to improve the delivery of patient care and services.

Other leadership responsibilities include but are not limited to:

- Communicating the organization's mission, vision, goals, objectives, and strategic plans across the organization.
- Ensuring appropriate and competent management and leadership of all services and/or departments.
- 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.
- Supporting the continuum of care by integrating systems and services to improve efficiencies and care from a patient's viewpoint.
- Ensuring staff resources are available and competent to effectively meet the needs of the patients and to provide a high level of care to patients in all clinical areas.
- Ensuring the provision of uniform standards of patient care are delivered throughout the continuum of care in accordance with each respective disciplines' approved standards of practice and organizational policy/procedure.
- Providing 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.
- Establishing standards of care for all patients, and which can be monitored through the hospital's performance assessment and improvement plan.
- 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.

- Implementing an effective and continuous program to monitor and improve patient safety.
- Appointing appropriate committees, task forces, and other forums to ensure interdepartmental collaboration on issues of mutual concerns and requiring interdisciplinary input.
- Supporting patient rights and ethical considerations.
- Support of Evidence-Based Practice (EVP) to drive patient care decision-making.

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

The Executive Director of Clinical Services, and the Chief Nursing Officer are members of the Executive Leadership Team who has the requisite authority and responsibility for directing activities related to the provision of care, treatment and services in those departments defined as providing care to patients.

The Executive Director of Clinical Services ensures the following functions are addressed:

- Evaluating patient care programs, policies, and procedures which describe how patients' care needs are assessed, evaluated, and met throughout the organization.
- Implementing the Plan for the Provision of Patient Care.
- Participating 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.
- Implementing an effective, ongoing program to assess, measure and improve the quality of care and safe outcomes of care provided for patients.
- Participating with organizational leaders to ensure that resources are allocated to provide enough qualified and competent staff to provide patient care.
- Ensuring services are available to patients on a continuous, timely basis.
- Reviewing the Plan for the Providing Patient Care Services on an annual basis.

The Chief Nursing Officer (CNO), ensures the following functions are addressed:

- Implementing standards of nursing practice, standards of patient care, and patient care policies and procedures that include current research and Evidence Based Practice.
- Supports and facilitates a multi-disciplinary team approach to the overall delivery of care to patients, families, and the community.
- Leads quality, safety, and innovation initiatives in partnership with the Executive Director of Clinical Services.
- Responsible for driving nursing strategic plan to deliver excellent patient care.
- Responsible for nursing performance improvement, program management,

business operations, budgets, resource, utilization, and maintenance of the professional contract with the Ohio State University Nursing Organization (OSUNO).

Definition of Patient Services, Patient Care, Nursing Care, and Patient Support

Patient Services

Defined as those departments and care providers with direct contact with patients. These services occur through organized and systematic through-put processes designed to ensure the delivery of appropriate, safe, effective, and timely care and treatment. The patient through-put process includes those activities designed to coordinate patient care before admission, during the admission process, in the hospital, in the ambulatory exam or treatment clinics before discharge and at discharge. This process includes:

- Access in: emergency process, admission decision, transfer or admission process, registration and information gathering, placement in the appropriate care areas.
- Treatment and evaluation: full Scope of Service of the care service department.
- Access out: discharge decision, patient/family education and counseling, arrangements for continuing care and discharge.

Patient Care:

Encompasses the recognition of disease and health, and patient education, which allows the patient to participate in their care, their own 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 professionals function collaboratively as part of an interdisciplinary, patient-focused care team to achieve positive patient outcomes and personalized care.

Competency for staff resources is determined during the initial orientation period and at least annually through performance evaluations and other department specific assessment processes. Physicians direct all aspects of a patient's medical 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 assessing, 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 professionals provide patient care and

services keeping within 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 and Practice:

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. This law gives the Ohio Board of Nursing the authority to establish and enforce the requirements for licensure of nurses in Ohio. This law 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:

Provided by the rich resource 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 direct care providers.

Scope of Services and Staffing Plans

Each patient care service department has a defined Scope of Service approved annually by administration and medical staff, as appropriate. The Scope of Service includes:

- The type 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 regarding availability and timeliness.
- The availability of necessary staff.
- Recognized standards or practice guidelines.

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 and mix of staff that can most appropriately, competently, and confidently provide

the type of care needed. Patient care units are staffed to accommodate a projected average daily patient census based on historical data.

Unit management (including nurse manager, assistant nurse manager, charge nurse or the Administrative Nursing Supervisor (ANS)) provide 24/7 on-site oversight and review the demand for patient care 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.

Administrative leaders, in conjunction with budget and performance measurements, review staffing within all patient care areas and monitor 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 patient needs or expectations. A variety of workload measurement tools are utilized to help assess the effectiveness of staffing plan.

Standards of Care

Individualized health care at The James is the integrated practice of medicine and support of patients based upon the individual's unique biology, behavior, and environment. It is envisioned we 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. The direction of personalized health care is to be predictive and preventive.

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

- Hospital staff provide the correct procedures, treatments, interventions, and care. The efficacy and appropriateness of care will be demonstrated based on patient assessment and reassessments, Evidence-Based Practices, and achievement of desired outcomes.
- Hospital leadership staff design, implement and evaluate care delivery systems and services which are consistently focused on patient-centered care that is delivered with compassion, respect, and dignity for everyone, without bias, and in a manner that best meets the individual needs of the patients and their loved ones.
- Staff will provide a uniform standard of care and service throughout the organization.
- Patient care is 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, enhanced communication, and supportive technological advancements all while focused on quality of care and patient safety.

Patient Assessment:

Individual patient and loved one's 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 continuum and the patient's contact.

Coordination of Care:

Staff provide patient 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 the discharge planning process, and can be initiated by any member of the multidisciplinary team. Registered Nurses, Patient Care Resource Managers, Advanced Practice Nurses, and Social Workers coordinate and maintain close contact with the healthcare team members to finalize a distinct discharge plan best suited for each patient.

The medical staff is assigned by clinical department or division. Each clinical department has an appointed chair 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 personnel needed to provide care within the service needs of the department.

Care Delivery Model

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

- The patient and their loved ones will experience the benefits of individualized care that integrates skills of all care team members. These benefits include enhanced quality of care, improved service, appropriate length of hospitalization, and value-based cost related to quality outcomes and patient safety.
- Hospital employees will demonstrate behaviors consistent with the philosophy of personalized health care. This 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 maximize the patient's involvement in their 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.

- Primary nursing characteristics, such as relationship-based care, a conceptual framework supporting the professional practice model, are used to reflect the guiding philosophy and vision of providing individualized care.
- The patient and their loved ones will be involved in establishing the plan of care to ensure services that accommodate their needs, goals, and requests.

Patient Rights and Organizational Ethics

Patient Rights:

To promote effective and compassionate care, 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 loved one 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 utilizes 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 hospital adheres to a uniform standard of care throughout the organization, providing services 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, gender identity or expression, or source of payment.
- Patients are only billed for care and services received.

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 biomedical ethics to:

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

Integration of Patient Care and Support Services

The importance of a collaborative, interdisciplinary team approach, which considers 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. Continual process improvement initiatives support effective integration of hospital and health system policies, procedures and protocols, and relationships between departments. See appendix A (Page 11) for a listing of support services.

An open line of communication exists between all departments providing patient care, patient services, and support service within the hospital and, as appropriate with community agencies to ensure efficient, effective, and continuous patient care. To facilitate effective interdepartmental relationships, problem solving is encouraged at the level closest to the problem. The 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 scope; and positive interdepartmental communications are strongly encouraged. Direct patient care services maintain open communication with each other in alignment with organizational Code of Conduct; 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 to meet the needs of our community. Patients with assessed needs requiring services not offered at The James are transferred 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:

- Ensuring the integrity and security of the hospital's information resources and protect patient confidentiality.
- Developing and maintaining an integrated information and communication network linking research, academic and clinical activities.

- Developing computer-based patient records with integrated clinical management and decision support.
- Supporting administrative and business functions with information technologies that enable improved quality of services, cost effectiveness, and flexibility.
- Building an information infrastructure that supports continuous improvement of the organization.

Patient Organization Improvement Activities

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

Plan Review

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

Appendix A: Scope of Services for 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 services will be fully integrated with the patient services departments of the hospital:

Department	Service
Cancer Diagnostic Center	Offers a platform for expert evaluation and access to the appropriate diagnostic testing so that a timely and precise cancer diagnosis can be made from the beginning. The center is staffed by a team of oncology-trained advanced practice providers and nurses. Starting with initial consultation, the team will manage each patient’s entire diagnostic journey. This includes identifying and prioritizing the patient’s needs and concerns and coordinating the appropriate testing and evaluation. If cancer is confirmed, the team will schedule the patient with the appropriate James multidisciplinary, subspecialized cancer team based on his or her type of cancer.
Central Sterile Supply	Coordinates the comprehensive cleaning, decontamination, assembly and dispensing of surgical instruments, equipment, and supplies needed for regular surgical procedures in related departments.

Chaplaincy and Clinical Pastoral Education	Assist patients, their loved ones, 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. <i>Refer to James Hospital Policy 04-08 "Equipment Safety for Patient Care Areas."</i>
Cell Therapy Laboratory	Responsible for the processing, cryopreservation, and storage of cells for patients undergoing bone marrow or peripheral blood stem cell transplantation or receiving CAR-T therapy.
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: 4:00 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.
Decedent Affairs	Provide support to the loved ones of patients who died and assist them with completing required disposition decisions. Ensure notification of the CMS designated Organ Procurement Agency – Lifeline of Ohio (Lifeline). Promote and facilitate organ/eye/tissue donation by serving as the OSU Hospital Lifeline Liaison. Analyze data provided by Lifeline regarding organ/tissue/eye donation.
Diagnostic Testing Areas	Provide tests based on verbal, electronic, or written consult requests. Final reports are included in the patient record.
Early Response Team (ERT)	Provide 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 rapid response RNs trained in ACLS and Respiratory Therapist who are trained to assist patient care staff when there are signs that a patient's health is declining.
Educational Development and Resources	Provides and promotes ongoing development and training experiences to all members of The James Cancer Hospital community; provide staff enrichment programs, organizational development, leadership development, orientation and training, skills training, continuing education, competency assessment and development, literacy programs and student affiliations.
Endoscopy	Provide services to patients requiring a nonsurgical review of their digestive tract.

Environmental Services (EVS)	Provide housekeeping/cleaning and disinfecting of all areas of the hospital, including ORs, 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 settings.
Facilities Operations	Provide oversight, maintenance and repair of the building's life safety, fire safety, and utility systems. Provides preventative, repair, and routine maintenance in all areas of all buildings serving patients, guests, and staff.
Financial Services	Assist managers in preparation and management of capital and operational budgets; provide comprehensive patient billing services and collaborates with patients and payers to facilitate meeting all payer requirements for payment.
Human Resources (HR)	Serve as a liaison for managers regarding all human resources information and services; assist departments with restructuring efforts; provide proactive strategies for managing planned change within the health system; assist with Employee/Labor Relations issues; assists with performance management process; develops compensation strategies; develop hiring strategies and coordinates process for placements; provide strategies to facilitate sensitivity to issues of cultural diversity; provide human resources information to employees, and established equity for payroll.
Immediate Care Center (ICC)	Patients are seen for symptom management related to their disease, or treatment of their disease, and any acute needs requiring evaluation by an advanced practice provider (APP), subsequent treatments, and/or supportive care infusion therapy. Patient visits may include diagnostic, interpretive analysis, and minor invasive procedures. Referrals to other physicians, home care and hospice agencies, dieticians etc. are made by our APPs in collaboration with the primary team.
Information Systems	Assist departments to explore, deploy and integrate reliable, state-of-the-art information systems technology solutions to manage change.
Laboratory	Provide laboratory testing of ambulatory patients with a diagnosis of malignant disease and those that require urgent medical treatment given by the emergency department. Lab Reports are included in the patient record.
Materials Management	Supply stock in patient care areas.
Medical Information Management (MIM)	Maintain patient records serving the needs of the patient, provider, institution and various third parties to health care in the inpatient and ambulatory setting.
Nutrition Services	Provide nutrition care and food service to The James and ambulatory site patients, staff, and visitors. Clinical nutrition assessment and consultation are available in both inpatient and outpatient settings. The department provides food service to inpatients and selected ambulatory settings.
Oncology Laboratories	Provide clinical laboratory support services for medical, surgical blood & marrow transplantation and radiation oncology units.

Pathology	The Molecular Pathology Laboratory provides testing of inpatient and ambulatory patients with a diagnosis of malignant disease and/or genetic disease. Final Reports are included in the patient record.
James Patient Access Services (JPAS)	Coordinate registration/admissions with nursing management.
Patient Care Resource Management (PCRM) and Social Services	Provide personalized care coordination and resource management. with patients and families. Provide discharge planning, coordination of external agency contacts for patient care needs and crisis intervention and support for patients and their families. Provide services upon phone/consult request of physician, nurse or the patient or family.
Patient Education	Provide easy-to-understand educational resources that facilitate patient learning and encourage the patient to take an active role in their care. These resources are evidence- based, comply with national standards for health literacy/plain language/accessibility and meet Joint Commission and organizational standards. Based on their assessment, clinicians use patient education resources to assist in patient and caregiver understanding and to reinforce the learning provided during their hospital stay or clinic visit.
Patient Experience	Develop programs for support of patient relations and customer service and information desk. Volunteers do wayfinding, host visitors in waiting areas, serve as patient/family advisors and assist staff. Volunteer Services serves as a liaison for the Service Board auxiliary, which annually grants money to department-initiated projects, enhancing the patient and family experience.
Perioperative Services	Provide personalized care of the patient requiring surgical services, from pre-anesthesia through recovery, for the ambulatory and inpatient surgical patient.
Pharmacy	Patient care services are delivered via specialty practice pharmacists and clinical generalists. Each practitioner promotes optimal medication use and assists in achieving the therapeutic goals of the patients. Areas of service include, but are not limited to: Oncology, Breast Oncology, Hematology, Blood & Marrow Transplant, Gynecologic Oncology, Pain and Palliative Care, Anticoagulation Management, Infectious Disease, and Intensive Care.
Operations Improvement/Process Engineers	Operations Improvement Process Engineers utilize industrial engineering knowledge and skills, as well as LEAN and Six Sigma methods to provide internal consulting, coaching, and training services for all departments across all parts of The James Cancer Hospital to develop, implement, and monitor more efficient, cost-effective business processes and strategies.
Pulmonary Diagnostics Lab	Provide services to patients requiring an evaluation of the respiratory system including pulmonary function testing, bronchoscopy, and other diagnostic/interventional pulmonary procedures.

Quality and Patient Safety	Provide integrated quality management and facilitate continuous quality improvement efforts throughout the Hospital. Focus on the culture of safety and work with teams to provide information on trends and improvement opportunities.
Radiation Oncology	Responsible for clinical care related to the application of radiation treatments.
Radiology Services	Provide state-of-the-art radiological diagnostic and therapeutic testing and treatment. Services offered by the Radiology Imaging Department range from general radiography and fluoroscopy to new and advanced interventional procedures, contrast imaging, which include, but not limited to CT, MRI, IVP, etc., in which contrast agents are administered by IV certified radiology technologists.
Rehabilitation Services	Physical therapists, occupational therapists, speech and language pathologists and recreational therapists, evaluate, formulate a plan of care, and provide treatment based on physician referral and along with the interdisciplinary medical team for appropriate treatment and education needed for the established discharge plan.
Respiratory Therapy (RT)	Provide respiratory therapeutic interventions and diagnostic testing, by physician order including ventilator support, bronchodilator therapy, and pulmonary hygiene.
Safety	Hospital safety personnel handle issues associated with licensing and regulations, such as EPA, OSHA, and fire regulations.
Security	Provide a safe and secure environment for patients, visitors, and staff members by responding to emergencies such as workplace violence, fires, bomb threats, internal and external disasters, armed aggressors, or any other incident that needs 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. Members of the treatment team can request consults for patients, or their loved ones.
Staff Development and Education	Provide and promote ongoing employee development and training related to oncology care, provides clinical orientation, and continuing education of staff.
Transfer Center	Coordinate with inpatient units and ancillary departments to ensure patient flow efficiency and timely access for patients who seek care. Provide transparency real-time across the Medical Center on capacity and all ADT (Admission, Discharge, and Transfer) activity. Timely and accurate patient placement based on level of care and service line is expedited through a capacity management technology platform.

Transportation	Supply patients with a secure and proficient transport within the Wexner Medical Center by transferring patients between rooms/floors within the hospitals, taking patients to and from test sites, and discharging patients to Dodd Rehabilitation Center, On-Site Hospice, and the Morgue.
Wound Care	Wound Care includes diagnosis and management for skin impairments.



James Clinical Quality, Patient Safety, and Reliability Plan

The Ohio State University
James Cancer Hospital and
Solove Research Institute
The Comprehensive Cancer Center
(The James and CCC)

Fiscal Year 2023

July 1, 2022 through June 30, 2023

The James Cancer Hospital Quality, Patient Safety and Reliability Plan

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The James Cancer Hospital & Solove Research Institute

Quality, Patient Safety, and Reliability Plan

MISSION, VISION, AND VALUES:

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

Vision: To create 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.

The James' model of patient-centered care is enhanced by the teaching and research programs, while patient service both directly and indirectly supplies the foundation for teaching and research programs. 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 a Comprehensive Cancer Center and as one of the nation's premier cancer treatment centers.

Definition:

The Clinical Quality, Patient Safety and Reliability Plan (hereinafter The Plan) of The James Cancer Hospital/Solove Research Institute is our organization-wide approach to systematic assessment of process design and performance improvement targeting quality of care, patient safety, and patient experience. The Plan serves to supply direction for how clinical care and activities are to be designed to enrich patient outcomes, reduce harm, and improve value-added care and service to the cancer patient population.

Scope:

As a Prospective-Payment-System-exempt (PPS-exempt) hospital, which serves as the clinical care delivery-arm of an NCI-designated Comprehensive Cancer Center, The James has a unique opportunity to ensure value-added services and research expertise provided to our patients, families, and the community – both nationally and internationally. The Plan encompasses all clinical services. Through close partnership with the Comprehensive Cancer Center, the plan includes quality and patient safety goals for process improvements related to functions and processes that involve both the Cancer Center and the hospital and ambulatory clinics/treatment areas.

With a close partnership within OSUWMC, this plan helps provide oversight of the clinical contracted services and serves as a component of the Quality Assurance and Performance Improvement (QAPI) requirements from the Center for Medicaid and Medicare services. These services which are evaluated on annual basis by The James Quality, Patient Safety, and Reliability Committee, The James Medical Staff Administrative Committee (MSAC), and then sent each year to the Quality and Professional Affairs Committee (QPAC) as a part of the governing body, to ensure quality and safety of care are provided to all James' patients. See Attachment C – the contract evaluation sample for clinical services. (See Figure 1 Contracted Services)

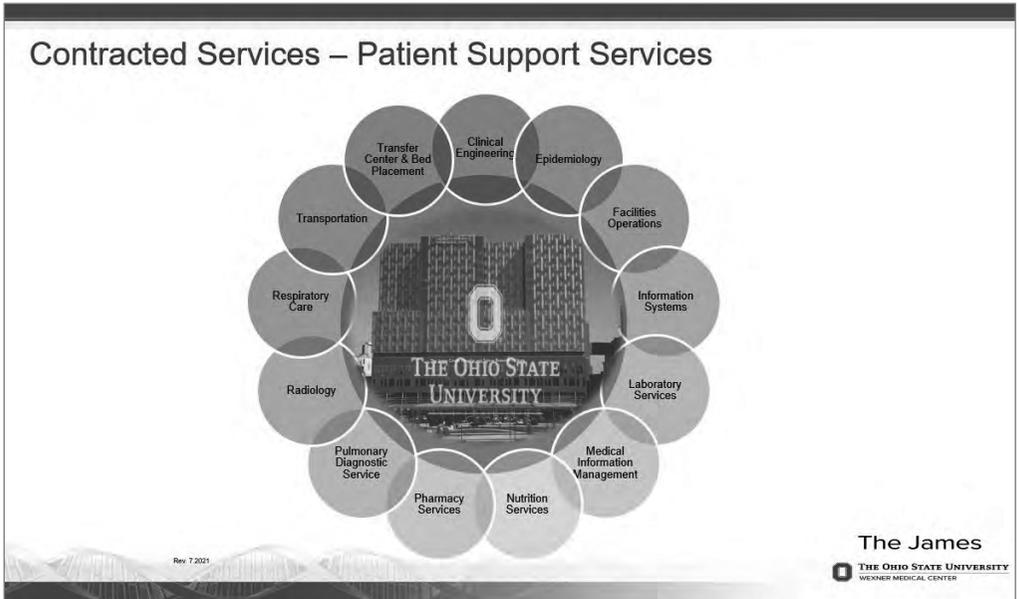


Figure 1 Contracted Services

Purpose:

The purpose of the Plan is to provide guidance for the resources and processes available to ensure measurable improvements to patient care are occurring. The James recognizes the vital importance of creating and keeping a safe environment for all patients, visitors, employees, and others within the organization to bring about personalized care through evidence-based medicine.

Objectives:

The central aims of The James Quality, Patient Safety and Reliability Plan are to:

1. Provide guidance for monitoring and evaluation of effort(s) in clinical care to sustain high performance and improved outcomes for all patients.
2. Evaluate and recommend system changes to improve patient care and safety by assessing, naming, and reducing risk within the organization when undesirable patterns or trends in performance are found, or when events requiring intensive analysis occur.
3. Assure overall compliance which meets or exceeds accreditation standards, state, federal and licensure regulations.
4. Provide information for adherence to evidence-based practice guidelines to standardize clinical care and reduce practice variation.
5. Improve patient satisfaction and perception of treatment, care, and services by continuously identifying, evaluating, and improving performance based on needs, expectations, and satisfaction results.
6. Enhance the patient experience by providing safe and high-quality care at the best value.

7. Provide education to the governance, faculty and staff about quality management principles and processes for improving systems.
8. Provide appropriate levels of data transparency.
9. Assure quality and patient safety processes are developed with an approach of always involving trans-disciplinary teamwork.
10. Provide improvement processes to clinical systems to prevent or end patient harm.

Structure for Quality Oversight:

The James Quality, Patient Safety and Reliability Committee serves as the primary entity within The James to develop annual goals which are consistent with goals from the Health System, however the goals for The James are designed to target a specific focus for the cancer patient population and cancer research agendas. (See Figure 2).

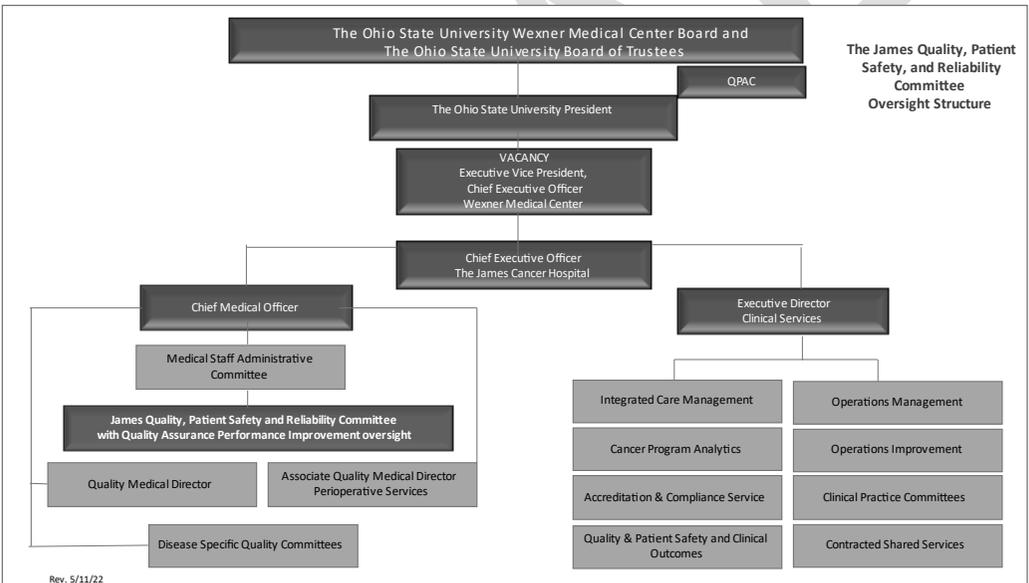


Figure 2 The James Quality, Patient Safety, & Reliability Oversight Structure

Governance and Committees:

Governing Body

The Wexner Medical Center Board is the governing body, responsible to The Ohio State University Board of Trustees, for operation, oversight and coordination of the Wexner Medical Center and The James Cancer Hospital. The Wexner Medical Center Board is composed of up to seventeen voting members, including a group of university and medical center senior leaders who serve in ex-officio roles. The Quality & Professional Affairs Committee (QPAC) is a committee of the Wexner

Medical Center Board and is responsible for, among other things, reviewing and evaluating, at least annually, The James Clinical Quality, Patient Safety, and Reliability Plan, along with goals and process improved patient safety and quality programs, as well as granting clinical privileges for the credentialing of practitioners. The Board of Trustees and its committees meet throughout the year with focused agendas and presentations. patient safety and quality programs, as well as granting clinical privileges for the credentialing of practitioners. The Board of Trustees and its committees meet throughout the year with focused agendas and presentations.

Quality and Professional Affairs Committee (QPAC):

Composition:

This committee consists of no fewer than four voting members of the University Wexner Medical Center Board of Trustees. Members are appointed each year by the Chair of the OSUWMC Board, and one of these shall be assigned as the Chair of the committee. The Executive Vice President, CEO of the Wexner Medical Center; CMO of the University Medical Center; CMO of The James; the medical director of credentialing for The James; the Chief of Medical Staff of the University hospitals; the Chief of Medical Staff for The James; the Associate Dean of Graduate Medical Education; the Chief Quality and Patient Safety Officer; The Chief Nurse Executive for the OSU Health System; and the Chief Nursing Officer for The James serve in ex-officio, voting positions. Other members as may be appointed by The Chair of the OSUWMC board, in consultation with the Chair of Quality and Professional Affairs committee.

Function:

The QPAC shall be responsible for the following specific duties:

1. Reviewing and evaluating the Quality and Patient Safety programs of OSUWMC.
2. Overseeing all patient care activity in all facilities as a part of OSUWMC, including but not limited to, hospitals, clinics, ambulatory care, and physician office facilities.
3. Monitoring quality assurance performance in accordance with the standards set by OSUWMC.
4. Monitoring the achievement of accreditation and licensure requirements.
5. Reviewing and then recommending to the OSUWMC board changes to the medical staff bylaws and medical staff rules and regulations.
6. Reviewing and approving clinical privilege forms.
7. Reviewing and approving membership, as well as granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the hospital's Medical Staff Administrative Committee (MSAC).
8. Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying the minimum approved criteria which is determined by the OSUWMC board and recommended for membership and clinical privileges to the MSACs of OSUWMC and The James.
9. Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice.
10. Conducting Peer Review activities and recommending professional review actions to the OSUWMC board.
11. Reviewing and resolving any petitions by the medical staff for amendments to any rule, regulation or policy presented by the Chief of Staff on behalf of the behalf of the medical staff pursuant to the medical staff bylaws and communicating such resolutions to the hospitals MSACs.
12. Such other responsibilities as assigned by the Chair of the OSUWMC Board.

The James Medical Staff Administrative Committee (MSAC)

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The organized medical staff, under the direction of the Chief Medical Officer, implements The Plan throughout the clinical departments. The MSAC reviews reports, and recommendations related to clinical quality management, patient safety and service quality activities. This Committee has responsibility for evaluating the quality and appropriateness of clinical performance and service quality of all individuals with clinical privileges. The MSAC reviews corrective actions and provides authority within their realm of responsibility related to clinical quality management, patient safety and service quality activities.

The James Quality, Patient Safety, & Reliability Committee & Commission on Cancer Sub-Committee (COC) (See

Figure 3)

Composition:

The James Quality, Patient Safety and Reliability and American College of Surgeons – Commission on Cancer (CoC) Committee consists of representatives from Medical Staff, Administration, Patient/Family Advisor, Advanced Practice Providers, and staff from Cancer Program Analytics, Clinical Trials, Epidemiology, Environmental Services, Clinical Informatics, Laboratory, Nursing, Organizational Culture/HR, Radiation Safety, Respiratory Therapy, Pharmacy/Medication Safety, Patient Experience, Social Work and Risk Management. This Committee reports to Executive Leadership and MSAC.

Function:

- Create a culture which promotes organizational learning and recognition of clinical quality (improving outcomes) and patient safety (reducing harm).
- Develop and sustain a culture of safety which strives to eliminate individual blame or retribution for involvement in health care errors.
- Assure compliance with patient safety-related accreditation standards.
- Proactively identify risks to patient safety and creates a call-to-action to reduce risk with a focus on process and system improvement.
- Oversee education & risk reduction strategies as they relate to Sentinel Event Alerts from TJC.
- Evaluate standards of care and evidence-based practices and provide recommendations to improve clinical care and outcomes.
- Ensure actions are taken to improve performance whenever an undesirable pattern or trend is found.
- Receive reports from committees that have a potential impact on the quality & safety in delivering patient care such as, but not limited to, Environment of Care, BMT & Acute Leukemia, Radiation Oncology, Translational Research, and Infection Prevention Committee.
- Receive reports from Shared Services as they are the metrics for quality and safety of care for the cancer patient population. (See Attachment)
- Maintain follow-up on Shared Services action plans as necessary for improving metrics for quality and safety of care for the cancer patient population.

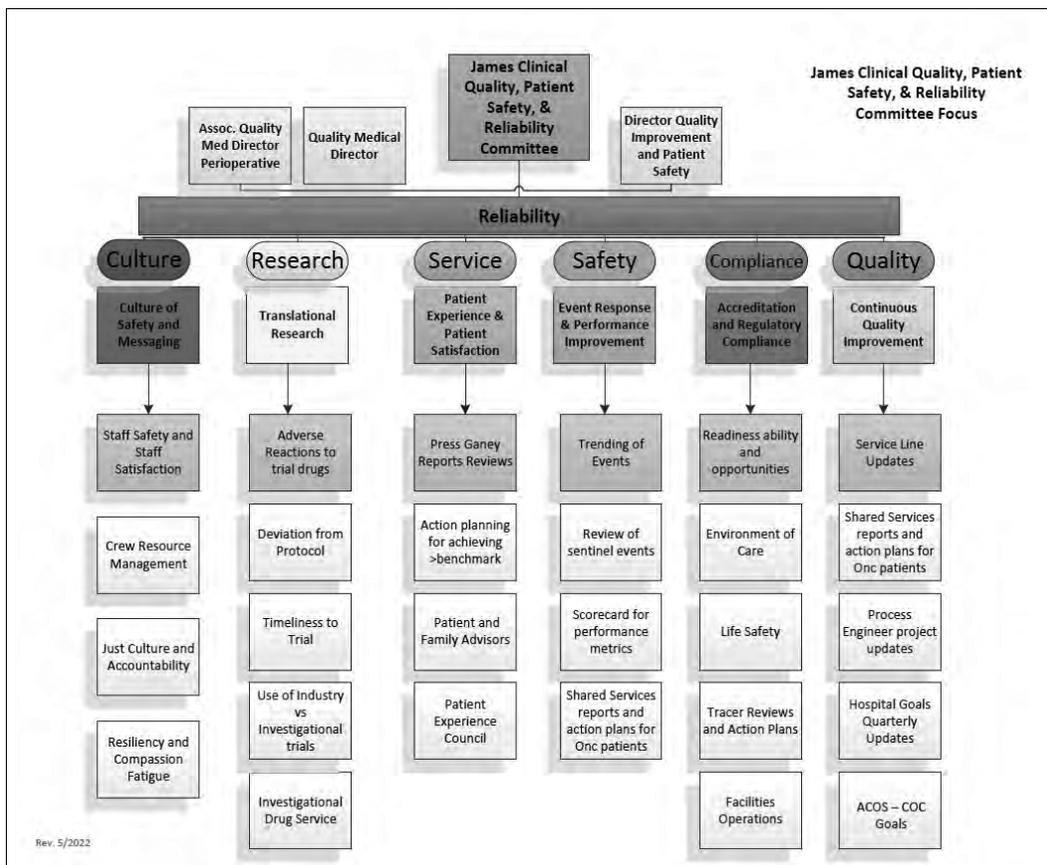


Figure 3 The James Quality, Patient Safety and Reliability Committee areas of focus

The James Patient Experience Council

Composition:

The Patient Experience Council consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Nursing, Nutrition Services, Environmental Services, Communications, and the Patient Experience Department. The Patient Experience Council has a liaison member connected to The James Quality, Patient Safety and Reliability committee.

Function:

- Create a culture and environment to deliver exceptional patient experience consistent with the mission, vision and values focused on service quality.
- Measure and review voice of the customer information in the form of patient satisfaction, comments, letters, and related measures. Recommend system goals and expectations for a consistent patient experience.
- Monitor publicly reported and other metrics used by various payers to ensure best reimbursement.

- Provides guidance and oversight on patient experience improvement efforts ensuring effective deployment and accountability throughout the system.
- Oversees the service excellence reward and recognition program.
- Serves as a coordinating body for subcommittees working on specific aspects of the patient experience.

The James Utilization Management Committee (JUMC)

Composition:

The James Utilization Management Committee is co-chaired by a James Lead Physician Advisor and the Director of Patient Care Resource Management. Committee membership will include James Physician Advisors and Emergency Department Physician Advisors, physician members of the medical staff, representatives from the Patient Care Resource Management (PCRM) Department, Administration, Finance, Advance Practice Professionals, Providers, Quality and Safety, Revenue Cycle and Compliance, Nursing and Service Line Administration. Other departments in The James will be invited to join meetings as necessary when opportunities have been shown for improvement and input. JUMC members will not include any individual who has a financial interest in any hospital in the health system. No JUMC member will be included in the review process for a case when that member has direct responsibility for patient care in the case being reviewed. The Director of Utilization Management is also a member of The James Quality, Patient Safety and Reliability committee.

Function:

The JUMC has responsibility to establish and implement The James Utilization Management Plan. The JUMC implements procedures for reviewing the efficient utilization of care and services, including but not limited to admissions, continued stays, readmissions, over and under-utilization of services, the efficient scheduling of services, appropriate stewardship of hospital resources, access and throughput and timeliness of discharge planning. Any quality or utilization opportunities identified by the JUMC through utilization review activities are acted upon by the committee or referred to the appropriate entity for resolution. The JUMC provides education on care and utilization issues to all health care professionals and medical staff at The James.

Practitioner Evaluation Committee (PEC)

Composition:

The Practitioner Evaluation Committee (PEC) is the medical staff peer review committee that provides leadership in overseeing the peer review process. The PEC is composed of the Chair of the Clinical Quality and Patient Safety Committee, medical staff, and advanced practice providers from various business units & clinical areas as appointed by the Chief Medical Officer (CMO) of the Health System the Chief Medical Officer for

Function

- Provide leadership for the provider clinical quality improvement processes.
- Provide clinical expertise to the practitioner peer review process by thorough and timely review of clinical care and/or patient safety issues referred to the PEC.
- Give advice to the /CMO at The James regarding action plans to improve the quality and safety of clinical care.
- Provide input to the Director for Advanced Practice Providers when there is an APP Peer Review completed.
- Develop follow up plans to ensure action is successful in improving quality and patient safety.

Sentinel Event Committee and Sentinel Event Determination Group (SEDG):

Composition

The Sentinel Event Team includes membership from both The James and the OSUWMC. Membership from The James includes: the Chief Medical Officer, the Quality Medical Director for The James, the Associate Quality Medical Director for Perioperative services, and the Director of Quality & Patient Safety and Nursing Quality Director. Members from the Medical Center include: an Administrator, Chief Medical Officer, Chief Quality Officer, Associate Chief Quality and Patient Safety

Officer, Associate Executive Director of Quality & Safety, a member of the Physician Executive Council, Quality and Operations Improvement, and Nursing Quality. Members from Risk Management are also included.

The Sentinel Event Determination Group (SEDG) is a sub-group of the Sentinel Event Team which is comprised of quality leaders from The James and OSUWMC and is chaired by the Health System Chief Quality Officer. The SEDG membership includes the CQO, Associate CQO, Director of Risk Management, James Quality Medical Director, Directors of Quality & Patient Safety and Nursing Quality Directors of respective business units. The SEDG meets weekly to review sentinel event and significant events. Once an event is determined to be a significant or sentinel event, SEDG members assign a Root Cause Analysis (RCA) Team who includes Executive Sponsor, RCA Workgroup Leader, and RCA Workgroup Facilitator. The James Director of Quality and Patient Safety serves as the executive sponsor for the RCA, and receives the input from SEDG, collaborates with facilitators and physician leaders to complete the team membership, initiate team charters, and ensure that team meetings and action plans are completed in accordance with requirements to satisfy regulatory compliance.

Event Classification Team (ECT) - New

The ECT is a sub-group of the Sentinel Event Team and the Provider Evaluation Committee and is a second tier for determining the status of an event (see attachment VI). The events reviewed by this committee include all those with a Harm Score from 7-9 as well as those referred there by an initial review team. The team can decide to close an event or send it on to the appropriate committee for a final decision. This process us to occur within 7 days of an event being reported.

Function:

Approve & make recommendations on sentinel event determinations and teams, and action plans as received from the Sentinel Event Determination Group. Results of a sentinel event, significant event or near-miss information are considered confidential according to Ohio Revised Code Section 2305.25 and are not externally reported or released.

The James Quality, Patient Safety and Reliability Sub-Committees

Composition:

For the purposes of this Plan, Quality, Patient Safety and Reliability Sub-Committees refer to any standing committee or sub-committee functioning under the quality oversight structure. Membership on these committees represents the major clinical and support services throughout the hospitals and/or clinical departments, as well as members from The James Quality, Patient Safety, and Reliability Committee. These committees report, as needed, to the appropriate oversight committee(s) defined in this Plan.

Function:

Serve as the central resource and interdisciplinary work groups for the continuous process of monitoring and evaluating the quality and services provided throughout a hospital, clinical department, and/or a group of similar clinical departments.

The James Operational Excellence Team

Composition:

For the purposes of this plan, Quality Improvement Teams are considered as ad-hoc committees, workgroups, teams, taskforces, etc., that function under the quality oversight structure and are time-limited in nature. Quality Improvement teams are formed of owners or participants in the process under study. The process may be clinical or non-clinical. The members fill the following roles: team leader, Process Engineer or facilitator, physician advisor, administrative sponsor, and technical experts.

Function:

Improve current practice or processes using traditional continuous process improvement tools such as rapid cycle improvements, and DMAIC.

Roles and Responsibilities

The management of clinical quality, patient safety and excellence are responsibilities of all faculty, staff, and volunteers.

Currently Vacant- Executive Vice President, Chief Executive Officer, Wexner Medical Center

The Executive VP and CEO leads the \$3.7 billion Wexner Medical Center Enterprise which includes seven hospitals, a nationally ranked college of medicine, 20-plus research institutes, multiple ambulatory sites, an accountable care organization and a health plan. This role serves in an ex-officio role for the Wexner Board of Trustees, as well as being the Chairman for the Quality and Professional Affairs committee which is a Board committee.

Chief Executive Officer, James Cancer Hospital (CEO)

The CEO for The James reports to the Executive Vice President and CEO, Wexner Medical Center and is responsible for providing leadership and oversight for the overall functions with James. The CEO has authority for the Clinical Quality and Patient Safety Plan and collaborates with all employees and medical staff to ensure safe care is delivered to our patients to achieve quality outcomes for each encounter.

Chief Medical Officer (CMO)

The Chief Medical Officer for The James Cancer Hospital provides leadership and strategic direction for the faculty, medical staff, and other providers to ensure the delivery of high quality, cost-effective health care consistent with The James mission. The CMO has oversight of the medical staff responsibilities for progress towards goals and process improvements. The CMO is a member of The James Medical Staff Administrative Committee (MSAC) and is the medical director for provider credentialing within The James. The CMO provides leadership and oversight of The Plan.

Quality Medical Director

The James Quality Medical Director, reports to the Chief Medical Officer and is responsible for aiding the Quality Department with medical review for patient safety and quality outcomes. This physician also works collaboratively with the health system quality medical directors and the Chief Quality and Patient Safety Officer in deciding sentinel and significant events, as well as reporting events, when necessary, through the peer review process. The Quality Medical Director serves as the co-chair to the Quality, Patient Safety and Reliability Committee and is a member of The James Medical Staff Administrative Committee (MSAC).

Associate Director of Perioperative Quality

The James Associate Director Perioperative Quality reports to the Medical Director Perioperative Services for The James and is also responsible for assisting the Quality Department with medical review for patient safety and quality outcomes concerns. The physician works collaboratively with the health system quality medical directors and the Chief Quality and Patient Safety Officer in deciding sentinel and significant events that occur within the perioperative service area and can report events when needed to the peer review process.

Clinical Department Chief and Division Directors

Each Department Chairperson and/or Division Director is responsible to ensure the standards of care and service are kept within their department/division. In addition, Department Chairpersons/Division Directors are to implement recommendations from The Plan, and/or take part in corrective action plans for individual physicians, or the division/department.

Medical Director

Each business unit Medical Director is responsible to review the recommendations from The Plan and implement quality goals and plans, along with keeping oversight in their clinical areas.

Medical Staff

Medical staff members are responsible to achieve the highest standard of care and services within their scope of practice. As a requirement for membership on the medical staff, members are expected to and must take part in the functions and expectations set forth in The Plan. In addition, members serve on quality management/patient safety committees and/or continuous quality improvement teams throughout the year

Executive Director, Clinical Services

The James Executive Director for Clinical Services works collaboratively with the OSUWMC Quality Leadership Council (QLC, formerly known as LCCQSS) initiatives. The Executive Director is integral to the establishment and implementation of The Plan, organization-wide quality goals, and performance improvement achievements.

Chief Nursing Officer (CNO)

The CNO has direct oversight of the clinical nursing professionals. As such the CNO works closely with the ACNOs, Directors of Nursing (DON), APPs and other professionals. The CNO ensures that the overall James Quality, Patient Safety and Reliability Plan is used to assist with the development and implementation of The James Nursing Quality and Patient Safety Plan annually, as well as initiating the Nursing Strategic Plan.

Associate Chief Nursing Officer (ACNO)

The James ACNO(s) report to the CNO and supply senior leadership within the nursing structure to influence the nursing process and practices. The ACNO has oversight of the nursing shared governance model and the nursing leadership which establishes and implements annual nursing-sensitive goals. This role is responsible to implement strategies from the nursing strategic plan, as well as ensuring the nursing staff and other clinical professionals understand the Plan.

Nursing Staff

The James Executive Director for Patient Services, along with the Chief Nursing Officer, as well as the Associate Chief Nursing Officer(s), Director of Nursing Quality, and Directors of Nursing are responsible to implement and maintain oversight of the Nursing Quality Plan and incorporate opportunities and goals from the plan as well as opportunities identified in collaboration with the OSUWMC- QLC Committee.

Nursing directors and managers are to implement recommendations or take part in action plans for individual employees or the department. They supply input about committee memberships, and serve as participants in the departmental, hospital and Health System quality/patient safety committees. Clinical Nurse Specialists (CNS) support quality improvement initiatives by providing leadership in the application and use of evidence-based practice. The James nursing staff is responsible to provide the highest standard of care and services within their scope of practice. (See Figure 4)

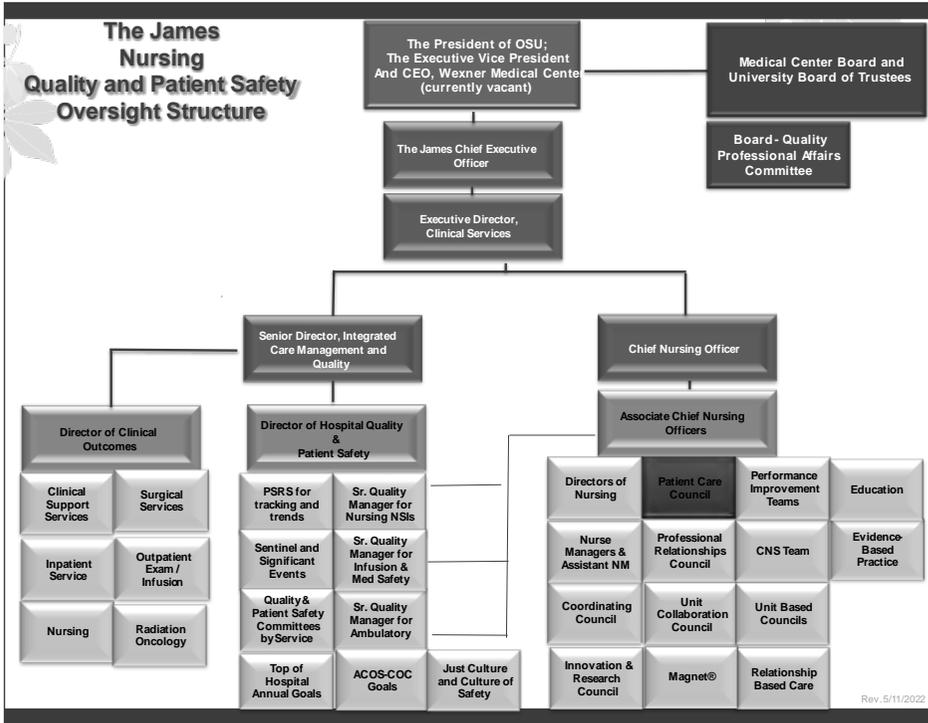


Figure 4 Nursing Quality

Director of Quality and Patient Safety, and Nursing Quality

The Director for Quality and Patient Safety collaborates directly with the executive leaders as well as the directors and managers of all areas to evaluate, plan and improve on patient safety and quality outcomes. The director reports to the Senior Director, Integrated Care Management and Quality, and oversees the output of the annual Quality Plan. In addition, the Director has leadership oversight of the quality improvement goals, patient safety improvements, and works with the facilitators and team(s) charged for implementation of annual hospital level goals. The director serves as a co-chairperson for The James Quality, Patient Safety and Reliability committee. This role also has responsibility for oversight of the Nursing Quality Team, which focuses on Nurse-Sensitive Indicators (NSI) with front-line staff and other leaders.

Hospital Management Team

Each associate executive director, all service line administrators, department directors and managers are responsible to ensure the standards of care and service are maintained or exceeded within their department(s), and are responsible to implement, monitor, and evaluate activities in their areas and help clinical staff members in developing appropriate mechanisms for data collection and evaluation. Department directors, managers and/or assistant managers take part in action plans for individual employees or the department. All department directors/managers supply input regarding committee memberships and serve as participants on quality management/patient safety committees and/or quality improvement teams.

Managers and staff are engaged through formal and informal processes related to quality improvement and clinical patient safety efforts, including but not limited to:

- Suggesting process improvements and reporting medical/health care events and near misses.
- Implementing evidence-based practices.
- Monitoring and responding to activities and processes, such as patient complaints and patient satisfaction.
- Participating in audits, observations and peer-to-peer review and feedback; and,
- Participating in efforts to improve patient outcomes and enhance patient safety.

The James Staff

All staff members are responsible to ensure the standards of care and services are maintained or exceeded within their scope of responsibility. The staff is involved through formal and informal processes related to clinical quality improvement, patient safety and service quality efforts, including but not limited to:

- Suggesting process improvements and reporting medical/health care events and near misses.
- Participating in activities and processes to improve quality and safety at the unit level, as well as being selected to join organizational continuous quality improvement teams.
- Participating in audits, observations and peer-to-peer review and feedback.
- Participating in focus groups, task forces and/or committees.
- Attending staff meetings regularly and staying apprised of changes and improvements.

The James Quality Improvement and Patient Safety Department

The primary responsibilities of The James Quality Improvement and Patient Safety Department is:

- Track and trend quality events as well as Sentinel Events.
- Coordinate and facilitate clinical quality management for improved outcomes.
- Monitor patient safety incidents and work with the management teams for elimination or reduction of risk/harm to patients.
- Improve patient care services by assuring the voice of the patient is heard throughout The James.
- Assist managers with evaluations of situations by use of the Just Culture algorithm and training.

While primary responsibility for the implementation and evaluation of clinical quality, patient safety and service activities exist within each department/program, The James Quality and Patient Safety staff also serve as internal consultants for the development, evaluation, and on-going monitoring of those activities. The James Quality Improvement & Patient Safety Departments including The James Operations Improvement staff, and the Cancer Program Analytics staff, maintain human and technical resources for team facilitation, use of performance improvement tools, data collection, statistical analysis, and reporting.

The James Patient Experience/Guest Services Department

The primary responsibility of The James Patient Experience and Guest Services Department is to coordinate and facilitate a service-oriented approach to providing healthcare. This is conducted through both strategic program developments as well as by managing operational functions. The Patient Experience staff serves as an internal consultant for the development and evaluation of service-quality activities. The Department supports human and technical resources for interpreter services, information desks, patient relations, team facilitation, and use of performance improvement tools, data collection, statistical analysis, and reporting. The Department also oversees the Patient/Family Advisor Program which consists of current and former patients, or their primary caregivers, who have had experiences at any James facility. These individuals are volunteers who serve on committees and workgroups, as Advisory Council members, complete public speaking engagements and review materials.

Approach to Clinical Quality, Patient Safety & Reliability Management:

Philosophy of Patient Care Services

Long Range Quality Plan – New

- A long-range quality plan has been approved to guide focused priorities for FY 23-27 (see attachment VII). The goal is to achieve industry leading performance on quality, safety, and patient satisfaction measures within five years.
- The annual quality plan is supportive of the foundational principles of the Long-Range Quality Plan (LRQP) and will ensure that the goals of the LRQP are able to be achieved.
- The LRQP is structured with three pillars: Patient Centered Care, Safety, and Effectiveness.
- Within the Patient Centered care is the expectation the organization will provide distinct and differentiated care for each patient and their family. An element of measurement will be to achieve top decile ratings on the patient satisfaction scores for likelihood to recommend Wexner Medical Center.
- For Safe Care, the expectation is that by FY27 the organization will be seen to have industry leading safety performance. This will be measured by several national monitoring systems, but distinction will be achieved by a top decile rating for overall quality by the Vizient, Comprehensive Academic Medical Center Quality & Accountability scores.
- And, for Effectiveness, the measure of distinction will be top decile rating for industry leading clinical outcomes.

The James provides innovative and patient-focused comprehensive cancer care and services which includes the following:

- A mission statement that outlines the relationship between patient care, research, and teaching.
- Long-range, strategic planning conducted by leadership to determine the services to be provided.
- Establishing annual goals and aims that are consistent with the hospital mission, and which are based on a collaborative assessment of patient/family and the community's needs.
- Provision of services appropriate to meet the needs of patients.
- Ongoing evaluation of services supplied such as: performance assessment and improvement activities, budgeting, and staffing plans.
- Integration of services through the following: continuous quality improvement teams; clinical interdisciplinary quality programs; performance assessment and improvement activities; communications through management operations meetings, nursing shared governance structure, Medical Staff Administrative Committee, administrative staff meetings; participation in OSUWMC and OSU governance structures, special forums; and leadership and employee education/development.
- Maintaining competent patient care leadership and staff by providing education and ongoing competency reviews which are focused towards identified patient care needs.
- Respect for each patient's rights and decisions as an essential part in the planning and provision of care.
- Utilizing the Relationship Based Care principles which encompass Care of Patient, Care of Colleague, Care of Self and Care of the Community.
- Embracing the principles of a Just Culture and honoring a Culture of Safety for all team members, faculty, and staff.

Principles

The principles of providing high quality, safe care support the Institute of Medicine's *Six Aims of Care* which are:

- **Safe:** Care should be as safe for patients in health care facilities as in their homes.
- **Effective:** The science and evidence behind health care should be applied and serve as the standard in the delivery of care.

- **Efficient:** Care and service should be cost effective, and waste should be removed from the system.
- **Timely:** Patients should experience no waits or delays in receiving care and service.
- **Patient centered:** The system of care should revolve around the patient, respect patient preferences, and put the patient in control; and
- **Equitable:** Unequal treatment should be a fact of the past; disparities in care should be eradicated.

The IOM *10 Rules for Redesign* are guiding principles for the provision of safe and quality care. These are:

1. **Care is based on continuous healing relationships.** Patients should receive care whenever they need it and, in many forms, not just face-to-face visits. This implies that the health care system must be always responsive, and access to care should be provided over the Internet, by telephone, and by other means in addition to in-person visits.
2. **Care is customized according to patient needs and values.** The system should be designed to meet the most common types of needs but should have the capability to respond to individual patient choices and preferences.
3. **The patient is the source of control.** Patients should be given the necessary information and opportunity to exercise the degree of control they choose over health care decisions that affect them. The system should be able to accommodate differences in patient preferences and encourage shared decision making.
4. **Knowledge is shared and information flows freely.** Patients should have unfettered access to their own medical information and to clinical knowledge. Clinicians and patients should communicate effectively and share information.
5. **Decision making is evidence-based.** Patients should receive care based on the best available scientific knowledge. Care should not vary illogically from clinician to clinician or from place to place.
6. **Safety is a system property.** Patients should be safe from injury caused by the care system. Reducing risk and ensuring safety require greater attention to systems that help prevent and mitigate errors.
7. **Transparency is necessary.** The system should make available to patients and their family's information that enables them to make informed decisions when selecting a health plan, hospital, or clinical practice, or when choosing among alternative treatments. This should include information describing the system's performance on safety, evidence-based practice, and patient satisfaction.
8. **Needs are anticipated.** The system should anticipate patient needs, rather than simply react to events.
9. **Waste is continuously decreased.** The system should not waste resources or patient time.
10. **Cooperation among clinicians is a priority.** Clinicians and institutions should actively collaborate and communicate to ensure an appropriate exchange of information and coordination of care.

Following these principles, The James has instituted the following guidelines as the approach to quality, safety, and reliability services:

- **Customer Focus:** Knowledge and understanding of internal and external customer needs and expectations.
- **Leadership & Governance:** Dedication to continuous improvement instilled by leadership and the Board.
- **Education:** Ongoing development and implementation of curricula for quality, safety, and reliability for all faculty, staff, volunteers, and students.
- **Involvement:** All team members must have mutual respect for the dignity, knowledge, and contributions of others. Everyone is engaged in improvement of processes where they work.
- **Data-driven decision making:** Decisions for quality, safety, and reliability are based on the knowledge derived from data.
- **Continuous Process Improvement:** Analysis of processes for design, redesign and to reduce variations are accomplished by use of an approach using science and LEAN/DMAIC. Measures and improvements are ongoing.
- **Just Culture:** Our framework of quality, safety, and reliability services are based on a culture that is open, honest, transparent, collegial, team-oriented, accountable, and non-punitive when system failures have occurred.

- Personalized Health Care:** The incorporation of evidence-based medicine in patient-centered care which considers the patient’s health status, genetics, cultural tradition, personal preferences, and values family and lifestyle situations.

Model:

Model and Systematic Approach to Continuous Quality Improvement and Operational Excellence

The James Cancer Hospital embraces change and innovation as one of its core values. Organizational focus on process improvement and innovation is embedded within the culture using a general process improvement model that includes:

- An organizational expectation the entire workforce is engaged and responsible for enhancing organizational performance and exemplary outcomes for our patients.
- Active involvement of multidisciplinary teams and committees focused on improving processes and,
- A broad toolkit of continuous quality improvement methodologies and expert resources that provide the proper level of structure and support to assure the deliverables of the project are met with long term sustainability. With the increased organizational emphasis on using a metric-driven approach to reducing medical errors, eliminating rework, and enhancing efficiency and effectiveness of work, DMAIC (See Fig 5) to help focus efforts.

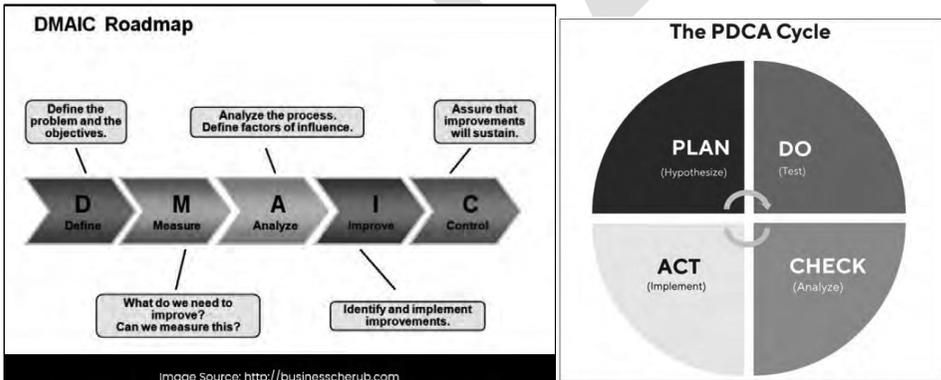


Figure 5 DMAIC and PDCA methodologies

Consistent Level of Care

Certain elements of The Plan help to ensure that patient care standards for the same or similar services are comparable in all areas. These elements include, but are not limited to:

- Policies and procedures and services supplied are not payer driven and are standardized to promote high quality and safe care.
- Application of a single standard for physician credentialing.
- Cancer care delivery is based upon nationally recognized standards of care from the National Comprehensive Cancer Network (NCCN).
- Use of monitoring tools to measure like processes in areas of the Health System and The James.

Performance Transparency

The James Medical and Administrative leadership have a long-standing and strong commitment to transparency of performance as it relates to clinical quality, safety, and service performance.

Performance data are shared internally with faculty and staff through a variety of methods. The purpose of providing data internally is to help faculty and staff in having real-time performance results and to use those results to drive change and improve performance when applicable. Transparency of information is provided within the limits of the Ohio law that protects attorney–client privilege, quality inquiries and reviews, as well as peer review. Current quality data is shared on The James internal intranet site. Cancer Program Analytics works with all departments to build and enhance quality and safety dashboards, as well as display of other important metrics to build on the equation of value for our patients.

Confidentiality

Confidentiality is essential to the quality management and patient safety process. All records and proceedings are confidential and are to be marked as such. Written reports, data, and meeting minutes are to be kept in secure files. Access to these records is limited to proper administrative personnel and others as considered appropriate by legal counsel. As a condition of staff privilege and peer review, it is agreed that no record, document, or proceeding of this program is to be presented in any hearing, claim for damages, or any legal cause of action. This information is to be treated for all legal purposes as privileged information. This is in keeping with the Ohio Revised Code 121.22 (G)-(5) and Ohio Revised Code 2305.251.

Conflict of Interest

A person is professionally involved if they are responsible for patient care decision making either as a primary or consulting professional and/or have a financial interest (as determined by legal counsel) in a case under review. Persons who are professionally involved in the care under review are to refrain from participation except as requested by the appropriate administrative or medical leader. During peer review evaluations, deliberations, or voting, the chairperson will take steps to avoid the presence of any person, including committee members, professionally involved in the care under review. The chairperson of a committee should resolve all questions concerning whether a person is professionally involved. In cases where a committee member is professionally involved, the respective chairperson may appoint a replacement member to the committee. Participants and committee members are encouraged to recognize and disclose, as appropriate, a personal interest or relationship they may have concerning any action under peer review.

Priority Criteria:

The following criteria are used to prioritize clinical value enhancement initiatives and continuous quality improvement opportunities, to ensure the appropriate allocation of resources.

- 1) Ties to strategic initiatives consistent with the hospital’s mission, vision, and values.
- 2) Reflects areas for improvement in patient safety, appropriateness, quality, and/or medical necessity of patient care (e.g., high risk, serious events, problem-prone).
- 3) Has considerable impact on our community’s health status (e.g., morbidity/mortality rate).
- 4) Addresses patient experience issues (e.g., access, communication, discharge).
- 5) Reflects divergence from benchmarks.
- 6) Addresses variation in practice.
- 7) Required by an external organization.
- 8) Represents significant cost/economic implications (e.g., high volume).

Determining Priorities

The James has a process in place to identify and direct resources toward quality management, patient safety, and service excellence activities. The prioritization criteria are reevaluated annually according to the mission and strategic plan. The leaders set performance improvement priorities and reevaluate annually in response to unusual or urgent events. Whenever possible, NCI, ADCC or other appropriate cancer specific benchmarks are used to compare performance metrics for The James, to assist with determination of priorities each year to improve performance.

Design and evaluation of new processes

New processes are designed and evaluated according to the organizational mission, vision, values, and priorities, and are consistent with sound business practices.

The design or re-design of a process may be started by:

- Surveillance data showing undesirable variance.
- Patients, staff, or payers perceived need to change a process.
- Information from within the organization and from other organizations about potential risks to patient safety, including the occurrence of sentinel events.
- Review and assessment of data and/or review of available literature to confirm the need and/or by evidence-based practices.

Data Measurement and Assessment

Determination of Needs

Data needs are decided according to improvement priorities and surveillance needs. The James Cancer Program Data Analytics and the Quality and Patient Safety departments collect data for watching important processes and outcomes related to patient care. In addition, each department handles identifying quality indicators specific to their area of service. The quality management committee of each area oversees monitoring and assessment of the data collected. Quality and Safety monitoring is on-going and reviewed by The James Quality and Patient Safety Committee each year.

External reporting requirements

The reporting requirements related to quality, safety, and service. These include regulatory, governmental, payer, and specialty certification organizations. The table below displays examples of external organizations where quality, safety, and service data are reported. (See Figure 6)

Regulatory / Public Data	Payers	Registries/ Benchmarking
Center for Medicare/Medicaid Services (CMS)	Anthem	Society of Thoracic Surgeons (STS)
Ohio Department of Health (ODH)	United Healthcare	American College of Surgeons - National Surgical Quality Improvement (ACOS - NSQIP)
The Joint Commission (TJC)	Aetna	ACOS/ CoC – Commission on Cancer
National HealthCare Safety Network (NHSN)	Optum Health	National Cancer Care Network
Center for Disease Control (CDC)	MMO	Nursing Database of Nursing Quality Indicators (NDNQI)
Stem Cell Therapeutic Outcomes Database (SCTOD)	Cigna	Press Ganey
Health Resources and Administration Services (HRS)		Vizient Quality & Accountability
Red = Public Data/Reporting		



The James
THE OHIO STATE UNIVERSITY
COLUMBUS, OHIO
Rev. 5/30/22

Figure 6 External Reporting/Benchmarking

Collection of data

Data, including patient demographic and diagnosis, are systematically collected by various mechanisms including but not limited to:

- Administrative and clinical databases
- Retrospective and concurrent medical record review
- Reporting systems (e.g., patient safety and patient satisfaction)
- Surveys (i.e., patients, families, and staff)

Assessment of data

Statistical methods are used to show undesirable variance, trends, and opportunities for improvement. The data are compared to the earlier performance, external benchmarks, and accepted standards of care to establish goals and targets. Annual goals are set up to evaluate performance.

Surveillance system

The James systematically collects and assesses data in different areas to check and evaluate the quality and safety of services, including measures related to accreditation and other requirements. Data collection also functions as a surveillance system for prompt identification of undesired variations or trends in quality indicators. (See Fig 7)

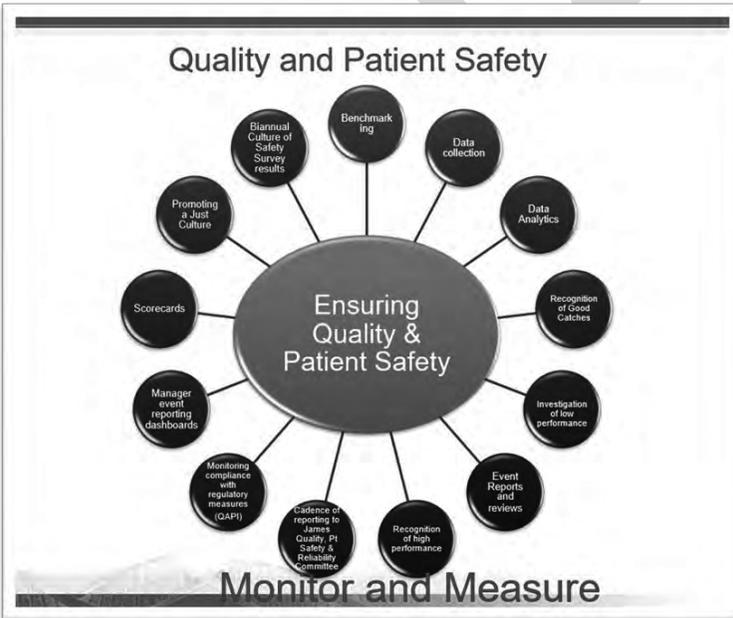


Figure 7 Quality & Patient Safety Monitoring

The James Patient Quality and Safety Scorecard

The James Nursing Quality and Patient Safety Scorecard

Patient Safety is the highest priority for all faculty and staff at The James. As a crucial element to caring for our patients, there is an on-going process of monitoring safety events and any untoward trends from patient care. The James Patient Quality and Safety Scorecard (hereinafter The Scorecard) is a set of indicators related to those events considered potentially preventable and which cause level of harm to the patient. The Scorecard (see Figure 10) covers the areas such as sentinel events, mortality, and mortality related to sepsis, hospital-acquired infections, falls with injury, hospital-acquired pressure ulcers, medication events that reach the patient and cause harm, as well as other categories.

The information is shared in various quality forums with the medical staff, clinicians, James’s administration, and senior staff, and the Quality and Professional Affairs Committee (QPAC) at the Wexner Medical Board. The indicators to be included in the scorecard are reviewed each year to represent the priorities of the Quality and Patient Safety program. The Patient Safety program (see Fig. 11) evaluates opportunities each quarter at The James Quality and Patient Safety Committee, as well as monthly at the Medical Staff Administrative Committee. Annually, safety goals are reviewed and adjusted as necessary by use of event trending, regulatory changes, needs found from the culture of safety surveys and/or national cancer benchmarks.

James Quality Scorecard

2022 YTD James Cancer Hospital KPI Benchmarking

Quality Domain	Key Performance Indicator	FY22 Target	FY22 through February	FY21 Results	%tile Feb FYTD Higher is better	FY22 To Date Percentile Change
Patient Centered Care	Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Overall and Recommend Rating	86.3%	87.3% Higher is better	86.0%	95	5
Mortality	Risk-Adjusted Inpatient Mortality Index (Observed : Expected)	0.89	0.80 Lower is better	0.92	61	16
	Risk-Adjusted Inpatient Sepsis Mortality Index (Observed : Expected)*	0.99	1.15 Lower is better	1.05	50	-15
Safe Care	Risk-Adjusted Complications Index (Composite Score)	0.88	0.81 Lower is better	0.89	70	22
	Central Line-Associated Bloodstream Infection (CLABSI) Rate per 1,000 Line Days	0.89	1.13 Lower is better	1.15	20	5
	Catheter-Associated Urinary Tract Infection (CAUTI) Rate per 1,000 Catheter Days	0.54	0.66 Lower is better	0.58	71	-6
	Hospital-Acquired Intestinal Infection (C.diff) Rate per 10,000 Patient Days	8.46	9.00 Lower is better	9.31	65	-5
Effective Care	30-Day Unplanned Cancer Readmission Rate**	18.2%	16.5% Lower is better	18.3%	90	10
	Admissions or ED Visits for Patients Receiving Outpatient Chemotherapy (within 30 days)*	7.4%	7.4% Lower is better	9.6%	75	20

Figure 8 Quality & Patient Safety Scorecard example

Nursing Quality Scorecard

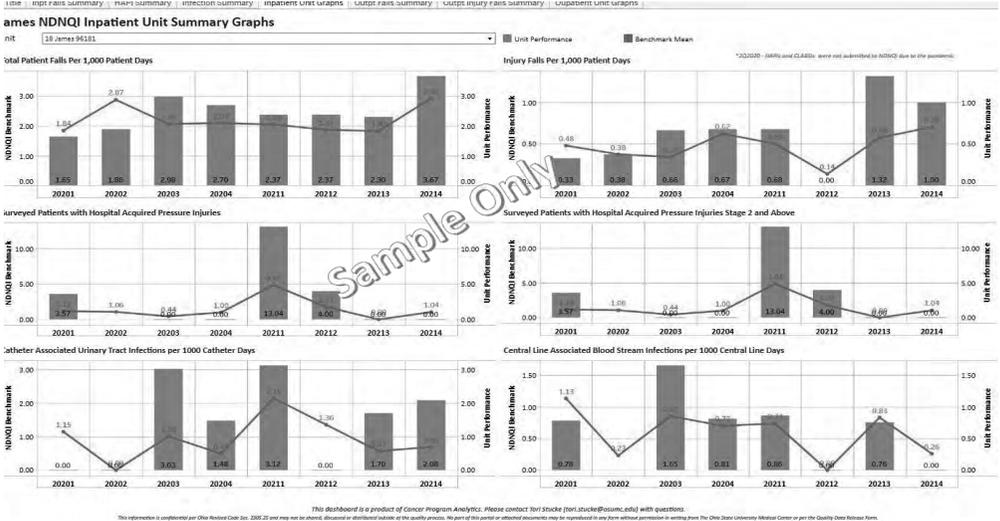


Figure 9 Nursing Quality & Patient Safety Scorecard example

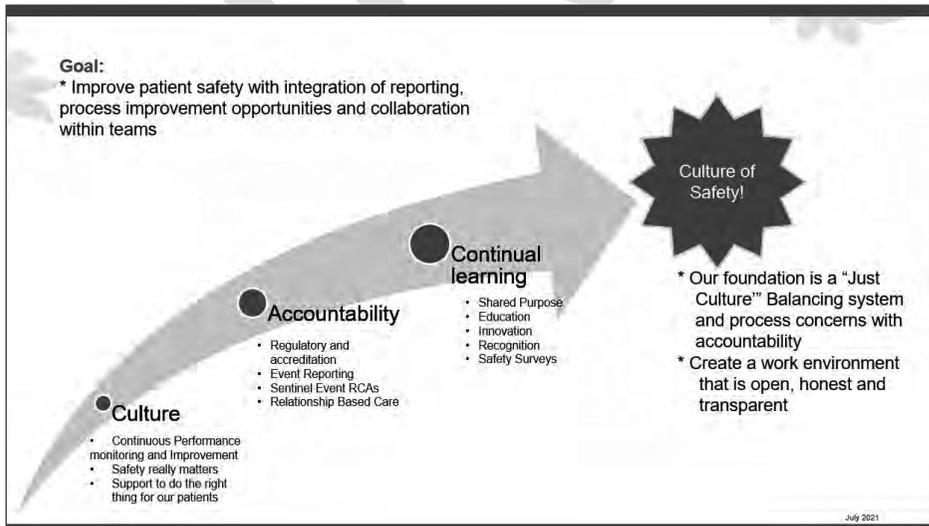


Figure 10 Patient Safety Program

The James Patient Satisfaction Portal/Dashboard

The Patient Satisfaction dashboard (See Fig 11) is a set of patient experience indicators gathered from surveys after discharge or visit to a system-based clinic or hospital. The dashboard covers performance in areas such as physician communication, nursing responsiveness, pain management, admitting and discharging speed and quality in addition to other service categories. The information is shared in forums with staff, clinicians, administration, including the Boards. Performances on these indicators serve as annual goals for leaders and members of clinical and patient experience teams.

Patient Satisfaction Scorecard

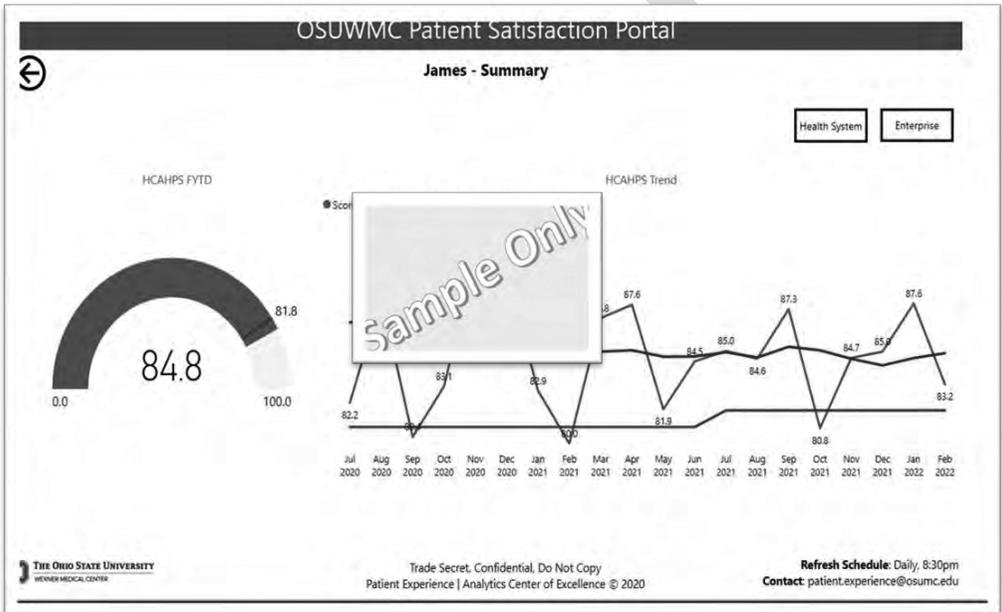


Figure 11 Patient Satisfaction Portal

Quality, Patient Safety & Reliability Staff Education

Education is identified as a key principle for providing safe, high-quality care, and excellent service for our patients. There is on-going development and implementation of a curriculum for quality, safety and service for all staff, employees, clinicians, patients, and students. There are a variety of forums and venues used to enhance the education surrounding quality and patient safety including, but not limited to:

- Online videos
- Quality & Patient Safety Simulcasts
- Newsletters
- Classroom forums

- Simulation training
- Computerized Based Learning Modules (e-learning/CBLs)
- Curriculum Development within College of Medicine
- Websites (internal OneSource and external OSUMC)
- Patient Safety/Quality Lesson's Learned and Patient Safety Alerts

The James Benchmark data

Both internal and external benchmarking provides value when evaluating performance.

Internal Benchmarking

Internal benchmarking uses processes and data to compare The James performance to itself over time and supplies a gauge of improvement strategies within the organization.

External Benchmarking

The James takes part in various database systems and focused benchmarking projects to compare performance with that of cancer hospital - peer institutions. The James Cancer Hospital uses and joins other comprehensive cancer centers for benchmarking such as C4QI (Comprehensive Cancer Center Consortium for Quality Improvement) and ADCC (Alliance of Dedicated Cancer Centers), National Cancer Institute (NCI). Also, The James takes part in national benchmarking efforts through the following: The Vizient, The US News Report, and the Ohio Department of Health, Press Ganey, and National Database of Nursing Quality Indicators.

Innovation, Design, Evaluation

A new process can be started by innovative staff and leaders, and design of a new process is brought about by The James' ambition, mission, vision, values, priorities, and sound practices. Evaluation is an integral part of all existing processes and certainly key in any innovation or design.

The design or redesign of a process comes from:

- Surveillance of data showing a variance that is not desired
- Patients, faculty, staff, or payers' perception of a change being necessary
- Information and updates from both within the organization and from other organizations about potential risks to patient safety
- Sentinel or significant events
- Review and analysis of data and/or review of available literature confirming a need for change.

Performance Based Physician Quality & Credentialing See Figure 13

Performance based credentialing ensures processes that help with promoting the delivery of quality and safe care by physicians and advanced practice licensed health care providers. Both Focused Professional Practice Evaluation (FPPE) and Ongoing Professional Practice Evaluation (OPPE) occur. Focused Professional Practice Evaluation (FPPE) is used on three occasions: first appointment, when a Privileged Practitioner requests a new privilege, and for cause when questions arise regarding the practitioner's ability to provide safe, high quality patient care. Ongoing Professional Practice Evaluation (OPPE) is performed on an ongoing basis (every 6 months).

Profiling Process:

- Data gathering from multiple sources

- Report generation and indicator analysis
- Profile review meetings with department chairs
- Discussion at Credentialing Committee
- Final recommendation & approval:
- Medical Staff Administrative Committees
- Medical Director
- Hospital Board

Service-Specific Indicator

Indicators are used to profile each physician's performance. The results are included in a physician profile, which is reviewed with the department chair as part of the credentialing process.

The definition of service/department-specific indicators is the responsibility of the director/chair of each unit. The performance of these indicators is used as evidence of competence to grant privileges in the re-appointment process. The clinical departments/divisions must collect the performance information related to these indicators and report that information to the Department of Quality & Operations Improvement.

The purpose of the medical Staff Evaluation is several-fold:

- To appoint quality medical staff.
- To monitor and evaluate medical staff performance.
- To integrate medical staff performance data into the reappointment process and create the foundation for high quality care.
- To provide periodic feedback and inform clinical department chairs of the comparative performance of individual medical staff.
- To identify opportunities for improving quality of care.

Provider Performance Based Process

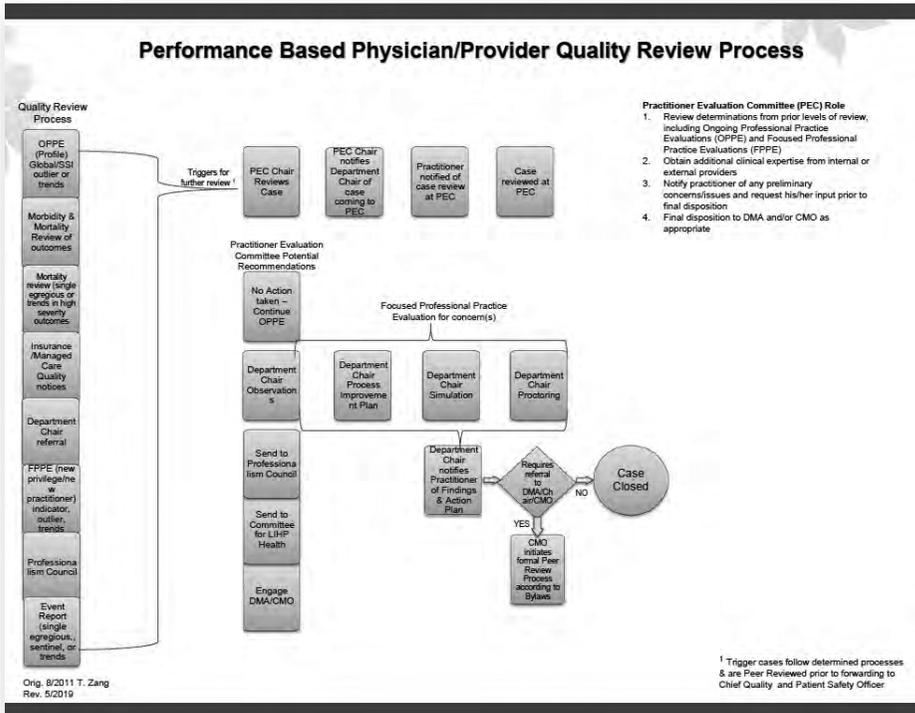


Figure 12 Process for Provider Evaluations

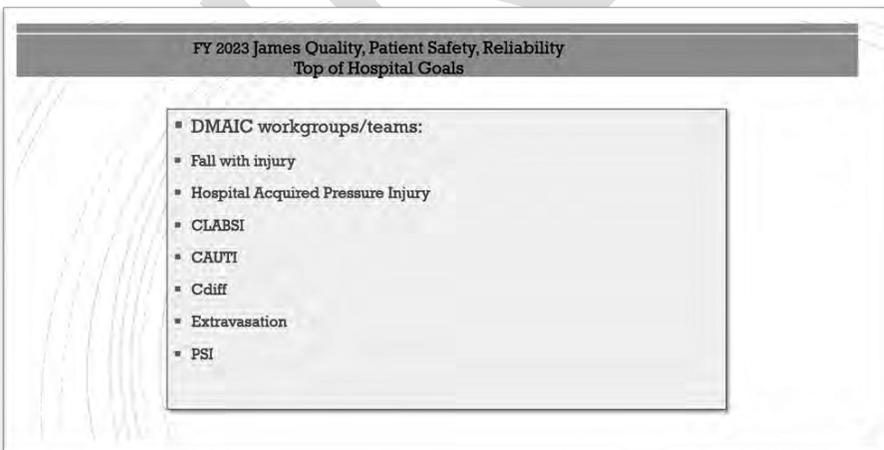
Annual and on-going evaluations

The James Quality, Patient Safety and Reliability Plan is approved annually by The James Quality and Patient Safety Committee and QPAC. The annual evaluation includes a review of the program activities and an evaluation of the effectiveness of the structure.

- Attachment A outlines the annual quality goals for FY23 (page 30)
- Attachment B examples of Shared Service metrics and annual review (pages 31-32)
- Attachment C James Quality & Patient Safety Organizational Chart (page 33)
- Attachment D Safety Event Review Structure & Process (page 35)
- Attachment E Long Range Quality Plan Structure & Process (page 36)

Attachment A: FY 2023 James Annual Clinical Quality Goals

July 1 2022 through June 30 2023



Attachment B: FY2022 Sample documents for Contracted Services

2020 Evaluation of Contract Services: The James

Name:

Department: Date Eval. Completed: 2/28/2020

Contract Services from OSUWMC to The James: X Department

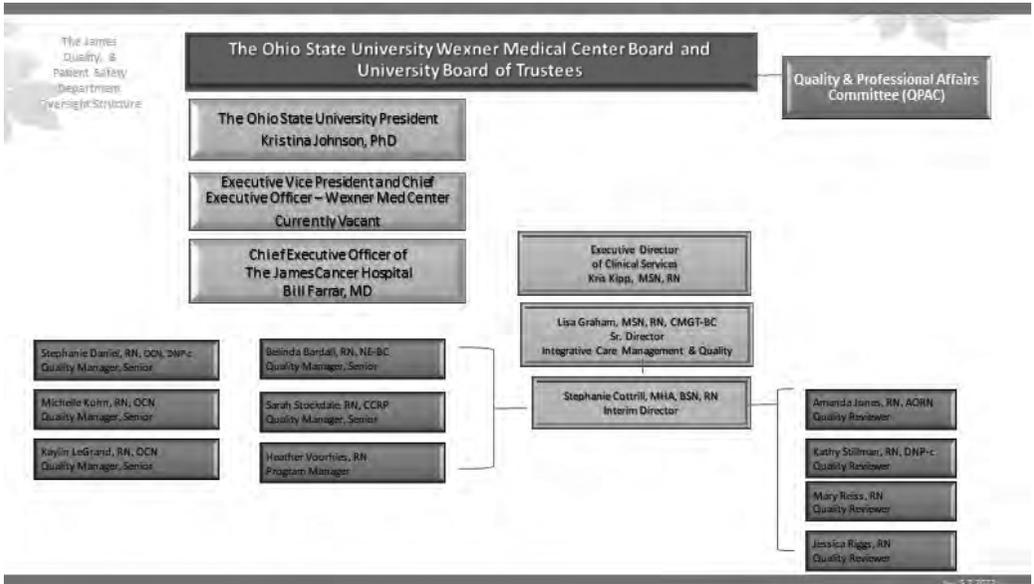
		YES	NO
1.	Are there any known outstanding requirements for improvement issued by the accrediting body for this organization?		X
2.	Do you monitor key quality and performance indicators for the service? Describe how and how often you monitor these indicators (e.g. direct observation, audits, incident reports, efficiency, satisfaction reports, etc.) Percentage of clinical nutrition consults completed within 24hrs is monitored, this data is received twice annually and provides a monthly breakdown of completion rates. Patient satisfaction scores for James Ambulatory RD team and patient food services is also monitored monthly.	X	
3.	Does the contracted service provide the organization with performance/efficiency / quality data? If so, describe indicator, analysis, and frequency of data. Yes, department scorecard is updated monthly to include the above metrics	X	
4.	Is there a process in place to carry out improvement efforts if a problem area is identified? Explain briefly. Yes, department has a quarterly QAI meeting to discuss scorecard and any needed corrective plans	X	
5.	Were any improvements made in the past year? Describe briefly. Validated malnutrition screening tool (MST) added to EMR in November of 2019	X	
6.	Has the organization (or any staff of the organization) providing the contracted service ever been sanctioned by CMS?		X
7.	If the contract is terminated, do you have continuity plans developed for the services provided? Please describe.		X

2020 OSUWMC to The James Evaluation

Internal Contract Evaluation Summary: 2020

Evaluation Criteria: All questions were answered by contract manager at OSUCCC	Are there any known outstanding requirements for improvement issued by the accrediting body for this organization?	Do you monitor key quality and performance indicators for the service?	Does the contracted service provide the organization with performance/efficiency / quality data?	Is there a process in place to carry out improvement efforts if a problem area is identified?	Were any improvements made in the past year?	Has the organization (or any staff of the organization) providing the contracted service ever been sanctioned by CMS?	If the contract is terminated, do you have continuity plans developed for the services provided?
Laboratory Services	N	Y	Y	Y	Y	Y	N
Medical Information Management Services	N	Y	Y	Y	Y	N	N
Security	N	Y	Y	Y	N	N	N
Nutrition	N	Y	Y	Y	Y	N	N
Credentialing	Not yet recieved						
Respiratory	N		Y	Y	N	N	N
Pharmacy Services	N		Y	Y	N	N	N
Heart and Vascular	Not yet recieved						
Rehabilitation Services	N	Y	Y	Y	Y	N	N
Central Sterile Processing Services	Y	Y	Y	Y	Y	N	N
Radiological Services	N	Y	Y	Y	Y	N	N
Pastoral Care	N	Y	Y	Y	Y	N	Y
Radiological Technical Services	N	Y	Y	Y	Y	N	N
Interventional Radiology Call Services	N	Y	Y	Y	Y	N	N

Attachment C: James Quality & Patient Safety Organizational Chart



Quality and Patient Safety Teams:

Clinical Quality:

The Quality Team focuses on identification of process improvement needs based on opportunities found in metric review. Consultation for front line led improvement efforts is also provided.

Patient Safety:

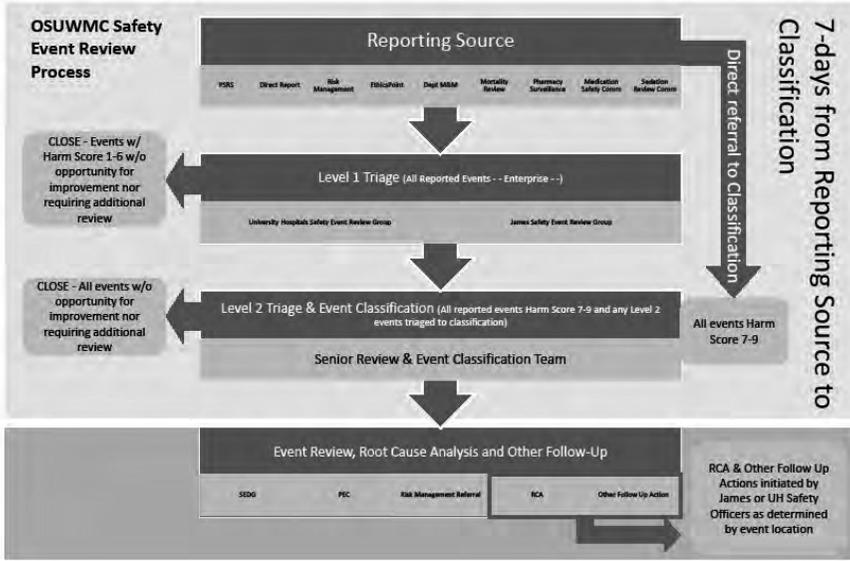
- Oversee Patient Safety Reporting System process and review all events showing trends and problem prone processes or systems issues
- Partnership with UH Quality for the SEDG and Sentinel Event process
- Review all National Patient Safety Goals and provide gap analysis
- FMEA and Proactive Risk Assessment with partnership of Accreditation & Compliance team
- Oversee quality and patient safety rounds and recognition of staff who perform safe catches

Cancer Program Analytics (CPA)

The CPA team supplies data support for all department activities related to process improvement, patient safety and peer review. Information is gathered from multiple sources including Epic, Vizient, Midas, Clinical Registry software, PSRS, and other systems as needed. Benchmarking data both internally and externally is a vital product from the CPA team, allowing for improvement and celebration when proper.

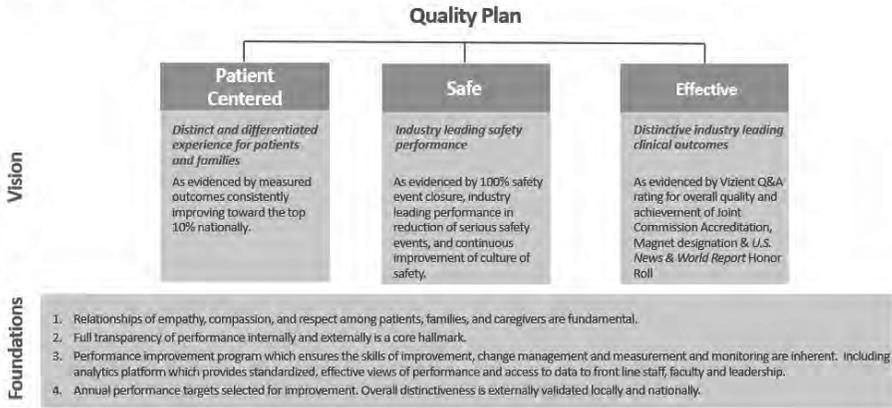


Attachment D: Safety Event Review Process (new June 2022)



Attachment E: Long Range Quality Plan

— Long Range Quality Plan
Patients First



Long Range Quality Plan: Foundations

	<p>1 Relationships of empathy, compassion and respect among patients, families and caregivers are fundamental</p> <p>Updated mission of WMC to include patient centeredness. Long Range Human Resource Plan: including faculty & staff engagement, OSU practices for Just Culture</p>
	<p>2 Full transparency of performance internally and externally is a core hallmark</p> <p>Plan for OSU website updated to include full health system clinical performance completed in FY24</p>
<p>Performance</p>	<p>3 Inherent competencies of measurement and monitoring, process improvement and change management.</p> <p>Performance program which ensures 90% of all management is trained in DMAIC. Unified performance measurement platform and analytics data by FY24.</p>
	<p>4 Annual performance targets selected for improvement. overall distinctiveness is externally validated locally and nationally</p> <p>See goal section for Long Range Targets for CMS, USNWR, Magnet, Leapfrog</p>



QUALITY LEADERSHIP COUNCIL

**The Ohio State University Wexner Medical Center
Clinical Quality Management, Patient Safety, &
Service Plan**

FY 2023

July 1, 2022 - June 30, 2023

Clinical Quality Management, Patient Safety, & Service Plan

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The Ohio State University Wexner Medical Center

Clinical Quality Management, Patient Safety, and Service Plan

MISSION, VISION, AND VALUES:

Mission: To improve health in Ohio and across the world through innovation in research, education and patient care

Vision: By pushing the boundaries of discovery and knowledge, we will solve significant health problems and deliver unparalleled care

Values: Inclusiveness, Determination, Empathy, Sincerity, Ownership, and Innovation

- Inclusiveness
- Determination
- Empathy
- Sincerity
- Ownership
- Innovation

Definition:

The Clinical Quality Management, Patient Safety and Service Plan is the organization-wide approach to the systematic assessment and improvement of process design and performance aimed at improving in areas of quality of care, patient safety, and patient experience. It integrates all activities defined in the Clinical Quality Management, Patient Safety & Service Plan to deliver safe, effective, optimal patient care and services in an environment of minimal risk. The Plan was developed in accordance with The Joint Commission (TJC) accreditation standards and the Center for Medicare & Medicaid Services (CMS) Conditions of Participation outlining a Quality Assurance and Performance Improvement (QAPI) program.

Scope:

The Clinical Quality Management, Patient Safety & Service Plan includes all inpatient and outpatient facilities in The OSU Wexner Medical Center (OSUWMC) and appropriate entities across the continuum of care. The plan includes quality, patient safety, and service goals for process improvement related to functions and processes that involve care in any clinical setting.

As part of the QAPI process, the organization provides oversight for contracted services. Each contract is categorized into one of four categories based on the goods or services provided: Professional Service, Supplies, Direct Patient Care, or directly relevant to a Condition of Participation. Once categorized, the appropriate evaluation for that contracted service category is utilized to evaluate the quality and performance improvement that has occurred or needs to occur. This evaluation is

reviewed annually by the Medical Staff Administrative Committee (MSAC) and then forwarded to the Quality and Professional Affairs Committee of the Governing Body (**Contract Evaluation Template Attachment I**).

Purpose:

The purpose of the Clinical Quality Management, Patient Safety & Service Plan is to show measurable improvements in areas for which there is evidence they will improve health outcomes and value of patient care provided within The OSUWMC. The OSUWMC recognizes the importance of creating and maintaining a safe environment for all patients, visitors, employees, and others within the organization.

Objectives:

- 1) Continuously monitor, evaluate, and improve outcomes and sustain improved performance.
- 2) Recommend reliable system changes that will improve patient care and safety by assessing, identifying, and reducing risks within the organization and responding accordingly when undesirable patterns or trends in performance are identified, or when events requiring intensive analysis occur.
- 3) Assure optimal compliance with accreditation standards, state, federal and licensure regulations.
- 4) Develop, implement, and monitor adherence to evidenced-based practice guidelines and companion documents in accordance with best practice to standardize clinical care and reduce practice variation.
- 5) Improve patient experience and their perception of treatment, care and services by identifying, evaluating, and improving performance based on their needs, expectations, and satisfaction.
- 6) Improve value by providing the best quality of care at the minimum cost possible.
- 7) Provide a mechanism by which the governance, medical staff and health system staff members are educated in quality management principles and processes.
- 8) Provide appropriate levels of data transparency to both internal and external customers.
- 9) Assure processes involve an interdisciplinary teamwork approach.
- 10) Improve processes to prevent patient harm.

Structure for Quality Oversight:

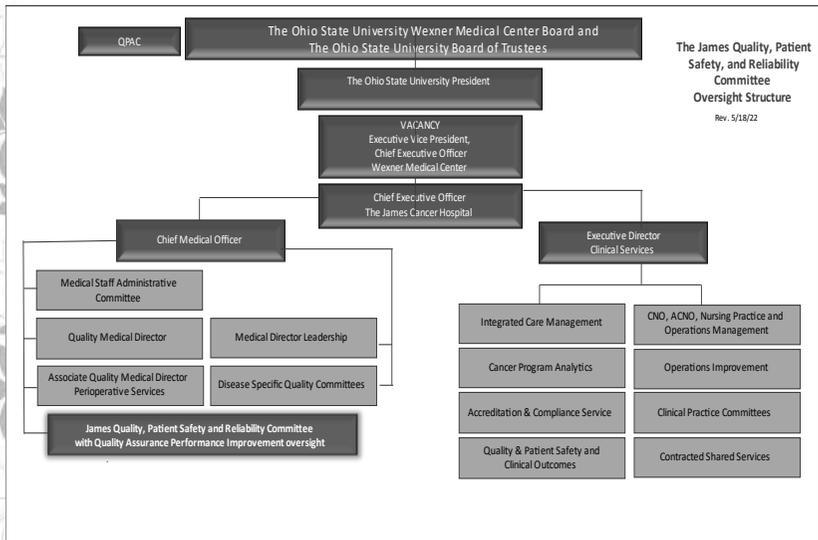
The Quality Leadership Council serves as the single, multidisciplinary quality and safety oversight committee for the OSUWMC. In accordance with the Long Range Quality Plan, The Quality Leadership Council utilizes criteria [**Attachment II**] to determine annual priorities for the health system that are reported in the Quality & Safety Scorecard [**Attachment III**].

OSUWMC Quality Oversight



July 2021

James Structure Overview



2

COMMITTEES:

Medical Center Board

The Medical Center Board is accountable to The Ohio State University Board of Trustees through the President and Executive Vice President (EVP) for Health Sciences and is responsible for overseeing the quality and safety of patient care throughout the Medical Center including the delivery of patient services, quality assessment, improvement mechanisms, and monitoring achievement of quality standards and goals.

The Medical Center Board receives clinical quality management, patient safety and service quality reports as scheduled, and provides resources and support systems for clinical quality management, patient safety and service quality functions, including medical/health care error occurrences and actions taken to improve patient safety and service. Board members receive information regarding the responsibility for quality care delivery or provision, and the Hospital's Clinical Quality Management, Patient Safety and Service Plan. The Medical Center Board ensures all caregivers are competent to provide services.

Quality Professional Affairs Committee

Composition:

The committee shall consist of: no fewer than four voting members of the university Wexner medical center board, appointed annually by the chair of the university Wexner medical center board, one of whom shall be appointed as chair of the committee. The chief executive officer of the Ohio state university health system; chief medical officer of the medical center; the director of medical affairs of the James; the medical director of credentialing for the James; the chief of the medical staff of the university hospitals; the chief of the medical staff of the James; the associate dean of graduate medical education; the chief quality and patient safety officer; the chief nurse executive for the OSU health system; and the chief nursing officer for the James shall serve as ex-officio, voting members. Such other members as appointed by the chair of the university Wexner medical center board, in consultation with the chair of the quality and professional affairs committee.

Function: The quality and professional affairs committee shall be responsible for the following specific duties:

- (1) Reviewing and evaluating the patient safety and quality improvement programs of the university Wexner medical center;
- (2) Overseeing all patient care activity in all facilities that are a part of the university Wexner medical center, including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians' office facilities;
- (3) Monitoring quality assurance performance in accordance with the standards set by the university Wexner medical center;
- (4) Monitoring the achievement of accreditation and licensure requirements;

- (5) Reviewing and recommending to the university Wexner medical center board changes to the medical staff bylaws and medical staff rules and regulations;
- (6) Reviewing and approving clinical privilege forms;
- (7) Reviewing and approving membership and granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;
- (8) Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying minimum approved criteria as determined by the university Wexner medical center board and are recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;
- (9) Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice;
- (10) Conducting peer review activities and recommending professional review actions to the university Wexner medical center board;
- (11) Reviewing and resolving any petitions by the medical staffs for amendments to any rule, regulation or policy presented by the chief of staff on behalf of the medical staff pursuant to the medical staff bylaws and communicating such resolutions to the university hospitals medical staff administrative committee and the James medical staff administrative committee for further dissemination to the medical staffs; and
- (12) Such other responsibilities as assigned by the chair of the university Wexner medical center board.

Medical Staff Administrative Committees (MSACs)

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The organized medical staff, under the direction of the Medical Director and the MSAC(s) for each institution, implements the Clinical Quality Management and Patient Safety Plan throughout the clinical departments.

The MSAC(s) reviews reports and recommendations related to clinical quality management, efficiency, patient safety and service quality activities. This committee has responsibility for evaluating the quality and appropriateness of clinical performance and service quality of all individuals with clinical privileges. The MSAC(s) reviews corrective actions and provides authority within their realm of responsibility related to clinical quality management, patient safety, efficiency, and service quality activities.

Quality Leadership Council (QLC):

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The QLC is responsible for designing and implementing systems and initiatives to enhance clinical care, outcomes and the patient experience throughout the integrated health care delivery system. The QLC serves as the oversight council for the Clinical Quality Management and Patient Safety Plan as well as the goals and tactics set forth by the Patient Experience Council.

Clinical Practice Guideline Committee (CPGC)

Composition:

The CPGC consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Information Technology, Pharmacy, Nursing, and other allied health professionals. An active member of the medical staff chairs the committee. The CPGC reports to QLC and shares pertinent information with the Medical Staff Administrative Committees.

Function:

1. Develop and update evidence-based clinical practice guidelines and best practices to support the delivery of patient care that promotes high quality, safe, efficient, effective, and patient centered care.
2. Develop and implement Health System-specific resources and tools to support evidence-based guideline recommendations and best practices to improve patient care processes, reduce variation in practice, and support health care education.
3. Develop measures to evaluate guideline use, processes, and outcomes of care.

Clinical Quality and Patient Safety Committee (CQPSC)

Composition:

The CQPSC consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Information Technology, Nursing, Pharmacy, Laboratory, Respiratory Therapy, Diagnostic Testing and Risk Management. An active member of the Medical Staff chairs the Committee. The committee reports to QLC and additional committees as deemed applicable.

Function:

1. Creates a culture of safety which promotes organizational learning and minimizes individual blame or retribution for reporting or involvement in a medical/health care error.
2. Assure optimal compliance with patient safety-related accreditation standards.
3. Proactively identifies risks to patient safety and initiates actions to reduce risk with a focus on process and system improvement.
4. Oversees completion of proactive risk assessment as required by TJC.
5. Oversees education & risk reduction strategies as they relate to Sentinel Event Alerts from TJC.
6. Provides oversight for clinical quality management committees.
7. Evaluates and, when indicated, provides recommendations to improve clinical care and outcomes.

8. Ensures actions are taken to improve performance whenever an undesirable pattern or trend is identified.
9. Receive reports from committees that have a potential impact on the quality & safety in delivering patient care.

Patient Experience Council

Composition:

The Patient Experience Council consists of executive, physician, and nursing leadership spanning the inpatient and outpatient care settings. The Council is co-chaired by the Chief Nurse Executive for the Health System, The Chief Administrative Officer for the Hospitals Division, and Chief Quality and Patient Safety Officer. The committee reports to the QLC and reports out to additional committees as applicable. The Council's key strategic initiatives center on empathy, trust, and personal connections as well as leveraging technology to enhance communication with patients and families.

Function:

1. Create a culture and environment that delivers an unparalleled patient experience consistent with the OSU Medical Center's mission, vision and values focusing largely on service quality.
2. Set strategic goals and priorities for improving the patient experience to be implemented by area specific patient experience councils and teams.
3. Serve as a communication hub reporting out objectives and performance to the system.
4. Serve as a coordinating body for subcommittees working on specific aspects of the patient experience.
5. Measure and review voice of the customer information in the form of Patient and Family Experience Advisor Program and related councils, patient satisfaction data, comments, letters and related measures.
6. Monitor publicly reported and other metrics used by various payers to ensure optimal reimbursement.
7. Collaborate with other departments to reward and recognize faculty and staff for service excellence performance.

Clinical Resource Utilization Committee (CRU)

Composition:

The CRU committee consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Case Management, Financial Services, Information Technology, and Nursing. The Utilization Management Medical Director chairs the committee. CRU reports to QLC, Health System Committee, and shares pertinent information with the Medical Staff Administrative Committees.

Function:

1. Promote the efficient utilization of resources for patients while assuring the highest quality of care.
2. Direct the development of action plans to address identified areas of improvement.
3. Resolve or escalate barriers related to clinical practice patterns in the health care delivery system, which impede the efficient, appropriate utilization of resources.

4. Review patients for appropriate level of care (e.g., inpatient, observation, outpatient, extended care facility, etc.) and for the efficiency and effectiveness of professional services rendered (physician, nursing, lab, therapists).
5. Ensure compliance with regulatory requirements related to utilization management (ie: RAC Audits, denial management, etc.).
6. Administration of the Utilization Management Plan.

Key areas of focus:

- Availability and appropriateness of clinical resources and services
- Billing compliance
- Denial management reporting
- Avoidable Hospital days
- VAF reports (help with utilization issues)
- LOS
- Case management issues as new software and workflows are introduced
- Readmissions
- CMS conditions of participation
- Being nimble as new CMS directives are introduced
- How do other hospitals in the system fit into the UM work plan/CMD conditions of participation

Practitioner Evaluation Committee (PEC)

Composition:

The Practitioner Evaluation Committee (PEC) is the Peer Review committee that provides medical leadership in overseeing the Peer Review process. The PEC is co-chaired by the CQPSO and a CMO appointee. The committee is composed of the Chair of the Clinical Quality and Patient Safety Committee, physicians, and advanced practice licensed health care providers from various business units & clinical areas as appointed by the CMO & Physician in Chief at the James. The Medical Center CMO & Physician-in-Chief at the James serves Ex- Officio.

Function:

1. Provide leadership for the clinical quality improvement processes within The OSU Health System.
2. Provide clinical expertise to the practitioner peer review process within The OSU Health System by thorough and timely review of clinical care and/or patient safety issues referred to the Practitioner Evaluation Committee.
3. Advises the CMO & Director of Medical Affairs at the James regarding action plans to improve the quality and safety of clinical care at the Health system.
4. Develop follow up plans to ensure action is successful in improving quality and safety.

Health System Information Technology Steering (HSITS)

Composition:

The HSITS is a multi-disciplinary group chaired by the Chief Medical Information Officer of The Ohio State University Health System.

Function:

The HSITS shall oversee Information Technology technologies on behalf of The Ohio State University Health System. The committee will be responsible for overseeing technologies and related processes currently in place, as well as reviewing and overseeing the replacement and/or introduction of new systems as well as related policies and procedures. The individual members of the committee are also charged with the responsibility to communicate and receive input from their various communities of interest on relevant topics discussed at committee meetings.

Sentinel Event Team

Composition:

The OSU Health System Sentinel Event Team (SET) includes an Administrator, the Chief Quality and Patient Safety Officer, the Administrative Director for Quality & Patient Safety, a member of the Physician Executive Council, a member of the Nurse Executive Council, representatives from Quality and Operations Improvement and Risk Management and other areas as necessary.

Function:

1. Approves & makes recommendations on sentinel event determinations and teams, and action plans as received from the Sentinel Event Determination Group.
2. Evaluates findings, recommendations, and approves action plans of all root cause analyses.

The Sentinel Event Determination Group (SEDG)

The SEDG is a sub-group of the Sentinel Event Team and determines whether an event will be considered a sentinel event or near miss, assigns the Root Cause Analysis (RCA) Executive Sponsor, RCA Workgroup Leader, RCA Workgroup Facilitator, and recommends the Workgroup membership to the Executive Sponsor. When the RCA is presented to the Sentinel Event Team, the RCA Workgroup Facilitator will attend to support the members.

Composition:

The SEDG voting membership includes the CQPSO or designee, Director of Risk Management, and Quality Director of respective business unit for where the event occurred (or their designee). Additional guests attend as necessary.

Event Classification Team (ECT) - New

The ECT is a sub-group of the Sentinel Event Team and the Provider Evaluation Committee and is a second tier for determining the status of an event (see attachment VI). The events reviewed by this committee include all those with a Harm Score from 7-9 as well as those referred there by an initial review team. The team can decide to close an event or send it on to the appropriate committee for a final decision. This process us to occur within 7 days of an event being reported.

Composition:

The membership includes the CQPSO or designee, members of the Quality & Patient Safety team, and representation from the medical/nursing staff of each business unit.

Clinical Quality & Patient Safety Sub-Committees

Composition:

For the purposes of this plan, Quality & Patient Safety Sub-Committees will refer to any standing committee or sub-committee functioning under the Quality Oversight Structure. Membership on these committees will represent the major clinical and support services throughout the hospitals and/or clinical departments. These committees report, as needed, to the appropriate oversight committee(s) defined in this Plan.

Function:

Serve as the central resource and interdisciplinary work group for the continuous process of monitoring and evaluating the quality and services provided throughout a hospital, clinical department, and/or a group of similar clinical departments.

UH Quality Council

Composition:

The committee will be led by the UH Triad Leaders for Quality & Patient Safety. The core members represent leaders from administration, surgery, medicine, nursing, pharmacy, analytics and GME.

Function: Review quality KPIs and improvement initiatives; discuss challenges and barriers; communicate decisions and share updates for broader awareness; and initiate task forces to address issues/ opportunities. Each KPI will have an Oversight Team that is responsible for providing direction on opportunities, chartering workgroups, and overseeing action plan development/implementation.

Process Improvement Teams

Composition:

For the purposes of this plan, Process Improvement Teams are any ad-hoc committee, workgroup, team, taskforce etc. that function under the Quality Oversight Structure and are generally time-limited in nature. Process Improvement Teams are comprised of owners or participants in the process under study. The process may be clinical (e.g. prophylactic antibiotic administration or not clinical (e.g. appointment availability). Generally, the members fill the following roles: team leader, facilitator, physician advisor, administrative sponsor, and technical expert.

Function:

Improve current processes using traditional QI tools and by focusing on customer needs.

ROLES AND RESPONSIBILITIES:

Clinical quality management, patient safety & service excellence are the responsibilities of all staff members, volunteers, visitors, patients and their families.

Executive Vice President

The EVP leads all seven health science colleges and the \$3.7-billion Wexner Medical Center Enterprise which includes seven hospitals, a nationally ranked college of medicine, 20-plus research institutes, multiple ambulatory sites, an accountable care organization and a health plan. Additionally, the EVP serves as the Chief Executive Officer for Wexner Medical Center and serves in an ex-officio role

for the Wexner Board of Trustees, as well as being the Chairman for the Quality and Professional Affairs committee which is a Board committee.

Chief Operating Officer (COO)

The COO for the Medical Center is responsible for providing leadership and oversight for the overall Clinical Quality Management and Patient Safety Plan across the OSUWMC.

Chief Clinical Officer (CCO)

The CCO for the Medical Center is responsible for facilitating the implementation of the overall Clinical Quality Management, Patient Safety & Service Plan at OSUWMC. The CMO is responsible for facilitating the implementation of the recommendations approved by the various committees under the Leadership Council for Clinical Quality, Safety & Service.

Chief Quality and Patient Safety Officer (CQPSO)

The CQPSO reports to the Chief Clinical Officer and provides oversight and leadership for the OSUWMC in the conceptualization, development, implementation and measurement of OSUWMC approach to quality, patient safety and adverse event reduction.

Associate Chief Quality and Patient Safety Officers

The Associate Chief Quality and Patient Safety Officers supports the CQPSO in the development, implementation and measurement of OSUWMC's approach to quality, safety and service.

Medical Director/Director of Medical Affairs

Each business unit Medical Director is responsible for the implementation and oversight of the Clinical Quality Management, Patient Safety & Service Plan. Each Medical Director is also responsible for reviewing the recommendations from the Clinical Quality Management, Patient Safety & Service Plan.

Associate Medical Directors

The Associate Medical Directors assist the CQPSO in the oversight, development, and implementation of the Clinical Quality Management, Patient Safety & Service Plan as it relates to the areas of quality, safety, evidence-based medicine, clinical resource utilization and service.

Chief Administrative Officers – Acute Care Division/Post-Acute and Home-Based Care Division/Outpatient and Ambulatory Division/Clinical and Physician Network

The OSUWMC Chief Administrative Officers are responsible to the Board for implementation of the Clinical Quality Management Patient Safety & Service Plan for their respective divisions.

Business Unit Executive Directors

The OSU Health System staff, under the direction of the Health System Chief Administrative Officer and Hospital Administration, implements the program throughout the organization. Hospital Administration provides authority and supports corrective actions within its realm for clinical quality management and patient safety activities.

Clinical Department Chief and Division Directors:

Each department chairperson and division director is responsible for ensuring the standards of care and service are maintained within their department/division. In addition, department chairpersons/division director may be asked to implement recommendations from the Clinical Quality Management Patient

Safety & Service Plan, or participate in corrective action plans for individual physicians, or the division/department as a whole.

Medical Staff

Medical staff members are responsible for achieving the highest standard of care and services within their scope of practice. As a requirement for membership on the medical staff, members are expected and must participate in the functions and expectations set forth in the Clinical Quality Management, Patient Safety, & Service Plan. In addition members may be asked to serve on quality management committees and/or quality improvement teams.

A senior quality council with representation from each medical staff department through a faculty quality liaison will support the overall Quality Program reporting to the Leadership Council for Clinical Quality, Safety & Service.

House Staff Quality Forum (HQF)

The House Staff Quality Forum (HQF) is comprised of representatives from each Accreditation Council for Graduate Medical Education (ACGME) program. HQF has Executive Sponsorship from the CQPSO and the Associate CQPSO.

The purpose of the HQF is to provide post-graduate trainees an opportunity to participate in clinical quality, patient safety and service-related initiatives while incorporating the perspective of the frontline provider. HQF will work on quality, safety and service-related projects and initiatives that are aligned with the health system goals and will report to the Clinical Quality and Patient Safety committee. The Chair HQF will serve as a member of the Leadership Council.

Nursing Quality

The primary responsibility of the Nursing Quality and Evidence-Based Practice (EBP) Department is to monitor and evaluate internal nurse sensitive indicator (NSI) data, submit NSI data to the National Database for Nursing Quality Indicators (NDNQI), review benchmark data and identify opportunities for improvement, use the literature to guide recommended changes to nursing practice and policy, coordinate and facilitate nursing quality improvement initiatives, facilitate participation/collaboration with system-wide patient safety activities, and use EBP and research to improve both the delivery and outcomes of personalized nursing care.

Nursing Quality team members serve as internal consultants for the development and evaluation of quality improvement, patient safety, and EBP activities. The department maintains human and technical resources for team facilitation, use of performance improvement tools, data collection, statistical analysis, and reporting. The Nursing Quality and Evidence-Based Practice Department collaborates with the OSUWMC Hospital Quality and Operations Department.

Hospital Department Directors

Each department director is responsible for ensuring the standards of care and service are maintained or exceeded within their department. Department directors are responsible for implementing, monitoring, and evaluating activities in their respective areas and assisting medical staff members in developing appropriate mechanisms for data collection and evaluation. In addition, department directors may be asked to implement recommendations from the Clinical Quality Management, Patient Safety & Service Plan or participate in corrective action plans for individual employees or the

department as a whole. Department directors provide input regarding committee memberships, and serve as participants on quality management committees and/or quality improvement teams.

Health System Staff

Health System staff members are responsible for ensuring the standards of care and services are maintained or exceeded within their scope of responsibility. The staff is involved through formal and informal processes related to clinical quality improvement, patient safety and service quality efforts, including but not limited to:

- Reporting events that reach the patient and those that almost reach the patient via the internal Patient Safety Reporting System
- Suggesting processes to improve quality, safety and service
- Monitoring activities and processes, such as patient complaints and patient satisfaction participating in focus groups
- Attending staff meetings
- Participating in efforts to improve quality and safety including Root Cause Analysis and Proactive Risk Assessments

Quality and Operations Improvement Department:

The primary responsibility of the Quality and Operations Improvement (Q&OI) Department is to coordinate and facilitate clinical quality management and patient safety activities throughout the Health System. The primary responsibility for the implementation and evaluation of clinical quality management and patient safety activities resides in each department/program; however, the Q&OI staff also serves as an internal consultant for the development and evaluation of quality management and patient safety activities. The Q&OI Department maintains human and technical resources for team facilitation, use of performance improvement tools, data collection, statistical analysis, and reporting.

The department is comprised of five main functions – Clinical Quality, Patient Safety, Analytics, Disease and Outcome Management, and Peer Review. Attachment V shows the current Organizational Chart with a brief summary of each team.

Patient Experience Department

The primary responsibility of the Patient Experience Department is to coordinate and facilitate a service-oriented approach to providing healthcare throughout the Health System. This is accomplished through both strategic and program development as well as through managing operational functions within the Health System. The implementation and evaluation of service-related activities resides in each department/program; however, the Patient Experience staff also serves as an internal consultant for the development and evaluation of service quality activities as well as a representative of the “voice of the patient” throughout the organization by reflecting or providing patient feedback to shape decision making. The Patient Experience Department maintains human and technical resources for interpreter services, information desks, patient relations, pastoral care, team facilitation, survey management, and performance improvement. The department also oversees the Patient and Family Experience Advisor Program which is a group of current/former patients, or their primary caregivers, who have had

experiences at any OSU facility. These individuals are volunteers who serve as advisory members on committees and workgroups, complete public speaking engagements and review materials.

Approach to Clinical Quality, Patient Safety & Service Management:

The OSU Health System approach to clinical quality management, patient safety, and service is leadership-driven and involves significant staff and physician participation. Clinical quality management patient safety and service activities within the Health System are multi-disciplinary and based on the Health System’s mission, vision, values, and strategic plan. It embodies a culture of continuously measuring, assessing, and initiating changes including education in order to improve outcomes. The Health System employs the following principles of continuous quality improvement in its approach to quality management and patient safety:

Long Range Quality Plan – New

A long-range quality plan has been approved to guide focused priorities for FY 23-27 (see attachment VII). The goal is to achieve industry leading performance on quality, safety, and patient satisfaction measures within five years.

Principles

The principles of providing high quality, safe care support the Institute of Medicines Six Aims of Care:

- Safe
- Timely
- Effective
- Efficient
- Equitable
- Patient-centered

These principles are:

Customer Focus: Knowledge and understanding of internal and external customer needs and expectations.

Leadership & Governance: Dedication to continuous improvement instilled by leadership and the Board.

Education: Ongoing development and implementation of a curriculum for quality, safety & service for of all staff, employees, clinicians, patients, and students.

Everyone is involved: All members have mutual respect for the dignity, knowledge, and potential contributions of others. Everyone is engaged in improving the processes in which they work.

Data Driven: Decisions are based on knowledge derived from data. Both data as numerator only as well as ratios will be used to gauge performance

Process Improvement: Analysis of processes for redesign and variance reduction using a scientific approach.

Continuous: Measurement and improvement are ongoing.

Just Culture: A culture that is open, honest, transparent, collegial, team-oriented, accountable and non-punitive when system failures occur.

Personalized Health Care: Incorporate evidence based medicine in patient centric care that considers the patient’s health status, genetics, cultural traditions, personal preferences, values family situations and lifestyles.

Model:

Systematic Approach/Model to Process Improvement

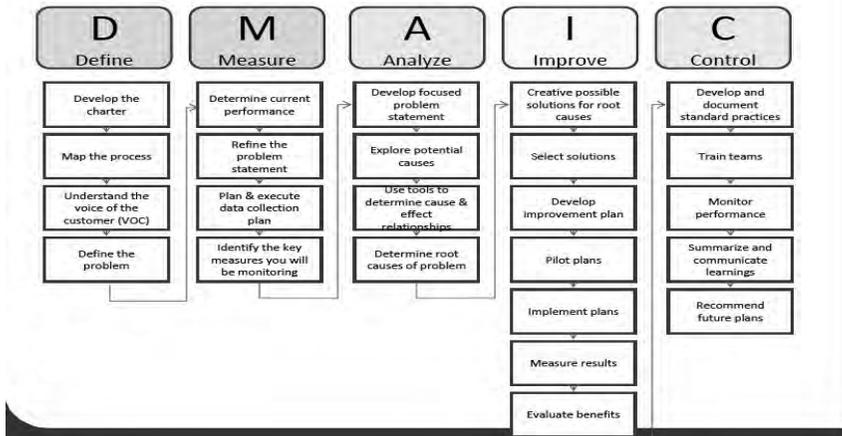
The OSU Medical Center embraces change and innovation as one of its core values. Organizational focus on process improvement and innovation is embedded within the culture through the use of a general Process Improvement Model that includes 1) an organizational expectation that the entire workforce is responsible for enhancing organizational performance, 2) active involvement of multidisciplinary teams and committees focused on improving processes and 3) a toolkit* of process improvement methodologies and expert resources that provide the appropriate level of structure and support to assure the deliverables of the project are met with longer term sustainability.

*The Process Improvement Toolkit

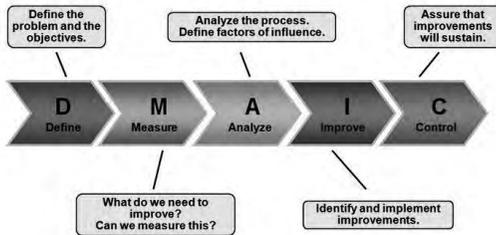
Methodology
PDCA
Rapid Cycle Improvement
DMAIC
Lean Principles

Recognizing the need for a systematic approach for process improvement, the health system has traditionally utilized the PDCA methodology. While PDCA has the advantage of being easily understood and applied as a systematic approach, it also has the limitation of not including a “control step” to help assure longer term sustainability of the process improvement. To address this need for additional structure at the end of the project, the DMAIC model was added to the toolkit. With the increased organizational emphasis on utilizing metric-driven approaches to reducing unintended medical errors, eliminating rework, and enhancing the efficiency/effectiveness of our work processes, the DMAIC methodology will be instrumental as a tool to help focus our process improvement efforts.

The DMAIC Roadmap



DMAIC Roadmap



Consistent Level of Care:

Certain elements of The OSU Health System Clinical Quality Management, Patient Safety, & Service Plan assure that patient care standards for the same or similar services are comparable in all areas throughout the health system:

- Policies and procedures and services provided are not payer driven.
- Application of a single standard for physician credentialing.
- Health system monitoring tools to measure like processes in areas of the Health System.
- Standardize and unify health system policies and procedures that promote high quality, safe care.

Performance Transparency:

The Health System Medical and Administrative leadership, working with the Board has a strong commitment to transparency of performance as it relates to clinical, safety and service performance. Clinical outcome, service and safety data are shared on the external OSUMC website for community viewing. The purpose of sharing this information is to be open and honest about OSUMC performance and to provide patients and families with information they can use to help make informed decisions about care and services.

Performance data are also shared internally with faculty and staff through a variety of methods. The purpose of providing data internally is to assist faculty and staff in having real-time performance results and to use those results to drive change and improve performance when applicable. On-line performance scorecards have been developed to cover a variety of clinical quality, safety and service metrics. When applicable, on-line scorecards provide the ability to “drilldown” on the data by discharge service, department and nursing unit. In some cases, password authentication also allows for practitioner-specific data to be viewed by Department Chairs and various Quality and Administrative staff. Transparency of information will be provided within the limits of the Ohio law that protects attorney–client privilege, quality inquiries and reviews, as well as peer review.

Confidentiality:

Confidentiality is essential to the quality management and patient safety process. All records and proceedings are confidential and are to be marked as such. Written reports, data, and meeting minutes are to be maintained in secure files. Access to these records is limited to appropriate administrative personnel and others as deemed appropriate by legal counsel. As a condition of staff privilege and peer review, it is agreed that no record, document, or proceeding of this program is to be presented in any hearing, claim for damages, or any legal cause of action. This information is to be treated for all legal purposes as privileged information. This is in keeping with the Ohio Revised Code 121.22 (G)-(5) and Ohio Revised Code 2305.251.

Conflict of Interest:

Any person, who is professionally involved in the care of a patient being reviewed, should not participate in peer review deliberations and voting. A person is professionally involved if they are responsible for patient care decision making either as a primary or consulting professional and/or have a financial interest (as determined by legal counsel) in the case under review. Persons who are professionally involved in the care under review are to refrain from participation except as requested by the appropriate administrative or medical leader. During peer review evaluations, deliberations, or voting, the chairperson will take steps to avoid the presence of any person, including committee members, professionally involved in the care under review. The chairperson of a committee should resolve all questions concerning whether a person is professionally involved. In cases where a committee member is professionally involved, the respective chairperson may appoint a replacement member to the committee. Participants and committee members are encouraged to recognize and

disclose, as appropriate, a personal interest or relationship they may have concerning any action under peer review.

Determining Priorities:

The OSU Health System has a process in place to identify and direct resources toward quality management, patient safety, and service activities. The Health System's criteria are approved and reviewed by QLC and the Medical Center Board. The prioritization criteria are reevaluated annually according to the mission and strategic plan of the Health System. The leaders set performance improvement priorities and reevaluate annually in response to unusual or urgent events.

Data Measurement and Assessment

Methods for Monitoring



Determination of data needs

Health system data needs are determined according to improvement priorities and surveillance needs. The Health System collects data for monitoring important processes and outcomes related to patient care and the Health System's functions. In addition, each department is responsible to identify quality indicators specific to their area of service. The quality management committee of each area is responsible for monitoring and assessment of the data collected.

External reporting requirements

There are a number of external reporting requirements related to quality, safety, and service. These include regulatory, governmental, payer, and specialty certification organizations. An annual report is given to the Compliance Committee to ensure all regulatory requirements are met.

Collection of data

Data, including patient demographic and clinical information, are systematically collected throughout the Health System through various mechanisms including:

- Administrative and clinical registries and databases
- Retrospective and concurrent medical record review (e.g., infection surveillance)
- Reporting systems (e.g., patient safety reporting system)
- Surveys (i.e. patients, families, and staff)

Assessment of data

Statistical methods such as control charts, g-charts, confidence intervals, and trend analysis are used to identify undesirable variance, trends, and opportunities for improvement. The data is compared to the Health System's previous performance, external benchmarks, and accepted standards of care are used to establish goals and targets. Annual goals are established as a means to evaluate performance. Where appropriate, OSUWMC has adopted the philosophy of setting multi-year aspirational targets. Annual targets are set as steps to achieve the aspirational goal.

Surveillance system

The Health System systematically collects and assesses data in different areas to monitor and evaluate the quality and safety of services, including measures related to accreditation and other requirements. Data collection also functions as a surveillance system for timely identification of undesired variations or trends in quality indicators.

Quality & Safety Scorecard

The Quality and Safety Scorecard is a set of health system-wide indicators related to those events considered potentially preventable. The Quality & Safety Scorecard covers the areas such as, hospital-acquired infections, falls, patient safety indicators, mortality, length-of-stay, readmissions, and patient experience. The information is shared in various Quality forums with staff, clinicians, administration, and the Boards. The indicators to be included in the scorecard are reviewed each year to represent the priorities of the quality and patient safety program [Attachment III].

Vital Signs of Performance

The Vital Signs of Performance is an online dashboard available to everyone in the Medical Center with a valid user account. It shows Mortality, Length of Stay, Patient Safety Indicator, and Readmission data over time and compared to goals and external benchmarks. The data can be displayed at the health system, business unit, clinical service, and nurse station level.

Patient Satisfaction Dashboard

The Patient Satisfaction dashboard consists of patient experience indicators and comments gathered from surveys after discharge or visit to a hospital or outpatient area. The dashboard covers performance in areas such as overall experience, physician communication, nurse communication, responsiveness, and environment. It also measures process indicators, such as joint physician-nurse rounding and nurse

leader rounding, as well as serves as a resource for best practices. The information contained on the dashboard is shared in various forums with staff, clinicians, administration, including the Boards. Performance on many of these indicators serves as annual goals for leaders and members of clinical and patient facing teams.

Quality, Patient Safety, and Service Educational Information

Education is identified as a key principle for providing safe, high quality care, and excellent service for our patients. There is on-going development and implementation of a curriculum for quality, safety & service of all staff, employees, clinicians, patients, and students. There are a variety of forums and venues utilized to enhance the education surrounding quality and patient safety including, but not limited to:

- On line videos
- Quality & Patient Safety Simulcasts
- Newsletters
- Classroom forums
- Simulation Training
- Computerized Based Learning Modules
- Partnerships with IHI Open School
- Curriculum Development within College of Medicine
- Websites (internal OneSource and external OSUMC)
- Patient Safety Lessons Learned
- Patient Safety Alerts

Benchmark data

Both internal and external benchmarking provides value to evaluating performance.

Internal Benchmarking

Internal benchmarking uses processes and data to compare OSUMCs performance to itself overtime. Internal benchmarking provides a gauge of improvement strategies within the organization.

External Benchmarking

OSUWMC participates in various database systems, clinical registries and focused benchmarking projects to compare performance with that of peer institutions. Vizient, The US News & World Report, National Database of Nursing Quality Indicators, and The Society of Thoracic Surgery are examples of several external organizations that provide benchmarking opportunities.

Design and evaluation of new processes

- New processes are designed and evaluated according to OSUWMC's ambition, mission, vision, values, priorities, and are consistent with sound business practices.
- The design or re-design of a process may be initiated by:
 - Surveillance data indicating undesirable variance
 - Patients, staff, or payers perceive the need to change a process
 - Information from within the organization and from other organizations about potential risks to patient safety, including the occurrence of sentinel events
- Review and assessment of data and/or review of available literature confirm the need

Performance Based Physician Quality & Credentialing

Performance-based credentialing ensures processes that assist to promote the delivery of quality and safe care by physicians and advanced practice licensed health care providers. Both Focused Professional Practice Evaluation (FPPE) and Ongoing Professional Practice Evaluation (OPPE) occur. Focused Professional Practice Evaluation (FPPE) is utilized on 3 occasions: initial appointment, when a Privileged Practitioner requests a new privilege, and for cause when questions arise regarding the practitioner's ability to provide safe, high quality patient care. Ongoing Professional Practice Evaluation (OPPE) is performed on an ongoing basis (every 6 months).

Profiling Process:

- Data gathering from multiple sources
- Report generation and indicator analysis
- Department chairs (division directors as well) have online access 24/7 to physician profiles for their ongoing review
 - Individual physician access to their profiles 24/7
- Discussion at Credentialing Committee
- Final Recommendation & Approval:
 - Medical Staff Administrative Committees
 - Medical Director
 - Hospital Board

Service-Specific Indicators

Several of the indicators are used to profile each physician's performance. The results are included in a physician profile [**Attachment IV**], which is reviewed with the department chair as part of credentialing process.

The definition of service/department specific indicators is the responsibility of the director/chair of each unit. The performance in these indicators is used as evidence of competence to grant privileges in the re-appointment process. The clinical departments/divisions are required to collect the performance information as necessary related to these indicators and report that information to the Department of Quality & Operations Improvement.

Purpose of Medical Staff Evaluation

- To monitor and evaluate medical staff performance ensuring a competent medical staff
- To integrate medical staff performance data into the reappointment process and create the foundation for high quality care, safe, and efficacious care
- To provide periodic feedback and inform clinical department chairs of the comparative performance of individual medical staff
- To identify opportunities for improving the quality of care

Annual Approval and Continuous Evaluation

The Clinical Quality Management, Patient Safety & Service Plan is approved by the QLC, the Medical Staff Administrative Committees, and the Medical Center Board on an annual basis. The annual evaluation includes a review of the program activities and an evaluation of the effectiveness of the structure. The progress and priorities are continuously evaluated throughout the year through monitoring outcomes, processes, and trends found in clinical reviews.

Attachment I: Contract Evaluation Template

Contract Evaluation Template

OH State of Contract Review

Name: _____ License From: _____
 Department: _____ Year of Contract: _____
 Contract Number: _____ Medical Staff Number: _____
 Date Contract Signed: _____ Contract Expires: _____

1. Are the contract terms and conditions clearly defined and measurable?				
2. Are the contract terms and conditions fair and equitable to both parties?				
3. Are the contract terms and conditions consistent with applicable laws and regulations?				
4. Are the contract terms and conditions consistent with the organization's mission and values?				
5. Are the contract terms and conditions consistent with the organization's financial goals?				
6. Are the contract terms and conditions consistent with the organization's risk management strategy?				
7. Are the contract terms and conditions consistent with the organization's patient safety goals?				
8. Are the contract terms and conditions consistent with the organization's quality improvement goals?				
9. Are the contract terms and conditions consistent with the organization's information technology goals?				
10. Are the contract terms and conditions consistent with the organization's human resources goals?				
11. Are the contract terms and conditions consistent with the organization's community relations goals?				
12. Are the contract terms and conditions consistent with the organization's environmental goals?				
13. Are the contract terms and conditions consistent with the organization's overall strategic plan?				
14. Are the contract terms and conditions consistent with the organization's long-term vision?				
15. Are the contract terms and conditions consistent with the organization's core values?				
16. Are the contract terms and conditions consistent with the organization's reputation?				
17. Are the contract terms and conditions consistent with the organization's brand identity?				
18. Are the contract terms and conditions consistent with the organization's competitive advantage?				
19. Are the contract terms and conditions consistent with the organization's market position?				
20. Are the contract terms and conditions consistent with the organization's overall business strategy?				

The Ohio State University
 Wexner Medical Center

Attachment II: Priority Criteria

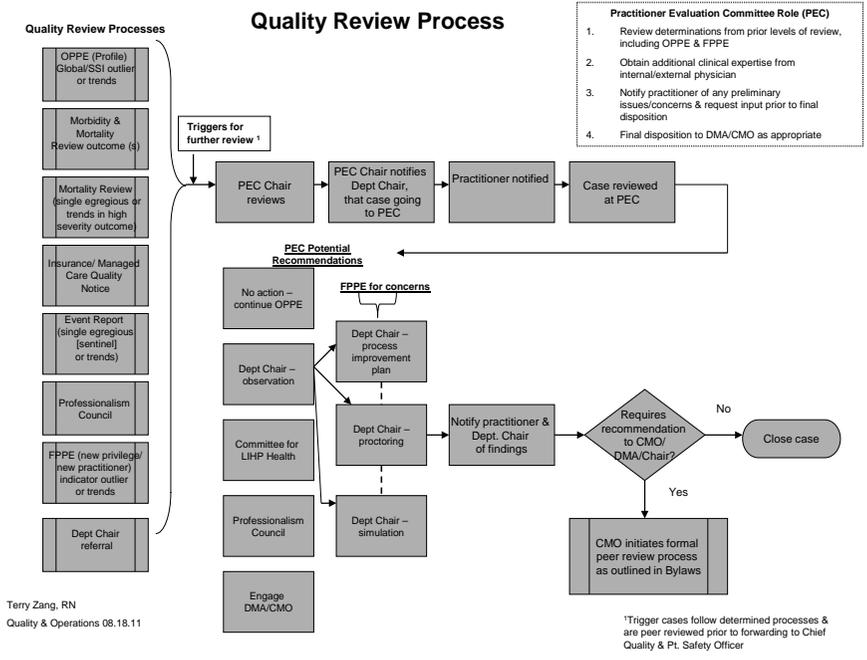
The following criteria are used to prioritize clinical value enhancement initiatives to ensure the appropriate allocation of resources.

1. Ties to strategic initiatives and is consistent with hospital's mission, vision, and values
2. Reflects areas for improvement in patient safety, appropriateness, quality, and/or medical necessity of patient care (e.g., high risk, serious events, problem-prone)
3. Has considerable impact on our community's health status (e.g., morbidity/mortality rate)
4. Addresses patient experience issues (e.g., access, communication, discharge)
5. Reflects divergence from benchmarks
6. Addresses variation in practice
7. Is a requirement of an external organization
8. Represents significant cost/economic implications (e.g., high volume)

Attachment III: QLC FY23 Priorities & Scorecard

Metric	FY 2022 Goal	FY 2023 Goal
CAUTI	0.91	TBD
CLABSI	1.45	TBD
CDI	6.62	TBD
SSI – COLO	7.78	TBD
SSI – HYST	2.67	TBD
MRSA	1.03	TBD
PSI-90	0.70	TBD
PSI10 – Post-Op AKI	7.52	TBD
PSI12 - Perioperative PE/DVT	2.23	TBD
PSI13 - Post-op Sepsis	8.51	TBD
Mortality Index (No James)	0.77	TBD
Overall Readmission Rate (No James)	9.87%	TBD
LOS Index (No James)	1.00	TBD
HCAHPS Overall (No James)	73.9%	TBD
CG-CAHPS Willingness to Recommend	91.7%	TBD
Ambulatory HVF Composite	20 points	TBD
Sepsis Bundle Compliance	47%	TBD
Patient Safety Events per 1,000 patient days	2.89	TBD

Attachment IV: Quality Review Process & Physician Performance Based Profile



Profile for **crmpw**
SERVICE: INTERNAL MEDICINE-CARDIOVASCULAR MEDICINE
 Profiles last viewed by Provider: **Nolan**

Status	Indicator	My Score	Peers Score	Target	SPC Alert	Current Period	9 Month Values		
							My Score	Peer Score	Start Month
A - Volume and Quality									
	CMI	n/a	2.03	n/a		Q2 2013	No Data	1.97	Feb 2013
	IP Discharges	n/a	14.6	n/a		Q2 2013	No Data	14.0	Feb 2013
★ ▼	IP LOS Index (DM_Exp Total Days)	0.83	1.06	1.00		Q1 2013	No Data	1.06	Feb 2013
▼	IP Procedures	4	42.7	n/a		Q2 2013	4	34.5	Mar 2013
▼	Observation Cases	0	1.85	n/a		Q2 2013	0	2.63	Feb 2013
▲	Outpatient Visits	189	107	n/a		Q2 2013	366	102	Feb 2013
B - Patient Care									
★ —	Admity Discrepancy	0	0.00	0		Q2 2013	0	1.00	Feb 2013
	Cath PCI Peri-procedure AMI	No Data	1.1%	n/a		Q2 2013	No Data	1.2%	Mar 2013
	Cath PCI Retroperticardial Bleed	No Data	0.3%	n/a		Q2 2013	No Data	0.2%	Mar 2013
	CM - AMI_2 Aspirin Prescribed at Discharge	n/a	81.2%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - AMI_3 ACEI or ARB for LVSD	n/a	24.6%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - AMI_5 Beta Blocker at Discharge	n/a	87.7%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - AMI_9 Inpatient Mortality	n/a	0.9%	0.0%		Q4 2012	No Data	No Data	No Data
	CM - HF_2 Evaluation of LVS Function	n/a	80.7%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - HF_3 ACEI or ARB for LVSD	n/a	40.8%	100.0%		Q4 2012	No Data	No Data	No Data
	ICD Registry CVA	No Data	0.0%	n/a		Q1 2013	No Data	0.0%	Mar 2013
★ ▼	IP Mort Index (DM_Exp)	0.60	0.60	0.78		Q1 2013	No Data	0.47	Feb 2013
—	Mortality Review	1	0.44	n/a		Q2 2013	1	1.37	Mar 2013
★ —	Mortality Sent for Peer Review	0	0.14	0		Q2 2013	0	1.07	Feb 2013
★ —	Mortality Peer Review #1 Score 4 or 5	0	0.00	0		Q2 2013	0	No Data	No Data
★ —	Quality Management Events - Standard of Care Not Met	0	0.04	0		Q2 2013	0	1.14	Mar 2013
—	Related Readmit 30 days	0.00%	3.34%	n/a		Q1 2013	No Data	3.10%	Feb 2013
	SSI CABG Procedures	No Data	0.0%	3.0%		Q2 2013	No Data	0.0%	May 2013
	SSI Pacemaker and AICD	No Data	0.0%	n/a		Q2 2013	No Data	0.0%	Apr 2013
C - Medical and Clinical Knowledge									
★ —	Formal Peer Reviews	0	0.00	0		Q2 2013	0	0.00	Feb 2013
E - Interpersonal and Communication									
★ —	Patient Complaints	0	0.02	0		Q2 2013	0	1.00	Mar 2013

Status	Indicator	My Score	Peer Score	Target	SPC Alert	Current Period	6 Month Values		
							My Score	Peer Score	Start Month
▼	Patient Satisfaction Area Score	98.6%	91.9%	n/a		Q2 2013	99.2%	91.5%	Feb 2013
G - Practice Based Learning and Improvement									
★	Surgical Team Safety Checklist Variances	0	0.00	0		Q2 2013	0	0.00	Feb 2013

Profile Generated: 09/04/2013 13:53:57
 Next Review Due: Aug 15, 2013

Reviewed By	Outcome	Notes
Jan 26 2013 r-hanson	Maintain privileges without modification	The Provider's performance meets expectations.

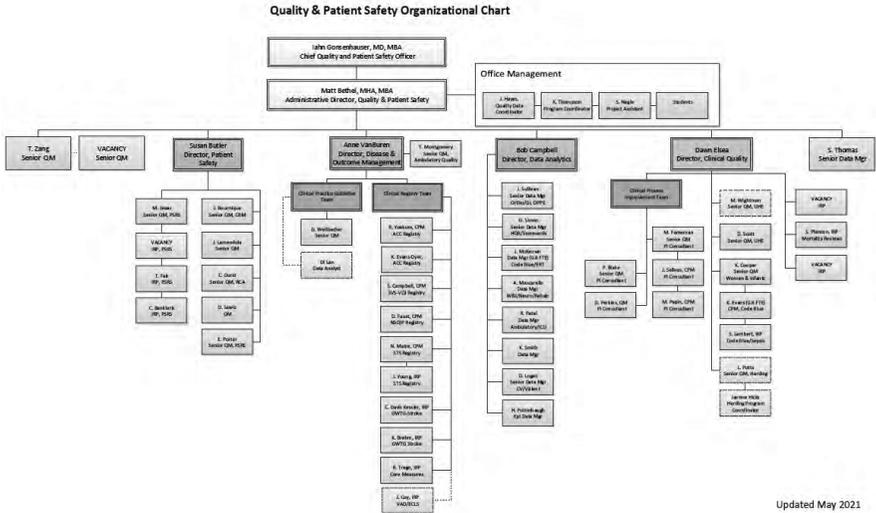
SPC Alert Legend

- Most recent period is below Lower Control Limit
- Most recent period is above Upper Control Limit
- Process shift: Most recent 6 periods are all above the Center Line
- Process shift: Most recent 6 periods are all below the Center Line
- Most recent 6 periods are all increasing
- Most recent 6 periods are all decreasing
- Green border: The alert is in a positive direction
- Red border: The alert is in a negative direction
- No border: There is no target direction for the indicator

For Practitioner Only only. This information is confidential per Ohio Revised Code Sec. 2305.24, 2305.25 and 2305.261 to 2305.293 and may not be shared, disclosed, or distributed outside of the quality improvement process. If the issuer of this communication is not an intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited.

This report is intended only for use in the treatment, assessment and operation of the entity listed herein. It is not intended to be used for any other purpose. If you are not the intended recipient of this information or the person responsible for receiving this document to the intended recipient, you are hereby notified that any dissemination, distribution, printing or copying of this document is strictly prohibited.

Attachment V: Quality Organizational Chart



Quality and Patient Safety Teams:

Clinical Quality:

The Clinical Quality Team focuses on process improvement across the enterprise through business unit committee facilitation and rapid cycle improvement teams based on opportunities found in metric review. Consultation for front line led improvement efforts is also provided.

Patient Safety:

- Oversee Patient Safety Reporting System process and review all events
- Facilitate SEDGE and Sentinel Event process
- Facilitate Crew Resource Management
- Review all National Patient Safety Goals and provide gap analysis
- Annual FMEA
- Oversee patient safety leadership rounds

Analytics

The Analytics team provides data support for all department activities related to process improvement, patient safety and peer review. Information is gathered from multiple sources including Epic, Vizient, Midas, Clinical Registry software, PSRS, and other systems as needed.

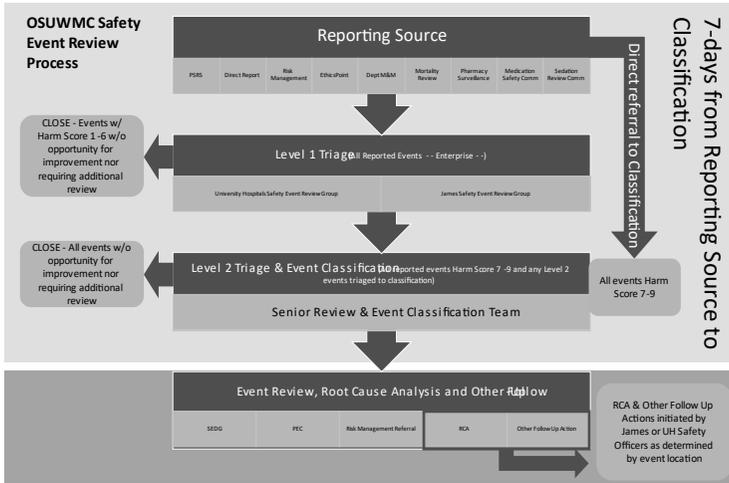
Disease and Outcome Management

The Disease and Outcome Management team oversees and facilitates the process for creation of clinical practice guidelines. This includes creation of the guideline, the approval process, developing and monitoring metrics associated with the guideline and updating it at least every two years. This team is closely tied with IT to create tools used to increase adherence to the guidelines.

Peer Review

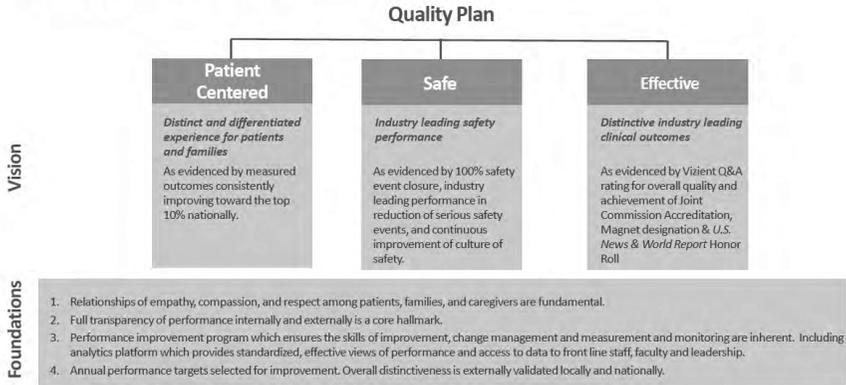
Quality oversees the Peer Review process across the entire medical staff. This includes facilitating the Provider Evaluation Committee, Ongoing Professional Practice Evaluation, responding to insurance inquiries and grievances, and monitoring all physician performance data. An evaluation was provided by an outside vendor and recommendations are currently being implemented.

Attachment VI: Safety Event Review Process



Attachment VII: Long Range Quality Plan

Long Range Quality Plan Patients First



Long Range Quality Plan: Foundations

- 

1 Relationships of empathy, compassion and respect among patients, families and caregivers are fundamental

Updated mission of WMC to include patient centeredness. Long Range Human Resource Plan: including faculty & staff engagement, OSU practices for Just Culture
- 

2 Full transparency of performance internally and externally is a core hallmark

Plan for OSU website updated to include full health system clinical performance completed in FY24
- 

3 Inherent competencies of measurement and monitoring, process improvement and change management.

Performance program which ensures 90% of all management is trained in DMAIC. Unified performance measurement platform and analytics data by FY24.
- 

4 Annual performance targets selected for improvement. overall distinctiveness is externally validated locally and nationally

See goal section for Long Range Targets for CMS, USNWR, Magnet, Leapfrog



Board of Trustees

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Columbus, OH 43210-1388

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trustees.osu.edu

SUMMARY OF ACTIONS TAKEN

August 17, 2022 – Legal, Audit, Risk & Compliance Committee Meeting

Voting Members Present:

Elizabeth P. Kessler
Alan A. Stockmeister

Jeff M.S. Kaplan
Elizabeth A. Harsh

Hiroyuki Fujita (ex officio)

Members Present via Zoom:

Michael Kiggin

Members Absent:

N/A

The Legal, Audit, Risk & Compliance Committee of The Ohio State University Board of Trustees convened on Wednesday, August 17, 2022, in person at Longaberger Alumni House on the Columbus campus and virtually over Zoom. Committee Chair Elizabeth Kessler called the meeting to order at 12:06 p.m.

PUBLIC SESSION

Ms. Kessler began by thanking Mr. Kiggin for agreeing to serve as vice chair of the newly renamed committee. In partnership with the Finance and Investment Committee, it was determined that this committee – previously the Legal, Risk & Compliance Committee – should have responsibility for the Board's audit oversight function. This change became effective at this meeting and a new committee charter will be presented for approval.

Items for Discussion:

1. **Annual Compliance Report:** Gates Garrity-Rokous, Vice President and Chief Compliance Officer, shared the university's annual compliance report. He covered four topics – the risk trends in the national higher education landscape, concern reporting, the university's status for FY22 and the Office of University Compliance and Integrity's plan for FY23. Nationally, there is a continuation of increased regulatory expectations and enforcement actions, which is especially true related to national security. Trends that are significantly impacting higher education include the transformation in the business model of athletics related to Name, Image and Likeness activities, as well as information security and privacy threats, especially in health care.
(See Attachment X for background information, page 249)
2. **Annual Government Affairs Update:** Stacy Rastauskas, Vice President for Government Affairs, was joined for this report by Trudy Bartley, Associate Vice President of Local and Community Relations; Brian Perera, Associate Vice President for State Relations; and Stan Skocki, Associate Vice President for Federal Relations based in Washington DC. Ms. Rastauskas and her team shared highlights from 2021-2022 at the federal, state and local levels, including their efforts to secure additional investment in Ohio State and their work on responding to policy changes that impact the university.
(See Attachment XI for background information, page 255)



THE OHIO STATE UNIVERSITY

3. External Auditor Introduction: Michael Papadakis, Senior Vice President and CFO, introduced David Gagnon, an audit partner in KPMG's Boston Office who serves as National Audit Industry Leader for Higher Education & Other Not-for-Profits. Following KPMG's selection as Ohio State's external auditor, Mr. Gagnon has been leading their audit of the university and several component entities. He noted that KPMG is in the final phase of their field work for the audit and they intend to return to the Board with their findings at the November meeting.

(See Attachment XII for background information, page 262)

Items for Action:

4. Approval of Minutes: No changes were requested to the May 19, 2022, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
5. Resolution No. 2023-13: Approval of the Legal, Audit, Risk & Compliance Committee Charter: Synopsis:
Approval of the Legal, Audit, Risk and Compliance Committee charter is proposed. WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and
WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and
WHEREAS the Board of Trustees created its Legal, Audit, Risk and Compliance Committee effective August 18, 2022; and
WHEREAS section 3335-1-02(C)(1)(e) of the *Bylaws of The Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Legal, Audit, Risk and Compliance Committee; and
WHEREAS the Legal, Audit, Risk and Compliance Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and
WHEREAS the Legal, Audit, Risk and Compliance Committee shall be governed by the rules set forth in this Legal, Audit, Risk and Compliance Committee charter:
NOW THEREFORE
BE IT RESOLVED, That the Board of Trustees hereby approves the attached Legal, Audit, Risk and Compliance Committee charter.

(See Appendix XII for background information, page 558)



THE OHIO STATE UNIVERSITY

6. Resolution No. 2023-14: Charter for the Internal Audit Department:

Synopsis: Approval of the amended charter for the Internal Audit Department is proposed.

WHEREAS in November 2004 the Board of Trustees adopted a charter for the Internal Audit Department; and

WHEREAS in May 2021 the Board of Trustees last adopted an amended and updated charter; and

WHEREAS to ensure comprehensive oversight of the university's Internal Audit Department and the university's operations through the adoption of best practices, it is important to update the charter for the university's Internal Audit Department periodically; and

WHEREAS the university's Internal Audit Department now reports to the Legal, Audit, Risk and Compliance Committee:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts the attached amended charter for the university's Internal Audit Department.

(See Appendix XIII for background information, page 563)

Action: Upon the motion of Ms. Kessler, seconded by Mr. Kaplan, the committee adopted the foregoing resolutions by unanimous voice vote with the following members present and voting: Ms. Kessler, Mr. Kiggin, Mr. Stockmeister, Mr. Kaplan, Mrs. Harsh, and Dr. Fujita.

EXECUTIVE SESSION

It was moved by Ms. Kessler, and seconded by Mr. Stockmeister, that the committee recess into executive session to consult with legal counsel regarding pending or imminent litigation, to consider business-sensitive trade secrets that are required to be kept confidential by federal and state statutes, and to discuss personnel matters regarding the appointment, employment and compensation of public employees.

A roll call vote was taken, and the committee voted to go into executive session with the following members present and voting: Ms. Kessler, Mr. Kiggin, Mr. Stockmeister, Mr. Kaplan, Mrs. Harsh and Dr. Fujita.

The committee entered executive session at 12:40 p.m. and the meeting adjourned at 2:10 p.m.

Annual Compliance Report

Gates Garrity-Rokous





Overview

- ✓ Compliance Risk Trends
- ✓ Focus Area: Concern Reporting
- ✓ FY22 Status
- ✓ FY2023 Compliance Plan

Compliance Risk Trends

Regulatory Expectations & Enforcement

- National security through compliance requirements
- Increased focus on administrative actions

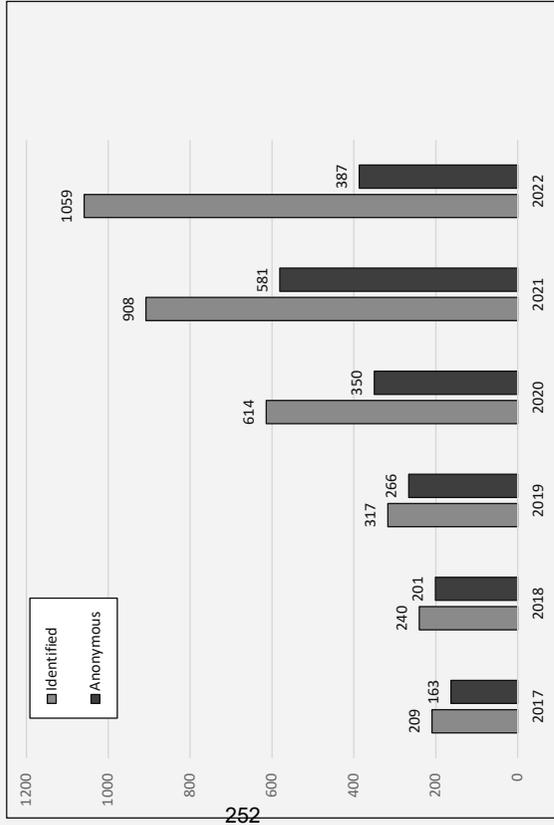
National Trends

- Transformation of athletics
- Higher education in national dialogue
- Information security and privacy threats, especially in healthcare

Research and Innovation Environment

- Innovation opportunities demand ever greater flexibility and speed

Focus Area: Concern Reporting



Navex Reports

Volume

- Concerns increasing, more complex
- Proportion of reports made anonymously is trending down

Topics

- Concern areas are consistent over time
- These include privacy, ethics, and financial concerns

Improvement opportunities

- Leverage existing best practices
- Reinforce leadership expectations
- Better communicate results

FY2022 Status: Summary

Key Regulatory Focus Areas

- Enforcement actions and investigations
- Information security and privacy
- Labor and employment

Enterprise for Research, Innovation & Knowledge

- Outside Activities & Conflicts of Interest Policy
- Research security

OSU Wexner Medical Center

- Support for further expansion
- HIPAA security and privacy
- Medicare billing

Athletics

- Name, Image & Likeness (NIL) activities
- Responding to NCAA major case

Shared Values

- Focus on leadership
- Embedding values in all aspects of operations
- Engaging with colleges and units

Compliance Organization

- Compliance Career Framework
- Peer Mentoring and Coaching

Process Expertise and Simplification Initiative

- Identification of Subject Matter Experts
- Best practices toolkit
- Critical process improvement projects
- Metrics and Reporting

FY2023 Compliance Plan: Summary

Key Regulatory Focus Areas

- Continue focus on enforcement actions and investigations
- Continue focus on information security and equity protections

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Enterprise for Research, Innovation & Knowledge

- Implement processes to support Outside Activities & Conflicts of Interest Policy
- Maintain improvement in research security

OSU Wexner Medical Center

- Continue focus on Medicare billing

Athletics

- Maintain support for expansion of NIL
- Flex to support changes to business model

Shared Values

- Continue to embed values in all aspects of operations
- Extend focus on concern reporting

Compliance Organization

- Address hybrid work issues
- Identify additional cross-organizational opportunities for best practice sharing and team development

Process Expertise and Simplification Initiative

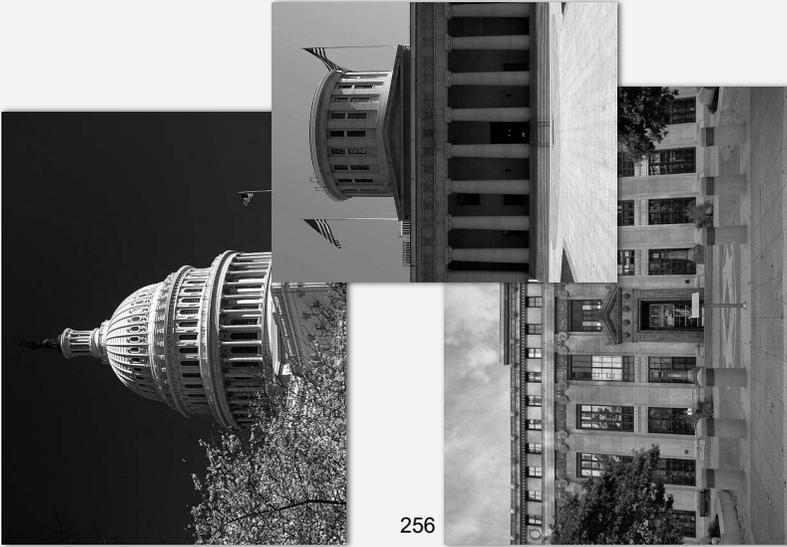
- Connect initiative with other university efforts

6



Office of Government Affairs Annual Update

Stacy Rastauskas, Vice President for Government Affairs
August 2022

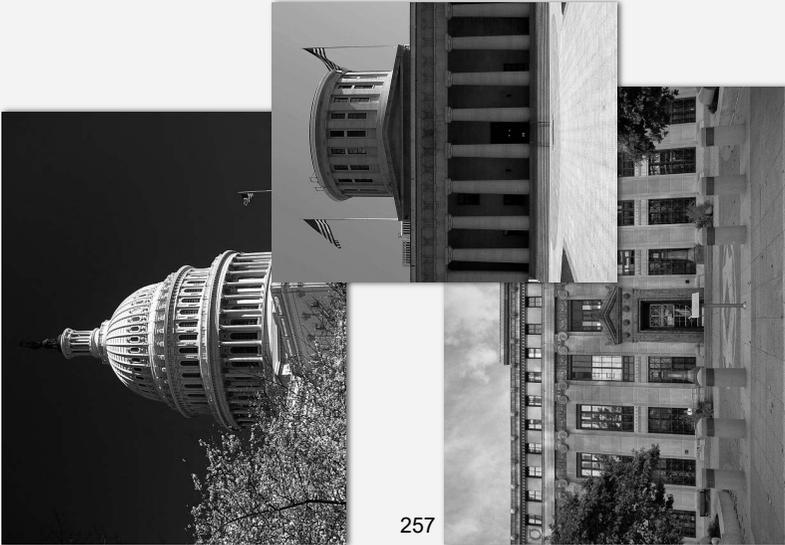


About Government Affairs

- Team of 20 focused on advancing university and medical center priorities at federal, state and local level
- Offices in Columbus, Ohio and Washington, D.C.
- Annual government investment into the university is \$1.48 billion

2021-2022 Highlights

- **Securing investment in Ohio State**
 - City of Columbus Innovation District (\$35M sewer, \$100M+ incentives)
 - State Capital funding (\$79.4M)
 - Federal support for RAISE Initiative (\$500,000)
 - County support for hospital pandemic floor (\$3.2M)
- **Responding to policy changes affecting university**
 - Anti-Hazing (Collin’s Law)
 - CHIPS and Science Act
 - Retaining graduates in Ohio (GROW Act)
 - Higher Education Reform



Federal

- Innovation Legislation
- Appropriations
- Positioning with federal agencies



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State

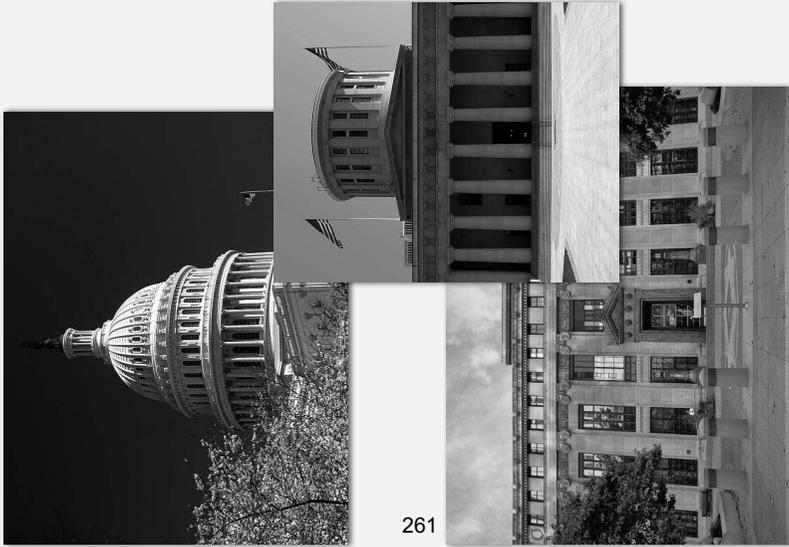
- Higher Education Reforms: Attainment and Efficiency
- State Capital Budget: Full request received
- Health Advocacy



Local

- Innovation District
- Columbus City Schools
 - STEAMM Rising
 - Pathways to Progress Summer Program
- Pandemic Floor Funding
- Buckeyes in the City





Looking Ahead

- November election
- State operating budget
- Capitalize on new innovation funding
- Increased focus on advocacy



The Ohio State University

**Discussion with
those charged
with governance**



Audit plan and strategy for the year ending June 30, 2022

May 19, 2022

Message from account leadership

We are pleased to have the opportunity to meet with you to discuss our audit plan and strategy for The Ohio State University Pool (OSU) as of and for the year ending June 30, 2022.

This report highlights where your KPMG team will focus, including areas of audit emphasis, first-year audit procedures, and new standards applicable to OSU and our audit. We also present a timeline for engagement milestones during the year.

Navigating through a multiyear journey will allow us to build a repository of successful outcomes and deliver operational excellence through continuous improvement. We look forward to building a strong foundation to continue to develop into the future.

Thank you.



David Gagnon
Lead Engagement Partner



Our commitment to you

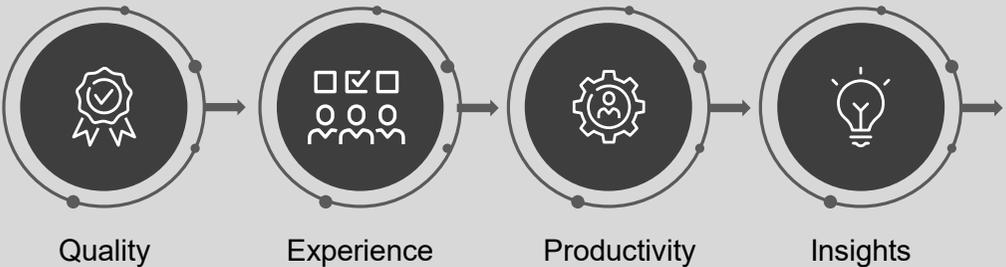


Delivering a better audit experience drives us.

With KPMG, you can expect an experience that's better for your team, organizations and the capital markets. An experience that's built for a world that demands agility and integrity.

See patterns in what has passed. See where risks may emerge. See opportunities emerge. See opportunities to optimize processes. And see ahead to new possibilities.

We aim to deliver an exceptional client experience for The Ohio State University by focusing on:



Executive summary



Advancing the KPMG Clara journey



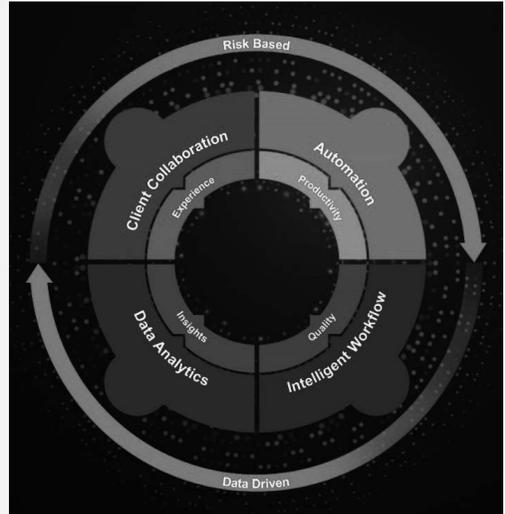
Accelerating our innovation

Built on an agile, integrated, and secure platform, KPMG Clara combines a client-facing portal, data extraction, a comprehensive suite of tools to evaluate and respond to risk, and a workflow to guide our teams through it all. These capabilities help us deliver with quality, efficiency, and insight, leading to an exceptional experience.

Over the past year, we have deployed multiple new audit technologies within the KPMG Clara ecosystem to enhance your audit experience.

Following are key recent and upcoming innovations you can expect to see on your engagement:

- Power BI
- Data Snipper
- Alteryx



Cybersecurity considerations

Factors and forces elevating cybersecurity risks:

- Shifts to remote work, online customer engagement, digital finance – “remote everything”
- Acceleration of digital strategies/transformation
- Surge and sophistication of cyber attacks
- Risks, vulnerabilities posed by third-party vendors

Considerations for robust oversight:

- Focus on internal controls, access, and security protocols
- Increase diligence around third-party vendors
- Insist on a robust data governance framework
- Clarify responsibilities for data governance across the enterprise
- Reassess how the board – through its committee structure – assigns and coordinates oversight responsibility for cybersecurity and data governance frameworks, including data privacy, ethics, and hygiene

Audit considerations:

- Evaluate risks of material misstatement resulting from, among other things, unauthorized access to financial reporting systems (e.g., IT applications, databases, operating systems)
- Determine whether there is a related risk of fraud
- Develop audit approach based on risk assessment
- If a cybersecurity incident occurs, we understand and evaluate its effect on our audit approach, as well as evaluate management’s assessment of the effect on the financial statements and disclosures

First-year audit: additional procedures

Consistent with professional standards, we will perform certain audit procedures applicable to an initial audit for a successor auditor in accordance with generally accepted auditing standards in the United States of America (GAAS).

We perform audit procedures to obtain evidence about whether:

- Opening balances contain misstatements that materially affect the current period's financial statements; and
- Appropriate accounting policies or principles and the application of accounting policies or principles over the opening balances have been consistently applied in the current period's financial statements or changes have been appropriately accounted for and adequately presented and disclosed in accordance with the applicable financial reporting framework.

Incremental procedures performed over opening balances and the consistency of accounting policies or principles include:

- Reading the financial statements and predecessor auditors' reports;
- Reviewing predecessor auditor audit documentation;
- Performing certain detailed procedures over opening balances, as appropriate;
- Assessing prior and current period financial statements for consistency; and
- Performing additional procedures if a possible misstatement is identified.

The OSU engagement team



Dave Gagnon
Lead Engagement Partner
National Industry Leader –
Higher Education



Kim Zavislak
Account Executive
Columbus Office
Managing Partner



Cathy Baumann
University and Single
Audit Partner



Rosemary Meyer
University and Components
Engagement Quality
Control Review Partner



Lindsey Hoff
Uniform Guidance
Senior Manager



Amy Banovich
Healthcare Entities
Engagement Quality
Control Review Partner



Justin Crew
Uniform Guidance
Senior Associate



Chase Gahan
University and
Components Managing
Director



Johnny Lewis
Healthcare Entities
Partner



Jane Kim
Lead Senior
Manager



Robby Perry
Healthcare Entities
Senior Manager



Alex Sherer
Investments
Manager



Kody Seeger
Healthcare Entities
Manager



Brigid Murray
Lead
Senior Associate



Sidney Arnold
Healthcare Entities
Senior Associate



Darryn Bradt
Investments
Senior Associate

The OSU engagement team (continued)

Parms + Company



John Parm
Managing
Partner



Chris Kropp
Supervisor



Tim Grant
Partner



Egar Nusantara
Senior Associate

Specialists



Lorna Stark
National Sector Leader –
Government



Mandy Nelson
National Office Leader
Higher Education/Grants
Compliance



Ash Shehata
National Sector Leader –
Healthcare and Life
Sciences



Ann Joseph
Audit Center of Excellence
Coordinator – Higher
Education Practice

Tech assurance



Adrienne Henderson
Managing Director



Mikael Johnson
Valuation Partner

Tax



Ruth Madrigal
Tax-Exempt Leader
Washington National Tax



Tara D'Agostino
Tax Compliance
Managing Director

Actuarial



George Levine
Self-Insurance
Director



Steve Eisenstein
Employee Benefits
Director



Required Communications to the audit, Finance, and Investment Committee

Prepared on: April 25, 2022

Presented on: May 19, 2022

Summary: Audit approach required communications and other matters

		Response
Planning & risk assessment	Role and identity of engagement partner	The lead audit engagement partner is: Dave Gagnon. Cathy Baumann will serve as the partner on the single audit and support Dave on the University audit. Johnny Lewis will serve as the partner for the standalone reports for Wexner Medical Center Health System and Ohio State University Physicians, Inc. Chase Gahan will serve as the managing director for the stand alone component reports for The Ohio State University Foundation, Transportation Research Center Inc., and Campus Partners for Community Urban Redevelopment and Subsidiaries.
	Significant findings or issues discussed with management	No matters to report.
	Scope of audit	Our audit of the financial statements of the OSU Pool as of and for the year ended June 30, 2022, will be performed in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in <i>Government Auditing Standards</i> , issued by the Comptroller General of the United States. Additionally, audits will be performed on stand-alone reports prepared for the following components: <ul style="list-style-type: none"> — The Ohio State University Foundation — Campus Partners for Community and Urban Redevelopment — The Ohio State University Physicians, Inc. — Transportation Research Center, Inc. — The Ohio State University Wexner Medical Center Health System

Summary: Audit approach required communications and other matters (continued)

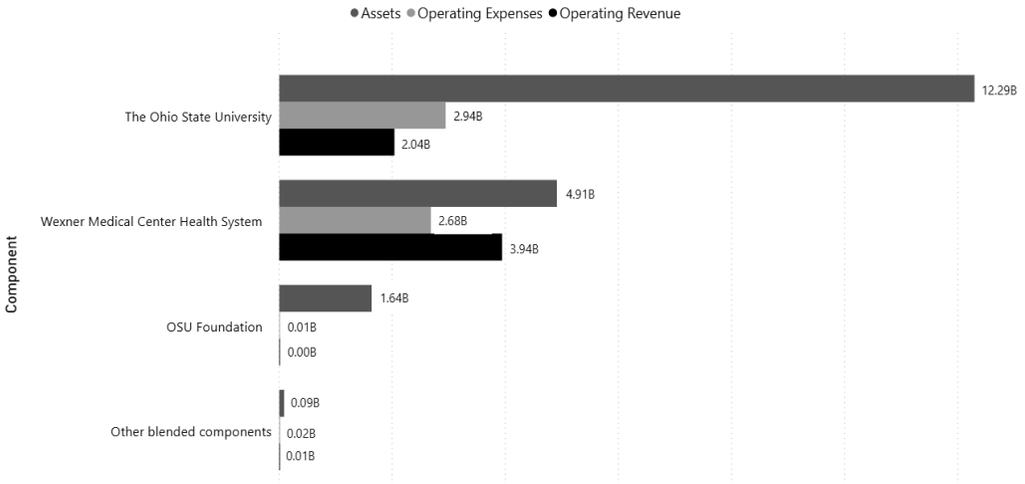
		Response
Planning & risk assessment		<p>Performing an audit of financial statements includes consideration of internal control over financial reporting (ICFR) as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's ICFR.</p> <p>Additionally, we will perform a single audit in accordance with 2 CFR 200.</p>
	Financial reporting entity	See page 13
	Materiality in the context of an audit	See page 15
	Our timeline	See page 16
	Risk assessment: Significant risks	See page 17
	Risk assessment: Additional risks identified	See page 19
	Involvement of others	See page 20
	New and upcoming accounting standards	See pages 21 to 24
	Independence	See page 25
	Responsibilities	See page 26
Inquiries	See page 28	
Single Audit	See pages 30 to 33	

Financial reporting entity

The following illustration depicts the entities included in The Ohio State University financial statements

OSU and blended component units

2021 Assets and Deferred Outflows of Resources, Operating Expenses, and Operating Revenue

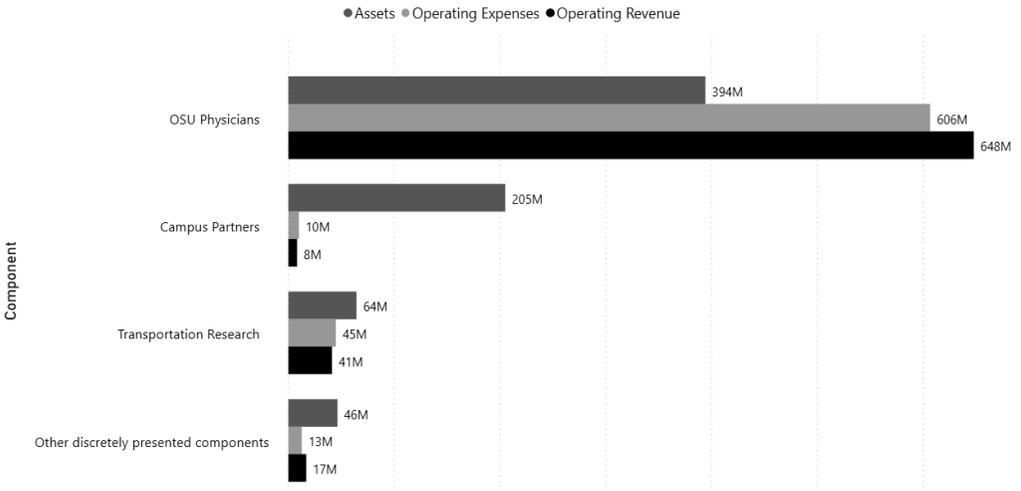


Financial reporting entity (continued)

The following illustration depicts the entities included in The Ohio State University financial statements

Discretely presented component units

2021 Assets and Deferred Outflows of Resources, Operating Expenses, and Operating Revenue



Materiality in the context of an audit

We will apply materiality in the context of the preparation and fair presentation of the financial statements, considering the following factors:

Misstatements, including omissions, are considered to be material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

Judgments about materiality are made in light of surrounding circumstances and are affected by the size or nature of a misstatement, or a combination of both.

Judgments about materiality involve both qualitative and quantitative considerations.

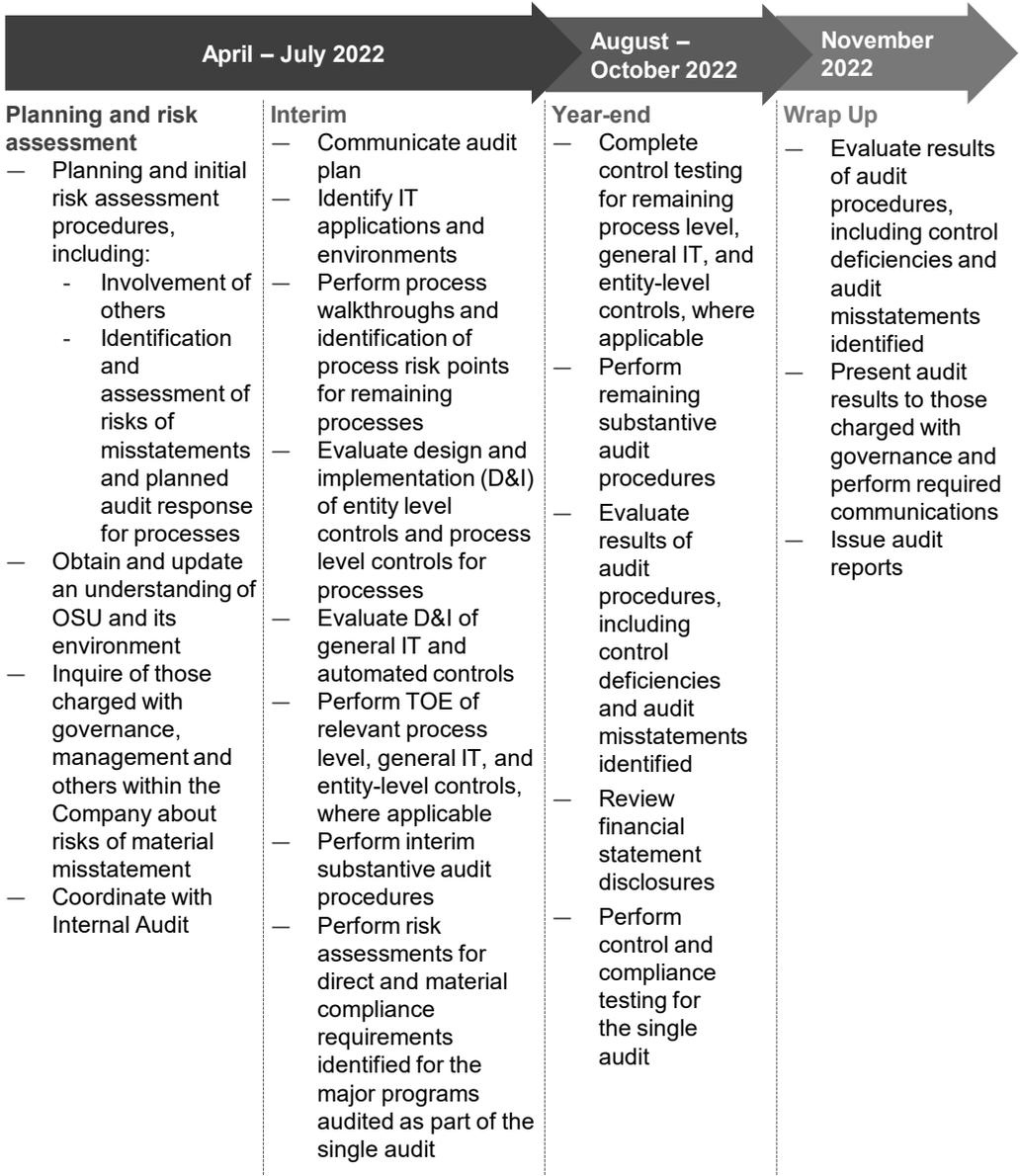
Judgments about matters that are material to users of the financial statements are based on a consideration of the common financial information needs of users as a group. The possible effect of misstatements on specific individual users, whose needs may vary widely, is not considered.

Determining materiality is a matter of professional judgment and is affected by the auditor's perception of the financial information needs of users of the financial statements.

Judgments about the size of misstatements that will be considered material provide a basis for

- a) Determining the nature and extent of risk assessment procedures;
- b) Identifying and assessing the risks of material misstatement; and
- c) Determining the nature, timing, and extent of further audit procedures.

Our timeline



Risk assessment: Significant risks

Significant risks	Susceptibility to:	
	Error	Fraud
<p>Management override of controls Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.</p>		Yes

Significant risk	Description	Susceptibility to:		Relevant factors affecting our risk assessment
		Error	Fraud	
Valuation of patient accounts receivable (healthcare entities)	Management’s estimate of the allowances for uncollectible accounts is based on analysis of open accounts receivable, average historical collection experience, and other relevant factors to arrive at an overall assessment of collectible net accounts receivable.	Yes		<p>Significant assumptions used that have a high degree of subjectivity:</p> Historical collection experience is the key driver in evaluating the future collection of outstanding patient accounts receivable. Additional consideration is given for changes

Risk assessment: Significant risks (continued)

Significant risk	Description	Susceptibility to:		Relevant factors affecting our risk assessment
		Error	Fraud	
				in aging as well as process changes year over year.
Valuation of pension and other post-employment benefit liabilities and related accounts	Management’s estimates of net pension obligations reported are based on a variety of actuarial assumptions related to participant mortality, as well as interest rates, historical experience, the provisions of the related benefit programs, and desired reserve levels.	Yes		<p>Significant assumptions that may have a high degree of subjectivity:</p> <ul style="list-style-type: none"> — Discount rate — Expected long term rate of return — Mortality — Retirement rates — Plan participation — Trend rates

Risk assessment: Additional risks identified

Additional risks identified	Relevant factors affecting our risk assessment and planned response
Valuation of alternative investments	Due to the relative lack of transparency into the underlying assets, including that these investments are not valued on a daily basis, nor readily available, we will perform various procedures to determine whether net asset values (NAVs), as applicable, are reliable, including confirming balances and ownership percentages as of year-end, obtaining underlying audited annual financial statements and back-testing reported NAVs, evaluating NAV valuation and cash changes between the audit date and the University's fiscal year end.
Valuation of marketable securities, which are reported within current and noncurrent assets on the statement of net position	Management's estimate of the fair value of marketable securities, including stocks and fixed income assets, held directly by the University is determined based on quoted prices in active markets.
Implementation of GASB No. 87, <i>Leases</i>	The University will adopt this standard in fiscal 2022. We will evaluate the University's process for capturing lease information and perform procedures to ensure lease assets and related liabilities for qualifying leases are fairly stated in accordance with the provisions of GASB No. 87.

Involvement of others

Audit of financial statements	Extent of planned involvement
Internal audit	No direct assistance will be received from the University's internal audit group. Internal audit reports will be reviewed and considered as part of our risk assessments as required under <i>Government Auditing Standards</i> .
KPMG Tech Assurance	Assist the audit team in evaluating general information technology controls and IT application controls.
KPMG pension and postretirement benefit actuary	Assist the audit team in evaluating of pension and postretirement benefit obligations.
KPMG Business Tax Services – Development and Exempt Organizations specialist	Assist the audit team in evaluating the University's tax-exempt status as a governmental entity. Also will assist the audit team in evaluating tax-exempt status of component units and to assist in evaluating uncertain tax positions.
Parms + Company LLC	Subcontractor firm assisting KPMG with certain audit procedures to be performed for the University's financial statements (including OSU Physicians, Inc. and Wexner Medical Center) and Uniform Guidance audits.

New and upcoming accounting pronouncements

Applicable accounting pronouncements to be adopted in FY 2022 and FY 2023:



GASB statement no. 87, *leases*

The requirements of this Statement are effective for periods beginning after June 30, 2021, or OSU's FY22 financials. Changes the current classification of lease arrangements as either operating or capital leases, and establishes a single model for lease accounting based on the foundational principle that leases represent a financing transaction associated with the right to use an underlying asset. This Statement applies to contracts that convey the right to use a non-financial asset in an exchange or exchange-like transaction for a term exceeding 12 months. Lessees will be required to recognize a lease liability and an intangible right-to-use lease asset, and lessors will be required to recognize a lease receivable and a deferred inflow of resources.



GASB statement no. 89, *accounting for interest costs incurred before the end of a construction period*

The requirements of this Statement are effective for periods beginning after June 30, 2021, or OSU's FY22 financials. Requires interest incurred before the end of a construction period to be recognized as expense in the period in which the cost is incurred for financial statements prepared using the economic resources measurement focus.

New and upcoming accounting pronouncements (continued)

Applicable accounting pronouncements to be adopted in FY 2022 and FY 2023:



GASB statement no. 91, conduit debt obligations

The requirements of this Statement are effective for periods ending June 30, 2022, or OSU's FY22 financials.

Conduit Debt Obligations provides a single method for reporting conduit debt obligations of issuers. The Statement clarifies the existing definition of a conduit debt obligation, creates standards for accounting for commitments and voluntary commitments extended by issuers and arrangements associated with conduit debt obligations, and improves related financial statement disclosures.



GASB statement no. 93, replacement of interbank offered rates

The requirements of this Statement are effective for periods beginning after June 30, 2021, or OSU's FY22 financials.

Addresses accounting and financial reporting implications that result from the replacement of an Interbank Offered Rate.



GASB statement no. 94, public-private and public-public partnerships and availability payment arrangements

The requirements of this Statement are effective for periods beginning after June 15, 2022, or OSU's FY23 financials.

Addresses issues related to public-private and public-public partnership arrangements.

New and upcoming accounting pronouncements (continued)

Applicable accounting pronouncements to be adopted in FY 2022 and FY 2023:



GASB statement no. 96, *subscription-based information technology arrangements*

The requirements of this Statement are effective for periods beginning after June 15, 2022, or OSU's FY23 financials. This Statement provides guidance on the accounting and financial reporting for subscription-based information technology arrangements (SBITAs) for government end users (governments). This Statement (1) defines a SBITA; (2) establishes that a SBITA results in a right-to-use subscription asset – an intangible asset – and a corresponding subscription liability; (3) provides the capitalization criteria for outlays other than subscription payments, including implementation costs of a SBITA; and (4) requires note disclosures regarding a SBITA.

New and upcoming accounting pronouncements (continued)

Applicable accounting pronouncements to be adopted in FY 2022 and FY 2023:



GASB statement no. 97, certain component unit criteria, and accounting and financial reporting for internal revenue code section 457 deferred compensation plans – an amendment of GASB statements no. 14 and no. 84, and a supersession of GASB statement no. 32.

The requirements of this Statement are effective for periods ending June 30, 2022, or OSU's FY22 financials.

This statement provides guidance intended to increase consistency and comparability related to reporting of fiduciary component units in situations where a potential component unit does not have a governing board and the primary government performs the duties that a governing board would typically perform. The Statement also intends to mitigate costs associated with the reporting of certain defined contribution pension plans, defined contribution other post-employment benefit (OPEB) plans, and employee benefit plans other than pension plans or OPEB plans (other employee benefit plans) as fiduciary component units in fiduciary fund financial statements. The Statement further seeks to enhance the relevance, consistency, and comparability of the accounting and financial reporting for Internal Revenue Code Section 457 deferred compensation plans that meet the definition of a pension plan, and for benefits provided through those plans.

Shared responsibilities: Independence

Auditor independence is a shared responsibility and most effective when management, those charged with governance and audit firms work together in considering compliance with the independence rules. In order for KPMG to fulfill its professional responsibility to maintain and monitor independence, management, those charged with governance, and KPMG each play an important role.

System of independence quality control

The firm maintains a system of quality control over compliance with independence rules and firm policies. Timely information regarding upcoming transactions or other business changes is necessary to effectively maintain the firm's independence in relation to:

- New affiliates (which may include subsidiaries, equity method investees/investments, sister companies, and other entities that meet the definition of an affiliate under AICPA independence rules).
- Those in governance or in key positions within the entity with respect to the preparation or oversight of the financial statements.

Certain relationships with KPMG

Independence rules prohibit:

- Certain employment relationships involving directors, officers, or others in an accounting or financial reporting oversight role and KPMG and KPMG covered persons.
- The University or its trustees and officers from having certain types of business relationships with KPMG or KPMG professionals.

Responsibilities

Management responsibilities 	KPMG responsibilities – Objectives 	KPMG responsibilities – Other 
<ul style="list-style-type: none"> — Communicating matters of governance interest to those charged with governance. — The audit of the financial statements does not relieve management or those charged with governance of their responsibilities. 	<ul style="list-style-type: none"> — Communicating clearly with those charged with governance the responsibilities of the auditor regarding the financial statement audit and an overview of the planned scope and timing of the audit. — Obtaining from those charged with governance information relevant to the audit. — Providing those charged with governance with timely observations arising from the audit that are significant and relevant to their responsibility to oversee the financial reporting process. — Promoting effective two-way communication between the auditor and those charged with governance. — Communicating effectively with management and third parties. 	<ul style="list-style-type: none"> — If we conclude that no reasonable justification for a change of the terms of the audit engagement exists and we are not permitted by management to continue the original audit engagement, we should: <ul style="list-style-type: none"> - Withdraw from the audit engagement when possible under applicable law or regulation, - Communicate the circumstances to those charged with governance, and - Determine whether any obligation, either legal contractual, or otherwise, exists to report the circumstances to other parties, such as owners, or regulators.

Responsibilities (continued)

Management responsibilities 	KPMG responsibilities – Objectives 	KPMG responsibilities – Other 
		<ul style="list-style-type: none"> — Forming and expressing an opinion about whether the financial statements that have been prepared by management, with the oversight of those charged with governance, are prepared, in all material respects, in accordance with the applicable financial reporting framework. — Establishing the overall audit strategy and the audit plan, including the nature, timing, and extent of procedures necessary to obtain sufficient appropriate audit evidence. — Communicating any procedures performed relating to other information, and the results of those procedures.

Inquiries

The following inquiries are in accordance with AU-C 260

Are those charged with governance aware of:

- Matters relevant to the audit, including, but not limited to, violations or possible violations of laws or regulations?
- Any significant communications with regulators?
- Any developments in financial reporting, laws, accounting standards, corporate governance, and other related matters, and the effect of such developments on, for example, the overall presentation, structure, and content of the financial statements, including the following:
 - The relevance, reliability, comparability, and understandability of the information presented in the financial statements
 - Whether all required information has been included in the financial statements, and whether such information has been appropriately classified, aggregated or disaggregated, and presented?

Do those charged with governance have knowledge of:

- Fraud, alleged fraud, or suspected fraud affecting the Company?
 - If so, have the instances been appropriately addressed and how have they been addressed?

Additional inquiries:

- What are those charged with governance's views about fraud risks in the Company?
- Who is the appropriate person in the governance structure for communication of audit matters during the audit?
- How are responsibilities allocated between management and those charged with governance?
- What are the Company's objectives and strategies and related business risks that may result in material misstatements?

Inquiries (continued)

The following inquiries are in accordance with AU-C 260

Additional inquiries:

- Are there any areas that warrant particular attention during the audit and additional procedures to be undertaken?
- What are those charged with governance's attitudes, awareness, and actions concerning (a.) the Company's internal controls and their importance in the entity, including oversight of effectiveness of internal controls, and (b.) detection of or possibility of fraud?
- Have there been any actions taken based on previous communications with the auditor?
- Has the Company entered into any significant unusual transactions?
- Whether the entity is in compliance with other laws and regulations that have a material effect on the financial statements?
- What are the other document(s) that comprise the annual report, and what is the planned manner and timing of issuance of such documents?

Single Audit overview and scope

The Single Audit in accordance with the Uniform Guidance (UG) is required annually by federal regulation and is focused on compliance and internal control over compliance for programs that are federally funded. For auditees such as the University, programs audited must cover at least 20% of federal funds expended during the fiscal year.

- Major programs are selected for audit based on quantitative and qualitative risk considerations prescribed by federal regulations. Larger programs (“Type A,” which for the University are over \$3 million) must be audited as major programs at least once every three years; however, certain Type A programs may be required to be audited more frequently based on agency directives that they are “higher risk”.
- While risk assessments are still in progress, below is a summary of major programs recently audited for the University and the planned 2022 major programs:

Single Audit overview and scope (continued)

FY20 Major programs – audited	FY21 Major programs – audited	FY22 Major programs – planned
<ul style="list-style-type: none"> — Research and Development Cluster (R&D) — Student Financial Assistance Cluster (SFA) — Higher Education Emergency Relief Fund (HEERF) — Cooperative Extension Cluster — Admin for Children and Family Cluster — Institute of Museum and Library Services Cluster 	<ul style="list-style-type: none"> — R&D — SFA — HEERF — Coronavirus Relief Fund (CRF) — Provider Relief Fund (PRF) — HRSA COVID-19 Uninsured Program — Cooperative Extension Cluster — Supplemental Nutritional Assistance Program Cluster — Highway Planning and Construction Cluster — Disaster Grants – Public Assistance 	<ul style="list-style-type: none"> — R&D — SFA — HEERF* — PRF* — CRF* — Medicaid Cluster <p><i>* Expected to be identified as higher risk in 2022 OMB Compliance Supplement</i></p>

- Finalization of major program determination is dependent upon the final supplementary schedule of expenditures of federal awards, risk assessment procedures, and requirements of the 2022 Compliance Supplement (see next page).
- Major program compliance test work over direct and material compliance requirements is planned based upon reliance on internal control over compliance. While we may test and report on internal control over compliance, we do not express an opinion on the effectiveness of internal control over compliance.

Single Audit overview and scope (continued)

Potential changes to Student Financial Assistance Cluster (SFA) audit requirements

We understand that Office of Management and Budget (OMB), which promulgates Uniform Guidance requirements, expects the Compliance Supplement (the Supplement) to be issued this spring. We are monitoring developments, particularly with respect to the U.S. Department of Education's (ED's) proposed changes to section 5-3-1 pertaining to SFA. Should these changes, discussed further below, be implemented, there could be impacts on the scope of the SFA audit, increasing effort, complexity, and transparency for both auditors and auditees. Following are key takeaways:

Random sampling:

- ED recently proposed a requirement to stipulate random sampling in the audit of SFA and indicated it might select its own samples at certain institutions. However, UG, OMB, and federal granting agencies historically have not stipulated sampling methodologies. After extensive discussion with major firms and the AICPA, these proposals appear to be off the table for FY22 audits; however, sampling may continue to be a focus of ED in future audits.

New auditor disclosures:

- In addition to Pell Grant and Direct Loan sampling data currently submitted to ED by the auditor after each SFA audit, ED wants auditors to provide information about risk assessments and audit execution. This would include explanations by the auditor for compliance attributes the auditor decided not to test because they either (a) did not apply or (b) meet the auditor's risk thresholds



Single Audit overview and scope (continued)

New auditor disclosures:

- Either way, there would be additional burden for auditors, and possibly auditees, to compile, report, and address any questions from ED about this additional data.

Related party disclosures:

- In its draft Supplement, ED has placed renewed emphasis on disclosure requirements under 34 CFR section 668.23(d), which extend beyond those of GAAP to include **all** “related parties” and a level of detail that would enable the Secretary to readily identify each related party. While as a practical matter these disclosures have always been deemed met through disclosures in the financial statements, if any, additional disclosures may be required. Refer also to the 2021 single audit results discussion.





Questions?

For additional information and audit committee resources, including National Audit Committee Peer Exchange series, a Quarterly webcast, and suggested publications, visit the KPMG Audit Committee Institute (ACI) at www.kpmg.com/ACI

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Appendix

**Appendix I – New auditor reporting
standards for fiscal 2022
and example report**

Pages 36 to 38

Appendix II – ESG in higher education

Pages 39 to 45

New auditor reporting standards

SAS 134*, *Auditor Reporting and Amendments, Including Amendments Addressing Disclosures in the Audit of Financial Statements*, aligns the content of the auditors' report under U.S. GAAS with the equivalent ISAs. The revised auditors report will:

- Present the opinion section first, followed by the basis for opinion section.
- Include a statement that the auditor is required to be independent of the entity and to meet the auditor's other ethical responsibilities relating to the audit.
- Expand the statement of management's responsibility to include assessing the entity's ability to continue as a going concern.
- Expand the description of auditor responsibilities to include exercising and maintaining professional judgment throughout the audit, concluding on whether there are conditions or events that raise substantial doubt about the entity's ability to continue as a going concern, and communicating with those charged with governance regarding, among other matters:
 - The planned scope and timing of the audit,
 - Significant audit findings, and
 - Certain internal control-related matters that are identified during the audit
- When engaged by the entity, key audit matters are communicated within the auditors' report.

SAS 134*, *Auditor Reporting and Amendments, Including Amendments Addressing Disclosures in the Audit of Financial Statements*, aligns the content of the auditors' report under U.S. GAAS with the equivalent ISAs. The revised auditors report will:

- Include a separate 'Other Information' section when the annual report is available before the date of our auditors' report.

Effective for years ending on or after December 15, 2021.

* Conforming changes were made to AU-C 800, 805, and 810 to incorporate Auditor Reporting Changes from SAS 134. Conforming changes were made to AU-C Sections 725, 730, 930, 935, and 940 to incorporate auditor reporting changes from SAS 134 and 137.



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New auditor reporting standards (continued)

Comparison of Basic Elements of U.S. GAAS Auditors' Report

Revised auditors' report	Report under current standards
<ul style="list-style-type: none"> — Title — Addressee — Auditors' opinion — Basis of opinion — Going concern (when applicable) — Key audit matters — Responsibilities of management for the financial statements — Auditors' responsibilities for the audit of the financial statements — Other information (when applicable) — Other reporting responsibilities (when applicable) — Signature of the auditor — Auditors' address — Date of the auditors' report 	<ul style="list-style-type: none"> — Title — Addressee — Introductory paragraph — Management's responsibilities for the financial statements — Auditors' responsibilities — Auditors' opinion — Other reporting responsibilities (when applicable) — Signature of the auditor — Auditors' address — Date of the auditors' report

Example opinion

Independent Auditors' Report

The Board of Trustees
The Ohio State University

Report on the Audit of the Financial Statements

Opinions

We have audited the financial statements of the business-type activities and the aggregate discretely presented component units of The Ohio State University (the University), a component unit of the State of Ohio, as of and for the year ended June 30, 2022, and the related notes to the financial statements, which collectively comprise the University's basic financial statements for the year then ended as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities and the aggregate discretely presented component units of the University, as of June 30, 2022, and the respective changes in financial position and cash flows thereof for the years then ended in accordance with U.S. generally accepted accounting principles.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the University and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with U.S. generally accepted accounting principles, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the University's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government /*

Auditing Standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the University's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Required Supplementary Information

U.S. generally accepted accounting principles require that the accompanying management's discussion and analysis on pages XX through YY, the required supplementary information on GASB 68 Pension Liabilities on page XX, the required supplementary information on GASB 75 Net OPEB Liabilities on page XX, and the notes to required supplementary information on page XX be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Matters

The accompanying financial statements of the University as of June 30, 2021 and for the year then ended were audited by other auditors whose report thereon dated November 19, 2021, expressed an unmodified opinion on those financial statements.

Other Information

Management is responsible for the other information included in the annual report. The other information comprises the accompanying other information on the long-term investment pool on pages XX through YY but does not include the basic financial statements and our auditors' report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audits of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated November XX, 2022 on our consideration of the University's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the University's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the University's internal control over financial reporting and compliance.

Columbus, Ohio
November XX, 2022



ESG in higher education



ESG reporting considerations

Our definition

ESG refers to strategic and operational environmental, social and governance risks and opportunities with the potential to have a material impact on an entity's long-term financial sustainability and value creation. For not-for-profit entities, ESG goals may align inherently with the organization's charitable mission and programs.

ESG overview



Environmental criteria consider how an entity acts in its role as a steward of nature, such as energy use, recycling practices, pollution, and natural resource conservation.



Social criteria examine how well an entity manages relationships with employees, suppliers, customers, and the community, including diversity and inclusion metrics.



Governance criteria are concerned with quality of entity leadership, internal controls, executive compensation process, audits, and other oversight responsibilities. An example is board-level diversity.

Five initial questions to consider:

1. Does the institution have an ESG strategy? Who is responsible?
2. How and by whom are material ESG risks identified?
3. Have key metrics been defined, and is a reporting framework in place?
4. What processes and controls exist over data being collected and reported?
5. Does (or should) the institution obtain assurance from third parties about the integrity of ESG data and processes?

Boards and executives increasingly see ESG topics as important to long-term value creation and the need to meet stakeholder demand for ESG information in a way that drives value for the organization.

Rise of the ESG agenda



Access to capital

Investors and other stakeholders increasingly factor ESG into their investment and affiliation decisions.



Regulatory developments

ESG-related focus areas, including around climate, diversity, and even cybersecurity, continue to evolve.



Societal pressure

Customers increasingly scrutinize entities' ESG performance and transparency, potentially affecting their desire to do business with the entity.



Enhanced risk management and investment returns

Institutional investors now consider ESG in expected returns. At universities, for example, other stakeholders may demand divestment from fossil fuel.



Reporting standards

Measurement and reporting of ESG-related information is evolving, as are disclosure standards.



Workforce of the future

ESG has become a key factor in attracting and retaining top talent.

Rise of the ESG agenda (continued)

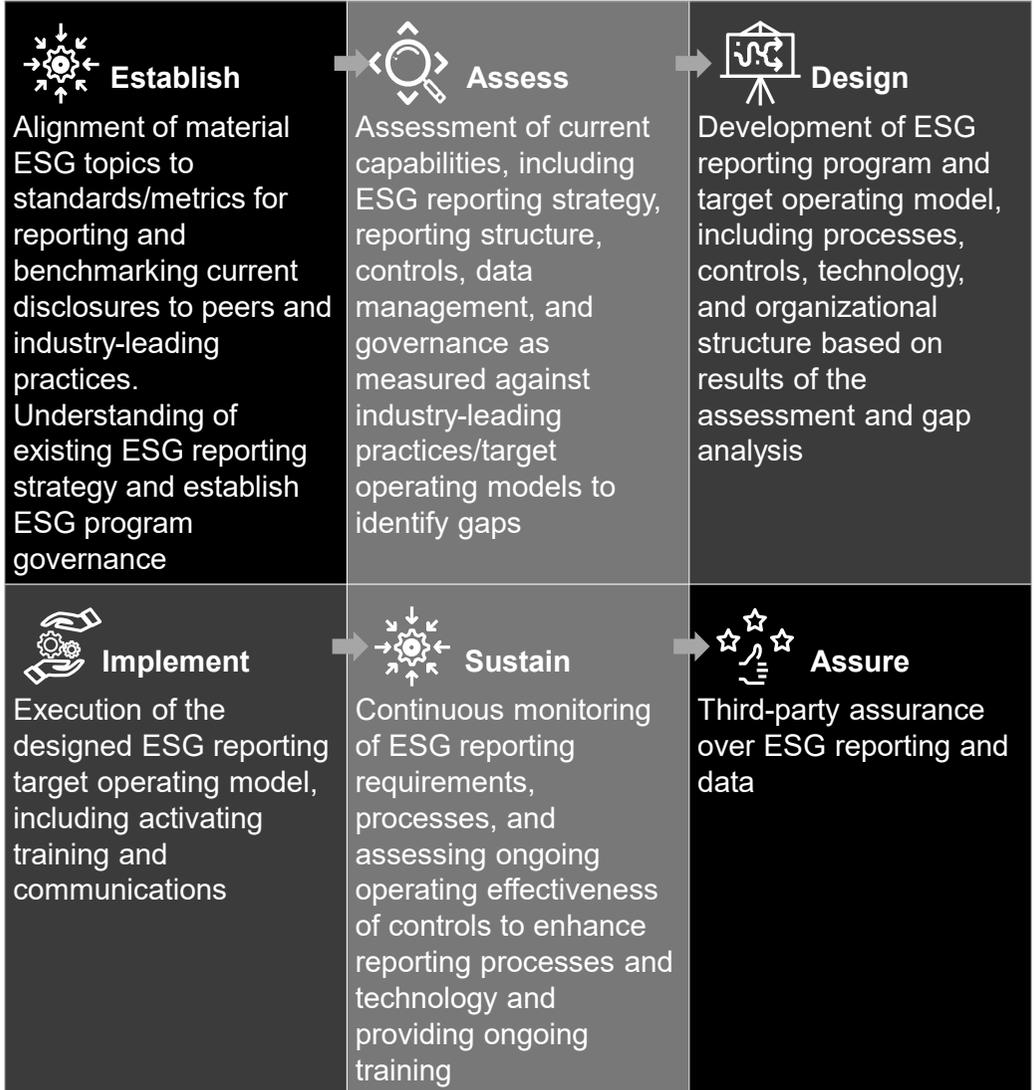
- ◆ **Feb 2021:** SEC announced focus on climate-related disclosures.
- ◆ **Mar-June 2021:** SEC public consultation on ESG (focus on climate).
- ◆ **April 2021:** EU proposed expanded ESG reporting (with limited assurance) that would impact certain U.S. companies.
- ◆ **March 2022:** SEC climate disclosure proposal issued.

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[KPMG Financial Reporting View](#)

Possible implications of regulatory developments:

- General pressure by investment community to conform to requirements for registrants.
- Clarity over disclosure expectations and a level playing field.
- Pressure from customers as they seek assurance on supply chain.

The ESG reporting journey



ESG in higher education

**Admissions
& enrollment**

**Student
health
& safety**

**Faculty/staff
recruitment
& retention**

**Endowment
management**

**Fundraising
& sponsored
programs**



**Cyber & data
privacy**

**Facilities
& dining**

**International
& affiliate
activities**

**Supply
chain**

**Patient
care**

Stakeholders



Common challenges and pain points in ESG reporting

<p>Stakeholders want more transparency on ESG risks, but lack of standards makes interpretation of data challenging</p> 	<p>Unclear roles and responsibilities, resulting in lack of accountability</p> 	<p>Inability to identify ESG risks and gather relevant and reliable data</p> 	<p>Decentralized or distributed ESG-related activities and data complicate comprehensive measurements and strategy</p> 
<p>Lack of short, medium and long-term actions and metrics supporting Net Zero commitments</p> 	<p>Inability to develop and monitor enterprise-wide metrics, as well as lack of relevant benchmarks</p> 	<p>Lack of documentation of data lineage and controls over data gathering, maintenance and reporting</p> 	<p>Achievement of Net Zero relies on offsets rather than absolute reductions</p> 

THE OHIO STATE UNIVERSITY



Thank you

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*Lead Engagement
Partner*

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The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.

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2022 Higher education industry update

August 2022

The Ohio State University



2022 Higher education industry update

Topics

- Audit committee and internal audit focus areas for 2022
- 2022 Sector financial outlook
- Moody's higher education cybersecurity survey
- Higher education sector fundraising in fiscal 2021
- Fundraising – Risks in the current environment
- 2021 NACUBO-TIAA study of endowments
- AGB Study of higher education governing boards
- Workforce disruption and planning
- Get to know crypto





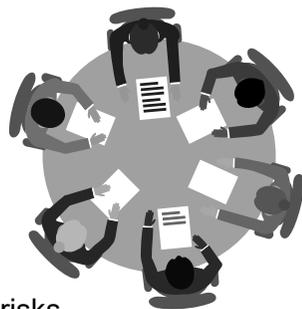
Audit committee and internal audit focus areas for 2022



2022 Higher education audit committee focus areas

The risk agendas of college and university audit committees continue to expand. Beyond its core responsibilities regarding oversight of financial reporting and internal controls – and after a disproportionate focus during the last two years on COVID-19 impacts – the audit committee is dealing with several other emerging industry and regulatory risks. Areas to keep in mind in 2022 include:

- Maintain the focus on cybersecurity and data privacy
- Keep an eye on workforce disruptions and shortages, especially in financial and IT roles
- As “work from anywhere” continues to transform the workplace, consider risks related to recruitment, retention, equity, as well as tax and other regulatory compliance
- Understand how environmental, social, and governance (ESG) is being managed and reported
- Monitor disclosures and other protocols to ensure research integrity, including as to conflicts of interest and commitment, undue foreign influence, and misconduct
- Understand how management ensures integrity of data provided to external parties
- Continue to monitor compliance with federal stimulus funding requirements
- Understand how cryptocurrency may factor into fundraising and investing
- Reinforce the institution’s focus on ethics and compliance
- Understand risks and changes to the scope of international activities
- Help internal audit stay focused on the most critical risks



2022 Higher education internal audit focus areas

The opportunity for internal audit to maximize its influence within the institution and help respond to risk is ever-increasing. College and university internal audit functions can challenge the status quo to reduce risk, improve controls, and identify efficiencies and cost benefits across the institution. In 2022, internal audit should consider the following risks and other factors to help maximize its impact on the institution:



- Cybersecurity, data governance, and distributed enterprise threats amid hybrid working, learning, and patient care environments
- How changing work modes and workforce attrition may affect internal controls and the risk of fraud
- Adequacy of safeguards to ensure proper migration of data and systems to the cloud
- Propriety of management's plans to comply with evolving federal stimulus funding requirements and address other changes in laws and regulations
- Appropriateness of and compliance with gift acceptance policies – including as to digital assets such as cryptocurrency – and processes for complying with donor restrictions
- Given their significance to donor compliance and liquidity, effectiveness of policies and procedures in endowment and treasury management
- Integrity and propriety of data used for environmental, social, and governance (ESG), rankings, and other external disclosures
- Strength of protocols around research integrity, including for conflicts of interest and commitment, undue foreign influence, and misconduct
- As to significant NCAA programs, adequacy of name, image, and likeness (NIL) policies and procedures

2022 Higher education internal audit focus areas (continued)

The opportunity for internal audit to maximize its influence within the institution and help respond to risk is ever-increasing. College and university internal audit functions can challenge the status quo to reduce risk, improve controls, and identify efficiencies and cost benefits across the institution. In 2022, internal audit should consider the following risks and other factors to help maximize its impact on the institution:



- Appropriateness and accuracy of key performance indicators to measure institution-wide compliance, training, and other imperatives
- How technology can reshape internal audit and allow the department's limited resources to be more effective and efficient
- Ways to elevate internal audit's profile as a valued advisor to the board, senior administration, and other departments



2022 Sector financial outlook



2022 Sector financial outlook

Recently, Moody's and S&P released their 2022 sector outlooks. Compared to 2021, both rating agencies' moved their outlooks from **negative to stable**, due mainly to a return of students to campus, additional rounds of federal stimulus, record investment returns, and ebbing financial and operational effects from COVID-19 as many expect the pandemic to become endemic. Indeed, S&P noted that despite their worst crisis in decades, no rated colleges or universities defaulted on their debt. The majority of rated colleges and universities had a stable outlook, but credit quality remains bifurcated, with larger, more comprehensive, more selective, and more highly endowed institutions having stronger ratings. While both agencies suggest that longer-term industry challenges around enrollment and pricing will affect a majority of institutions – and that pre-pandemic reputational and financial strengths will continue to be differentiators – inflation and labor shortages could have more pervasive sector impacts in the near-term.

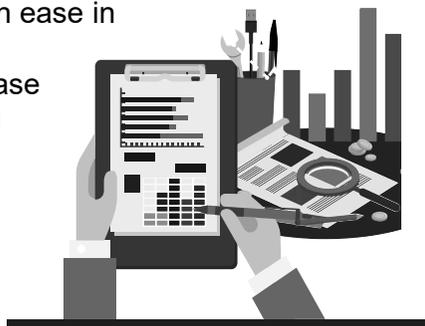
➤ Tuition and auxiliary revenues

While Moody's projects operating revenues **will rise 4 – 6 %** in 2022, both agencies cited inflation and labor shortages (as noted on the following page) as major threats to margins moving forward. Moody's estimates that sector tuition revenues will rise modestly, with the largest increases from housing, parking, athletics, and other auxiliary revenues as they rebound after sharp declines in fiscal 2020 and 2021. As to net tuition revenue, pricing overall remains constrained, with **nearly 60%** of private universities providing first-year discounting of over 50%. However, privates will perform better than publics because privates suffered larger enrollment declines in fall 2020 and will have a higher recovery percentage. Larger, more comprehensive institutions will perform above the median as to tuition gains, consistent with prior years.

2022 Sector financial outlook (continued)

➤ International enrollment

International enrollment is **on the rise**, with an ease in travel restrictions and immigration policies contributing to Moody's estimated 7.8% increase in fall 2021. Moody's noted that data provided by Open Door suggests new international students will increase 68% in fall 2021 (following a 46% decline in fall 2020), and that fall 2022 international applications are up 40% over the past two years based on reporting from Common Apps. S&P also expects international enrollment to stabilize or grow in 2022.



➤ Other revenue sources

Following robust growth in 2021, state revenues will grow more slowly or flatten, but **public university support** will be maintained or enhanced. S&P notes that state support could be pressured by inflation challenges, labor shortages, and continued pandemic-induced volatility. Funding for **research** is also likely to grow, with significant increases from National Institutes of Health and the National Science Foundation proposed in the 2022 Appropriations Bill. In addition, for universities with academic medical centers (AMCs), **patient care revenue** will rise. Such revenue – which makes up 22% of aggregate sector income for four-year universities – is increasing due to a backlog of demand for treatments and other surgeries and a continuation of telemedicine. However, insufficient staffing and the higher salaries of specialized nurses at AMCs will limit growth. Lastly, **strong endowment returns and philanthropy** in 2021 will bolster operating budgets and balance sheets in 2022 and likely beyond.

2022 Sector financial outlook (continued)

➤ Inflation and the “great resignation”

Inflation will increase sector expenses, narrowing EBIDA margins and potentially exceeding revenue growth. Higher education institutions are particularly susceptible to the rising **cost of labor** and demands for more workplace flexibility, given more than half of their expenses are related to compensation and their employees are mostly campus- or hospital-based. These vulnerabilities are exacerbated by attrition from an aging demographic in key administrative roles. In addition, the prices of sector goods and services are rising, and **supply disruptions** will linger heading into 2022. Assuming inflation fades somewhat in the second half of 2022, Moody’s estimates that only one-third of public universities and half of private institutions are likely to generate EBIDA margins greater than 10% (still an improvement from 2021).



➤ ESG issues

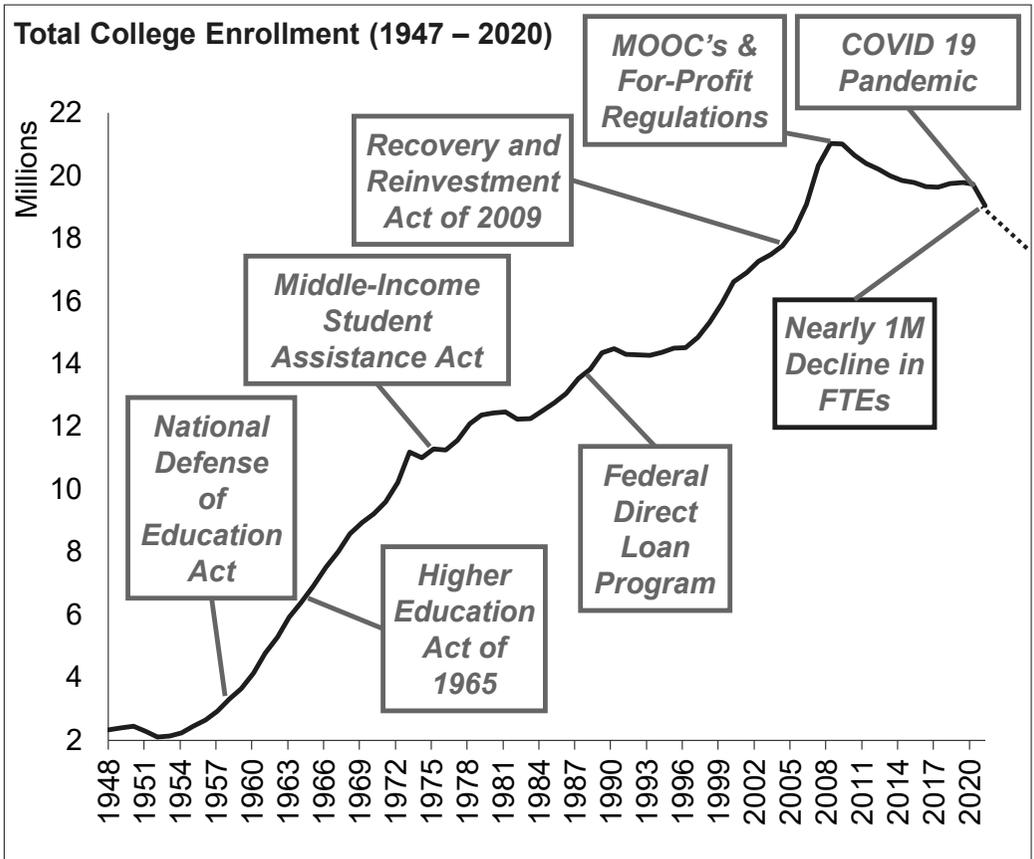
Environmental, social, and governance (ESG) issues – management of which may challenge credit quality for many institutions – will remain in the spotlight in 2022. The pandemic disproportionately hurt low-income populations. Colleges and universities will continue to struggle with rising financial aid and pressures to limit tuition and auxiliary increases. Addressing sector concerns around **affordability, access, and diversity** – recognizing students and other stakeholder demand more information and expect progress – will be challenging. In addition, extreme weather has amplified the focus on environmental risks and decarbonization efforts, and increasing digitization will make data governance and cybersecurity top of mind for many stakeholders.

2022 Sector financial outlook (continued)

Historical enrollment trends have been impacted by key moments in history, but COVID-19 accelerated the pace of change as never before.

Critical Transformative Milestones in College Enrollment

United States



Source: NCES



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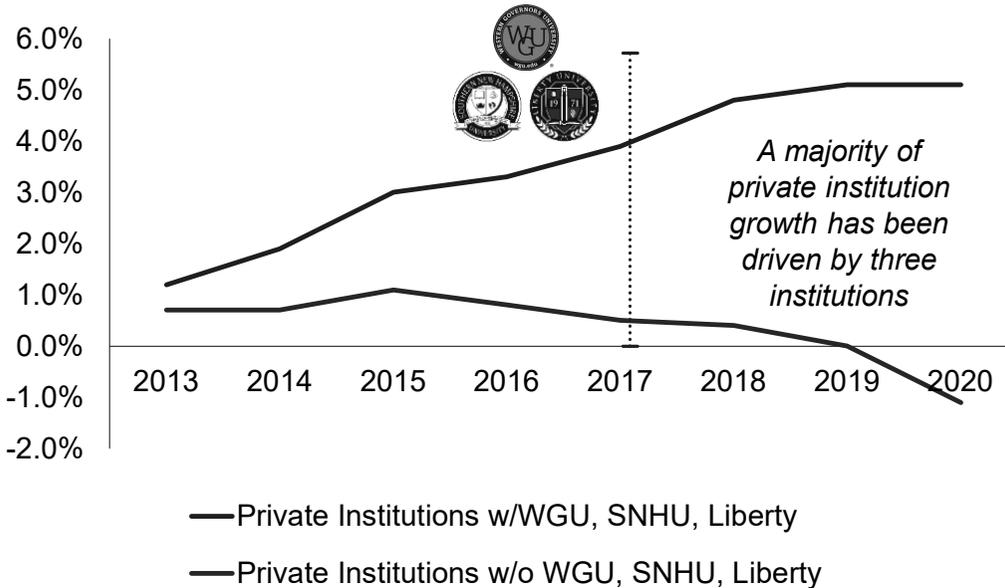
2022 Sector financial outlook (continued)

Highly ranked, more selective private institutions continue to retain a disproportionate share of students, and many have become even more selective. However, private institutions overall face a highly competitive landscape, with a majority of enrollment growth being driven by three institutions in recent years.

Private Institution Enrollment

United States

Annual Change (%) in Private Institution Enrollment (2013 – 2020)



Source: NCES



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Moody's higher education cybersecurity survey



Moody's higher education cybersecurity survey

In October 2021, Moody's issued results of its survey of cybersecurity at global universities, *Cyber defenses improve across sector but stronger at larger and US-based universities*. Respondents primarily consisted of the largest university issuers by operating revenue. The survey results generally indicate that private comprehensive universities in the U.S. – especially those with academic medical centers – have greater cyber preparedness relative to their public university counterparts (who may rely more on their affiliated governments). Topics covered include cybersecurity reporting structures, dedication of resources, and vulnerability assessments, as well use of the cloud and cyber insurance.

Following are key takeaways from the survey.

Cybersecurity reporting structures

- The survey found that globally, most cyber risk managers report directly to the executive team, which suggests cybersecurity is controlled at the most senior levels of the administration.
- At the campus level, 93% of global public universities (which tend to have more distributed campus environments) and 67% of global private universities have their head of cybersecurity report directly to the president. In the case of global universities with academic medical centers, 100% of cybersecurity heads report directly to the president, perhaps reflecting that healthcare is the only nonfinancial sector assessed by Moody's and other agencies as high risk with respect to cybersecurity.
- On the other hand, cyber expertise is not resident in the board – indeed, only 2% of U.S. university respondents noted that cyber expertise exists at the board level.

Moody's higher education cybersecurity survey (continued)

Resources devoted to cybersecurity

- Despite overall fiscal constraints at many universities, cybersecurity budgets are growing, with more direct financial resources being devoted to protection programs.
- Relative to the institution's total IT budget, cybersecurity spending – which was 3% for U.S. university respondents – appears modest.
- Many universities, particularly those with healthcare operations, are adding full-time staff resources to bolster their cybersecurity programs. While private universities overall are growing cybersecurity budgets (up 44% in 2019 and projected to increase 17% in 2020), Moody's noted they are not necessarily growing cyber staffing. By contrast, public universities' full-time cyber staffing has increased 20% since 2019.



Strength of vulnerability assessments

- In general, US-based, private, and healthcare-focused universities are more likely to deploy advanced cyber defenses than public universities and non-US institutions. The strength of cybersecurity practices is also highly correlated to levels of institutional wealth and credit ratings.
- Nearly all respondents indicate they have incident response plans – the absence of which is credit negative – and multifactor authentication, both of which have become core to cybersecurity.
- However, less than one-third of public and private universities regularly perform red team testing, in which experts attempt to hack an institution's systems and measure how effectively employees and other cyber safeguards respond. Moreover, many institutions do not have a formal process to address findings from red-teaming exercises. In addition, globally only 5% of public and 10% of private institutions engaged in traditional penetration testing, or simulated attacks, in the last 12 months

Moody's higher education cybersecurity survey (continued)

- The results are more positive with respect to the number of times respondents engaged with or educated employees on cybersecurity issues in the last year, with U.S. institutions overall reporting 14 such interactions and healthcare-focused universities reporting 25 interactions.

Cloud adoption

- Compared to server-based technologies, cloud-based systems are often considered more secure, flexible, accessible, and cost-effective.
- Colleges and universities are increasingly reliant on cloud-hosted infrastructure, with 30% of U.S. and 35% of non-US institutions using cloud technology in 2021 versus 2% and 6%, respectively, in 2020.
- The migration to the cloud has been rapid – particularly among institutions with the highest credit ratings – with a vast majority of institutions using more than one cloud provider.

Use of cyber insurance

- Most universities surveyed carry cyber insurance. Globally, 100% of private universities and 76% of public universities surveyed have stand-alone cyber insurance policies. However, more U.S. institutions (91%) carry such insurance than their non-US counterparts (60%).
- The most common policy coverages include ransom payments, incident response, business interruption, and regulatory fines, consistent with surveys of other sectors.
- Prices of cyber insurance have been driven higher by the increase in cyber incidents generally and by several high-profile attacks in the sector, and some insurers have amended underwriting criteria or reduced policy limits.





Higher education sector fundraising in fiscal 2021



Higher education sector fundraising in fiscal 2021

In February 2022, the Council for Advancement and Support of Education (CASE) published its annual *Voluntary Support of Education* survey. The survey gathered responses from 864 U.S. institutions, representing 27% of the colleges and universities in the U.S. and 84% of funds raised. The survey covered various types of private and public colleges and universities and gleaned data about their philanthropic support in the 2020 – 2021 academic year. Following are highlighted data and our key takeaways from the survey.

Estimated voluntary support of higher education by source*

(Dollars in billions)

Donor type	2021 amount	% of 2021 total	% increase 2020 to 2021
Foundations ¹	\$17.50	33.1%	6.4%
Alumni	12.25	23.2%	10.8%
Non-alumni individuals	8.80	16.6%	2.0%
Other organizations ²	7.35	13.9%	9.1%
Corporations	7.00	13.2%	5.6%
Total	\$52.90	100.0%	6.9%

CASE *Voluntary Support of Education*, 2021 survey.

1. Category includes family foundations.
2. Category includes donor-advised funds.



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Higher education sector fundraising in fiscal 2021 (continued)

Key takeaways from the survey

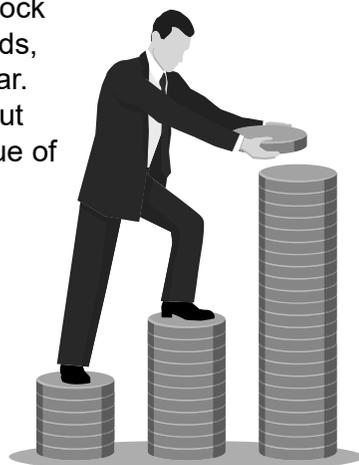
- After a year of flat giving in 2020 totaling \$49.5 billion, the strong economy and booming stock market supported a 6.9% increase in giving in 2021, resulting in a record-high \$52.9 billion of sector fundraising. Alumni and wealthy philanthropists led the way, with multiple major gifts to underfunded institutions such as historically black colleges and universities (HBCUs) and two-year colleges.
- There were nine gifts in 2021 (versus seven in 2020) of \$100 million or more, totaling \$1.46 billion. Eight of these went to research/doctoral universities, and the other went to a private baccalaureate institution.
- Giving for unrestricted purposes, representing 7.4% of contributions reported by survey respondents, grew by a whopping 30.2%. Contributions for capital purposes – driven higher by gifts for restricted endowments – grew 8.4% sector-wide and represented 40.2% of total giving reported by respondents. Again, the distribution of this giving by purpose and institution type varied.
- As in 2020, foundation support (33.1%) and alumni support (23.2%) comprised the two largest giving categories in 2021. CASE has pointed out in the past that a significant portion of foundation support is from family foundations, which are often connected to alumni.



Higher education sector fundraising in fiscal 2021 (continued)

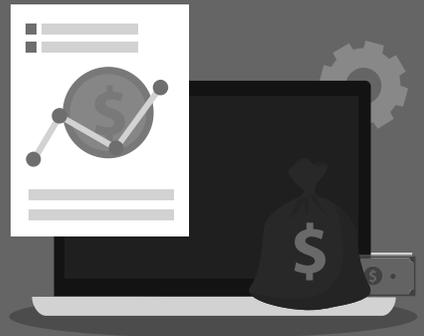
Key takeaways from the survey

- The second largest increase in any giving category – 9.1% – was from other organizations, most of which are donor-advised funds (DAFs). Over the last decade, the other organizations category has grown significantly, attesting to the growing popularity and convenience of DAFs. Indeed, DAFs represented 81.8% of other organization giving for those institutions who reported on DAFs, increasing 26.5% in 2021. Because DAFs have become so prominent, CASE indicated they will be tracked as a separate donor category beginning in 2022.
- Once again, respondent private and public research/doctoral institutions generated a disproportionate share of total giving, comprising 71% of sector funds raised (versus 70% in 2020) and growing 7% over 2020. Private universities generated 57% of the total research/doctoral giving reported. Although as categories they comprise a much smaller share of total giving, respondent master's and associate's institutions realized the largest percentage increases in giving, at 26% and 53%, respectively.
- Colleges and universities typically receive most of their gifts at the end of the calendar year and the end of the academic fiscal year. In 2021, the stock market made large gains in both of these periods, fueling giving overall and larger gifts in particular. Survey respondents replying to a question about gifts of stock reported that the number and value of such contributions rose, by 6.2% and 13%, respectively.





Fundraising – Risks in the current environment



Fundraising

Risks in the current environment

Fundraising by U.S. higher education entities was \$52 billion in 2021 and is increasingly complex. From new tax regulations affecting cryptocurrency donations to reputational concerns around tainted donors and foreign influence, both the National Council of Nonprofits and the Council for Advancement and Support of Education (CASE) have commented on the importance of appropriate fundraising policies to manage risks. As the complexity and variety of contributions and grants grow, the risk of noncompliance with donor stipulations remains a top risk. Most NFPs recognize the existential threat of failure to honor donor intent and have controls designed to ensure compliance. Still, other risks may also merit attention by governance and management.



Gift acceptance policies

Appropriate gift acceptance policies are the starting point for sound fundraising practices. As any gift acceptance policy that has not been updated in the last few years may no longer be sufficient to protect the institution, consider the following when reviewing and updating policies and related procedures:

- Do policies and procedures ensure the institution avoids gifts inconsistent with its values, mission, or programs, or that create unwarranted reputational risk, legal risk, or handling obligations? Does the policy address noncash and non-dollar denominated gifts, including, for example, digital assets like cryptocurrency and non-fungible tokens (NFTs)?
- Have potential conflicts of interest that could occur in the fundraising process been addressed? For example, avoid situations that put the institution in a position to serve as both recipient of a donation and tax advisor to the donor.

Fundraising

Risks in the current environment (continued)

Fundraising by U.S. higher education entities was \$52 billion in 2021 and is increasingly complex. From new tax regulations affecting cryptocurrency donations to reputational concerns around tainted donors and foreign influence, both the National Council of Nonprofits and the Council for Advancement and Support of Education (CASE) have commented on the importance of appropriate fundraising policies to manage risks. As the complexity and variety of contributions and grants grow, the risk of noncompliance with donor stipulations remains a top risk. Most NFPs recognize the existential threat of failure to honor donor intent and have controls designed to ensure compliance. Still, other risks may also merit attention by governance and management.



Gift acceptance policies (continued)

Appropriate gift acceptance policies are the starting point for sound fundraising practices. As any gift acceptance policy that has not been updated in the last few years may no longer be sufficient to protect the institution, consider the following when reviewing and updating policies and related procedures:

- Have the board and appropriate committees reviewed and approved the policy? Has a gift acceptance committee been established to evaluate and approve major gifts?
- If the institution imposes gift or endowment administration fees, how are they communicated to donors?
- Consider posting an external policy for prospective donors to help manage their expectations, as well as more detailed internal guidelines for management to implement the policy.

Fundraising

Risks in the current environment (continued)

Risks around gift and donor administration

Just as the vehicles available for making charitable contributions have become more varied and donor agreements have become more complicated, fundraising administration is increasingly complex. Following are risks that should be considered in the institution's administrative processes and controls:



- Lack of clarity around donor intent, or lack of robust documentation supporting interpretations for proper administration and financial reporting
- Inconsistent or untimely utilization of donor-restricted endowments and other gifts
- Difficulties reconciling or explaining gift measurement and reporting differences (e.g., CASE vs. GAAP standards)
- Inappropriate or inconsistent valuation policies for noncash gifts, including digital assets
- Failure to properly or completely report gifts from, and contracts with, foreign sources in accordance with the Higher Education Act
- Failure to comply with tax or donor reporting requirements
- Managing gifts from donor-advised funds and payments therefrom on existing donor commitments
- Inability to protect donor privacy and safeguard other sensitive information
- Failure to adequately separate admissions and other critical institutional processes from fundraising activities and influence

Fundraising

Risks in the current environment (continued)

Other common challenges and risks

A number of operational challenges and risks – some longstanding and others new because of heightened sensitivities around conflicts of interest or stakeholder expectations – may also be encountered in the fundraising enterprise:



- Reliance on a small group of donors, including board members or other related parties
- Overdependence on narrowly restricted contributions and grants, or acceptance of gifts that create mission creep or new fixed costs
- Potential for undue influence by major donors
- Objections by faculty or students to specific donors or program funding
- Failure to retain – or grow – the donor pool, including ineffective capture and use of donor data
- Turnover in development leadership and staff, leading to loss of donor connectivity
- Protocols to ensure safety at fundraising events
- Challenges in projecting fundraising performance in light of recent trends in donor behavior and tax changes
- KPIs to measure fundraising spend and success



2021 NACUBO- TIAA study of endowments



2021 NACUBO-TIAA study of endowments

Highlights of the study

Returns



Annualized average returns were 30.6% in 2021 (versus 1.8% in 2020), the strongest in years. Despite these results—which drove the 10-year annualized return from 7.5% to 8.5%—inflation expectations and higher fees and expenses caused the longstanding target return of 7.5% to rise to 7.94%. Based on median 2021 data reported, the return gap between endowments over \$1 billion and endowments between \$101 million and \$250 million was 7.2%.

Spending



Endowment spending in 2021 held steady with 2020 at 4.5%, although 20% of institutions made special appropriations in 2021. Spending remained concentrated on student aid (47%); academic programs and research (15%); endowed faculty positions (11%); and operations and maintenance of campus facilities (9%).

Fundraising



New endowment gifts were up 15% over 2020, likely reflecting the strong investment returns during 2021. Responding to a new survey question, 65% of respondents reported at least some giving directed toward diversity, equity, and inclusion (DEI) initiatives.

ESG Considerations



More endowments said they have added environmental, social, and governance (ESG) factors to their portfolios. The percent of endowments factoring responsible investing into investment manager due diligence and evaluation grew from 39.6% in 2020 to 47.4% in 2021, with 26.1% of respondents saying such investing can create performance in excess of market. Overall, 7.7% of institutions (versus 5.8% in 2020) reported having a formal policy to address DEI in investment manager selection.

2021 NACUBO-TIAA study of endowments

Highlights of the study

Respondent data

A total of 720 institutions— aggregating \$821 billion of total endowment value—took part in the Study, which covered the fiscal year ended June 30, 2021. Endowment wealth remained sharply concentrated, with endowments over \$1 billion comprising 84% of total endowment value (up from 80% in 2020). Average endowment size was \$1.1 billion, up 35% over 2020. Compared to smaller endowments and consistent with prior years, endowments over \$1 billion had lower allocations to public U.S. equities and fixed income and higher allocations to private equity and venture capital, marketable alternatives, and real assets.





AGB Study of higher education governing boards



AGB Study of higher education governing boards

Overview

The Association of Governing Boards of Universities and Colleges (AGB) recently released *Policies, Practices, and Composition of Governing Boards of Colleges, Universities, and Institutionally Related Foundations, 2021*. The study, which is generally conducted every five years, was based on a 2020 survey of over 500 colleges, universities, systems, and institutionally related foundations. Like the last survey in 2015, the latest survey focuses on several board attributes. AGB notes that some survey results should be interpreted with caution given the lower response rate in 2020, likely as a result of the pandemic.



Respondent highlights



- Among those responding, 22%, 60%, and 18%, respectively, were public institutions, independent (private) institutions, and foundations.
- Among public and private respondents by Carnegie Classification, 35% and 19%, respectively, were doctoral/research universities, and 82% of foundation respondents were affiliated with four-year institutions.

Survey takeaways

Following are highlights of the survey's major areas of focus in 2020, including I. Characteristics of public and private institution governing boards; II. Board policies and practices; and III. Institutionally related foundations. The full survey, which contains substantial additional data and insights not highlighted here, can be ordered from AGB at www.AGB.com.

AGB Study of higher education governing boards (continued)

I. Characteristics of public and private institution governing boards

Size



- Among those responding, 22%, 60%, and 18%, respectively, were public institutions, independent (private) institutions, and foundations.
- Among public and private respondents by Carnegie Classification, 35% and 19%, respectively, were doctoral/research universities, and 82% of foundation respondents were affiliated with four-year institutions.

Gender and LBGQTQIA



- Men remain in the majority on college and university boards. However, women now comprise 37% and 36%, respectively, of public and private board members, an increase of over 4% in each sector since the 2015 survey. Still, AGB notes these percentages significantly lag the percentage of female students overall, which has been between 56 – 57% over the last few decades.
- Approximately 23% of public and 25% of private board chairs were women. Among public and private respondents, 23% and 34%, respectively, indicated their institution's president is female.
- A new question added in 2020 asked if any voting members self-identified as LBGQTQIA, and 87% of public and 51% of private respondents either answered no or that they did not know. However, AGB notes these results should be interpreted with caution given the number of times the question was skipped.

Age



- Approximately 61% of public and 60% of private board members were between the ages of 50 – 69, the largest single category. In addition, board members aged 70 and over comprised 15% of public and 22% of private boards (versus 14% and 18% in the 2015 survey).

AGB Study of higher education governing boards (continued)

I. Characteristics of public and private institution governing boards (continued)

Race/ethnicity



- Minorities¹ overall comprised 30% of public and 17% of private boards. Black/African Americans comprised 20% of public and 10% of private boards. However, Minority-Serving Institutions (MSIs) skewed the data overall for public institutions, with Black/African Americans comprising 41% of MSI boards and only 13% of boards at other publics.
- Total minorities represented 25% of public and 10% of private board chairs, with Black/African Americans comprising the largest single minority category. Excluding MSIs, total minorities represented 17% of public and 8% of private board chairs.
- In terms of presidents/chancellors by race/ethnicity, total minorities comprised 33% at publics and 28% at privates. The majority of those were Black/African American, with 22% at publics and 24% at privates. However, MSIs again represented a disproportionate share of these percentages, particularly at private institutions. After removing MSIs from the data, total minorities and Black/African Americans represented 7% and 4%, respectively, of private college and university presidents.
- In terms of faculty, total minorities comprised 19% at publics and 22% at privates. Similar to board-level data, these figures lag total minority representation among students, which was 41% at publics and 35% at privates.

¹ AGB has defined as American Indian/Alaskan Native; Asian; Black/African American (Non-Hispanic); Hispanic/Latino; and Native Hawaiian/Pacific Islander.

AGB Study of higher education governing boards (continued)

I. Characteristics of public and private institution governing boards (continued)

Board diversity and diversity, equity, and inclusion (DEI) planning



- The vast majority (95%) of private institution respondents indicated they were attempting to diversify the composition of their boards, as compared to 50% of public respondents, some of whom cited less control around board diversification due to member appointment and state election rules. Indeed, the survey noted that 77% of public board members are appointed by governors or state legislatures, and 8% are elected.
- While 90% of public and 81% of private institutions indicated they have an overall DEI plan, only 28% and 31%, respectively, have a board-specific DEI plan. In addition, 3% of public and 7% of private respondents have established a standing DEI committee at the board level.
- Among the most popular diversification categories cited for publics and privates, respectively, included race/ethnicity (76% and 97%); professional background (74% and 84%); gender (74% and 77%); and age (28% and 68%). Self-identified sexual orientation was also cited by 22% and 28%, respectively, of publics and privates as an important diversification category.
- In terms of occupational trends for board members, an increasing proportion of board members have current or former business roles (53% at publics and 57% at privates), and 46% of public and 48% of private institutions reported at least one board member serving on a corporate board.

AGB Study of higher education governing boards (continued)

II. Board policies and practices

Term limits



- A vast majority of boards (92% of publics and 96% of privates) specify the length of member terms, with most (52% of publics and 74% of privates) also limiting the number of consecutive terms of service. As to the board chair, most boards limit term length, and 44% of publics and 54% of privates limit the number of consecutive terms.
- While average term length was longer at publics (5.5 years) than privates (3.2 years), the average number of consecutive terms served (if limited) is longer at privates (3.2) than at publics (2.2).

Board meetings



- Perhaps due to the pandemic, boards generally reported more frequent but shorter meetings in 2020 than in the past, with meeting frequency and length somewhat correlated to institution size and complexity.
- Overall, public boards held an average 7.7 meetings (skewed higher by boards at public university systems, who met 11.0 times on average) for 3.2 hours, while private boards held an average 4.6 meetings for 4.3 hours. Generally, boards at doctoral/research universities met more frequently than their smaller counterparts.
- In terms of the percentage of voting member attendance at board meetings, 84% of public and 58% of private institution respondents reported “full attendance” (i.e., 91%+). The pandemic likely impacted these statistics, and the lower figure for privates likely reflects their much larger average board size.
- A vast majority of public and private respondents reported virtual meetings in 2020, with about two-thirds of public boards and virtually all private institutions permitting electronic voting (although it is unclear whether such permissions will become permanent).

AGB Study of higher education governing boards (continued)

II. Board policies and practices (continued)

Board meetings (continued)



- Public respondents reported that executive sessions were held at only 32% of board meetings, whereas their private counterparts held such sessions at 63% of board meetings.
- Utilization of consent agendas to make meetings more efficient has continued to increase over the last decade. For example, in 2020, 77% of public respondents (63% in 2010) and 60% of private respondents (47% in 2010) reported using consent agendas.

Board committees



- Public respondents reported fewer committees (4.5 on average) than their private counterparts (7.7 on average). The highest average numbers of board committees were reported by private doctoral/research universities (8.9) and public university systems (5.4), in both cases likely due to their larger size and levels of decentralization.
- In terms of committee types, finance/budget was the most common (75% at publics and 74% at privates), and audit (60% at publics and 64% at privates) and academic affairs (55% at publics and 58% at privates) were also widely reported.
- However, there was some divergence as to other committee types: whereas 72% of privates said they had an executive committee, only 36% of publics reported the same (with a similar disparity as to a trustee/nominating/governance committee). Privates were also more likely to have a committee for development/advancement (63%) and investments (43%) relative to their more foundation-dependent public counterparts (23% and 12%, respectively).

AGB Study of higher education governing boards (continued)

III. Institutionally related foundations

Foundation characteristics and practices



- Most institutions (78%) had only one foundation, and most foundation respondents (82%) served four-year institutions.
- Overall, 40% of respondents defined their relationship with the institution as “interdependent.” More foundations with large endowments (over \$100 million) were more likely to describe themselves as “independent” than their smaller counterparts. Despite varying levels of dependence among respondents, the majority of foundations (85%) had a formal operating agreement or memorandum of understanding their institution or system.
- As to functions performed by foundations, the most prevalent were serving as the primary gift repository for contributions to the affiliated institution (96%) and endowment management (95%). However, a number of other common functions, especially pertaining to fundraising and alumni relations activities, were reported.
- Among all respondents, 38% reported having endowments from \$101 million to \$500 million. Among foundations serving public university systems, 40% had endowments over \$1 billion.
- Operating budgets and staff size were correlated with endowment size. Foundations reporting endowments greater than \$1 billion had average FTE staff of 75, and over half had an operating budget greater than \$20 million.
- As to the foundation’s role in fundraising, the results were split: 37% reported that the institution or system staff directed and coordinated fundraising efforts, whereas 36% stated the foundation is primarily responsible for directing and executing fundraising.

AGB Study of higher education governing boards (continued)

III. Institutionally related foundations (continued)

Foundation board composition and related data



- As to foundation board composition overall, total minority representation (12%) lags that on college and university boards, although overall female representation (35% in 2020 and 25% in 2010) has been increasing and is more comparable. As to age, foundation board member data aligned with institutions, with 63% of board members aged 50 – 69 and 22% are 70 and over. Virtually all respondents (98%) said they are attempting to diversity board composition, although only 22% of respondents said they have a board-specific DEI plan.
- As to board member terms, 98% of respondents indicated that their foundation specifies member term lengths (3.7 years on average) and that the average number of consecutive terms is 2.8. As to the foundation board chair, average term length was 1.9 years and average number of consecutive terms was 1.7.



Workforce disruption and planning



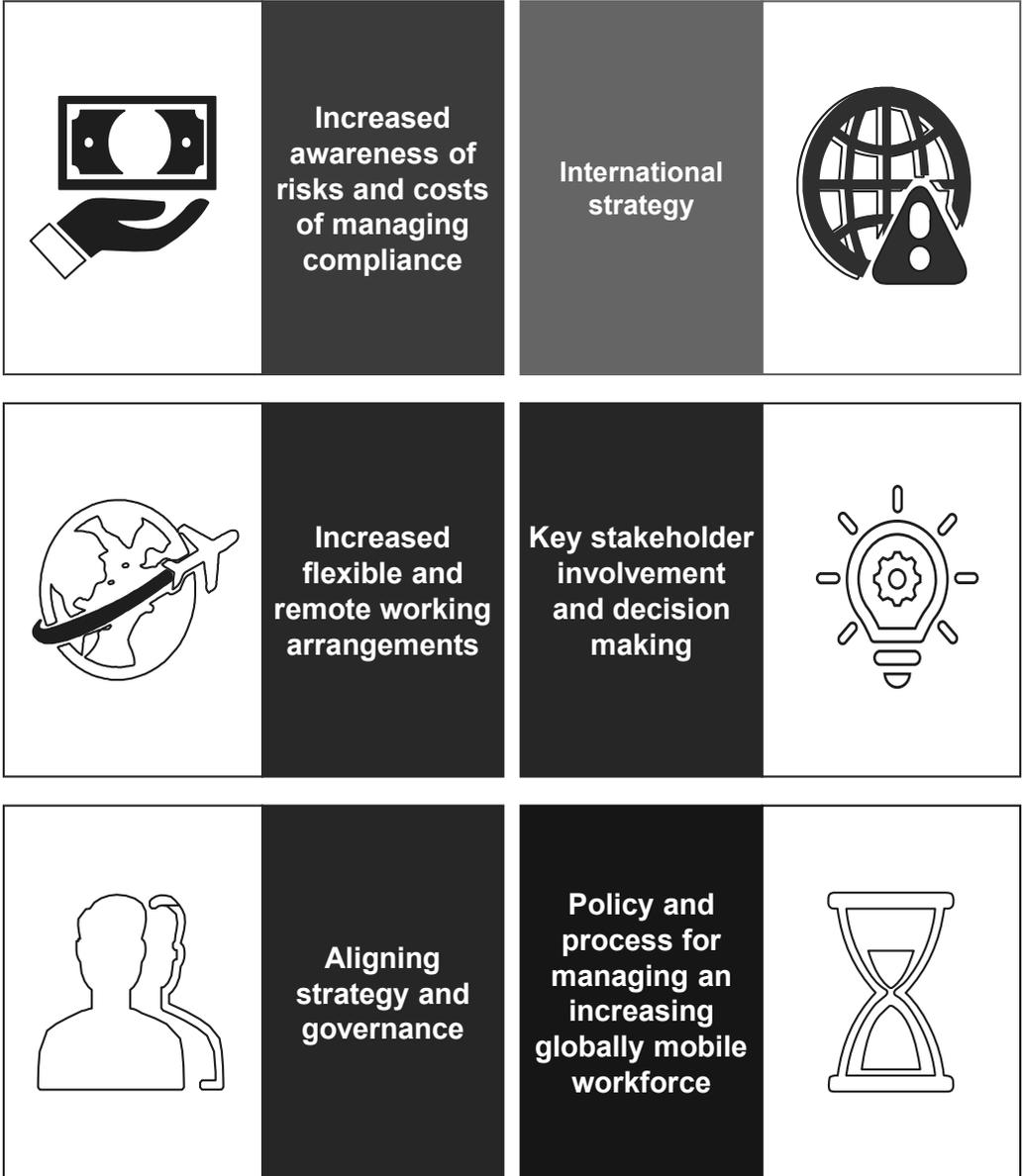
Workforce disruption and planning

The ways in which employees work were profoundly impacted by the pandemic and continue to evolve as labor shortages and wage inflation take hold. In higher education specifically, traditional campus-based work environments, attrition from an aging demographic in key administrative roles, and leaner staffing models only intensify pressures on retention and recruitment. Following are some of the risks in today's evolving work environment.

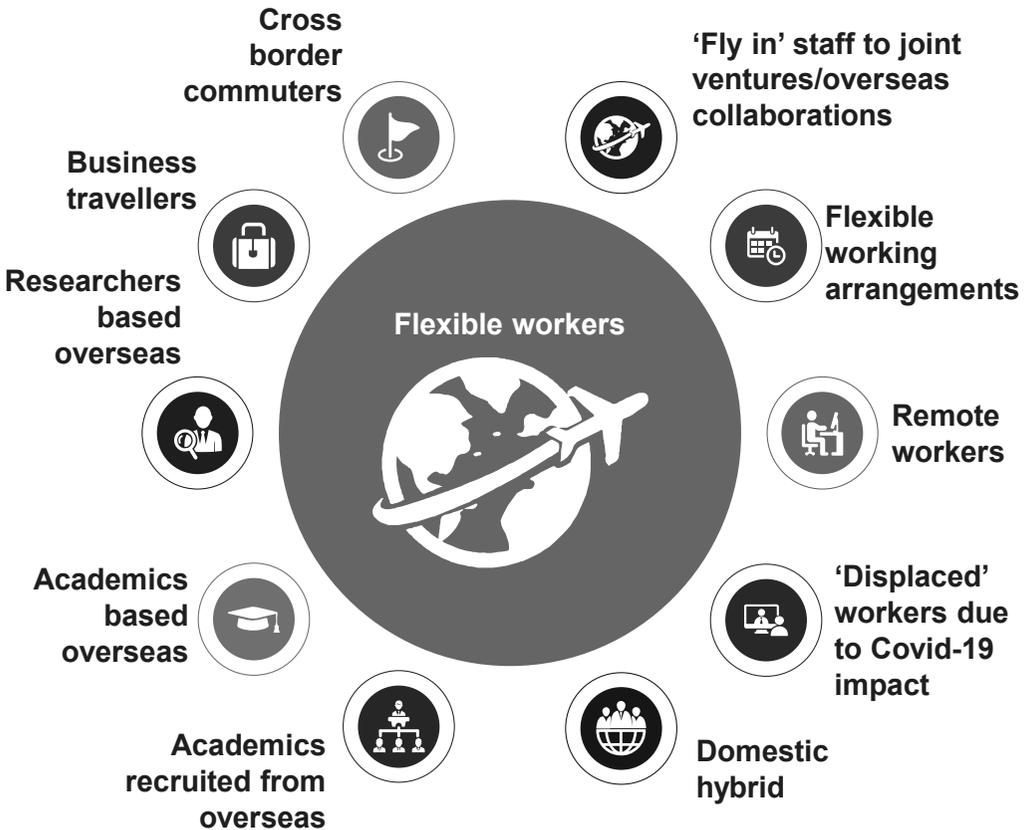


- Finance, accounting, IT and internal audit have been particularly **hard-hit**
- Effects of **changing work modes** and workforce attrition on internal controls, including segregation of duties, and risk of fraud
- **Equity issues** – physical vs. remote, pay gaps, health and safety
- Wage **inflation** and benefit enhancements in recruiting new positions, as well as risks around unfilled positions
- **Concerns** about employee engagement, productivity, mentoring, and career progression in remote environment
- **Space utilization** and allocation impacts on capital planning and budgeting
- **Expectations** around reallocated space in relation to campus carbon footprint
- **Compliance** with state and international tax laws and other regulations
- Continued **uncertainties** and impacts around pandemic and related protocols

Mobility trends across higher education



Evolution of mobile employees in higher education



Key compliance issues around mobile workforce

Our ways of working have changed for good, we need to build a robust operating and risk management model for today and tomorrow

Income and social tax

- Tax payment and fling support to employees due to increased liability due to remote work
- Certificate of Coverages
- Management of potential mismatch in social security benefits
- Tracking & identification
- Income tax residency/tax home determination

Employment and payroll tax

- Employment tax, state and local taxes
- Domestic and international payroll reporting and withholding
- Documentation maintenance

Organizational

- Reputational risk
- Operational risk
- Talent and employee experience risks
- Business continuity and sustainability
- Environmental, Social, and Governance risks

Indirect tax and subsidies

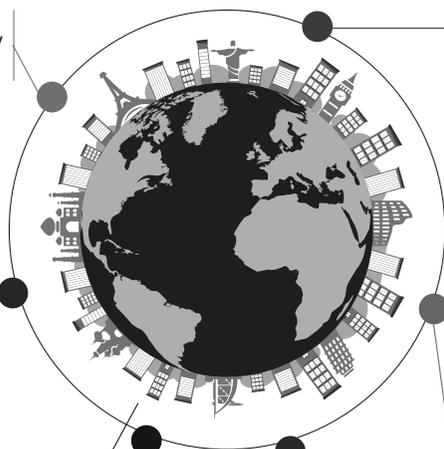
- VAT, GST, service tax
- Location based subsidies and credits
- Other credits

Corporate tax, SALT and transfer pricing

- Corporate structure and entity characterization
- Permanent establishment & state nexus
- Value attribution and profit allocation
- Accounting & reporting considerations (i.e., FIN 48, FAS5)
- Governance & controls (e.g., intercompany contracts, policies)
- Location and substance-based positions (e.g., tax rulings, Subpart F)
- On-going compliance management, risk monitoring & assessment

Regulatory insurance and licensing

- Licensing & regulatory considerations
- Exchange control regulations
- Immigration & employment law
- Employment/assignment documentation
- Data privacy & cyber considerations
- Works councils and trade unions
- Health & safety





Get to know crypto



What is cryptocurrency?



Cryptocurrency (crypto) is a digital asset (i.e., property) designed to work as a medium of exchange

- Mined (i.e., formed), encrypted, and stored in secured blockchains
- Tracking and transacting uses blockchain technologies
- Not really a security or a fiat currency
- No central authority that manages or maintains value
- Can be used as a means of payment or investment



Blockchain is a digital ledger that keeps record of transactions in code

- Each transaction is a “block,” and the ledger is a “chain” which links the blocks together
- Does not sit on one server (decentralized tracking and validation) – no single party controls the data
- Once data is written, it cannot be deleted
- Uses technology which prevents unauthorized changes to the blockchain record through the use of a digital key

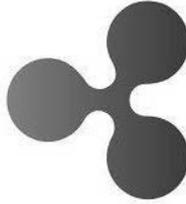
Common cryptocurrencies



Bitcoin



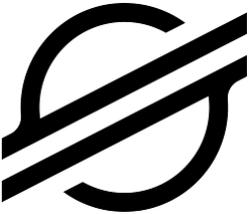
Ethereum



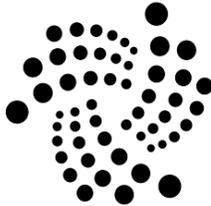
Ripple



Litecoin



Stellar



IOTA



Dash



Monero



Zcash

...and thousands more. Anyone can create their own form of cryptocurrency with a modified blockchain code.

Risks and challenges



Risk of loss

- When holding crypto, it can be highly speculative and volatile
- Loss of keys or other access points



Reputational risks

- Blockchain does not disclose donor identity
- Environmental concerns around crypto mining



Other challenges

- Policies and procedures over transacting and custody
- Use of third-party advisors and brokers
- Valuation and accounting
- Tax and other regulatory compliance

Questions to ask

Because crypto is speculative and volatile, engaging in transactions or holdings requires a thorough understanding of the risks, as well as the entity's crypto posture. Colleges and universities, with appropriate oversight of the board, should establish clear policies and procedures before accepting crypto or investing in these digital assets.

- Have we engaged an **outside advisor** to better understand crypto risks and opportunities?
- What **approvals** should occur prior to accepting a donation in crypto?
- How are we staying **current** on evolving tax compliance and reporting rules?
- What information will be required from donors for proper **identification**, and how can we ensure its accuracy?
- Given the potential **risk of loss** and impacts on financial reporting, will we hold or immediately liquidate such donations?
- Will we make crypto investments **directly or indirectly** (e.g., through commingled funds)?
- How will crypto payments or investments be **administered**, and by whom?
- Are **internal controls** appropriate? Consider whether a reputable custodian or broker is needed.





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APPENDIX V



THE OHIO STATE UNIVERSITY

Board of Trustees

210 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1388

Phone (614) 292-6359
Fax (614) 292-5903
trustees.osu.edu

SUMMARY OF ACTIONS TAKEN

August 17, 2022 – Academic Affairs and Student Life Committee Meeting

Members Present:

Jeff M.S. Kaplan
Elizabeth A. Harsh

Elizabeth P. Kessler
Reginald A. Wilkinson

Susan E. Cole
Hiroyuki Fujita (ex officio)

Members Present via Zoom:

Abigail S. Wexner
Michael Kiggin

Members Absent:

N/A

The Academic Affairs and Student Life Committee of The Ohio State University Board of Trustees convened on Wednesday, August 17, 2022, in person at Longaberger Alumni House on the Columbus campus and virtually via Zoom. Committee Chair Jeff Kaplan called the meeting to order at 2:29 p.m.

PUBLIC SESSION

Mr. Kaplan thanked Mrs. Harsh for agreeing to serve as vice chair of this committee. He also noted that the work of this committee is the heart of what Ohio State is all about, and he thanked everyone around the table for their insights, expertise and hard work.

Items for Discussion

1. **Provost's Report:** Provost Melissa Gilliam welcomed Mr. Kaplan and Mrs. Harsh as the new committee leaders. She then kicked off her Provost's Report with an update on the COVID-19 working group. This fall, there will be a mask-optional policy for the majority of campus, with certain exceptions for clinical and health care settings. This fall, the university will also welcome its first cohort of the Scarlet and Gray Advantage Program with students representing 45 of Ohio's 88 counties. In the Office of Academic Affairs, one important focus has been identifying new leaders, and Dr. Gilliam took the opportunity to welcome David Jenkins, Dean of the College of Social Work, and David Horn, Dean of the College of Arts & Sciences. She then introduced Dr. Charlene Gilbert, Senior Vice Provost for Student Academic Excellence, who introduced members of her team, including Dr. Norman Jones, Vice Provost and Dean for Undergraduate Education; Dr. James Orr, Vice Provost for Strategic Enrollment Management; Dr. Randy Smith, Vice Provost for Academic Programs; and Dr. Mary Stromberger, Vice Provost and Dean for Graduate Education.
2. **Senior Vice President for Student Life's Report:** During her report, Dr. Melissa Shivers, Senior Vice President for Student Life, provided an overview of upcoming educational and support efforts related to advancing student health and well-being, including a new alcohol, tobacco, and other drugs educational module; an anti-hazing policy, training module and reporting website in response to Collin's Law; and the benefits of the Off-Campus Housing Network for students living off-campus. (See Attachment XIII for background information, page 367)



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Items for Action

3. Approval of Minutes: No changes were requested to the May 18, 2022, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

4. Resolution No. 2023-15: Approval to Affirm Establishment of Textbook Auto-Adoption Policy: Synopsis:
Approval to affirm establishment of a textbook auto-adoption policy is proposed.
WHEREAS there is the need to be in compliance with Title I, Section 133 of the Federal Higher Education Opportunity Act of 2008; and
WHEREAS in alignment with the federal law, in June 2021 the Ohio General Assembly enacted uncodified law section 733.20 in HB 110 stating that institutions will disclose required and recommended textbooks not later than the time at which students can first begin to register for a course, and that if not selected by the first day of class registration, then the bookstore will post the materials from the prior offering of the course; and
WHEREAS The Ohio State University has a demonstrated record of commitment to and many actions for student access and affordability, including participating in the Ohio Open Education Collaborative and the Affordable Learning Exchange and posting Affordable Educational Resources on the University Libraries website; and
WHEREAS the University Senate passed a resolution initiated by the Undergraduate Student Government to increase textbook affordability by encouraging timely ordering of textbooks; and
WHEREAS a "textbook auto-adoption policy" would enable faculty to either post information before students register for a course about textbooks and other materials they must purchase, or have textbooks and other required materials from the previous offering of that course reposted automatically, with the proviso that, if faculty choose to change textbooks and/or other materials from those posted at the bookstore after the federally mandated date, they will inform their department, school or college leader; and
WHEREAS this textbook auto-adoption policy will ensure that a decision about textbook and course materials for course use will be identified by the first day of registration for the autumn 2023 term; and
WHEREAS implementation will occur through the bookstore, and the process will be developed and overseen by the Office of Academic Affairs, the University Senate and Office of the University Registrar:
NOW THEREFORE
BE IT RESOLVED, That the Board of Trustees affirms the establishment of a textbook auto-adoption policy, and charges the Office of Academic Affairs, the University Senate and Office of the University Registrar to develop that policy for implementation in the 2022-2023 academic year.
(See Appendix XIV for background information, page 566)



5. Resolution No. 2023-16: Adoption of Interim Campus Free Speech Policy and Process:

Synopsis: Adoption of an interim campus free speech policy and process as required under Ohio Revised Code 3345.0215 is proposed.

WHEREAS Ohio Revised Code 3345.0215 codified the public policy of the state of Ohio concerning campus free speech, and requires the Board of Trustees to adopt a policy affirming several principles of campus free speech and a process under which a student, student group, or faculty member may submit a complaint about an alleged violation of the forgoing policy; and

WHEREAS it is the practice of the Board of Trustees to cause the university to operate in compliance with state law:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts the following interim policy on campus free speech:

Interim Policy

As Buckeyes, we derive great strength from bringing together people from different backgrounds and learning from their experiences. As a land-grant institution, The Ohio State University takes seriously its role in promoting and supporting public discourse. We are steadfastly committed to protecting the First Amendment right to free speech and expression on our campuses. Encouraging individuals to share their varying thoughts and perspectives enriches the university environment and can allow community members to experience new ideas.

Principles of Campus Free Speech

In accordance with the public policy and the laws of the state of Ohio, the university affirms the following principles:

- (1) Students have a fundamental constitutional right to free speech.
- (2) The university is committed to giving students broad latitude to speak, write, listen, challenge, learn, and discuss any issue, subject to Ohio Revised Code 3345.0215(E).
- (3) The university is committed to maintaining a campus as a marketplace of ideas for all students and all faculty in which the free exchange of ideas is not to be suppressed because the ideas put forth are thought by some or even by most members of the institution's community to be offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed.
- (4) It is for the university's individual students and faculty to make judgments about ideas for themselves, and to act on those judgments not by seeking to suppress free speech, but by openly and vigorously contesting the ideas that they oppose.
- (5) It is not the proper role of the university to attempt to shield individuals from free speech, including ideas and opinions they find offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed.
- (6) Although the university greatly values civility and mutual respect, concerns about civility and mutual respect shall never be used as a justification for closing off the discussion of ideas, however offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed those ideas may be to some students or faculty.



THE OHIO STATE UNIVERSITY

(7) Although all students and all faculty are free to state their own views about and contest the views expressed on campus, and to state their own views about and contest speakers who are invited to express their views on the campus of a state institution of higher education, they may not substantially obstruct or otherwise substantially interfere with the freedom of others to express views they reject or even loathe. To this end, the university has a responsibility to promote a lively and fearless freedom of debate and deliberation and protect that freedom.

(8) The university shall be committed to providing an atmosphere that is most conducive to speculation, experimentation, and creation by all students and all faculty, who shall always remain free to inquire, to study and to evaluate, and to gain new understanding.

(9) The primary responsibility of faculty is to engage an honest, courageous, and persistent effort to search out and communicate the truth that lies in the areas of their competence.

Complaints

Further, the university is creating a process under which a student, student group, or faculty member may submit a complaint about an alleged violation by an employee of the university for violations of the above interim policy, including any violation which results in a penalty imposed on a student's grade for an assignment or coursework that is unrelated to ordinary academic standards of substance and relevance, including any legitimate pedagogical concerns, and is instead based on the contents of student's free speech.

A complaint can be submitted to the Office of University Compliance and Integrity at: compliance-integrity@osu.edu or anonymously using EthicsPoint.

Under the process, which shall comply with standards to be adopted by the Ohio Chancellor of Higher Education, the university will investigate the alleged violation and conduct a fair and impartial hearing regarding the alleged violation. If the hearing determines the university's interim policy was violated, the university shall determine a resolution to address the violation and prevent any further violation of the interim policy.

6. Resolution No. 2023-17: Faculty Personnel Actions:

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 May 19, 2022, meeting of the Board, including the following and attached appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments

Name: ERIC M. ANDERMAN
Title: Professor (Interim Dean and Director)
Campus: The Ohio State University at Mansfield
Term: July 1, 2022 through May 14, 2023, or until a new dean is appointed

Name: ANIKA S. ANTHONY
Title: Associate Vice Provost and Director, Michael V. Drake Institute for Teaching and Learning
Office: Academic Affairs
Term: August 15, 2022 through June 30, 2027



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Name: ABRAHAM K. BADU-TAWIAH
Title: Professor (Robert K. Fox Professorship in Chemistry Fund)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027

Name: KAREN BEARD
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Education and Human Ecology

Name: JOSHUA BOMSER
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Education and Human Ecology

Name: CARLOS E. CASTRO
Title: Professor (College of Engineering Innovation Scholar)
College: Engineering
Term: July 1, 2022 through June 30, 2027

Name: DOREEN CLOSE
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Engineering

Name: KAREN DANNEMILLER
Title: Associate Professor (College of Engineering Innovation Scholar)
College: Engineering
Term: July 1, 2022 through June 30, 2027

Name: ETHAN DOETSCH
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: HANY EMAM
Title: Associate Professor (D.P. Snyder Endowed Professorship in Oral and Maxillofacial Surgery)
College: Dentistry
Term: June 1, 2022 through May 31, 2027

Name: MARA FRAZIER
Title: Assistant Professor (Endowed Professorship for the Curator of Dance)
Unit: University Libraries
Term: August 15, 2022 through August 14, 2027

Name: JARED GARDNER
Title: Professor (2022 President and Provost's Award for Distinguished Faculty Service)
College: Arts and Sciences

Name: JOSHUA GOLDBERGER
Title: Professor (Charles H. Kimberly Professorship in Chemistry)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027



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Name: SATHYA GOPALAKRISHNAN
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Food, Agricultural, and Environmental Sciences

Name: ANNA A. GROTANS
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: *ANGE-MARIE HANCOCK ALFARO
Title: Professor and Executive Director, Kirwan Institute for the Study of Race and Ethnicity (ENGIE-Axium Endowed Professorship)
Office: Academic Affairs
Term: January 1, 2023 through December 31, 2027

Name: WENDY S. HESFORD
Title: Professor (2022 President and Provost's Award for Distinguished Faculty Service)
College: Arts and Sciences

Name: PHU HOANG
Title: Associate Professor (Robert S. Livesey Professorship in Architecture)
College: Engineering
Term: August 15, 2022 through May 31, 2026

Name: A. DOUGLAS KINGHORN
Title: Professor (2022 Distinguished University Professor)
College: Pharmacy

Name: NICOLE KRAFT
Title: Associate Professor-Clinical (2022 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: *PATRICK LOUCHOUARN
Title: Professor (Senior Vice Provost for Faculty Eminence)
Office: Academic Affairs
Term: August 1, 2022 through June 30, 2027

Name: ERIC MACGILVRAY
Title: Professor (2022 President and Provost's Award for Distinguished Faculty Service)
College: Arts and Sciences

Name: WILLIAM S. MARRAS
Title: Professor (2022 Distinguished University Professor)
College: Engineering

Name: DAVID NAGIB
Title: Professor (Dr. Harold "Hal" Miller and Betty J. Miller Endowed Professorship in Organic Chemistry and Biochemistry)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027



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Name: DAVID M. O'MALLEY
Title: Professor-Clinical (John G. Boutselis, MD Chair in Gynecology)
College: Medicine
Term: July 1, 2022 through June 30, 2026

Name: *JAMES ORR
Title: Vice Provost for Strategic Enrollment Management
Office: Academic Affairs
Term: August 1, 2022

Name: KADRI PARRIS
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Engineering

Name: K. LUAN PHAN
Title: Professor and Chair (Jeffrey Schottenstein Endowed Chair in Psychiatry and Resilience)
College: Medicine
Term: October 1, 2022 through June 30, 2026

Name: T.V. (BABU) RAJANBABU
Title: Professor (Phyllis and Richard Leet Endowed Chair in Chemistry)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027

Name: REBECCA RICCIARDO
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: JACOB RISINGER
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: PAUL ROSE
Title: Professor (2022 Alumni Award for Distinguished Teaching)
College: Michael E. Moritz College of Law

Name: ERIC SEIBER
Title: Professor (2022 Alumni Award for Distinguished Teaching)
College: Public Health

Name: BARRY SHANK
Title: Professor (Director of the Humanities Institute/Consortium)
College: Arts and Sciences
Term: July 1, 2022 through June 30, 2025

Name: MANOJ SRINIVASAN
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Engineering

Name: MICHAEL STAMATIKOS
Title: Associate Professor (2022 Alumni Award for Distinguished Teaching)
College: Arts and Sciences



THE OHIO STATE UNIVERSITY

Name: *CALVIN M. STEWART
Title: Associate Professor (College of Engineering Innovation Scholar)
College: Engineering
Term: July 1, 2022 through June 30, 2027

Name: JAMES TALAMO
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: *LYDIA WALKER
Title: Assistant Professor (Seth Andre Myers Professorship in Global Military History)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027

Name: DEBORAH WILSON
Title: Senior Lecturer (2022 Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: PATRICK M. WOODWARD
Title: Professor (M.S. Newman Professorship)
College: Arts and Sciences
Term: August 15, 2022 through August 14, 2027

*New Hire

Reappointments

Name: LEI CAO
Title: Professor (William C. and Joan E. Davis Cancer Research Professorship)
College: Medicine
Term: December 1, 2022 through June 30, 2026

Name: DAVID E. COHN
Title: Professor (Stuart M. Sloan - Larry J. Copeland MD Chair in Gynecologic Oncology Initiated by a Grateful Patient)
College: Medicine
Term: January 1, 2023 through June 30, 2026

Name: DAVID COLE
Title: Professor (Ohio Research Scholar Professor)
College: Arts and Sciences
Term: June 1, 2022 through August 14, 2027

Name: LARRY J. COPELAND
Title: Professor (William Greenville Pace III and Joann Norris Collins-Pace Chair for Cancer Research)
College: Medicine
Term: July 1, 2022 through June 30, 2026

Name: MELISSA M. DRUM
Title: Professor (Alfred W. Reader Endowed Professorship in Endodontics)
College: Dentistry
Term: October 1, 2022 through September 30, 2027



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Name: DENNIS R. HELDMAN
Title: Professor (Dale A. Seiberling Professorship in Food Engineering)
College: Food, Agricultural, and Environmental Sciences
Term: September 1, 2022, through May 31, 2027

Name: CHRISTOPHER C. KAEDING
Title: Professor-Clinical (Judson D. Wilson Professorship in Orthopedic Surgery)
College: Medicine
Term: July 1, 2022 through June 30, 2026

Name: CATHANN A. KRESS
Title: Dean and Vice President, Agricultural Administration
College: Food, Agricultural, and Environmental Sciences
Term: July 1, 2022 through June 30, 2027

Name: MARK B. LANDON
Title: Professor and Chair (Richard L. Meiling Chair of Obstetrics and Gynecology)
College: Medicine
Term: July 1, 2022 through June 30, 2025

Name: BRADLEY J. NEEDLEMAN
Title: Professor-Clinical (Edwin H. and E. Christopher Ellison Professorship)
College: Medicine
Term: April 5, 2022 through June 30, 2026

Name: JAMES W. ROCCO
Title: Professor and Chair (Mary E. and John W. Alford Research Chair in Head and Neck Cancer)
College: Medicine
Term: January 1, 2023 through June 30, 2026

Name: VICKI WYSCOKI
Title: Professor (Ohio Eminent Scholar in Protein Engineering)
College: Arts and Sciences
Term: June 1, 2022 through May 31, 2027

Extensions

Name: TREVOR L. BROWN
Title: Dean
College: John Glenn College of Public Affairs
Term: July 1, 2023 through July 30, 2024

Name: RONALD L. HARTER
Title: Professor and Chair (Jay J. Jacoby MD, PhD, Chair in Anesthesiology)
College: Medicine
Term: July 1, 2022 through June 30, 2023

Name: BERNADETTE MELNYK
Title: Dean, Vice President for Health Promotion, and University Chief Wellness Officer
College: Nursing
Term: January 1, 2023 through June 30, 2023



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Name: CLAIRE F. VERSCHRAEGEN
 Title: Professor (Diana Nye and Michael Rayden Chair in Innovative Cancer Research)
 College: Research
 Term: Medicine
 July 1, 2022 through December 31, 2022, or until a new director is named and in place, whichever occurs first

(See Appendix XV for background information, page 571)

7. Resolution No. 2023-18: Honorary Degrees:

Synopsis: Approval of the honorary degrees listed below 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 the honorary degrees as listed below:

Jane Grote Abell	Honorary Doctor of Business Administration
Thomas R. Cech	Honorary Doctor of Science
Katie Smith	Honorary Doctor of Public Service

WHEREAS the Committee on Honorary Degrees of the University Senate, pursuant to rule 3335-5-48.8 of the Administrative Code, have approved for recommendation to the Board of Trustees the awarding of the honorary degrees as listed below:

Donna James	Honorary Doctor of Business Administration
Dennis Liotta	Honorary Doctor of Science
Arum Majumdar	Honorary Doctor of Engineering

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the awarding of the honorary degrees as outlined above.

(See Appendix XVI for background information, page 575)

8. Resolution No. 2023-19: Degrees and Certificates:

Synopsis: Approval of degrees and certificates for autumn term 2022 is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board of Trustees has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees, the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 18, 2022, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools.

(See Appendix XVII for background information, page 581)



THE OHIO STATE UNIVERSITY

Action: Upon the motion of Dr. Wilkinson, seconded by Mrs. Harsh, the committee adopted the foregoing resolutions by voice vote with the following members present and voting: Mr. Kaplan, Mrs. Harsh, Ms. Kessler, Dr. Wilkinson, Mr. Kiggin, Dr. Cole and Dr. Fujita. Mrs. Wexner was not present for this vote.

EXECUTIVE SESSION

It was moved by Mr. Kaplan, and seconded by Ms. Kessler, that the committee recess into executive session to discuss business-sensitive trade secrets 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 involving the appointment, employment and compensation of public officials, which are required to be kept confidential under Ohio law.

A roll call vote was taken, and the committee voted to go into executive session with the following members present and voting: Mr. Kaplan, Mrs. Harsh, Ms. Kessler, Dr. Wilkinson, Mr. Kiggin, Dr. Cole and Dr. Fujita. Mrs. Wexner was not present for this vote.

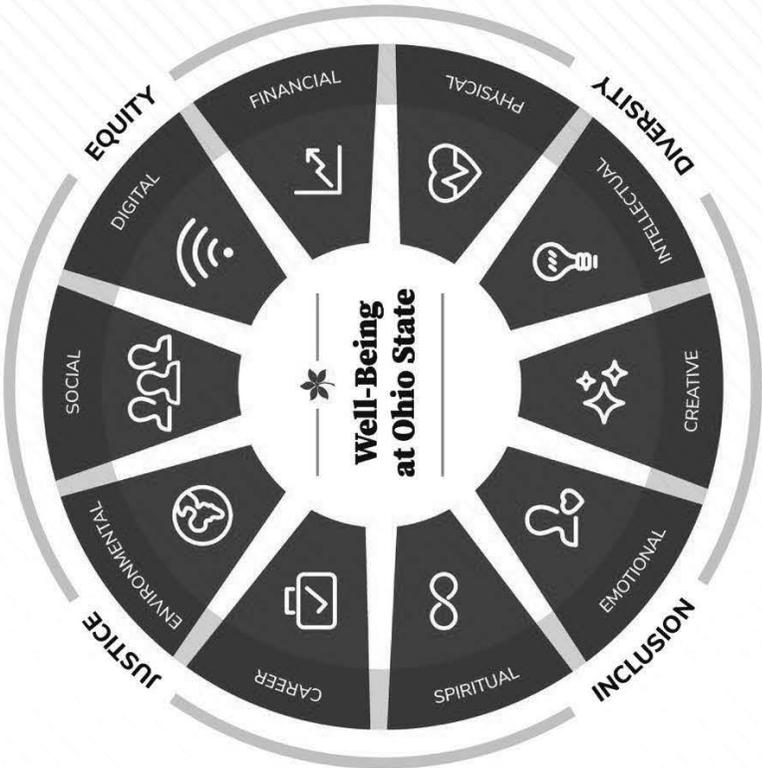
The committee entered executive session at 3:25 p.m. and the meeting adjourned at 4:38 p.m.



Refreshing our Focus on Student Support and Well-being



ACCESS EDUCATION OUTREACH TREATMENT



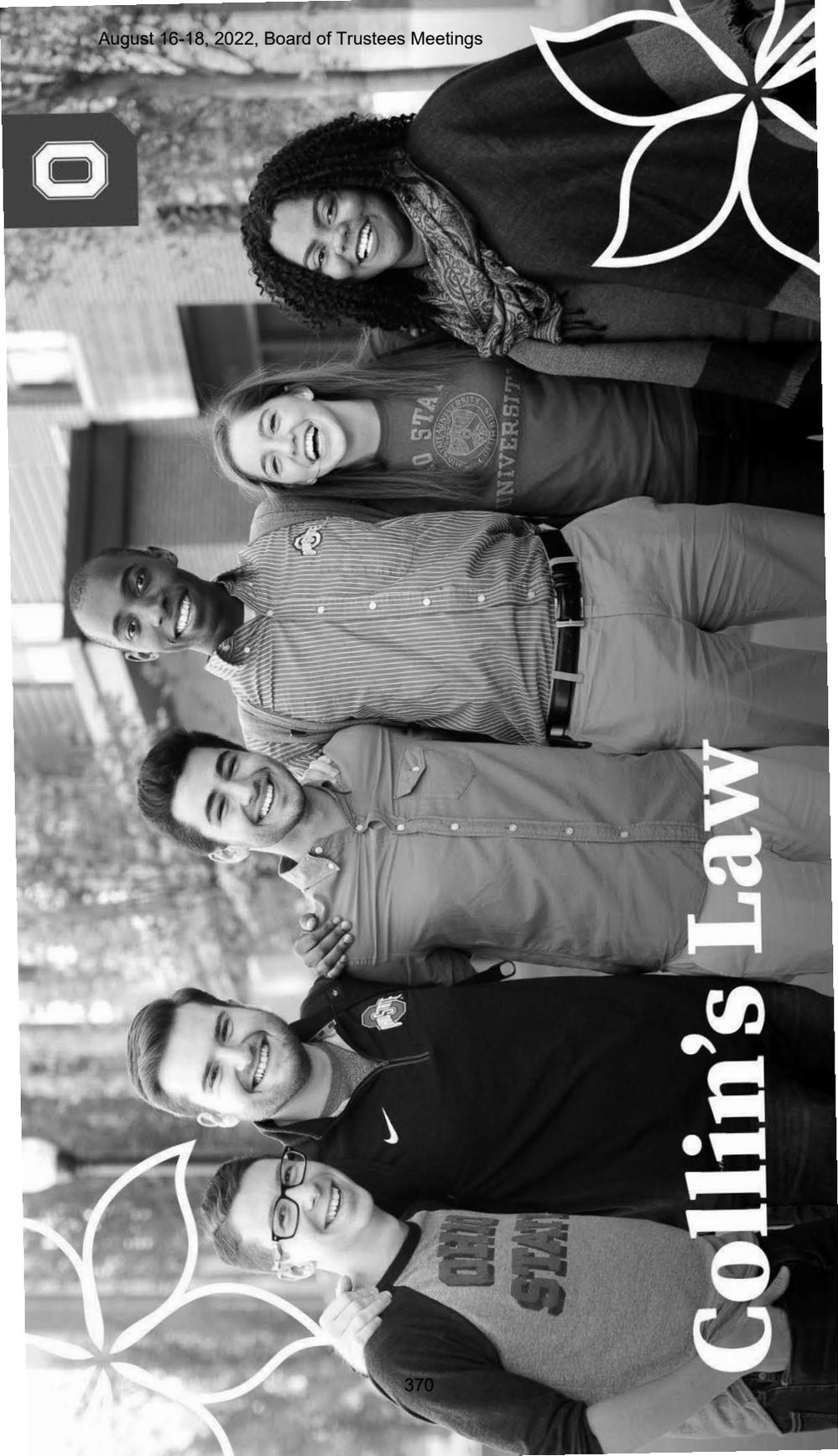
INITIATING EDUCATIONAL EFFORTS



TYPE	PURPOSE
ORIENTING	Individual or cohort “way-finding”
CHANGING	Evolving need that requires new approach
EMERGING	New need
INSTRUCTIONAL	Career/Professional need (i.e. internship)
REQUIREMENT	Legislative or other (i.e. OCR)



Collin's Law



UNDERSTANDING COLLIN'S LAW



- Collin's Law: The Ohio Anti-Hazing Act - Senate Bill 126
- Named for Collin Wiant, an 18-year-old Ohio University freshman who died in 2018
- Enacted October 7, 2021
- Expands definition of hazing
- Increases criminal penalties for hazing
- Expands and changes reporting requirements
- Provide notice to all faculty, staff, alumni, consultants or volunteers of duty to report hazing to law enforcement
- Requires staff and volunteers to undergo training on hazing
- Publicly share report of incidents of hazing from the past five years



OHIO STATE RESPONSE: IMPLEMENTATION TEAM

- Formed in August 2021
- Includes representatives from:
Athletics, Bands, Government Affairs, Human Resources, Institutional Equity,
Legal Affairs, Ohio State's Regional Campuses, OSUPD, ROTC and Student Life
- Three work groups
 - Policy Development
 - Leveraging existing and creation of any new policy
 - Reporting
 - Workflow for responding to hazing reports
 - Training and Compliance
 - Training materials for both short-term needs and longer-term goals

UPDATE AND NEXT STEPS



- **Policy**
 - Target policy effective date of January 9, 2023
- **Reporting**
 - Hazing related incidents must be publicly shared by January 15, 2023
 - stophazing.osu.edu website being finalized
- **Education**
 - Training module will be available to students during autumn 2022
 - Anti-hazing education will be included in Orientation sessions
 - General anti-hazing promotion will take place throughout the year



Alcohol, Tobacco and Other Drug Education





NEED, PURPOSE AND OUTCOMES

Substance use education is extremely challenging in the university setting. First-year students are particularly vulnerable to misuse during their early days of coming to campus.

The reasons for this are many:

- First-year students are away from home and parental supervision for the first time.
- They may feel a need to fit in and be accepted by their peers.
- They may lack knowledge concerning the potential harmful effects of Alcohol, Tobacco and Other Drugs (ATODs).
- They may exhibit greater anxiety associated with unfamiliar social and academic environments.
- Have a misinformed perception of peer use and misuse of ATODs.

Universal digital education can be effective at providing students with a foundation of knowledge and awareness.

Among our 13 Big 10 peer institutions, all assign alcohol and other drug education to incoming students.

As a leader in this field, we are re-framing safety, well-being and inclusion as investments rather than obligations.



ANALYZING THE DATA

- Nationally, from 2019 to 2021, death from synthetic opioids, such as fentanyl, doubled
- In Ohio, incidents of opioid overdose reached the highest rate in 10 years during January 2021
- **Alcohol and Other Drug Data** *(National Collegiate Health Assessment, 2021)*
 Percentages of students who reported they had used this substance at least once in the last three months. For prescription medications, students reported nonmedical use only:

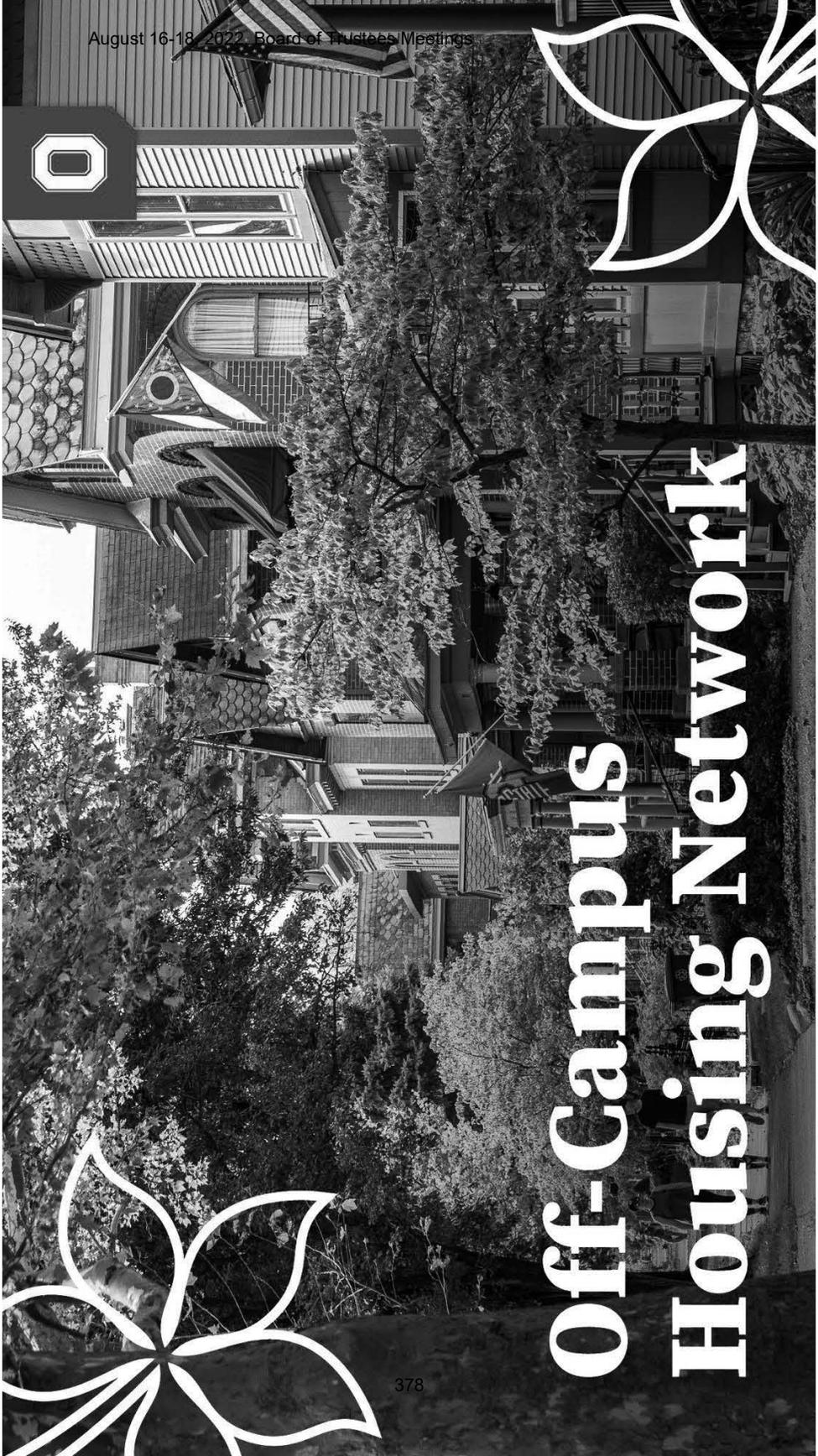
	National Data (n=96,489)	Ohio State Data (n=1,378)
Alcoholic beverages (beer, wine, liquor, etc.)	61%	72%
Cannabis (marijuana, weed, hash, edibles, vaped cannabis, etc.)	26%	25%
Prescription Stimulants (e.g., Ritalin, Adderall)	3%	3%
Prescription Opioids (e.g., fentanyl, oxycodone)	1%	1%



UPDATE AND NEXT STEPS

- Reporting
 - Information for website page being finalized. Will be housed on the Student Wellness Center website.
- Education
 - The 3 training modules will be available to students during autumn 2022
 - Enhanced education will be included in Orientation sessions
 - Will maintain and increase outreach of educational modules and campus/community resources throughout the year
- Innovation
 - Future bundling of student requirements
 - Instructional video on use of Naloxone to launch in fall

Off-Campus Housing Network



OFF-CAMPUS HOUSING NETWORK



- Enhances the way we work with property owners by requiring all property owners to commit to pre-determined criteria
 - This includes random safety checks of rental properties (conducted by City Code Enforcement and Student Life)
- Goals
 - Developing knowledgeable consumers, ensuring education and support well before students move off-campus
 - Support an iconic off-campus residential experience through enhanced partnerships with property owners
- Partnership across our community



BENEFITS OF PARTICIPATION

- **Students/Families**
 - Access to information that would otherwise have been unavailable or difficult to access
- **Property owners/managers**
 - Get their information in front of students from a reliable source
 - Variety of marketing opportunities
 - Invitation to exclusive meetings, allowing in-network entities to be in-the-know

UPDATE AND NEXT STEPS



- Program website content for all stakeholder groups is live
- Property owners' registration deadline was August 16, 2022
- Collaboration with property owners will continue throughout the year



Commission on Student Mental Health and Well-being



UPDATE AND NEXT STEPS

- Coordination of tracking and assessment across the university
- Buckeyes Reach Out campaign
- Advancement of peer-to-peer support models
- University-wide toolkit for referring, supporting and finding information
- Embedded counselors in 16 colleges/units
- Development of B-THRIVE pilot for 2023/24
- Assisting with promotional rollout of national 988 crisis line



QUESTIONS?



SUMMARY OF ACTIONS TAKEN

August 18, 2022 – Master Planning & Facilities Committee Meeting

Members Present:

Alexander R. Fischer
Alan A. Stockmeister
Elizabeth A. Harsh

Reginald A. Wilkinson
James D. Klingbeil

Robert H. Schottenstein
Hiroyuki Fujita (ex officio)

Members Present via Zoom: N/A

Members Absent: N/A

PUBLIC SESSION

The Master Planning & Facilities Committee of The Ohio State University Board of Trustees convened on Thursday, August 18, 2022, in person at the Longaberger Alumni House on the Columbus campus and virtually over Zoom. Committee Chair Alex Fischer called the meeting to order at 8:00 a.m.

Mr. Fischer welcomed Alan Stockmeister to his new role as vice chair of the Master Planning & Facilities Committee. He also thanked Jim Klingbeil for his longtime service as vice chair and for his continued service as a member of the committee. Additionally, Mr. Fischer officially welcomed Amanda Hoffsis to her new role at the university as Vice President of Planning, Architecture and Real Estate.

EXECUTIVE SESSION

It was moved by Mr. Fischer, and seconded by Mr. Stockmeister, that the committee recess into executive session to discuss the purchase of property, to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes, and to consult with legal counsel regarding pending or imminent litigation.

A roll call vote was taken, and the committee voted to go into executive session with the following members present and voting: Mr. Fischer, Mr. Stockmeister, Mrs. Harsh, Dr. Wilkinson, Mr. Klingbeil, Mr. Schottenstein and Dr. Fujita.

The committee entered executive session at 8:02 a.m. and returned to public session at 9:00 a.m. Mr. Schottenstein departed during executive session.

PUBLIC SESSION

Items for Discussion

1. **Physical Environment Scorecard:** The Physical Environment Scorecard shared FY22 year-end data through June 2022. Seven metrics continued to be coded red (does not meet target by greater than 10%): % Projects Completed On Time >\$200K, CABS Riders, All Parking Garage Peak Time Occupancy %, Sum of Daily Temporary Parking Space Closures, WOSU Digital Audience, Major On-Campus Crimes and Average Response Time to In-Progress Calls for Service. The Facility Condition Index metric continues to be coded yellow (within 10% of target). Jay Kasey, Senior Vice President for Administration and Planning, explained that for the % Projects Completed On Time >\$200K metric, a performance improvement plan is in development, and he anticipates seeing positive results within the 2023 fiscal year. As it was noted at the May meeting, many of the projects that were not completed on time in the past fiscal year were negatively impacted by supply chain and scheduling issues related to the COVID-19 pandemic.



Mr. Kasey also discussed the major on- and off-campus crime statistics. The majority of on-campus crimes (136) for the fiscal year fell under the theft of motor vehicle category, primarily stolen catalytic converters. If those crimes were removed from consideration, the metric would have been green/below target for major on-campus crimes. Mr. Kasey and members of the committee acknowledged the important collaboration taking place between the Ohio State University Police and the Columbus Police that led to major off-campus crimes being green/below target for the fiscal year. Mr. Kasey and Dr. Melissa Shivers, Senior Vice President for Student Life, also discussed how students receive basic safety training each fall regarding on-campus behaviors, and Student Life has been regularly engaging with the university's Parent and Family Roundtable to keep them up to date on a variety of topics about Ohio State, but primarily safety.

(See Attachment XIV for background information, page 398)

2. **Major Project Updates:** Mark Conselyea, Vice President for Facilities Operations and Development (FOD), shared this standard report that includes an on-time and on-budget indicator for all projects over \$20M. There are a total of 15 major projects underway totaling almost \$3.5 billion across the university and Wexner Medical center. One project, the Combined Heat & Power Plant (CHP), was listed as "not on track" for budget and schedule. Mr. Conselyea noted that ENGIE is in final contract negotiations with a new contractor and expects to resume work on the CHP project by the end of September. The WMC Outpatient Care West Campus is being watched closely for budget and schedule. Multiple trustees shared their appreciation for the skill and dedication of the FOD team to only have two projects not on schedule just two years after the onset of the COVID-19 pandemic. Mr. Conselyea also shared photos and details about major projects that have been completed since the last committee meeting, including Jane E. Heminger Hall.

(See Attachment XV for background information, page 399)

Items for Action

3. **Approval of Minutes:** No changes were requested to the May 19, 2022, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
4. **Resolution No. 2023-20: Approval of Fiscal Year 2023 Capital Investment Plan:**

Synopsis: Authorization and acceptance of the Capital Investment Plan for the fiscal year ending June 30, 2023, is proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2023; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Capital Investment Plan for the fiscal year ending June 30, 2023, as described in the accompanying documents; 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 XVIII for background information, page 625)



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5. Resolution No. 2023-21: Approval of Ohio State Energy Partners Utility System Capital Improvements Plan for Fiscal Year 2023 and Approval of a Change in Cost of a Previously Approved Capital Improvement Project:

Utility System Life-Cycle Renovation, Repair and Replacement Projects
Utility System Expansion and Extension Projects
Energy Conservation Measure Projects

Synopsis: Approval of the Ohio State Energy Partners LLC ("OSEP") utility system capital improvements plan ("OSEP CIP") for fiscal year 2023; authorization for OSEP to make such capital improvements pursuant to the terms of the First Amended and Restated Long-Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018, and as amended (the "Agreement"); and approval of a change in cost for a previously approved capital improvement project are proposed.

WHEREAS the Agreement requires OSEP to annually submit an OSEP CIP for approval; and

WHEREAS the Board of Trustees approved an interim fiscal year 2023 OSEP CIP in May 2022, prior to the university's finalization of its capital investment plan for fiscal year 2023; and

WHEREAS the university has now finalized its capital investment plan for fiscal year 2023; and

WHEREAS the OSEP CIP includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2022; and

WHEREAS OSEP has provided detailed descriptions of the proposed capital improvement projects, including the construction schedules, supporting technical data and analysis, pursuant to Section 4.3(c) of the Agreement; and

WHEREAS these utility system capital improvement projects will be delivered pursuant to the terms of the Agreement, including the schedules as detailed in the project approval requests; and

WHEREAS these capital expenditures for the approved OSEP CIP utility system projects will be added to the utility fee pursuant to the Agreement and any associated university directives; and

WHEREAS certain design changes were made to the previously approved Combined Heat and Power plant capital project, 16-19-EXP (the "CHP Exterior"), which resulted in an increase in certain CHP Exterior costs; and

WHEREAS the university will reimburse OSEP directly for the increased CHP Exterior costs which will not be added to the utility fee; and

WHEREAS the university has reviewed and considered the financial, technical, and operational aspects of the OSEP CIP and its alignment with university plans and sustainability goals; and

WHEREAS the Master Planning & Facilities Committee has reviewed the OSEP CIP for alignment with all applicable campus plans and guidelines; and

WHEREAS the Finance & Investment Committee has reviewed the OSEP CIP for alignment with the Capital Investment Plan and other applicable financial plans:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the fiscal year 2023 OSEP CIP, as well as



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the increase of CHP Exterior costs outlined in the attached materials; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes OSEP to proceed with these fiscal year 2023 capital improvements to the utility system as outlined in the attached materials.

(See Appendix XIX for background information, page 627)

6. Resolution No. 2023-22: Approval of the Board of Trustees Review and Approval of Facilities Improvement Projects, Planning Studies, and Real Estate Transactions Policy Revisions:

Synopsis: Approval of a revision to the Facilities Improvement Projects, Planning Studies, and Real Estate Transactions policy is proposed.

WHEREAS the university has the flexibility to undertake facilities improvement projects, planning studies, and/or real estate transactions in an expeditious manner while preserving the authority and ability of the Board of Trustees to review and approve projects as the Board of Trustees determines appropriate; and

WHEREAS it is desirable to clarify the review and approval process for all facilities improvement projects estimated to cost \$200,000 or more, and, when appropriate, the actions taken in intervening periods between regularly scheduled Board meetings; and

WHEREAS the goal of the revised policy is to align with current procedures, as well as the Project Funding Agreements set forth in the University Debt policy, and make it easier for members of the university community to understand them; and

WHEREAS all facilities improvement projects estimated to cost \$200,000 or more must be in the university's capital investment plan; and

WHEREAS the revised policy formalizes guidelines for energy or water saving contracts, and non-concessionary and/or non-Columbus contracts that align with Ohio State's sustainability goals; and

WHEREAS the revised policy clarifies that Administration and Planning is responsible for monitoring projects costs and reporting project status at each Board meeting (as required); and

WHEREAS the President's Cabinet, the Senior Management Council, the Senior Vice President for Administration and Planning, and other involved and interested individuals have reviewed the attached facilities improvement projects and real estate transactions policy; and

WHEREAS the Board of Trustees has a history of approving the facilities improvement projects and real estate transactions policy, including most recently in April 2013:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Board of Trustees Review and Approval of Facilities Improvement Projects and Real Estate Transactions policy, proposed to be effective August 30, 2022.

(See Appendix XX for background information, page 632)



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7. Resolution No. 2023-23: Approval to Enter Into and/or Increase Professional Services and Construction Contracts:

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

- Bus Testing Facility
- Doan – Roof Replacement
- Ohio State East Hospital – T1 Emergency Generator
- Emergency Response Radio System

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

- Celeste Lab Renovation
- Martha Morehouse Tower HVAC Infrastructure and Interior Upgrades
- Wexner Medical Center Inpatient Hospital

APPROVAL TO INCREASE CONSTRUCTION CONTRACTS

- Interdisciplinary Health Sciences Center

Synopsis: Authorization to enter into/increase 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 Requested	
Bus Testing Facility	\$1.5M	\$1.5M	Other-Grant Funds
Doan – Roof Replacement	\$1.1M	\$1.1M	Auxiliary Funds
Ohio State East Hospital – T1 Emergency Generator	\$0.6M	\$0.6M	Auxiliary Funds
Emergency Response Radio System	\$1.4M	\$1.4M	Auxiliary Funds

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Celeste Lab Renovation	\$2.1M	\$16.5M	\$18.6M	Fundraising University Funds State Funds
Martha Morehouse Tower HVAC Infrastructure and Interior Upgrades	\$0.5M	\$1.0M	\$1.5M	Auxiliary Funds



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	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Wexner Medical Center Inpatient Hospital	\$0.1M	\$6.0M	\$6.1M	University Debt Fundraising Auxiliary Funds Partner Funds

WHEREAS in accordance with the attached materials, the university desires to increase construction contracts for the following projects; and

	Construction Approval Requested	Total Requested	
Interdisciplinary Health Sciences Center	\$1.1M	\$1.1M	Fundraising University funds Auxiliary funds State 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 and Investment 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/increase professional services and 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 of Trustees at the appropriate time.

(See Appendix XXI for background information, page 638)

8. Resolution No. 2023-24: Approval for Lease of Real Property at Taylor and Atcheson Streets:

At Taylor and Atcheson Streets
Near Outpatient Care East – Wexner Medical Center
Franklin County, Ohio

Synopsis: Authorization to ground lease property located adjacent to Outpatient Care East, on Taylor and Atcheson Streets, in the City of Columbus, Franklin County, Ohio, for future medical utilization and development, is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 2.375 acres of real property located near Outpatient Care East, in the City of Columbus, Ohio; and

WHEREAS pursuant to the Ohio Revised Code, the university may lease land belonging to or under the control or jurisdiction of a state university; and



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WHEREAS utilization and future development on the subject land is consistent with The Ohio State University planning processes; and

WHEREAS any future development shall be subject to university review:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to take any action required to review the development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXII for background information, page 646)

9. Resolution No. 2023-25: Approval for Lease of Real Property at Don Scott Airport:

AT DON SCOTT AIRPORT
FRANKLIN COUNTY, OHIO

Synopsis: Authorization to ground lease property located at Don Scott Airport, near West Case Road, in the City of Columbus, Franklin County, Ohio, for the development of an airplane hangar is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 1.5 acres of unimproved real property located at Don Scott Airport, near West Case Road in the City of Columbus, Ohio; and

WHEREAS pursuant to Ohio Revised Code 123.17, the Ohio Department of Administrative Services may lease land belonging to or under the control or jurisdiction of a state university; and

WHEREAS general aviation hangar use on the subject land is consistent with The Ohio State University planning processes; and

WHEREAS the ground lessee will construct an airplane hangar, subject to university review:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice Presidents for Business and Finance and Administration and Planning be authorized to take any action required to review development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIII for background information, page 648)



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10. Resolution No. 2023-26: Approval for Sale of Real Property at 6723 West Old Lincoln Way in Wooster:
Synopsis: Authorization to sell real property located at 6723 West Old Lincoln Way, Wooster, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 313 acres of property located at 6723 West Old Lincoln Way, in Wooster, Ohio that is approximately 7 miles west of the Wooster Campus and is identified as Wayne County parcel number 42-00151.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

11. Resolution No. 2023-27: Approval for Sale of Real Property at 2145 Millersburg Road in Wooster:

38+/- ACRES AT 2145 MILLERSBURG ROAD,
WOOSTER, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located at 2145 Millersburg Road, Wooster, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 38 acres of property located at 2145 Millersburg Road in Wooster, Ohio that is approximately 1/4 mile from the Wooster Campus and is identified as Wayne County parcel number 56-02497.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)



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12. Resolution No. 2023-28: Approval for Sale of Real Property along Prairie Lane Road in Wooster:

31+ ACRES ALONG PRAIRIE LANE ROAD,
WOOSTER, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located along Prairie Lane Road, Wooster, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 31 acres of property located along Prairie Lane Road in Wooster, Ohio, that is approximately 3/4 mile from the Wooster Campus and is identified as Wayne County parcel number 56-02396.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

13. Resolution No. 2023-29: Approval for Sale of Real Property along Millborne Road in Apple Creek:

+/- 26 ACRES ALONG MILLBORNE ROAD,
APPLE CREEK, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located along Millborne Road, Apple Creek, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 26 acres of property located along Millborne Road in Apple Creek, Ohio that is adjacent to the Grace Drake Agricultural Laboratory and is identified as Wayne County parcel numbers 27-01879.000, 27-01880.000, and 28-00466.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)



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14. Resolution No. 2023-30: Approval for Sale of Real Property at 1427 Dover Road in Wooster:

3.9+/- ACRES AT 1427 DOVER ROAD,
WOOSTER, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located at 1427 Dover Road, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 3.9 acres of property located at 1427 Dover Road in Wooster, Ohio that is adjacent to the College of Food, Agricultural and Environmental Sciences Wooster campus and is identified as Wayne County parcel number 66-00108.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

15. Resolution No. 2023-31: Approval for Sale of Real Property along Dover Road in Franklin Township:

3+/- ACRES ALONG DOVER ROAD,
FRANKLIN TOWNSHIP, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located along Dover Road, Franklin Township, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 3 acres of property along Dover Road, identified as being a portion of Wayne County parcel number 30-01372.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)



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16. Resolution No. 2023-32: Approval for Sale of Real Property at 2800 East Pleasant Home Road in Creston:

~197+/- ACRES AT 2800 EAST PLEASANT HOME ROAD,
CRESTON, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located at 2800 East Pleasant Home Road, Creston, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 197 acres of property located at 2800 East Pleasant Home Road in Creston, Ohio that is identified as being Wayne County parcel number 07-00180.000; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)

17. Resolution No. 2023-33: Approval for Sale of Real Property along State Route 621 in Crawford and White:

10+/- ACRES ALONG STATE ROUTE 621,
CRAWFORD & WHITE EYES TOWNSHIP, COSHOCTON COUNTY, OHIO

Synopsis: Authorization to sell real property located along State Route 621, Crawford and White Eyes Township, Coshocton County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 10 acres of property located along State Route 621, Crawford and White Eyes Township in Coshocton, Ohio that is surrounded by non-Ohio State land and is identified as being a portion of Coshocton County parcel numbers 0420102000100 & 0090530005400; and

WHEREAS the property has been deemed excess and sale of the property will not affect the College of Food, Agricultural, and Environmental Sciences operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the sale of the aforementioned property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIV for background information, page 650)



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18. Resolution No. 2023-34: Approval to Enter Into a Joint Use Agreement with the Knox County Regional Airport Authority:

BETWEEN THE OHIO STATE UNIVERSITY
AND KNOX COUNTY REGIONAL AIRPORT AUTHORITY

Synopsis: Authorization to enter into a second Joint Use Agreement (JUA) with the Knox County Regional Airport Authority (KCRAA), a government entity organized and existing under the laws of the State of Ohio, to document the value and permit the release of additional funds appropriated in the State Capital Bill to offset rising construction costs for the Knox County Regional Airport Aviation Center, which will serve as a state-of-the-art training facility for youth or adult, hobbyist or commercial, drone pilots, located at 6481 Kinney Road, Mt. Vernon, Ohio 43050, is proposed.

WHEREAS The Ohio State University was previously allocated \$900,000 in the 2021-2022 State Capital Bill that was specifically designated for use by KCRAA; and

WHEREAS in order to offset rising construction costs, The Ohio State University was allocated an additional \$150,000 in the 2023-2024 State Capital Bill that is specifically designated for use by KCRAA; and

WHEREAS the KCRAA will utilize the funds to partially fund design and construction of capital improvements to the Knox County Regional Airport, providing a building and facilities located on KCRAA grounds that can be used by the university for a wide variety of aviation-oriented educational, research and outreach programs, along with other vocational and cultural enrichment activities; and

WHEREAS The Ohio State University has an opportunity to create and expand the partnerships and activities in Mount Vernon and would benefit from having a space locally to support a variety of engagements; and

WHEREAS KCRAA commits to making the facilities available for the university's use; and

WHEREAS the terms and conditions for this university use shall be more favorable than the terms and conditions of use by any other entity to a degree that reasonably reflects the magnitude of the university's investment in the KCRAA facilities for the term of the agreement; and

WHEREAS except for the funds used to cover the university's reasonable administrative costs related to the project, the funds provided under this JUA shall be used by KCRAA only for capital improvements or purchases and shall not be used for operating expenses; and

WHEREAS the university's use of KCRAA space will promote the university's mission to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge; and

WHEREAS before the state capital appropriation may be released to KCRAA, the Ohio Department of Higher Education requires that a JUA between the university and the KCRAA be signed to document the value of the appropriation to Ohio State and to ensure the benefits to the university will continue for a minimum period of 20 years:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice Presidents for Business and Finance and/or Administration and Planning be authorized to take any action



THE OHIO STATE UNIVERSITY

required to effect this Joint Use Agreement containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXV for background information, page 660)

Action: Upon the motion of Mr. Klingbeil, seconded by Dr. Wilkinson, the committee adopted the foregoing resolutions by majority voice vote with the following members present and voting: Mr. Stockmeister, Mrs. Harsh, Dr. Wilkinson, Mr. Klingbeil and Dr. Fujita. Mr. Schottenstein was not present for this vote. Mr. Fischer abstained.

The committee adjourned at 9:30 a.m.

ATTACHMENT XIV



PHYSICAL ENVIRONMENT	FY22 Year-To-Date			Actual vs Target	FY22 Annual Target (Budget)	Comments
	Actual Prior Year Same Period (FY21 YTD)	Actual	Target (Budget)			
A. FINANCIAL						
1. AdP Tot. Operating Expenses (General & Earnings Funds)	-	\$139,707,675	\$166,076,859	-15.9%	\$166,076,838	Note: This metric includes WOSU.
B. OPERATIONAL						
1. % Projects Completed On Time >\$200K	61.2%	61.0%	90.0%	-32.2%	90.00%	25 of 41 Projects completed On-Time. Labor and material / supply chain challenges.
2. % Projects Completed On Budget >\$200K	98.0%	92.7%	90.0%	3.0%	90.00%	38 of 41 Projects completed On-Budget
3. Capital Investment Program Spend*	\$931.1	\$1,109.1	\$1,062.3	4.4%	\$1,062.3	In Millions.
4. Facility Condition Index**	N/A	0.10	0.08	25.0%	0.08	New metric - Completed building assessments as of June 2022. 124 buildings assessed, 13 million GSF. Not representative sample. Target ranges still under review
5. CABS Riders	1,347,143	2,488,181	3,488,000	-28.7%	3,488,000	Despite a year-over-year increase in total riding, overall ridership did not achieve projected numbers as student representative sample. Target ranges still under review
6. All Parking Garage Peak Time Occupancy % ***	42.0%	59.0%	80.0%	-26.3%	80.0%	YTD (June) Occup. Transients: 62.2%, Permit: 63.2%, Mixed: 53.2%, CampusPar uses loop counters to track counts. During high demand, we see counts over 100%.
7. WMC Parking Garage Peak Time Occupancy % ***	61.6%	77.7%	80.0%	-2.9%	80.0%	YTD (June) Occup. Transients: 88.4%, Permit: 81.8%, Mixed: 67.1%, CampusPar uses loop counters to track counts. During high demand, we see counts over 100%.
8. Sum of Daily Temporary Parking Space Closures	45,823	40,488	20,000	102.4%	20,000	Key component: DPC (Energy) Project, the Maria Goretti Renovation Project, the West Campus - BP 2 Infrastructure Project, the Tech Advance Garage, and the Student Center (SC) DCAV project.
9. WOSU Broadcast Audience (Viewers, Listeners)	648,558	648,625	648,558	0.0%	648,558	Compared to June 2021, 89.7 Ratio up 19.1%, Classical 101 up 8.1%
10. WOSU Digital Audience (Unique Visitors, Video Views, Digital Audio)	10,693,700	5,721,982	10,693,700	-46.5%	10,693,700	Rebounding compared to June 2021. Unique visitors up 8.1%, Video Views up 2.7%, and Streaming up 18.4%
C. SAFETY						
1. EHS Recordable Accident Rate (CYTD):	0.90	0.89	1.60	-44.4%	1.60	2022 Calendar YTD
2. Major On-Campus Crimes	94	235	120	-10.3%	120	Majority are theft of vehicles parts (catalytic converters) or theft of vehicle (138 of 235 YTD). Remaining crime categories are below target.
3. Avg Response Time to In-Progress Calls for Svc	4:15	6:36	5:00	32.0%	5:00	Times are improving as new officers acclimate
4. Traffic Accidents Injury	16	26	31	-16.1%	31	Below target YTD but above prior year (COVID year)
5. Traffic Accidents Non-Injury	61	95	215	-55.8%	215	Significantly below target but above prior year (COVID year)
6. Off-Campus Crime Statistics	1,280	1,761	2,098	-13.6%	2,097	Below target YTD but above prior year (COVID year)

* For B3, Capital Investment Program Spend, Green = "Target %Variance" of + or - 10%, with an additional Yellow range extending 10% above and 20% below the Green range.
 ** For B4, Facility Condition Index, Green: <= 0.08, <= 0.16; Red: > 0.15; Target %Variance = Actual - Target.
 *** For B6&7, Parking Garage Peak Time Occupancy %, the target is 80% + or - 5% pts., with an additional 5% pt. Yellow range in both directions. Peak time measured on weekdays between 12:30 and 1:30 p.m.

Meets or surpasses Target
 Within 10% of Target
 Does not meet Target by >10%
 Data Pending

4-Mo Target %Var improved from Prior 4-Mo
 Within +/- 2.5% of Prior 4-Mo Target %Var
 4-Mo Target %Var decline from Prior 4-Mo



MAJOR PROJECT UPDATES

Projects Over \$20M

August 2022



PROJECT NAME	CONSTRUCTION COMPLETION DATE	APPROVALS		BUDGET	ON TIME	ON BUDGET
		DES	CON			
WMC Outpatient Care Dublin	6/22	✓	✓	\$161.2 M		
Old Cannon Garage	8/22	✓	✓	\$33.3 M		
Controlled Environment Agriculture Research Complex	9/22	✓	✓	\$35.8 M		
Arts District	12/22	✓	✓	\$165.3 M		
Lacrosse Stadium	12/22	✓	✓	\$24.0 M		
WMC Outpatient Care West Campus	1/23	✓	✓	\$349.5 M		
Interdisciplinary Research Facility	3/23	✓	✓	\$227.8 M		
Jane E. Heminger Hall and Newton Renovation	7/23	✓	✓	\$31.7 M		
Energy Advancement and Innovation Center	9/23	✓	✓	\$48.4 M		
Interdisciplinary Health Sciences Center	11/23	✓	✓	\$155.9 M		
Combined Heat & Power Plant/District Heating & Cooling Loop	12/23	✓	✓	\$289.9 M		
Celeste Lab Renovation	8/24	✓	✓	\$31.1 M		
Cannon Drive Relocation - Phase 2	12/24	✓	✓	\$56.8 M		
Martha Morehouse Facility Improvements	1/25	✓	✓	\$41.8 M		
Wexner Medical Center Inpatient Hospital	10/25	✓	✓	\$1,813.6 M		
TOTAL – 15 PROJECTS				\$3,466.1 M		

On Track

Watching Closely

Not on Track



401



WEXNER MEDICAL CENTER OUTPATIENT CARE DUBLIN

Construct an approximately 272,000-square foot outpatient facility that will include ambulatory surgery, endoscopy, primary care, specialty medical and surgical skills, and related support.

PROJECT FUNDING: Auxiliary funds

PROJECT UPDATE: Site construction, paving, sidewalks, plantings, irrigation, interior finishes and FF&E installation is complete. Commissioning, testing, and balancing activities are being finalized. Final occupancy certificate expected the week of 7/18.

CURRENT BUDGET	
Construction w/ Cont	\$105.0 M
Total Project	\$161.2 M

CONSULTANTS	
Architect of Record	DLR/WRL
CM at Risk	Corna/Kokosing

PROJECT SCHEDULE	
BoT Approval	5/19
Construction	7/20-6/22
Facility Opening	8/22





OLD CANNON GARAGE

Construct a six-level parking facility for approximately 1,100 cars on the former Dodd Hall surface lot.

PROJECT FUNDING: Auxiliary funds

PROJECT UPDATE: Project is in its final stage of completion with a planned August 1 opening.

CURRENT BUDGET	
Construction w/ Cont	\$28.6 M
Total Project	\$33.3 M

CONSULTANTS	
Criteria Consultant	Schooley/Caldwell
Design Builder	Dugan & Meyer

PROJECT SCHEDULE	
BoT Approval	8/19
Construction	1/21-8/22
Facility Opening	8/22





CONTROLLED ENVIRONMENT AGRICULTURE RESEARCH COMPLEX

Construct a new facility to house research and support learning in several approaches to food (plant) production; greenhouse engineering, pest and pathogen management, and plant breeding.

PROJECT FUNDING: University funds; university debt; fundraising

PROJECT UPDATE: This project is 98% complete. Final punch list and commissioning will continue through the end of August. Furniture, appliances, lab equipment, and growth equipment have been installed throughout the building. The CFAES researchers will begin to move plant materials into the greenhouses in early September.

CURRENT BUDGET	
Construction w/ Cont	\$31.8 M
Total Project	\$35.8 M

CONSULTANTS	
Architect of Record	Erdy McHenry
CM at Risk	Corna/Kokosing

PROJECT SCHEDULE	
BoT Approval	6/17
Construction	9/20-9/22
Facility Opening	9/22

 On Budget
 On Time





ARTS DISTRICT

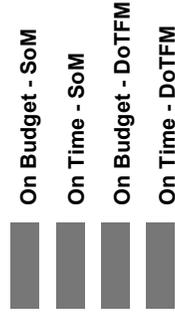
Renovate and expand the School of Music (SoM) building (Timashev Family Music Building) and construct a new Department of Theatre, Film, and Media Arts (DoTFM) building. The project will also extend Annie and John Glenn Avenue from College Road to High Street and make modifications to College Road and adjacent pedestrian spaces.

PROJECT FUNDING: University funds; university debt; fundraising; partner funds
PROJECT UPDATE: Timashev move-in is complete and the building is occupied. DoTFM construction is ongoing: envelope work, interior framing, mechanical, electrical, plumbing, drywall hanging, window installation and roof installation all continue.

CURRENT BUDGET	
Construction w/ Cont	\$146.6 M
Total Project	\$165.3 M

CONSULTANTS		
Architect of Record	DLR Group	
CM at Risk	Holder Construction	

PROJECT SCHEDULE	
BoT Approval	8/15
Construction – SoM	6/19-1/22
Construction – DoTFM	6/19-12/22
Facility Opening – SoM	3/22
Facility Opening – DoTFM	2/23





LACROSSE STADIUM

Construct a new outdoor lacrosse stadium in the Athletics District, east of the Covelli Center for the Men's and Women's varsity programs. The venue will include an outdoor field with seating for over 1,500 people, locker rooms and concessions.

PROJECT FUNDING: Fundraising, auxiliary funds, partner funds

PROJECT UPDATE: Construction is progressing. Building slabs and concrete walls are in place. MEP rough-ins are in progress. Masonry block install has begun on the north building. The turf field subgrade work is underway.

CURRENT BUDGET	
Construction w/ Cont	\$21.5 M
Total Project	\$24.0 M

CONSULTANTS	
Architect of Record	HOK
CM at Risk	Ruscilli

PROJECT SCHEDULE	
BoT Approval	8/19
Construction	1/22 – 12/22
Facility Opening	1/23





WEXNER MEDICAL CENTER OUTPATIENT CARE WEST CAMPUS

Construct an approximately 385,000-square foot outpatient facility including a surgical center, proton therapy, and medical office space. The proton therapy facility will focus on leading-edge cancer treatments and research. The facility will also include a 640-space parking garage.

PROJECT FUNDING: Auxiliary funds ; fundraising; partner funds

PROJECT UPDATE: Proton Therapy equipment installation continues. Major roofing install is complete. All glazing is complete and masonry install has begun and will continue over the next several months. Major sitework has begun on the south end of the project and will continue to track north and west. Interior buildout is progressing. Framing is continuing on floors 1-7. Drywall and painting has begun on floors 1-3. AHU 1, 2, and 5 are now operational. Temporary chillers are running and supporting the AHU's.

CURRENT BUDGET		CONSULTANTS	
Construction w/ Cont	\$229.6 M	Architect of Record	Perkins & Will
Total Project	\$349.5 M	CM at Risk	BoldtLinbeck

PROJECT SCHEDULE	
BoT Approval	11/18
Construction	7/20-1/23
Facility Opening – Outpatient	5/23
Facility Opening – Proton	10/23

On Budget

On Time





INTERDISCIPLINARY RESEARCH FACILITY

Construct a five-story laboratory building in the Innovation District to serve multiple research disciplines, including biomedical, life sciences, engineering, and environmental sciences. The facility will also include a 55,000-square foot exterior plaza to provide collaborative space for the district.

PROJECT FUNDING: Auxiliary funds; university funds; university debt; fundraising
PROJECT UPDATE: Exterior construction is nearing completion. Interior construction is active on all floors. Drywall hanging and finishing occurring on the final floor – 5th floor. Lab casework installation has started on the 1st floor. Final construction inspection expected March 2023. Contractor turnover to OSU expected May 2023.

CURRENT BUDGET	
Construction w/ Cont	\$182.2 M
Total Project	\$227.8 M

CONSULTANTS	
Architect of Record	Pelli Clarke Pelli
CM at Risk	Whiting Turner/Corra Kok

PROJECT SCHEDULE	
BoT Approval	11/17
Construction	9/20-3/23
Facility Opening	6/23

 **On Budget**
 **On Time**



JANE E. HEMINGER HALL AND NEWTON RENOVATION

Construct an additional 35,000 sf addition to the south of Newton Hall and renovate 12,300 sf on the first floor that will include flexible classrooms, informal learning spaces and offices.

PROJECT FUNDING: University funds; fundraising; state funds

PROJECT UPDATE: Heminger Hall exterior site-work is underway. 1st, 2nd and 3rd floor furniture installation has begun. Atrium finishes will be installed by the end of July. Heminger Hall move in is scheduled for August 1 and classrooms will be ready for the fall semester.

CURRENT BUDGET	
Construction w/ Cont	\$28.4 M
Total Project	\$31.7 M

CONSULTANTS	
Architect of Record	Meacham & Apel
CM at Risk	Ruscilli

PROJECT SCHEDULE	
BoT Approval	2/18
Construction - Heminger	12/20-7/22
Construction – Newton	8/22-7/23
Fac Opening - Heminger	8/22
Fac Opening – Newton	8/23

 **On Budget**
 **On Time**



ENERGY ADVANCEMENT AND INNOVATION CENTER

Construct an approximately 66,000-sf facility centered around diverse collaborations to propel the next generation of convergent energy research and technology incubation. The facility will prioritize passive and active strategies to reduce energy usage and will include the installation of a direct current (DC) microgrid with photovoltaics/solar panels on the roof.

PROJECT FUNDING: Partner funds; university funds

PROJECT UPDATE: Concrete structural cores were completed May 25, 2022.

Underground storm water retention system installation began June 2022. Structural steel work is ongoing and will be complete August 2022.

CURRENT BUDGET	
Construction w/ Cont	\$39.0 M
Total Project	\$48.4 M

CONSULTANTS	
Architect of Record	Moody Nolan
CM at Risk	Whiting Turner/CK

PROJECT SCHEDULE	
BoT Approval	2/19
Construction	10/21-9/23
Facility Opening	10/23





INTERDISCIPLINARY HEALTH SCIENCES CENTER

Multi-phase renovation of 120,000 sf and addition of 100,000 sf to create a collaborative campus for inter-professional education throughout the health sciences, including the College of Medicine, Optometry, Nursing, and the School of Health and Rehabilitation Sciences. Program spaces include classrooms, anatomy labs, research labs, administrative and building support.

PROJECT FUNDING: Auxiliary funds; university funds; state funds; fundraising

PROJECT UPDATE: Classroom wing: Exterior framing & sheathing are complete and masonry veneer has begun. Interior framing & MEP wall rough-in are nearly complete, and drywall installation has begun. MEP overhead rough-in is complete on all floors and elevator installation has begun. Hamilton Hall: Interior demolition of penthouse steel have begun. Interior wall framing and overhead MEP have begun.

CURRENT BUDGET	
Construction w/ Cont	\$135.4 M
Total Project	\$155.9 M

PROJECT SCHEDULE	
BoT Approval	1/17
Construction	11/19-11/23
Facility Opening	1/24

CONSULTANTS	
Architect of Record	Acock Assoc
CM at Risk	Gilbane

 On Budget
 On Time





COMBINED HEAT AND POWER PLANT/DISTRICT HEATING AND COOLING LOOP – CHP/DHC

105 MW combined heat and power (CHP) plant, with a heating capacity of 285 ktb/hr of superheated steam. The CHP plant will also contain an 8,000-ton cooling facility with future build-out potential to 13,000-ton. Installation of heating hot water (HHW) and chilled water (CW) on the midwest and west campuses to support existing and new campus buildings. Rehabilitation of John Herrick Drive bridge to support new utilities which connect the CHP to main campus.

PROJECT FUNDING: Utility Fee

PROJECT UPDATE: Major equipment installation is complete. Structural steel, piping and electrical work are ongoing. Distribution installation on the midwest campus and bridge construction is in process and on target. Budget and schedule concerns are related to the CHP.

CURRENT BUDGET	
Total Project	\$289.9 M
PROJECT SCHEDULE	
BoT Approval	8/19
Construction	11/20-12/23
Facility Opening	12/23

CONSULTANTS	
Operator's Engineer	HDR
Design-Builder (CHP)	Frank Lill & Son
CMR (DHC/Bridge)	Whiting/Turner-Corna Kokosing
A/E (DHC)	RMF Engineering
A/E (Bridge)	EMH&T

On Budget
 On Time



CELESTE LAB RENOVATION

Upgrade the building mechanical, electrical and plumbing systems; renovate approximately 18,500 sf of chemistry labs and support spaces; improve the exterior envelope.

PROJECT FUNDING: University funds; state funds; fundraising

PROJECT UPDATE: Completing 3rd and 4th floor east labs and 4th floor corridors. Beginning renovations to 2nd and 3rd floor restrooms. With design beginning for the renovations of the balance of the labs on the 2nd and 3rd floor, pending BoT approval.

CURRENT BUDGET	
Construction w/ Cont	\$16.4 M
Total Project	\$31.1 M

CONSULTANTS	
Architect of Record	BHDP
CM at Risk	Elford

PROJECT SCHEDULE	
BoT Approval	8/18
Construction	7/20-8/24
Facility Opening	8/24

■ On Budget
 ■ On Time



CANNON DRIVE RELOCATION – PHASE 2

Rebuild Cannon Drive between John Herrick Drive and Woody Hayes Drive at its current elevation and construct a certified ODNR flood protection levee.

Work also includes a new signalized intersection at Woody Hayes Drive and the continued expansion of the river park.

PROJECT FUNDING: University debt; auxiliary funds; partner funds

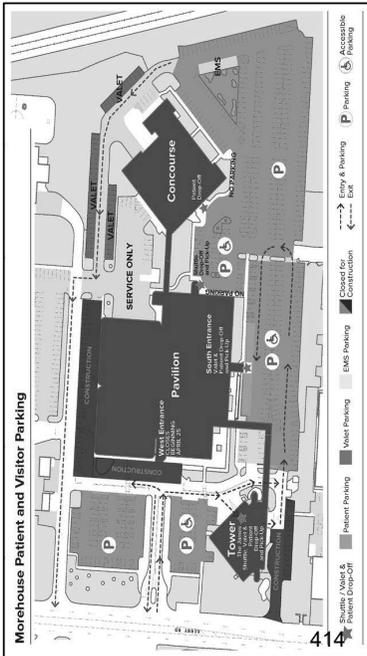
PROJECT UPDATE: Construction of GMP 2 scope is scheduled to begin in late August. GMP 3 is under development for execution in September. GMP 4, which will be the final GMP, will be executed in early 2023.

CURRENT BUDGET	
Construction w/ Cont	\$53.2 M
Total Project	\$56.8 M

CONSULTANTS	
Architect/Engineer	EMH&T
CM at Risk	Igel/Rhulin (JV)

PROJECT SCHEDULE	
BoT Approval	8/17
Construction	8/22 – 12/24





MARTHA MOREHOUSE FACILITY IMPROVEMENTS

Renovate 14 department areas in 6 phases. Phase 1 will renovate the auditorium, update the existing elevators and one additional elevator. Phases 2-6 will construct an 8,500-sf addition to the north and west, expanding registration, laboratory spaces, and waiting area; renovate 105,000-sf of existing space including Pulmonary Rehabilitation, Urgent Care, OSUWMC Perioperative Assessment Center; Comprehensive Weight Management, food service, and patient drop-off/pick-up canopy.

PROJECT FUNDING: Auxiliary funds

PROJECT UPDATE: Phase 4 north and west building additions and atrium construction is ongoing. Patient flow has been routed to the new south entrance while this work continues. The main building entrance will reopen during spring 2023. South drive entrance will open in September 2022 and the west drive entrance will close for site improvements.

CURRENT BUDGET	
Construction w/ Cont	\$38.7 M
Total Project	\$41.8 M

CONSULTANTS	
Architect of Record	BDTAID
CM at Risk	Elford

PROJECT SCHEDULE	
BoT Approval	8/19
Construction	9/20-1/25
Facility Opening - Phased	1/25

On Budget
 On Time





WEXNER MEDICAL CENTER INPATIENT HOSPITAL

Construct a new 1.9M square foot inpatient hospital tower with up to 820 beds in private room settings replacing and expanding on the 440 beds in Rhodes Hall and Doan Hall including an additional 84 James beds. Facilities will include state-of-the-art diagnostic, treatment and inpatient service areas including emergency department, imaging, operating rooms, 60 neonatal intensive care unit bassinets, critical care and medical/surgical beds, and leading-edge digital technologies to advance patient care, teaching and research.

PROJECT FUNDING: University debt; fundraising; auxiliary funds

PROJECT UPDATE: Steel has reached level-21 in the center (height of the James). Enclosure is continuing with precast, brick and curtainwall. The bridge steel was installed connecting the Tower to the garage. Interior framing and MEP rough-in is ongoing through level-5 and wall layout has started on level-10 in the Tower. The air handlers have been installed on the north half of levels-7/8.

CURRENT BUDGET	
Construction w/ Cont	\$1,650.5 M
Total Project	\$1,813.6 M

CONSULTANTS	
Architect of Record	HDR
CM at Risk	Walsh-Turner (JV)

PROJECT SCHEDULE	
BoT Approval	2/18
Construction	9/20-10/25
Facility Opening	Q1/Q2 2026





SUMMARY OF ACTIONS TAKEN

August 18, 2022 – Finance & Investment Committee Meeting

Voting Members Present:

Tom B. Mitevski
James D. Klingbeil
John W. Zeiger

Gary R. Heminger
Tanner R. Hunt
Kent M. Stahl

Hiroyuki Fujita (ex officio)

Member Present via Zoom:

Michael Kiggin
Amy Chronis (joined late)

Members Absent:

Lewis Von Thaar

The Finance & Investment Committee of The Ohio State University Board of Trustees convened on Thursday, August 18, 2022, in person in the Longaberger Alumni House on the Columbus campus and virtually over Zoom. Committee Chair Tom Mitevski called the meeting to order at 9:57 a.m.

PUBLIC SESSION

As the new chair of the Finance & Investment Committee, Mr. Mitevski kicked off the meeting by thanking his new vice chair, Mr. Klingbeil, for agreeing to serve. He also thanked Mr. Zeiger and Mr. Heminger, former committee chair and board chair, respectively, for their continued service on the committee. Additionally, he welcomed student trustee Mr. Hunt as a new member of the committee.

Items for Discussion

1. **Annual University Financial Overview:** CFO Michael Papadakis shared highlights from the university's unaudited year-end financial results, including a detailed look at the institution's financial statements, cash and investments, efficiencies and benchmarking. It was an exceptional year for Ohio State, with total operating revenue up nearly \$600M year-over-year, driven primarily by strong growth in the health system and a return to more normal operations on the university side, and savings of \$265M in total efficiencies. Cash and investments continued to grow as well, increasing from \$9.5B in FY 2019 to \$11.4B in FY 2022. Additionally, since FY 2000, annual distributions from the Long-Term Investment Pool (LTIP) to support university priorities have grown more than five-fold from \$46M to \$259M. Based on FY 2022 LTIP performance, FY 2023 distribution is estimated to be \$290M.

(See Attachment XVI for background information, page 428)



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2. **FY23 Capital Investment Plan and FY23 Ohio State Energy Partners Capital Plan:** Mr. Papadakis and Mr. Jay Kasey, Senior Vice President for Administration & Planning, discussed the FY23 Capital Investment Plan and three new projects worth \$20M that had been added to it since May. These projects, which were also discussed with the Master Planning & Facilities Committee, include \$12M for the Combined Heat and Power Plan exteriors and a \$6.1M increase for the Wexner Medical Center Inpatient Hospital. They also shared that \$155M of this plan is earmarked for deferred maintenance. Regarding the Ohio State Energy Partners Capital Plan, there are 13 projects in total that fall into four categories – Life-Cycle Renovations, Repair, and Replacement Projects; Expansion Projects; Energy Conservation Measure Projects; and Special Projects. The university is now in the final phase of Energy Conservation Measures and anticipates surpassing the 25% efficiency target through these efforts.
(See Attachment XVII for background information, page 450)

3. **Advancement Update:** Michael Eicher, Senior Vice President for Advancement, shared that it was a record fundraising year. The university received a record \$743M in gifts and pledges from 236,000 donors who made 516,000 gifts, and a record \$510M in cash. The number of donors is bouncing back, though it is not quite back to the university's pre-pandemic levels. Regarding the Time and Change Campaign, as of mid-August, the university had reached nearly \$3.5B of its \$4.5B goal. Given that the campaign is slated to end in the fall of 2024, the university is on target to surpass that goal. The university is also still focused on achieving its goal of inspiring 1 million donors; currently, the campaign has received donations from 670,000 unique donors. Capital fundraising is also behind target for the campaign, though it has reached about 93% of the campaign target. Meanwhile, donations for the Scarlet & Gray Advantage program are well ahead of target. As of right now, Ohio State has received \$104M for this program, with \$68.5M of that figure directed to the endowment.
(See Attachment XVIII for background information, page 457)

Items for Approval

4. **Approval of Minutes:** No changes were requested to the May 19, 2022, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

5. **Resolution No. 2023-20: Approval of Fiscal Year 2023 Capital Investment Plan:**

Synopsis: Authorization and acceptance of the Capital Investment Plan for the fiscal year ending June 30, 2023, is proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2023; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Capital Investment Plan for the fiscal year ending June 30, 2023, as described in the accompanying documents; and



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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 XVIII for background information, page 625)

6. Resolution No. 2023-21: Approval of Ohio State Energy Partners Utility System Capital Improvements Plan for Fiscal Year 2023 and Approval of a Change in Cost of a Previously Approved Capital Improvement Project:

Utility System Life-Cycle Renovation, Repair and Replacement Projects
Utility System Expansion and Extension Projects
Energy Conservation Measure Projects

Synopsis: Approval of the Ohio State Energy Partners LLC ("OSEP") utility system capital improvements plan ("OSEP CIP") for fiscal year 2023; authorization for OSEP to make such capital improvements pursuant to the terms of the First Amended and Restated Long-Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018, and as amended (the "Agreement"); and approval of a change in cost for a previously approved capital improvement project are proposed.

WHEREAS the Agreement requires OSEP to annually submit an OSEP CIP for approval; and

WHEREAS the Board of Trustees approved an interim fiscal year 2023 OSEP CIP in May 2022, prior to the university's finalization of its capital investment plan for fiscal year 2023; and

WHEREAS the university has now finalized its capital investment plan for fiscal year 2023; and

WHEREAS the OSEP CIP includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2022; and

WHEREAS OSEP has provided detailed descriptions of the proposed capital improvement projects, including the construction schedules, supporting technical data and analysis, pursuant to Section 4.3(c) of the Agreement; and

WHEREAS these utility system capital improvement projects will be delivered pursuant to the terms of the Agreement, including the schedules as detailed in the project approval requests; and

WHEREAS these capital expenditures for the approved OSEP CIP utility system projects will be added to the utility fee pursuant to the Agreement and any associated university directives; and

WHEREAS certain design changes were made to the previously approved Combined Heat and Power plant capital project, 16-19-EXP (the "CHP Exterior"), which resulted in an increase in certain CHP Exterior costs; and

WHEREAS the university will reimburse OSEP directly for the increased CHP Exterior costs which will not be added to the utility fee; and

WHEREAS the university has reviewed and considered the financial, technical, and operational aspects of the OSEP CIP and its alignment with university plans and sustainability goals; and

WHEREAS the Master Planning & Facilities Committee has reviewed the OSEP CIP for alignment with all applicable campus plans and guidelines; and



THE OHIO STATE UNIVERSITY

WHEREAS the Finance & Investment Committee has reviewed the OSEP CIP for alignment with the Capital Investment Plan and other applicable financial plans:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the fiscal year 2023 OSEP CIP, as well as the increase of CHP Exterior costs outlined in the attached materials; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes OSEP to proceed with these fiscal year 2023 capital improvements to the utility system as outlined in the attached materials.

(See Appendix XIX for background information, page 627)

7. Resolution No. 2023-35: Approval of Digital Textbook Fees:

Synopsis: Approval of digital textbook pass-through fees at all campuses of The Ohio State University for the Fiscal Year 2023 is proposed.

WHEREAS access, affordability and excellence is a strategic priority of The Ohio State University; and
WHEREAS the university collects certain fees, known as pass-through fees, that are used to pay third parties for goods and services that directly benefit students; and

WHEREAS the university does not seek to financially benefit from pass-through fees, but collects these fees instead of requiring third-parties to bill students directly in circumstances where the university's involvement can reduce student costs, simplify billing for students or otherwise benefit students; and
WHEREAS the university will be dramatically increasing the use of pass-through fees as part of the CarmenBooks affordability initiative, in which students can access digital textbooks at a significantly discounted rate compared with traditional materials; and

WHEREAS the CarmenBooks pilot that the Board of Trustees approved for spring semester 2019 (Resolution No. 2019-08) has expanded and is expected to save students more than \$3.0 million for autumn semester 2022:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the digital textbook pass-through fees for the 2022-23 academic year for all campuses, effective autumn semester 2022, as follows and as outlined in the attached document.

(See Appendix XXVI for background information, page 661)

8. Resolution No. 2023-36: Approval of the Finance and Investment Committee Charter:

Synopsis: Approval of the Finance and Investment Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and



THE OHIO STATE UNIVERSITY

WHEREAS the Board of Trustees created its Finance and Investment Committee effective August 18, 2022; and

WHEREAS section 3335-1-02(C)(1)(b) of the Bylaws of The Ohio State University Board of Trustees sets forth the description of the Board of Trustees' Finance and Investment Committee; and

WHEREAS the Finance and Investment Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Finance and Investment Committee shall be governed by the rules set forth in this Finance and Investment Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Finance and Investment Committee charter.

(See Appendix XXVII for background information, page 668)

9. Resolution No. 2023-37: University Foundation Report:

Synopsis: Approval of the University Foundation Report as of June 30, 2022, 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 Foundation; and

WHEREAS this report includes: (i) the establishment of one (1) endowed chair: the Jeffrey Schottenstein Endowed Chair of Psychiatry and Resilience; one (1) endowed professorship: the College of Arts and Sciences Alumni Professorship 3; one (1) endowed professorship fund: The Daniel Tanner Foundation Endowed Professorship Fund in Curriculum Studies on Adolescence and Democracy; six (6) scholarships as part of the Scarlet and Gray Advantage Endowed Matching Gift Program; one (1) scholarship as part of the Joseph A. Alutto Global Leadership Initiative; and fourteen (14) additional named endowed funds; and (ii) the revision of fourteen (14) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of June 30, 2022.

(See Appendix XXVIII for background information, page 676)

10. Resolution No. 2023-38: Naming of Internal Spaces in Jane E. Heminger Hall:

Synopsis: Approval for the naming of internal spaces in Jane E. Heminger Hall, located at 1577 Neil Avenue, is proposed.

WHEREAS the College of Nursing's vision is to be the world's leader in thinking and achieving the impossible in order to transform health and improve lives; and

WHEREAS the new facility is a gateway to the university's health science campus and supports the academic, research, innovation, wellness and evidence-based practice pillars of the college; and



THE OHIO STATE UNIVERSITY

WHEREAS the donors listed below have provided significant contributions to the College of Nursing; and

- John and Betty Baird
- Carole Anderson, Elizabeth Lenz and Bernadette Melnyk

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of the aforementioned donors' philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned spaces be named the following:

- John and Betty Baird Seminar Room (Room 370)
- Deans Anderson, Lenz and Melnyk Leadership Conference Room (Room 300L)

11. Resolution No. 2023-39: Naming of Internal Spaces in the Celeste Laboratory:

Synopsis: Approval for the naming of internal spaces in Celeste Laboratory, located at 120 West 18th Avenue, is proposed.

WHEREAS the renovation of Celeste Laboratory, a facility that provides instructional and research space for approximately 10,000 students per semester – more than 15 percent of the Columbus campus population – will have a significant impact on all students in STEM fields; and

WHEREAS updated spaces in Celeste Laboratory will empower undergraduates to collaborate with faculty and graduate students on innovative research and provide hands-on experience to complement classroom instruction, creating more well-rounded students who will go on to be leaders in science, health and medicine, and engineering; and

WHEREAS the donors listed below have provided significant contributions to Celeste Laboratory and the Department of Chemistry and Biochemistry; and

- Erwin T. Raphael
- Dr. Ray S. Wheasler III

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of the aforementioned donors' philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facilities the internal spaces be named the following:

- Erwin T. Raphael Organic Chemistry Teaching Assistant Office (Room 431)
- Dr. Ray S. Wheasler III Lab Support Room (Room 480)

12. Resolution No. 2023-40: Naming of the Paul Hartman Scoreboard at the Lacrosse Stadium:

Synopsis: Approval for the naming of the scoreboard at the Lacrosse Stadium, located at 630 Irving Schottenstein Drive, is proposed.



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WHEREAS the new state-of-the-art, 2,500-seat lacrosse stadium will be the new practice and competition space for the men's and women's varsity lacrosse teams; and

WHEREAS the lacrosse stadium will serve the community and grow the sport of lacrosse through camps and clinics hosted within the space; and

WHEREAS John J. Schiff Jr. has provided significant contributions to the men's lacrosse program, the construction of the new lacrosse stadium and the Department of Athletics; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of John J. Schiff Jr.'s philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named the Paul Hartman Scoreboard.

13. Resolution No. 2023-41: Naming of The Suz at the Lacrosse Stadium:

Synopsis: Approval for the naming of the shooting room rooftop at the Lacrosse Stadium, located at 630 Irving Schottenstein Drive, is proposed.

WHEREAS the new state-of-the-art, 2,500-seat lacrosse stadium will be the new practice and competition space for the men's and women's varsity lacrosse teams; and

WHEREAS the lacrosse stadium will serve the community and grow the sport of lacrosse through camps and clinics hosted within the space; and

WHEREAS the shooting room rooftop will serve as a gathering space for fans, supporters and spectators on game days; and

WHEREAS Susan and Grant Douglass have provided significant contributions to the men's lacrosse program, the construction of the new lacrosse stadium and the Department of Athletics; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Susan and Grant Douglass' philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named The Suz.

14. Resolution No. 2023-42: Naming of the General Hydroponics Fertigation Room in the Controlled Environment Agriculture Research Complex:

Synopsis: Approval for the naming of the fertigation room (Room 132) in the Controlled Environment Agriculture Research Complex (CEARC), located at 2515 Carmack Road, is proposed.



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WHEREAS the College of Food, Agricultural, and Environmental Sciences (CFAES) works to sustain life every day through teaching, research, and extension statewide on all of our campuses; and

WHEREAS the CEARC will provide a platform for interdisciplinary research at the nexus of horticulture, engineering, entomology, pathology, food science, computer science, and human nutrition/health; and

WHEREAS ScottsMiracle-Gro has provided significant contributions to the college; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of ScottsMiracle-Gro's philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named the General Hydroponics Fertigation Room.

15. Resolution No. 2023-43: Naming of the Center for Automotive Research Facility:

Synopsis: Approval for the administrative naming of the building at 930 Kinnear Road is proposed.

WHEREAS the building at 930 Kinnear Road is currently referenced officially by its address; and

WHEREAS the Center for Automotive Research was established in 1991, and is the preeminent research center in sustainable and safe mobility in the United States, recognized for interdisciplinary emphasis on systems engineering, advanced and unique experimental facilities, collaboration on advanced product development projects with industry, and a balance of government and privately sponsored research; and

WHEREAS the building at 930 Kinnear Road has been occupied solely by the Center for Automotive Research for decades, and the general university community and public at large often refer to the building as Center for Automotive Research; and

WHEREAS Planning, Architecture and Real Estate recommends this change; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned building be named Center for Automotive Research.

16. Resolution No. 2023-24: Approval for Lease of Real Property at Taylor and Atcheson Streets:

At Taylor and Atcheson Streets
Near Outpatient Care East – Wexner Medical Center
Franklin County, Ohio



THE OHIO STATE UNIVERSITY

Synopsis: Authorization to ground lease property located adjacent to Outpatient Care East, on Taylor and Atcheson Streets, in the City of Columbus, Franklin County, Ohio, for future medical utilization and development, is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 2.375 acres of real property located near Outpatient Care East, in the City of Columbus, Ohio; and

WHEREAS pursuant to the Ohio Revised Code, the university may lease land belonging to or under the control or jurisdiction of a state university; and

WHEREAS utilization and future development on the subject land is consistent with The Ohio State University planning processes; and

WHEREAS any future development shall be subject to university review:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to take any action required to review the development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXII for background information, page 646)

17. Resolution No. 2023-25: Approval for Lease of Real Property at Don Scott Airport:

AT DON SCOTT AIRPORT
FRANKLIN COUNTY, OHIO

Synopsis: Authorization to ground lease property located at Don Scott Airport, near West Case Road, in the City of Columbus, Franklin County, Ohio, for the development of an airplane hangar is proposed.

WHEREAS The Ohio State University seeks to ground lease approximately 1.5 acres of unimproved real property located at Don Scott Airport, near West Case Road in the City of Columbus, Ohio; and

WHEREAS pursuant to Ohio Revised Code 123.17, the Ohio Department of Administrative Services may lease land belonging to or under the control or jurisdiction of a state university; and

WHEREAS general aviation hangar use on the subject land is consistent with The Ohio State University planning processes; and

WHEREAS the ground lessee will construct an airplane hangar, subject to university review:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice Presidents for Business and Finance and Administration and Planning be authorized to take any action required to review development plans and negotiate a ground lease containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXIII for background information, page 648)



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18. Resolution No. 2023-23: Approval to Enter Into and/or Increase Professional Services and Construction Contracts.

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

Bus Testing Facility
 Doan – Roof Replacement
 Ohio State East Hospital – T1 Emergency Generator
 Emergency Response Radio System

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Celeste Lab Renovation
 Martha Morehouse Tower HVAC Infrastructure and Interior Upgrades
 Wexner Medical Center Inpatient Hospital

APPROVAL TO INCREASE CONSTRUCTION CONTRACTS

Interdisciplinary Health Sciences Center

Synopsis: Authorization to enter into/increase 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 Requested	
Bus Testing Facility	\$1.5M	\$1.5M	Other-Grant Funds
Doan – Roof Replacement	\$1.1M	\$1.1M	Auxiliary Funds
Ohio State East Hospital – T1 Emergency Generator	\$0.6M	\$0.6M	Auxiliary Funds
Emergency Response Radio System	\$1.4M	\$1.4M	Auxiliary Funds

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Celeste Lab Renovation	\$2.1M	\$16.5M	\$18.6M	Fundraising University Funds State Funds
Martha Morehouse Tower HVAC Infrastructure and Interior Upgrades	\$0.5M	\$1.0M	\$1.5M	Auxiliary Funds



THE OHIO STATE UNIVERSITY

Wexner Medical Center Inpatient Hospital	\$0.1M	\$6.0M	\$6.1M	University Debt Fundraising Auxiliary Funds Partner Funds
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WHEREAS in accordance with the attached materials, the university desires to increase construction contracts for the following projects; and

	Construction Approval Requested	Total Requested	
Interdisciplinary Health Sciences Center	\$1.1M	\$1.1M	Fundraising University funds Auxiliary funds State 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 and Investment 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/increase professional services and 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 of Trustees at the appropriate time.

(See Appendix XXI for background information, page 638)

Action: Upon the motion of Mr. Mitevski, seconded by Mr. Klingbeil, the committee adopted the foregoing motions by voice vote with the following members present and voting: Mr. Mitevski, Mr. Klingbeil, Mr. Zeiger, Mr. Kiggin, Mr. Hunt, Ms. Chronis, Mr. Stahl and Dr. Fujita. Mr. Heminger was not present for this vote.

Written Reports

In the public session materials, there were five written reports shared for the committee to review:

- a. University Financial Scorecards (See Attachment XIX for background information, page 461)
- b. Consolidated Financial Statements for the Year Ending June 30, 2022 (See Attachment XX for background information, page 464)
- c. Detailed Foundation Report (See Attachment XXI for background information, page 470)
- d. Major Project Updates (See Attachment XXII for background information, page 508)
- e. Internal Bank Update (See Attachment XXIII for background information, page 512)

EXECUTIVE SESSION

It was moved by Mr. Mitevski, and seconded by Mr. Stahl, that the committee recess into executive session to discuss the purchase of property, to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes, and to consult with legal counsel regarding pending or imminent litigation.



A roll call vote was taken, and the committee voted to go into executive session with the following members present and voting: Mr. Mitevski, Mr. Klingbeil, Mr. Zeiger, Mr. Kiggin, Mr. Hunt, Ms. Chronis, Mr. Stahl and Dr. Fujita. Mr. Heminger was not present for this vote.

The committee entered executive session at 10:40 a.m. and adjourned at 12:25 p.m.

Annual University Financial Overview

Michael Papadakis, Senior Vice President and CFO

Finance & Investment Committee | August 18, 2022

Financial Performance Highlights

Performance, Health & Stability

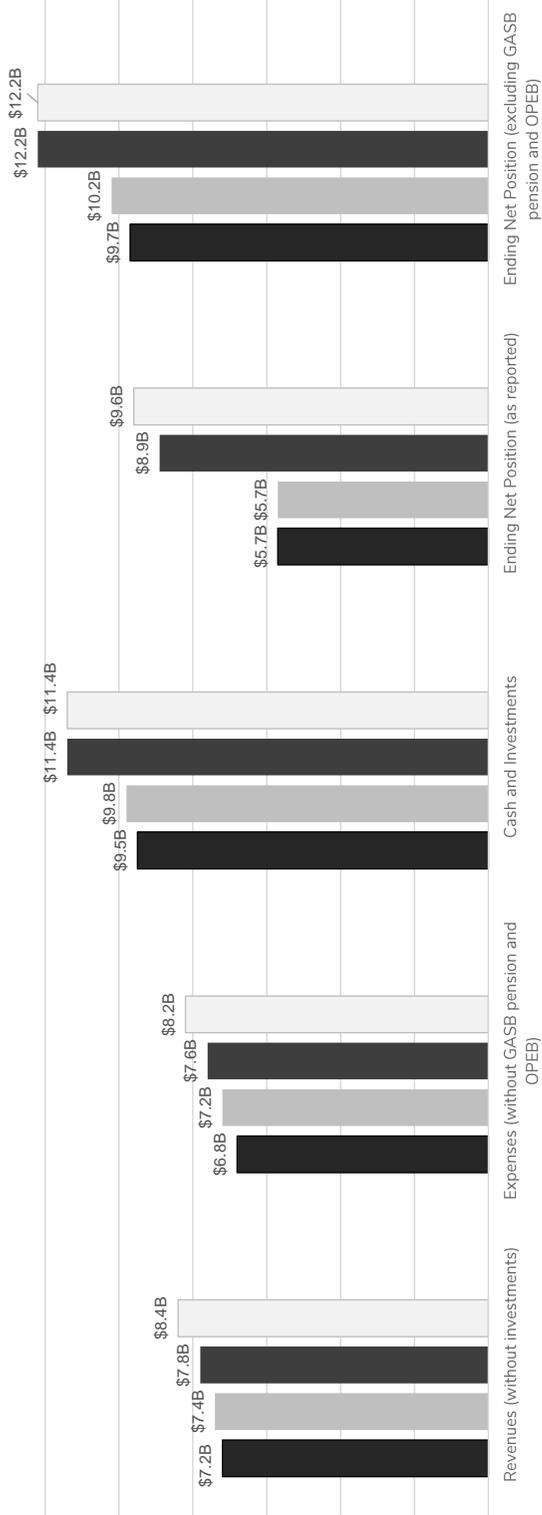
- Our overall financial position has continued to improve over the last four years, including throughout the pandemic. Our size, diversity of operations and financial discipline have enabled us to grow and improve our overall financial position during this unprecedented time in the university's history.
- Since 2020, our total assets have grown by 21% (\$3.7B) to \$21.3B, driven mainly by strong operational performance at the University and OSUWMC, improved investment performance and a historically unprecedented capital asset construction period.
- In the same time period, our total liabilities have decreased by 1% (\$158M) to \$11.7B, driven mainly by a decline in pension and OPEB liabilities, offset by additional debt issuance.
- From an Income Statement perspective, operating revenues for both the university and OSUWMC have largely recovered to pre-pandemic levels with another increase expected in FY23.
- Achieved record year of fundraising with \$743.2M in gifts & pledges and \$510.6M in cash receipts.
- Another important driver of our overall financial performance and health has been the continuation and enhancement of our strong financial controls and our continuous drive to identify and realize significant operating and capital efficiencies across the enterprise.
- The university also took advantage of the historically low interest rate environment last fall and issued \$600M of tax-exempt debt. The university achieved an all-in financing cost of 2.456%, its lowest ever borrowing rate, and generated \$715.3M of net proceeds. The transaction was the second largest tax-exempt transaction of 2021 and achieved the university's first-ever 'Green Bonds' designation, reflecting the green building features of the inpatient hospital project and OSU's robust energy efficiency standards.
- The university also continues to embrace fin-tech solutions that drive efficiencies and support our constituencies wherever possible. As such, the university accepted its first crypto-currency gift in June of 2022 and continues to make progress toward a cashless campus, instituting cashless athletic events last fall.
- Finalized Income-Tax and Property Tax incentive agreements with the City of Columbus that will help facilitate the buildout of the Innovation District.
- University liquidity has remained very strong throughout the pandemic and continues to exceed our applicable policy and target benchmarks.
- University credit ratings of AA/AA/Aa1 were affirmed once again in FY22 and are continued evidence of our overall financial strength.



Financial Metrics Demonstrate Positive Momentum

Comparison of Financial Metrics

■ FY19 ■ FY20 ■ FY21 □ FY22



Consolidated Balance Sheet (as of the fiscal year ended June 30, 2022)

Assets and Liabilities (\$ in millions)	2022	2021	2020
Cash and cash equivalents	\$ 911	\$ 1,214	\$ 2,433
Total investments	\$ 10,466	\$ 10,204	\$ 7,405
Capital assets, net	\$ 7,320	\$ 6,744	\$ 5,922
Pension and OPEB assets and deferred outflows	\$ 1,060	\$ 743	\$ 795
Other assets	\$ 1,543	\$ 1,566	\$ 996
Total Assets	\$ 21,300	\$ 20,471	\$ 17,551
Accounts payable and other current liabilities	\$ 1,651	\$ 1,690	\$ 1,358
Debt	\$ 3,933	\$ 3,293	\$ 3,125
Pension and OPEB liabilities and deferred inflows	\$ 3,860	\$ 4,258	\$ 5,299
Concessionaire and other liabilities	\$ 2,267	\$ 2,345	\$ 2,087
Total Liabilities	\$ 11,711	\$ 11,586	\$ 11,869
Net Position (\$ in millions)	2022	2021	2020
Ending net position (eliminate pension and OPEB)	\$ 12,211	\$ 12,226	\$ 10,189
Ending net position - pension and OPEB	\$ (2,622)	\$ (3,341)	\$ (4,507)
Total Net Position	\$ 9,589	\$ 8,885	\$ 5,682

Consolidated Income Statement

	2022	2021	2020
Total Revenue (\$ in millions)			
Tuition and Fees	\$ 1,003	\$ 870	\$ 954
Grants and Contracts	\$ 1,140	\$ 1,070	\$ 1,042
Sales and Services	\$ 544	\$ 355	\$ 450
Health System & OSUP Sales and Services	\$ 4,819	\$ 4,600	\$ 4,034
State Subsidies and Capital Appropriations	\$ 546	\$ 550	\$ 532
Gifts and Additions to Permanent Endowments	\$ 314	\$ 272	\$ 299
Other Revenues	\$ 70	\$ 72	\$ 115
Total Revenues (w/o investments)	\$ 8,436	\$ 7,789	\$ 7,426
Investment income	\$ (287)	\$ 1,861	\$ 233
Total Revenues (w/ investments)	\$ 8,149	\$ 9,650	\$ 7,659
Total Expenses (\$ in millions)			
University Education and General Expenses	\$ 2,889	\$ 2,732	\$ 2,717
Auxiliary Sales and Services	\$ 377	\$ 263	\$ 307
Health System & OSUP	\$ 4,236	\$ 4,020	\$ 3,645
Depreciation	\$ 508	\$ 471	\$ 435
Interest Expense on Plant Debt	\$ 155	\$ 127	\$ 118
Total Expenses (w/o pension and OPEB)	\$ 8,165	\$ 7,613	\$ 7,222
Net Margin	\$ (16)	\$ 2,037	\$ 437
Pension and OPEB expense	\$ (720)	\$ (1,166)	\$ 428
Total Expenses (w/ pension and OPEB)	\$ 7,445	\$ 6,447	\$ 7,650
Change in Net Position	\$ 704	\$ 3,203	\$ 9

Consolidated Cash Flow Statement

Cash Flow From: (\$ in millions)	2022	2021	2020
Receipts from Tuition and Grants	\$ 1,754	\$ 1,583	\$ 1,671
Receipts from Sales and Services	\$ 5,436	\$ 4,827	\$ 4,577
Payments to or on Behalf of Employees, including benefits	\$ (4,433)	\$ (4,090)	\$ (3,910)
Payments to Suppliers	\$ (3,058)	\$ (2,444)	\$ (2,159)
Other payments	\$ (90)	\$ (160)	\$ (113)
Total Operating Activities	\$ (391)	\$ (284)	\$ 66
State Share of Instruction and appropriations	\$ 546	\$ 553	\$ 533
CARES Assistance and other non-exchange grants	\$ 279	\$ 224	\$ 246
Gift receipts and additions to permanent endowments	\$ 311	\$ 235	\$ 246
Payments for purchase or construction of capital assets	\$ (1,076)	\$ (958)	\$ (795)
Principal and interest payments on capital debt and leases	\$ (230)	\$ (198)	\$ (190)
Other receipts	\$ 725	\$ 44	\$ 50
Total Financing Activities	\$ 555	\$ (100)	\$ 90
Net purchases, proceeds, and maturities from investments	\$ (477)	\$ (1,206)	\$ (73)
Investment income	\$ 10	\$ 371	\$ 144
Total Investing Activities	\$ (467)	\$ (835)	\$ 71
Net change in cash	\$ (303)	\$ (1,219)	\$ 227
Beginning Cash and Cash Equivalent Balance	\$ 1,214	\$ 2,433	\$ 2,206
Ending Cash Balance	\$ 911	\$ 1,214	\$ 2,433

Medical Center Consolidated Activity Summary FY22

OSUWMC Consolidated Activity Summary	Actual	Budget	Actual-Budget Variance	Budget % Variance	Prior Year	Prior Year % Variance
Admissions	58,320	66,121	(7,801)	-11.8%	62,921	-7.3%
Patient Days	434,956	448,078	(13,122)	-2.9%	437,512	-0.6%
Surgeries	51,388	52,483	(1,095)	-2.1%	50,740	1.3%
Outpatient Visits	2,255,167	2,166,176	88,991	4.1%	2,116,454	6.6%
Telehealth Visits (Includes OSUP)	165,068	-	165,068	0.0%	279,296	-40.9%
Average Length of Stay	7.42	6.76	(0.66)	-9.8%	6.94	-6.9%
Case Mix Index (CMI)	2.07	2.09	(0.02)	-0.8%	2.09	-0.9%

434

Operations - Health System (\$ in millions)	Actual	Budget	Actual-Budget Variance	Budget % Variance	Prior Year	Prior Year % Variance
Total Operating Revenue	\$ 3,808	\$ 3,751	\$ 56	1.5%	\$ 3,616	5.3%
Total Operating Expense	\$ 3,443	\$ 3,486	\$ 43	4.5%	\$ 3,128	-10.1%
Excess of Revenue over Expense	\$ 365	\$ 265	\$ 100	37.6%	\$ 489	-25.3%

Adjusted Admissions	128,975	137,020	(8,045)	-5.9%	130,125	-0.9%
Operating Revenue per AA	\$ 29,524	\$ 27,379	\$ 2,145	7.8%	\$ 27,790	6.2%
Operating Expense per AA	\$ 26,274	\$ 24,319	\$ (1,955)	-8.0%	\$ 24,323	-8.0%

OSUP Change in Net Assets	\$ 8.7	\$ 3.9	\$ 4.8	125.0%	\$ 9.7	-9.9%
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Investments

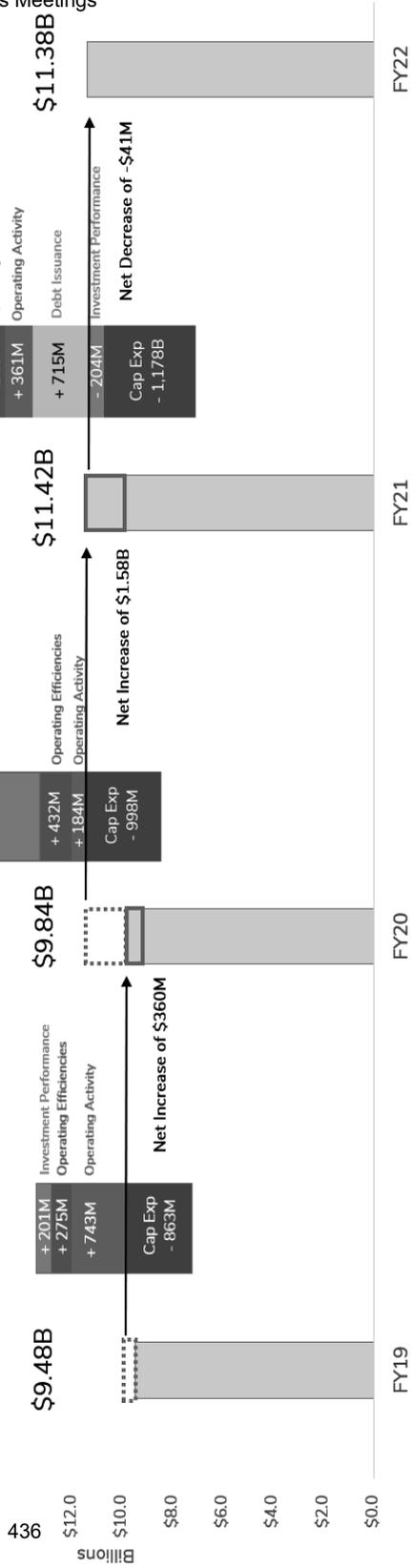
Cash & Investments

Significant impacts to cash and investments

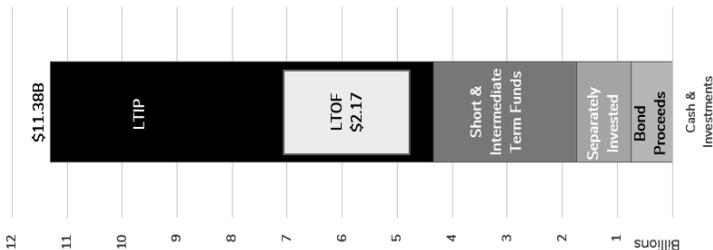
3-YEAR SUMMARY

Beginning Cash & Investments	\$9.48B
Investment Performance	+ \$1.96B
Operating Activities	+ \$1.29B
Operating Efficiencies	+ \$972M
Debt Issuance	+ \$715M
Capital Expenditures	- \$3.04B
Ending Cash & Investments	\$11.38B

August 16-18, 2022, Board of Trustees Meetings



University Total Cash and Investments (as of 6/30/2022)



Long Term Investment Pool		\$6.96B
Gifted Endowments	University Foundation	\$1.26B
Quasi Endowments	Designated University	\$1.34B
Tier 3 - Long Term Operating Funds	Health System	\$2.18B
		\$1.74B
		\$430M

Short & Intermediate Term Funds		\$2.74B
Tier 2	Fixed Income Investments	\$1.99B
	Operating Accounts	\$349M
Tier 1	Bank Deposit Accounts	\$13M
	Money Market Funds	\$5M
	Ultra-Short Investments	\$385M

Other Separately Invested Funds		\$933M
Bond Proceeds and Project Funds		\$745M

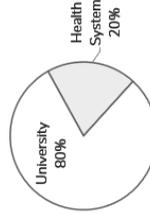
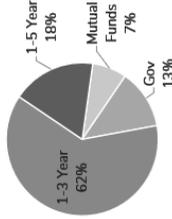
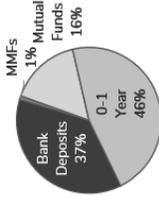
- As of the end of FY22, the university had \$11.38B in cash and investments. Its primary components include:

Gifted Endowments	\$2.61B	23%
Quasi Endowments (excluding LTOF)	\$2.18B	19%
Long Term Operating Funds	\$2.17B	19%
Short Term Operating Funds	\$2.74B	24%
Other Separately Invested Funds	\$933M	8%
Bond Proceeds and Project Funds	\$745M	7%
Total	\$11.38B	

- Total value of cash and investments has remained stable year over year. Sizeable outflows for capital projects have been offset by \$600M in tax-exempt bonds issued in September of 2021.

Operating Fund Portfolio Performance Summary (as of 6/30/2022)

- FY22 has been a challenging year for market participants given the historically high volatility. This has come in the form of inflationary pressures, an unprecedented rate hike pace by the Fed, and credit spreads widening from all time highs to levels in excess of their 12-year average.
- The operating fund portfolio has outperformed its composite benchmark across 3- and 5-year time horizons.



Tier 1 Short Term Working Capital Pool 13%		MV	FY22 (1 yr)	FY21	3 yr	5 yr
Consolidated Yield		\$61.7M	-0.56%	0.36%	0.62%	1.03%
Composite Benchmark			0.10%	0.10%	0.66%	1.13%
Excess Yield			-0.66%	0.26%	-0.04%	-0.10%
Investment Objective: Liquidity and principal preservation.						

Compositor: Collateralized bank deposits, AAA rated MMFs, State of Ohio local gov't investment pool, ultra-short comingled bond funds.

Tier 2 Intermediate Term Investment Pool 42%		MV	Duration	FY22 (1 yr)	FY21	3 yr	5 yr
Consolidated Return		\$1.99B	2.03	-3.73%	2.10%	0.88%	1.61%
Composite Benchmark			1.92	-3.31%	0.51%	0.46%	1.19%
Excess Return				-0.42%	1.59%	0.42%	0.42%
Investment Objective: Return and principal preservation.							

Compositor: A+/A1 portfolio of fixed income securities, separately custodied, and externally managed - treasuries, agencies, asset backed securities and high-grade corporate credits.

Operating Funds (Tier 1+2) Return **-\$2.49% **1.00%** **0.72%** **1.24%****

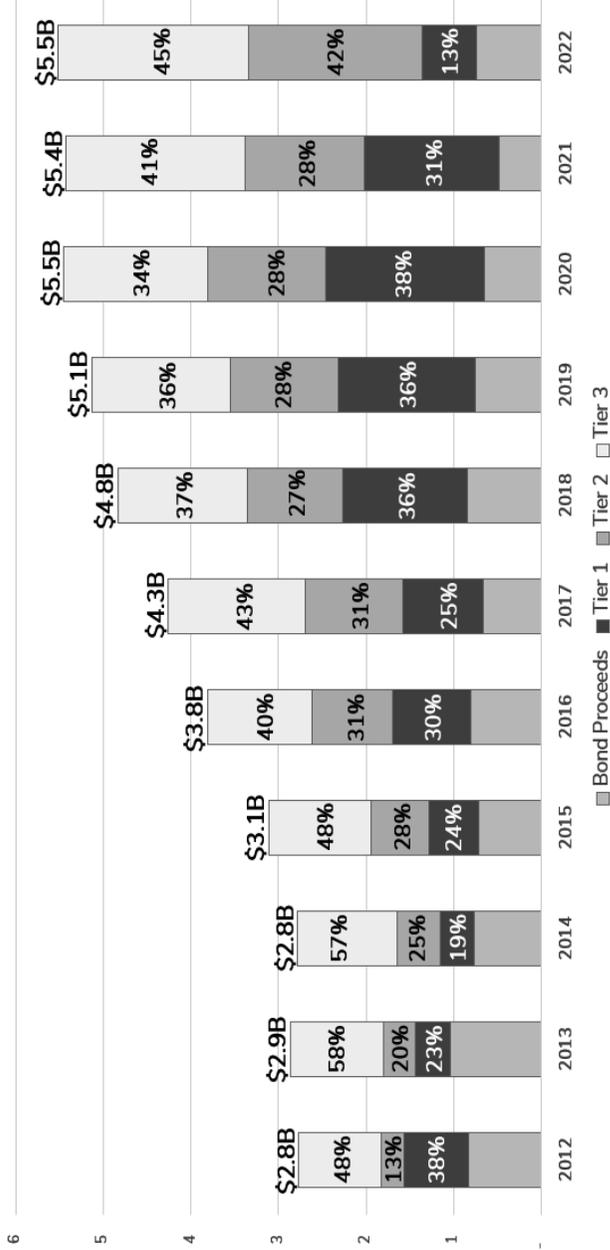
Tier 3 Long Term Operating Funds (LTOP) in LTIP 45%		MV	FY22 (1 yr)	FY21	3 yr	5 yr
Consolidated Return		\$2.17B	0.98%	29.24%	9.67%	7.53%
Composite Benchmark*			-5.54%	25.47%	7.43%	7.34%
Excess Return			6.52%	3.77%	2.24%	0.19%
Equity investments managed as a part of the endowment strategy. *Tier 3 composite benchmark returns are preliminary						

Operating Fund Portfolio (Tier 1+2+3) Return **-1.02% **11.21%** **4.06%** **3.51%****

Bond Proceeds & Project Funds	\$745M	-0.58%	0.42%	0.89%	1.39%
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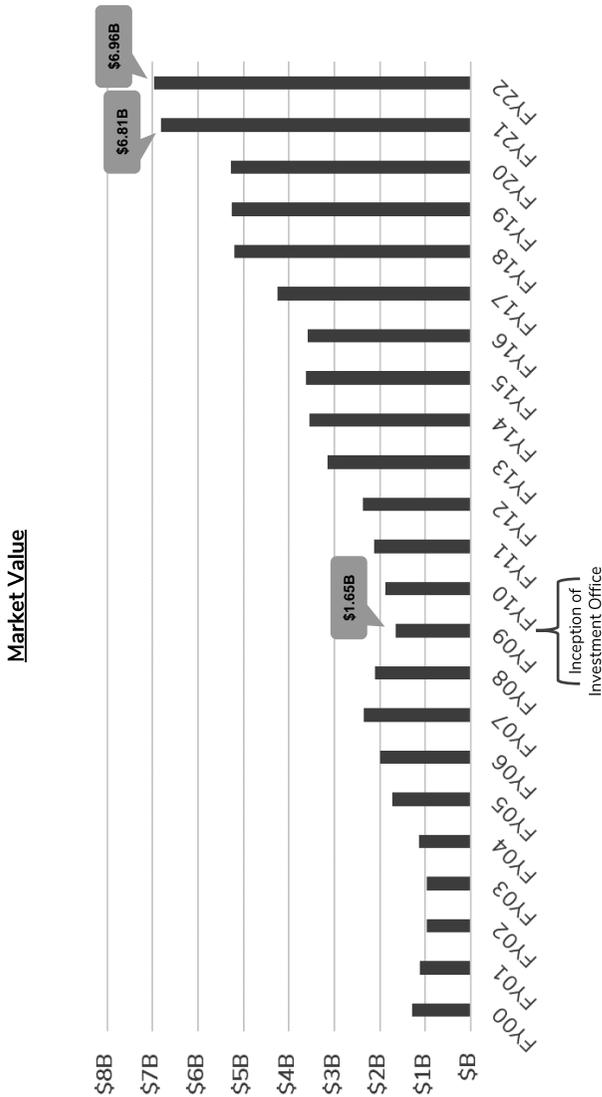
University Operating Funds (as of 6/30/2022)

- The university's Operating Fund Portfolio has remained stable over the last 3 years despite increased capital spending. This is a result of strong appreciation of the long-term investment pool (Tier 3) in FY21 and the issuance of \$600M in tax-exempt bonds in September 2021.
- The portfolio is forecasted to shrink by \$400M in FY23 to fund the university's capital plan.



LTIP Market Value

For the full year FY22, the LTIP increased in value from \$6.81B to \$6.96B and generated \$63M in investment income.

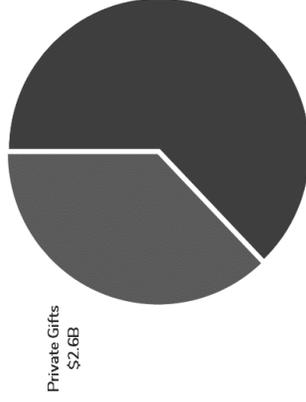


LTIP Summary and Overview

Performance

	Performance					
	Qtr	1 Year	3 Year	5 Year	10 Year	7/09-6/22
Public Equity						
MSCI ACWI - ND	-13.4%	-15.8%	4.6%			
Private Equity (Including Buyouts, Growth & Venture Capital)						
MSCI ACWI - ND w/one quarter lag	2.2%	27.0%	26.0%			
Real Estate & Infrastructure						
Cambridge Associates Real Estate (50%) & Infrastructure (50%)	-5.3%	13.3%	13.0%			
Legacy Investments	4.9%	22.4%	13.6%			
Return of Actual Underlying Funds	4.2%	13.7%	4.7%			
Hedge Funds (Including Liquid Credit & Illiquid Credit)						
HFRI/FOF Composite	-1.7%	4.4%	7.4%			
Cash & High-Grade Bonds						
Bloomberg Barclays US Aggregate Bond Index	-4.1%	-5.7%	3.9%			
	-1.1%	-3.2%	1.4%			
	-4.7%	-10.3%	-0.9%			
LTIP Return	-5.2%	1.0%	9.7%	7.5%	7.7%	8.4%
Total Consolidated Benchmark	-8.5%	-5.5%	7.4%	7.3%	7.2%	7.6%

LTIP Fund Composition

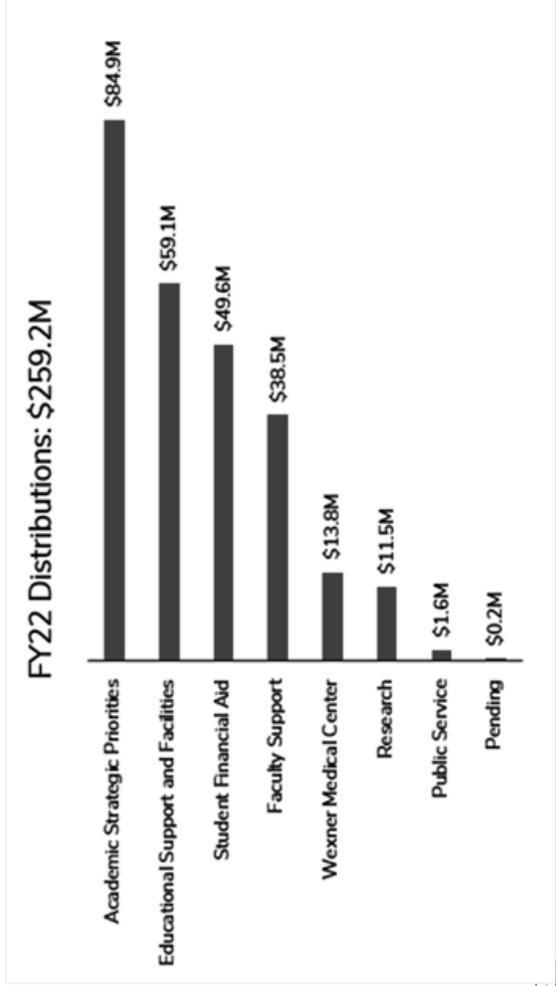


Note: Results and benchmarks for illiquid categories both reflect a lag of one quarter.

Distributions from the LTIP

Historically annual payments were determined based on a seven-year average. Going forward they will be based on a five-year average.

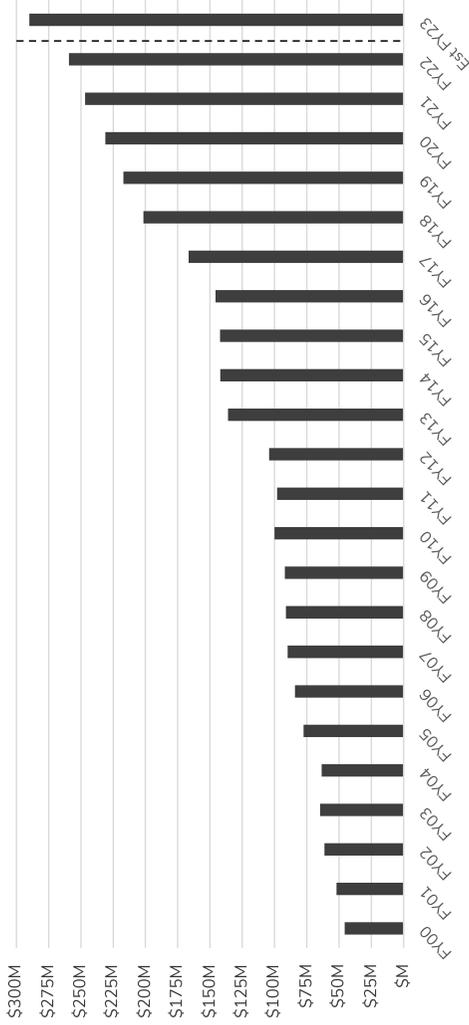
- 4.5% distributed on an annual basis.
- Policy provides steady, reliable funding for campus priorities.



LTIP Historical and Projected Distributions

- Since FY 2000, annual distributions from the LTIP to support university priorities have grown more than five-fold from \$46M to \$259M.
- Based on FY22 LTIP performance, FY23 distribution is estimated to be \$290M.

Annual Distributions



Efficiency & Benchmarking

\$2.3B
Enterprise Efficiencies
from FY12 - FY22

**Operational
Excellence**

445

Operational Efficiency Progress Report

FY22 Operational Efficiency Progress Report

Efficiency Savings	FY22 Target	FY22 Actual	Progress to Goal	Status
University	\$35M	\$88.3M	252%	
OSUWMC	\$30M	\$115.0M	383%	
Capital Efficiencies	\$25M	\$61.6M	246%	

Annual Impact – Operational Efficiency

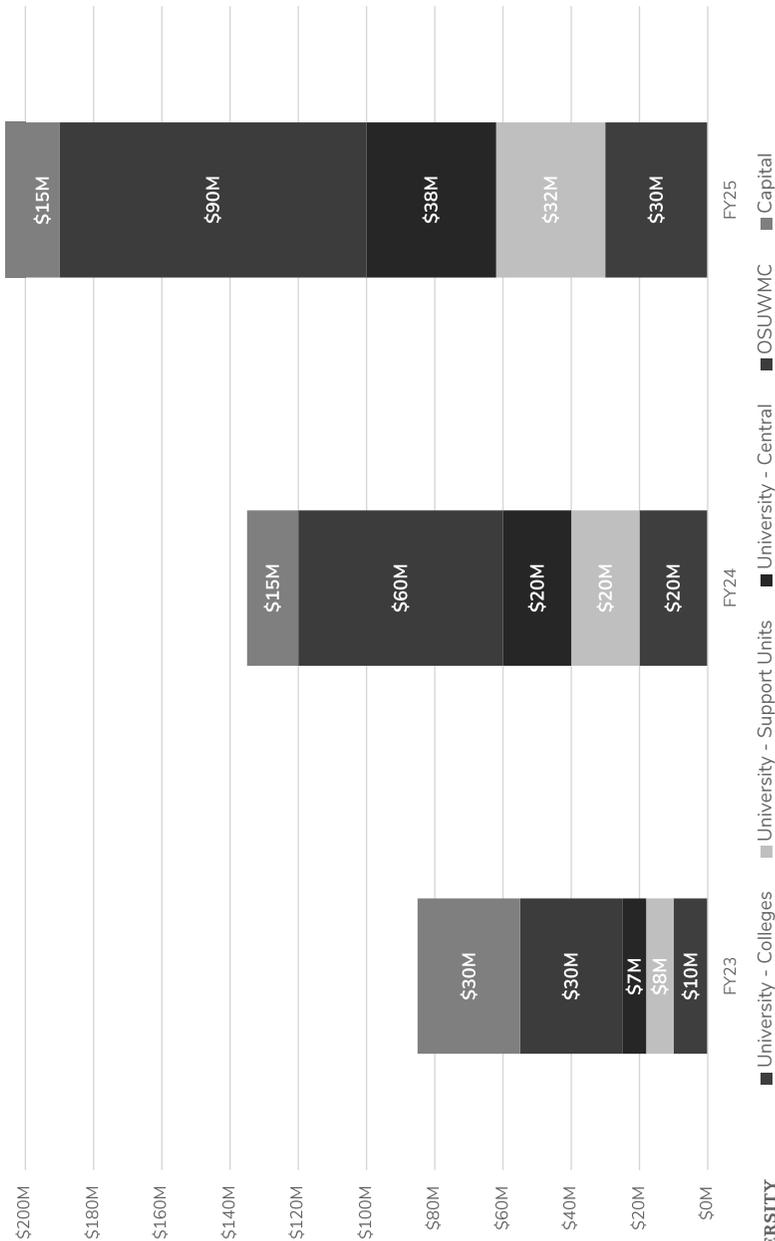
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
University Efficiencies	\$5.2M	\$20.2M	\$33.4M	\$55.3M	\$53.0M	\$52.7M	\$194.8M	\$88.3M
OSUWMC		\$18.1M	\$40.2M	\$23.1M	\$23.7M	\$45.3M	\$103.7M	\$115.0M
Capital Efficiencies	NA	NA	NA	\$33.8M	\$54.1M	\$11.1M	\$44.7M	\$61.6M

FY12-FY22 Total Efficiency Savings

	Target	Actual
University Operational Efficiencies	\$375M	\$502.7M
OSUWMC Operational Efficiencies	\$261.6M	\$440.2M
Capital Efficiencies	\$158M	\$205.3M
Enterprise Procurement Savings	\$620M	\$689.9M
Operational Excellence@OSU (Lean Six Sigma)	\$90M	\$96.5M
OSUWMC Pharmacy, Revenue Cycle & Other	\$255M	\$355.9M

FY12 – FY22 Enterprise Efficiencies: \$2.3B

New 3-Year Efficiency Target Detail



Conclusion

Financial State of the University

- The university's overall financial position is strong driven by a variety of factors, including our diversity of operations and our continued focus on operating and capital efficiencies.
- Operating revenues increased \$591 million in fiscal year 2022, driven primarily by strong growth in the Health System and a return to more normal operations on the university side.
- Administrative efficiencies enabled us to re-direct funds to our core mission of access, affordability, academic excellence and patient care during the pandemic.
- University credit ratings of AA/AA/Aa1 were affirmed in FY22 and are evidence of our continued financial strength.

ATTACHMENT XVII

FY2023-2027 Capital Investment Plan

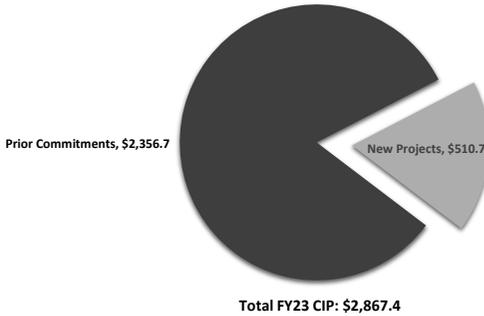


Table 1 - Prior Commitments - Remaining Spend

All \$ in Millions

Line	Capital Priority	Projected Capital Expenditures					Total
		FY2023	FY2024	FY2025	FY2026	FY2027	
1	A&S - Arts District	\$ 32.4	\$ 18.5	\$ 4.2	\$ -	\$ -	\$ 55.0
2	A&S - Celeste Lab Renovation	\$ 3.4	\$ 0.9	\$ -	\$ -	\$ -	\$ 4.2
3	Athletics - Lacrosse Stadium	\$ 17.1	\$ 3.0	\$ -	\$ -	\$ -	\$ 20.1
4	Energy Advancement and Innovation Center	\$ 24.3	\$ 10.9	\$ 2.7	\$ -	\$ -	\$ 38.0
5	Engineering - BMEC Phase 2	\$ 2.5	\$ 2.5	\$ 2.5	\$ 1.2	\$ -	\$ 8.7
6	FAES - Controlled Environment Agriculture Research Complex	\$ 5.8	\$ 2.0	\$ -	\$ -	\$ -	\$ 7.8
7	FAES - Wooster - Boiler #3 Replacement	\$ 3.4	\$ 3.4	\$ 1.3	\$ -	\$ -	\$ 8.1
8	FOD - Cannon Drive Relocation - Ph. 2	\$ 15.1	\$ 24.5	\$ 9.3	\$ 1.4	\$ -	\$ 50.3
9	Interdisciplinary Health Sciences Center	\$ 46.7	\$ 34.3	\$ 6.9	\$ 5.0	\$ -	\$ 92.8
10	Interdisciplinary Research Facility	\$ 76.9	\$ 10.3	\$ -	\$ -	\$ -	\$ 87.3
11	Libraries - Library Book Depository Phase 3	\$ 1.1	\$ 13.5	\$ 3.7	\$ -	\$ -	\$ 18.4
12	Nursing - Jane E. Heminger Hall and Renovation of Newton Hall	\$ 14.9	\$ 2.3	\$ -	\$ -	\$ -	\$ 17.2
13	SL - North Residential - HVAC Modifications Phase 2	\$ 4.9	\$ 1.2	\$ -	\$ -	\$ -	\$ 6.1
14	Vet Med - Equine Arena	\$ 5.9	\$ 1.5	\$ -	\$ -	\$ -	\$ 7.4
15	West Campus Infrastructure Phase 1	\$ 6.1	\$ 1.2	\$ -	\$ -	\$ -	\$ 7.3
16	WMC - Dodd - Parking Garage	\$ 6.5	\$ 5.0	\$ -	\$ -	\$ -	\$ 11.5
17	WMC - East Hospital Dock Expansion	\$ 1.8	\$ 1.8	\$ 1.3	\$ -	\$ -	\$ 4.9
18	WMC - Inpatient Hospital	\$ 405.0	\$ 346.2	\$ 270.8	\$ 202.0	\$ 61.3	\$ 1,285.3
19	WMC - James - Halcyon Linear Acc	\$ 4.0	\$ 0.7	\$ -	\$ -	\$ -	\$ 4.8
20	WMC - Loading Dock Expansion and Renovation	\$ 9.9	\$ 3.6	\$ 2.0	\$ 0.0	\$ -	\$ 15.6
21	WMC - Martha Morehouse Facility Improvements	\$ 4.9	\$ 15.4	\$ 9.3	\$ 4.4	\$ -	\$ 33.9
22	WMC - Outpatient Care Dublin	\$ 52.0	\$ 4.5	\$ -	\$ -	\$ -	\$ 56.5
23	WMC - Outpatient Care New Albany	\$ 21.2	\$ 1.0	\$ -	\$ -	\$ -	\$ 22.2
24	WMC - Outpatient Care West Campus	\$ 143.0	\$ 20.5	\$ 4.5	\$ -	\$ -	\$ 167.9
25	WMC - Ross - OPR/OR Expansion	\$ 4.4	\$ 1.3	\$ -	\$ -	\$ -	\$ 5.7
26	Roll Up Other Projects	\$ 134.6	\$ 125.4	\$ 43.5	\$ 13.3	\$ 2.9	\$ 319.7
27	Subtotal	\$ 1,047.8	\$ 655.5	\$ 362.0	\$ 227.3	\$ 64.2	\$ 2,356.7

FY2023-2027 Capital Investment Plan

Table 2 - New Projects Beginning in FY2023

Line	Capital Priority	Projected Capital Expenditures					
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
1	Anticipated Spend for CIP Changes	\$ 10.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 10.0
2	Roll up of Small Infrastructure RDM Projects	\$ 11.5	\$ 35.5	\$ 17.3	\$ 0.0	\$ 0.0	\$ 64.2
3	Small Programmatic Cash Ready	\$ 23.8	\$ 24.1	\$ 10.3	\$ 5.7	\$ 0.8	\$ 64.7
4	WMC - Roll up of Multiple Cash Ready	\$ 176.5	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 176.5
5	New Major Projects						
6	A&P - Buckeye Village Demolition	\$ 0.3	\$ 2.8	\$ 2.0	\$ 0.0	\$ 0.0	\$ 5.0
7	CAS - Celeste Lab - Completion of General Chemistry Lab	\$ 0.0	\$ 7.0	\$ 7.0	\$ 4.7	\$ 0.0	\$ 18.6
8	ENG - BMEC Phase 2	\$ 6.6	\$ 19.9	\$ 19.9	\$ 18.3	\$ 1.5	\$ 66.2
9	EHE - Campbell Hall Renovation	\$ 24.2	\$ 12.1	\$ 0.0	\$ 0.0	\$ 0.0	\$ 36.2
10	ENG - CAR Bus Testing Facility	\$ 3.7	\$ 7.3	\$ 0.0	\$ 0.0	\$ 0.0	\$ 11.0
11	FOD - CHP Exteriors	\$ 3.8	\$ 4.5	\$ 3.5	\$ 0.3	\$ 0.0	\$ 12.0
12	NEW - Founders Hall Renovation - Phase 2	\$ 5.6	\$ 6.7	\$ 5.2	\$ 0.4	\$ 0.0	\$ 18.0
13	WMC - Outpatient Care Powell	\$ 0.8	\$ 5.5	\$ 7.8	\$ 7.1	\$ 1.0	\$ 22.2
14	WMC - Inpatient Hospital, Increase	\$ 3.1	\$ 3.1	\$ 0.0	\$ 0.0	\$ 0.0	\$ 6.1
15	Grand Total	\$ 269.7	\$ 128.4	\$ 72.8	\$ 36.5	\$ 3.4	\$ 510.7

Line	Unit	Local	State	Fundraising	Grant	Partnership Funding	University Debt	Grand Total	% By Unit	DM Funding	% DM Funding	% of Total
1	Academic Support	\$ 66.7	\$ 42.5	\$ 3.9	\$ 21.2	\$ 0.0	\$ 23.7	\$ 158.1	31.0%	\$ 27.9	18.0%	17.7%
2	Athletics	\$ 11.9	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 2.0	\$ 13.9	2.7%	\$ 11.4	7.3%	82.3%
3	Infrastructure	\$ 31.6	\$ 24.4	\$ 22.8	\$ 0.0	\$ 1.0	\$ 4.0	\$ 83.7	16.4%	\$ 55.6	35.8%	66.4%
4	Regional Campuses	\$ 2.0	\$ 6.8	\$ 0.0	\$ 13.8	\$ 3.8	\$ 0.4	\$ 26.7	5.2%	\$ 19.6	12.7%	73.4%
5	Student Life	\$ 23.6	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 23.6	4.6%	\$ 23.6	15.2%	100.0%
6	Wexner Medical Center	\$ 201.5	\$ 0.0	\$ 0.0	\$ 0.0	\$ 3.2	\$ 0.0	\$ 204.7	40.1%	\$ 17.0	11.0%	8.3%
7	Grand Total	\$ 337.2	\$ 73.7	\$ 26.7	\$ 35.0	\$ 7.9	\$ 30.2	\$ 510.7	100.0%	\$ 155.1	100.0%	30.4%

BACKGROUND

TOPIC: Approval of Ohio State Energy Partners' ("OSEP") Utility System Capital Improvements Plan for Fiscal Year 2023 and Approval of a Change in Cost of a Previously Approved Capital Improvement Project

CONTEXT: Pursuant to the First Amended and Restated Long-Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018, and as amended (the "Agreement"), OSEP will fund and implement capital improvements to the Utility System.

Proposed capital projects are evaluated for alignment with applicable strategic, financial, and physical plans and to ensure continued reliability, safety, and compliance.

Approval of these projects will be pursuant to the project scopes, schedules, cost breakdowns, and total project costs outlined below, any applicable university directives, applicable project approval request forms, and supporting documentation submitted pursuant to the Agreement.

OSEP capital projects are categorized as one of four types:

1. Life-Cycle Renovations, Repair, and Replacement Projects ("LFC"): LFC projects are capital improvements to existing utility system plants and distribution networks.
2. Expansion Projects ("EXP"): EXP projects expand or extend the capacity of the campus utility systems.
3. Energy Conservation Measure Projects ("ECM"): ECM projects improve the energy efficiency of the campus buildings, utility plants, and utility distribution networks.
4. Special Projects ("SPC"): SPC projects are utility system projects that do not fit well into the other three categories and/or are subject to special conditions.

SUMMARY:

Utility System Replacements and Upgrades – Cockins Hall Vault and Tunnel 122-22-LFC

Scope: The university is upgrading portions of the tunnel and vault at Cockins Hall (OSU-200328). These upgrades require abatement, demolition, removal, realignment, replacement, and insulation of OSEP utility system piping within the vault and tunnel. This project was previously approved for design.

Construction Cost Request: \$ 1.190 M

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.260 M
FY 2023 – Construction	\$ 0.719 M
FY 2024 – Construction	\$ 0.471 M
Total Project Cost	\$ 1.450 M

Utility System Replacements and Upgrades – 19th Avenue Tunnel 123-22-LFC

Scope: The university is upgrading portions of the 19th Avenue tunnel (OSU-200328). These upgrades require abatement, demolition, removal, realignment, replacement, and insulation of OSEP utility system piping within the vault and tunnel. This project was previously approved for design.

Construction Cost Request: \$ 0.603 M

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.135 M
FY 2023 – Construction	\$ 0.480 M
FY 2024 – Construction	\$ 0.123 M
Total Project Cost	\$ 0.738 M

Electrical Maintenance at Building Interfaces 127-23-LFC

Scope: Design of upgrades and replacements to electrical equipment at the building interfaces of several campus buildings identified during OSEP's high voltage distribution system project (31-20-LFC).

Design Only Cost Request: \$ 0.911 M

Project Cost Breakdown	Cost
FY 2023 – Design	\$ 0.911 M
FY 2024 – Construction Estimate	\$ 0.612 M
FY 2025 – Construction Estimate	\$ 1.885 M
Total Project Cost Estimate	\$ 3.408 M

McCracken and Water Treatment Building Improvements 130-23-LFC

Scope: Upgrades to the passenger and freight elevators to ensure effective operation and ADA compliance, installation of a locker room for female staff, emergency lighting upgrades, and repair to structural building mortar.

Design and Construction Cost Request: \$ 5.872 M

Project Cost Breakdown	Cost
FY 2023 – Design and Construction	\$ 1.273 M
FY 2024 – Construction	\$ 3.837 M
FY 2025 – Construction	\$ 0.762 M
Total Project Cost	\$ 5.872 M

OSU Substation Upgrades – Phase II 134-23-LFC

Scope: Design of the necessary replacements and upgrades in the OSU substation to maintain operational reliability, safety, and code compliance.

Design Only Cost Request: \$ 0.192 M

Project Cost Breakdown	Cost
FY 2023 – Design	\$ 0.192 M
FY 2024 – Construction Estimate	\$ 1.618 M
Total Project Cost Estimate	\$1.810 M

Buckeye Village Natural Gas System Demolition and Rerefed 148-23-LFC

Scope: Demolition of natural gas piping in support of the university's Buckeye Village demolition project (OSU-220925). This project will also install a new gas line to serve the Community Center and the Athletic Maintenance Building.

Design and Construction Cost Request: \$ 0.629 M

Project Cost Breakdown	Cost
FY 2023 – Design and Construction	\$ 0.629 M
Total Project Cost	\$ 0.629 M

Campbell Hall Renovation Utility System Service 150-23-LFC

Scope: Installation of new electrical system duct bank, building transformer, and relocation of an existing electricity switch in support of the university's project to renovate Campbell Hall (OSU- 210281)

Design and Construction Cost Request: \$ 0.246 M

Project Cost Breakdown	Cost
FY 2023 – Design and Construction	\$ 0.050 M
FY 2023 – Construction	\$ 0.196 M
Total Project Cost	\$ 0.246 M

Combined Heat and Power and District Heating and Cooling 16-19-EXP

Scope: Cost increase related to the modification of the exterior design of the Combined Heat and Power Plant (CHP). The university will directly reimburse OSEP for these increased costs which equal the net increase in costs for the exterior of the CHP after deducting the original allowance for the exterior costs of \$66 per square foot.

Additional Construction Cost Request: \$ 12.086 M

Project Cost Breakdown	Cost
FY 2023 – Construction Estimate	
Design Costs	\$ 0.615 M
Building Skin	\$ 10.665 M
Building Exterior Installation	\$ 4.063 M
Structural Steel Modifications	\$ 1.000 M
Subtotal	\$ 16.343 M
Allowance in Prior Approved Costs	\$ (4.257) M
Total Project Cost Increase Estimate	\$ 12.086 M

South Chiller Plant Partial Build-out 78-23-EXP

Scope: Design and installation of an additional 2,500-ton chiller and associated equipment in the South Campus Central Chiller Plant necessary to serve the projected increased cooling load from the Wexner Medical Center Inpatient Hospital (OSU-180391).

Design and Construction Cost Request: \$ 16.943 M

Project Cost Breakdown	Cost
FY 2023 – Design & Construction	\$ 12.816 M
FY 2024 – Construction	\$4.127 M
Total Project Cost	\$ 16.943 M

Midwest Heating and Cooling Building Conversion – Phase I 79-22-EXP

Scope: Connecting the Agricultural Administration and Agricultural Engineering buildings to the new District Heating and Cooling (DHC) loop that will be connected to the Combined Heat and Power plant. The project will also convert the Frank Stanton Veterinary Spectrum of Care Clinic from its temporary utility supply to the DHC. This project was previously approved for design. The total project budget is \$7.1 million, of which \$1.5 million is the university scope that will be delivered by OSEP.

Construction Cost Request: \$ 4.503 M

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 1.108 M
FY 2023 – Construction OSEP Scope	\$ 4.503 M
FY 2023 – Construction OSU Scope	\$ 1.496 M
Total Project Cost	\$ 7.107 M

Campus Natural Gas – Building Systems Upgrades 100-22-EXP

Scope: Upgrades to the natural gas systems (including gas entrances, building meters, and regulators) for the 42 buildings connected to gas master meters #3, #4, and #6. These upgrades are necessary to comply with codes and/or the university's Building Design Standards. This project was previously approved for design.

Construction Cost Request: \$ 1.709 M

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.775 M
FY 2023 – Construction	\$ 1.453 M
FY 2024 – Construction	\$ 0.256 M
Total Project Cost	\$ 2.484 M

Building Energy Systems Optimization Phase V 61-23-ECM

Scope: Design and construct energy system improvements for 18 university buildings. Guided by building energy audits performed in 2022, measures will include heat recovery chillers, air-handling optimizations, and controls optimizations. This project is projected to improve the overall energy efficiency of the Columbus campus by 3%.

Design and Construction Cost Request: \$ 19.385 M

Project Cost Breakdown	Cost
FY 2023 – Design & Construction	\$ 2.776 M
FY 2024 – Construction	\$ 8.107 M
FY 2025 – Construction	\$ 8.502 M
Total Project Cost	\$ 19.385 M

Energy Advancement and Innovation Center – Solar rooftop infrastructure 151-23-SPC

Scope: Construction of the solar photovoltaic roof canopy on the Energy Advancement and Innovation Center. Construction costs will be added to the Utility Fee pursuant to the Concession Agreement and the associated University Directive. These costs will not be subject to the variable fee component of the Utility Fee.

Construction Cost Request: \$ 3.725 M

Project Cost Breakdown	Cost
FY 2023 – FY 2047 annually	\$ 0.149 M
Total Project Cost	\$ 3.725 M

REQUESTED OF THE MASTER PLANNING & FACILITIES AND THE FINANCE & INVESTMENT COMMITTEES: Approval of the resolution.

ATTACHMENT XVIII



ADVANCEMENT SCORECARD

DATA THROUGH June 30, 2022		FY20	FY21	FY21 TO 6/30	FY 22 TO 6/30	CURRENT STATUS	YTD Target	FY'22 GOAL
A FISCAL YEAR MEASURES								
1. GIFTS AND PLEDGES	\$509.9M	\$576.4M	\$576.4M	\$576.4M	\$743.2M	←	137.3%	\$650M
2. CASH	\$416.8M	\$507.9M	\$507.9M	\$507.9M	\$510.6M	↔	141.3%	\$450M
3. TOTAL DONORS	237,338	194,633	194,633	194,633	236,174	←	105%	225,000
A. RENEWED DONORS	135,125	112,904	112,904	112,904	116,462	↔	111%	105,000
B. ACQUIRED AND REACQUIRED DONORS	102,213	81,729	81,729	81,729	119,712	←	99.8%	120,000
B EVENTS								
1. CONSTITUENT ATTENDANCE ACROSS EVENTS	49,405	41,840	41,840	39,274	25,444	↓	N/A	43,000
2. AVERAGE NET PROMOTER SCORE	76.0	71.6	71.6	70.96	75.31	←	N/A	71.0

COMPARED TO PREVIOUS FY



TARGET BASED ON LAST 3 FY PERFORMANCE





Overall Progress
from 10/1/2016 to 6/30/2022
Time Elapsed: 72%



The Ohio State University



Fundraising Progress

Metric	Received to Date	Goal	% of Goal	\$ from Goal	Target	% of Target	\$ from Target
New Fundraising Activity	\$3,393.14M	\$4,500.00M	75%	(\$1,106.86M)	\$3,066.12M	111%	\$327.02M
Endowment	\$715.14M	\$875.00M	82%	(\$159.86M)	\$596.19M	120%	\$118.95M
Capital	\$403.19M	\$718.50M	56%	(\$315.31M)	\$432.25M	93%	(\$29.07M)

New Fundraising Activity current target of 68% of goal based on required compound annual growth from FY2017 through FY2024
 Endowment current target of 68% of goal based on required compound annual growth from FY2017 through FY2024
 Capital current target of 60% of goal based on scheduled approval of capital projects

● % of Target >= 100%
 ● % of Target between 95% and 100%
 ● % of Target < 95%



New Fundraising Activity
from 10/1/2016 to 6/30/2022



The Ohio State University

Group	Unit	Goal	Received to Date	Target	\$ from Target
Overall		\$4,500,000	\$3,393,14M	\$3,066.12M	\$327.02M
Colleges	Arts and Sciences (College of)	\$400,000	\$332,79M	\$272.54M	\$60.25M
	Business (Fisher College of)	\$200,000	\$114.27M	\$136.27M	(\$22.00M)
	Education and Human Ecology (College of)	\$60,000	\$54.41M	\$40.88M	\$13.53M
	Engineering (College of)	\$450,000	\$449.93M	\$306.61M	\$143.32M
	Food, Agricultural and Enviro Sciences (C..)	\$225,000	\$188.16M	\$153.31M	\$34.86M
	Law (Michael E. Moritz College of)	\$50,000	\$37.07M	\$34.07M	\$3,000
	Public Affairs (John Glenn College of)	\$20,000	\$10.35M	\$13.63M	(\$3.27M)
	Social Work (College of)	\$15,000	\$18.85M	\$10.22M	\$8.63M
	OSU Lima	\$5,500M	\$2.75M	\$3.75M	(\$0.99M)
	OSU Mansfield	\$6,900M	\$3.89M	\$4.70M	(\$0.82M)
Regional Campuses	OSU Marion	\$7,400M	\$6.11M	\$5.04M	\$1.07M
	OSU Newark	\$20,200M	\$17.40M	\$13.76M	\$3.64M
	Athletics	\$400,000	\$334.83M	\$272.54M	\$62.28M
Academic Support Units	Libraries	\$45,000M	\$29.74M	\$30.66M	(\$0.92M)
	Scholarship and Student Support	\$225,000M	\$186.05M	\$153.31M	\$32.74M
	Student Life	\$25,000M	\$18.62M	\$17.03M	\$1.59M
	Wexner Center for the Arts	\$25,000M	\$20.47M	\$17.03M	\$3.44M
Wexner Medical Center	WOSU Public Media	\$70,000M	\$64.97M	\$47.70M	\$17.28M
	Medical Center (Wexner)	\$1,475,000M	\$908.39M	\$1,005.01M	(\$96.61M)
	Medicine (College of)	\$125,000M	\$83.14M	\$85.17M	\$7.97M
Health Sciences Colleges	Dentistry (College of)	\$60,000M	\$30.78M	\$40.88M	(\$10.10M)
	Nursing (College of)	\$40,000M	\$35.42M	\$27.25M	\$8.16M
	Optometry (College of)	\$15,000M	\$9.40M	\$10.22M	(\$0.82M)
	Pharmacy (College of)	\$40,000M	\$32.13M	\$27.25M	\$4.87M
Public Health (College of)	Public Health (College of)	\$20,000M	\$28.90M	\$13.63M	\$15.28M
	Veterinary Medicine (College of)	\$175,000M	\$136.08M	\$119.24M	\$16.85M
Target Percentage to Date: 68%					(\$100M)
0% 25% 50% 75% 100%					\$ from Target
% of Goal Achieved					\$100M

Progress toward 10 year Goal
 Progress toward FY2023 Goal



	Overall Fundraising Goal	Overall Commitments	Overall Goal Achieved	FY2023 Goal	FY2023 Commitments	FY2023 Goal Achieved	Asks Made - Total	Planned Asks
Endowment	\$500	\$65.49	13%	\$37	\$1.53	4%	\$8.67	\$24.57
Current Use	\$300	\$34.27	11%	\$26	\$0.14	1%	\$8.94	\$21.38
Totals	\$800	\$99.77	12%	\$63	\$1.67	3%	\$17.61	\$45.95
All dollars in millions								
Data as of July 24, 2022								

ATTACHMENT XIX



August 2022 Board Meeting
 FY 2022 | Through June

Consolidated Financial Scorecard (\$ in thousands)		FY22 Actual	FY22 Budget	Actual vs. Budget
A. Financial Snapshot (in thousands)				
1. Total Revenue including endowment performance	\$ 7,984,804	\$ 8,458,410	↓	
2. Total Revenue excluding endowment performance	\$ 8,271,525	\$ 7,886,503	↑	
3. Total Expenses	\$ 8,192,407	\$ 8,567,182	↓	
4. Change in Net Assets	\$ (15,736)	\$ 27,776	↓	
5. Change in Net Assets excluding endowment performance	\$ 270,985	\$ (544,131)	↑	
6. Change in Net Financial Assets	\$ (752,438)	\$ 125,000	↓	
B. Institutional Financial Metrics				
1. Liquidity - Days Cash on Hand	131	90	↑	
2. Actual Debt Service to Operations	2.5%	< 3.0%	↑	
	FY22 Actual	FY22 Benchmark	Actual vs. Benchmark	
3. Tier 1 - Working Capital Pool FYTD Return	-0.56%	0.10%	↔	
4. Tier 2 - Fixed Income Investment Pool FYTD Return	-3.73%	-3.31%	↔	
5. Fiscal YTD Long Term Investment Pool Return	0.98%	-5.54%	↑	
6. 3 Year Long Term Investment Pool Average Return	9.67%	7.43%	↑	
7. Credit Rating	AA1/AA	AA	↔	

 Meets or exceeds goal	↑ Performance up
 Below goal	↔ No change in performance
 Far below goal	↓ Performance down



August 2022 Board Meeting
 FY 2022 | Through June

University Financial Scorecard (\$ in thousands)				FY22 Actual	FY22 Budget	Actual vs. Budget
A. Revenue Drivers (in thousands)						
1. Tuition and Fees		\$ 1,271,606	\$ 1,296,691			↓
2. Total Grants and Contracts (Exchange & Non-Exchange)		\$ 1,058,252	\$ 994,670			↑
3. Advancement Cash Receipts		\$ 313,791	\$ 259,000			↑
4. State Share of Instruction		\$ 403,564	\$ 403,957			↔
5. State Line Item Appropriations		\$ 89,685	\$ 89,579			↔
6. Net Contribution from Auxiliary Enterprises		\$ 60,852	\$ 45,220			↑
B. Financial Snapshot (in thousands)						
1. Total Revenue including endowment performance		\$ 3,641,543	\$ 4,341,000			↓
2. Total Revenue excluding endowment performance		\$ 3,938,775	\$ 3,800,187			↑
3. Total Expenses		\$ 3,978,680	\$ 4,156,778			↓
4. Current Net Margin		\$ 219,306	\$ (97,353)			↑
5. Change in Net Assets		\$ (145,271)	\$ 320,771			↓
6. Change in Net Assets excluding endowment performance		\$ 411,172	\$ 39,195			↑
C. Performance Metrics (Columbus Campus only)						
1. Enrollment - summer, autumn and spring		153,901	156,063			↓
2. Credit Hours - summer, autumn and spring		1,754,090	1,774,341			↓

Meets or exceeds goal	↑ Performance up
Below goal	↔ No change in performance
Far below goal	↓ Performance down



August 2022 Board Meeting
 FY 2022 | Through June

MEDICAL CENTER FINANCIAL PERFORMANCE				
A. Revenue Drivers	FY22 Actual	FY22 Budget	Current Status	
1. Patient Admissions	58,320	66,121	↓	
2. Patients in Inpatient Beds	73,823	82,746	↓	
3. Patient Discharges	58,636	66,302	↓	
4. Total Surgeries	51,388	52,483	↓	
5. Outpatient Visits	2,255,167	2,166,176	↑	
6. ED Visits	112,995	123,477	↓	
B. Activity Metrics				
1. Adjusted Admissions	128,975	137,020	↓	
2. Operating Revenue / Adjusted Admit	\$ 29,524	\$ 27,379	↑	
3. Expense / Adjusted Admit	\$ 26,274	\$ 24,319	↓	
C. Financial Snapshot (in thousands)				
1. Operating Revenues	\$ 3,807,874	\$ 3,751,451	↑	
2. Total Expenses	\$ 3,442,626	\$ 3,486,071	↓	
3. Excess Revenue Over Expenses	\$ 365,248	\$ 265,380	↑	
D. Performance Metrics				
1. Operating EBIDA Margin	17.3%	17.2%	↔	
2. Days Cash on Hand	180.0	141.7	↑	
3. Debt Service Coverage	8.2	8.4	↔	

 Meets or exceeds goal	↑ Performance up
 Below goal	↔ No change in performance
 Far below goal	↓ Performance down

ATTACHMENT XX

THE OHIO STATE UNIVERSITY

TOPIC: Fiscal Year 2022 Unaudited Financial Report – June 30, 2022

CONTEXT: The purpose of this report is to provide an update of financial results for the year ending June 30, 2022.

FINANCIAL SUMMARY

The university's overall financial position is strong driven by the post-pandemic rebound. Fall, spring and summer semesters were characterized by a return to near-normal university operations and a full college experience for our students. Operating revenues increased \$591 million in fiscal year 2022, driven primarily by strong growth in Health System patient volumes and a return of athletic events and in-person classes for students. Specific impacts include:

- A \$219 million increase in healthcare revenues, reflecting strong outpatient activity and a favorable service mix.
- A \$188 million increase in auxiliary revenues, reflecting football and basketball ticket sales and higher occupancy for student housing and dining.
- A \$133 million increase in student tuition, reflecting a return to in-person instruction and full assessment of non-resident fees.

The year-to-date increase in net position was \$704 million, down \$2,499 million compared to the prior year. The decrease is primarily due to a \$2,148 million decrease in net investment income and a \$446 million increase in pension and OPEB expenses. Excluding net investment loss and pension/OPEB expenses, the university's net position increased by \$271 million in fiscal year 2022, compared to a \$176 million increase in fiscal year 2021. Additional details on university revenues, expenses, cash and investments and cash flows are provided below.

Revenues

Student tuition and fees, net - increased \$133 million or 15.3%, to \$1,003 million in fiscal year 2022, due primarily to an increase in gross tuition of \$167 million. Gross tuition increased \$78 million for spring, \$73 million for autumn semester, and \$16 million for summer semester, offset by an increase in scholarship allowance of \$34 million. Tuition for the academic year increased primarily due to a return to in-person instruction and full assessment of non-resident fees. Similarly, scholarships increased to cover increases in fees for non-residents and HEERF financial aid to students.

Grants and contracts – increased \$21 million in fiscal year 2022 compared to fiscal year 2021 due to increases in Federal grants of \$14 million, Local grants of \$5 million, and State grants of \$3 million, offset by decreases in Private grants of \$1 million.

Gifts - increased \$42 million over the prior year due primarily to increases in current use gifts of \$45 million and additions to permanent endowments of \$14 million, offset by decreases in private capital gifts of \$17 million.

Sales and services of auxiliary enterprises - increased \$188 million due primarily to the resumption of fall and spring sports of \$82 million, increases in Student Life housing and dining revenues of \$63 million, increases in Business Advancement (Schottenstein Center, Blackwell, and Fawcett Center) revenues of \$39 million, and increases in the OSU airport of \$3 million.

Federal COVID-19 assistance programs – increased \$31 million over the prior year primarily due to increases in HEERF grants to students of \$35 million; Ohio Department of Health COVID-19 reimbursement of \$13 million; funding for Provider Relief Fund of \$11 million; Shuttered Venue Operators Grant for the Schottenstein Center of \$10 million; HEERF institutional grants of \$5 million; Ohio Governor's Emergency Education Relief of \$5 million; and Paycheck Protection Program of \$516,000; offset by federal pass-through funds from the State of Ohio of \$42 million and decreases in FEMA funding of \$7 million.

State non-exchange grants – increased \$21 million over the prior year primarily due to increases in JobsOhio Education and Research grants of \$10 million, Care Innovation and Community Improvement programs for dentistry and optometry of \$7 million, and various Ohio financial aid grants of \$4 million.

Sales and services of the OSU Health System and OSU Physicians, Inc - increased \$219 million to \$4,819 million. The Health System had strong outpatient activity and a favorable service mix. The Health System also experienced growth in chemotherapy, radiation oncology treatments and infusion volume. The operating revenue per adjusted admission was 6.2% above the prior year. OSU Physicians experienced a similar trend with a year-over-year increase of \$58 million.

Expenses

University – expenses increased \$302 million to \$3,079 million in fiscal year 2022, partially due to a \$109 million increase in allocated pension and OPEB expenses. Excluding pension and OPEB, total university expenses increased \$193 million, primarily due to a return to in-person instruction and resumption of on-campus events and operations to near-normal, post-pandemic operations. Salaries increased \$54 million, or 4%, primarily due to a 3% increase in faculty and staff salary guidelines, more normalized operations, planned strategic new hires and market-based equity adjustments for existing employees. Benefits increased \$109 million, primarily due to an increase in allocated pension and OPEB expenses. Benefit expenses were flat excluding pension and OPEB, primarily due to increases in composite benefit rates offset by actual collection adjustments. Graduate fee authorizations increased \$20 million, or 18%. Supplies and services increased \$68 million, primarily due to increased cost of sales correlating to increased sales and services revenues, lifting of travel restrictions, fees paid to Ohio State Energy Partners, and increases due to inflation and resumption of normal operations. Student aid increased \$16 million primarily due to Federal assistance for the pandemic from HEERF III funding and

elimination of the non-resident surcharge fully online discount. Depreciation increased \$37 million due to increases in spending on capital projects.

OSU Health System and OSU Physicians - expenses increased \$528 million to \$3,865 million, primarily due to a \$311 million increase in allocated pension and OPEB expenses. Excluding pension and OPEB, expenses increased \$217 million, to \$4,237 million. Health System expense per adjusted admission increased 8.0% from the prior year. The Health System experienced increased expenses due to growth in outpatient volumes, a strong service mix as well as increased labor cost including higher agency usage and premium pay.

Auxiliary – expenses increased \$140 million to \$346 million in fiscal year 2022. Excluding pension and OPEB, expenses increased \$114 million. The increase is primarily due to the resumption of fall and spring sports, increased occupancy for student housing, and the return of Schottenstein Center events.

Cash and Investments

Total university cash and investments decreased \$41 million to \$11,377 million in fiscal year 2022, primarily due to decreases in cash and cash equivalents of \$677 million and Long-Term Investment Pool of \$81 million, offset by increases in restricted cash from bond proceeds of \$373, temporary and other long-term investments of \$260 million, and investments held under securities lending program of \$84 million. Additional details are provided below.

Long-Term Investment Pool and Temporary Investments

For the year ending June 30, 2022, the fair value of the university's Long-Term Investment Pool decreased by \$81 million to \$6,961 million. Changes in total valuation compared to the prior year are summarized below:

	2022	2021
Fair Value at June 30	\$ 7,041,973	\$ 5,287,131
Net principal additions	364,291	250,825
Change in market value	(253,784)	1,693,648
Income earned	160,638	136,933
Distributions	(259,211)	(246,833)
Expenses	(93,125)	(79,731)
Fair Value at June 30	<u>\$ 6,960,782</u>	<u>\$ 7,041,973</u>

Net principal additions include new endowment gifts (\$74.7 million), reinvestment of unused endowment distributions (\$27.8 million), and other net transfers of university monies (\$261.8 million, with the majority to the Long-Term Operating Fund). Change in fair value includes realized gains (losses) on the sale of investment assets and unrealized gains (losses) associated with assets held in the pool on June 30, 2022. Income earned includes interest and dividends and is used primarily to help fund distributions. Expenses include investment management expenses (\$71.0 million), University Development related expenses (\$21.3 million), and other administrative-related expenses (\$0.8 million).

LTIP Investment Returns

For the year ending June 30, 2022, the LTIP earned a return, net of investment fees, of 0.98% (shareholder version) versus a preliminary policy benchmark of -5.54%, resulting in an outperformance of 6.52%. During that period, our Private Equity returned 27.03% (compared to the benchmark of 7.28%) followed by Legacy Investments at 13.71% (benchmark is return of actual underlying funds), Real Assets at 13.29% (compared to the preliminary benchmark of 22.40%), Hedge Funds and Opportunistic Credit at 4.37% (compared to the preliminary benchmark of -5.65%), Cash and High-Grade Bonds at -3.21% (compared to the benchmark of -10.29%), and Public Equity at -15.80% (compared to the benchmark of -15.75%).

The comparable year ending June 30, 2021, saw a net investment return of 29.24%. During that period, our Private Equity returned 49.80%, followed by Public Equity at 38.19%, Real Assets at 22.82%, Hedge Funds and Opportunistic Credit at 15.25%, Legacy Investments at 6.46% and Cash and High-Grade Bonds at -0.86%.

Temporary Investments

For the year ending June 30, 2022, the Tier 1 Investments (0-1 Year maturity) earned a return of -0.56%, underperforming the blended benchmark of ICE Bofa 6m US Treasury Bill benchmark and Bank of America ML 91-day T-Bill (0.10%) by -0.66%. Tier 2 Investments (1-5 Year maturity) earned -3.73%, underperforming the blended benchmark of ICE Bofa US Corp & Govt 1-3 Years, BBG US Govt/Credit 1-5 Years, and ICE Bofa 6m US Treasury Bill (-3.31%) by 0.42%.

The comparable year ending June 30, 2021, saw Tier 1 Investments earn a return of 0.32%. Tier 2 Investments returned 2.10% for this same time period.

Long-term Bonds Payable, Subject to Remarketing and Bonds, Notes and Lease Payables

University debt, in the form of bonds, notes, and capital lease obligations, increased \$640 million, to \$3.7 billion in fiscal year 2022. On September 30, 2022, the university closed on \$600,000 in tax-exempt fixed rate General Receipts Bonds – Series 2022A. The interest rate coupons on the Series 2022A bonds range from 2.50% to 5.00%. The proceeds of the bonds will be used to fund the construction of the Wexner Medical Center's new Inpatient Hospital, scheduled to open in 2026.

Pension and Other post-employment benefit (OPEB) plans

The university participates in two multi-employer cost-sharing retirement systems, OPERS and STRS-Ohio, and is required to record its proportionate share of the net liabilities or net assets in these retirement systems, along with related deferrals. For the most recent measurement period (calendar year 2021 for OPERS and the fiscal ended June 30, 2021, for STRS-Ohio), strong investment returns increased the value of assets available to pay pension benefits and reduced the university's net pension liabilities by \$1,182 million, to \$1,498 million at June 30, 2022. Pension deferred outflows increased \$245 million and pension deferred inflows increased \$999 million, primarily reflecting the recognition of deferrals for projected vs actual investment returns. These deferrals will be amortized to pension expenses over a five-year period. OPEB net assets increased \$166 million, to \$441 million, reflecting strong investment returns on OPEB plan investments. OPEB deferred outflows decreased \$93 million and OPEB deferred inflows decreased \$219 million primarily due to amortization of prior-year OPERS deferrals for changes in assumptions and expected vs actual experience.

Other Noncurrent Assets and Other Noncurrent Liabilities

The university maintains two supplemental 415(m) retirement plans. The university sets aside assets for the plans, which are invested primarily in mutual funds. These assets total \$176 million and are reported as Other noncurrent assets and Other noncurrent liabilities.

Cash Flows

University cash and cash equivalents decreased \$303 million in fiscal year 2022. Net cash used in operating activities was \$391 million, compared to \$284 million in the prior fiscal year. The decrease relates primarily to payments to vendors and employees, offset by increases in receipts for student tuition and sales from healthcare and auxiliary operations. Net cash provided by noncapital financing activities was \$1,018 million in fiscal year 2022, compared to \$898 million for the prior year. The increase is due primarily to increases in current use gifts, Federal COVID-19 assistance, non-exchange grants, and additions to endowments. Net cash used by capital financing activities was \$463 million in fiscal year 2022 due primarily to the payments for capital assets of \$1,076 million and capital debt of \$230 million, offset by the issuance of the 2022A bonds of \$719 million and increases in capital gifts and appropriations of \$114 million.

Governmental Accounting Standards Board (GASB) Statement No. 87, Leases

The preliminary unaudited financial statements include estimated effects of GASB Statement No. 87, Leases. The new standard, which is effective in fiscal year 2022, is based on the foundational principle that all leases are financings of the right to use an underlying asset for a period of time. Lessees will record an intangible right-of-use asset and corresponding lease liability. Lessors will record a lease receivable and a corresponding deferred inflow of resources. Based on preliminary estimates, the university recognized \$233 million of lease liabilities/right of use assets and \$157 million of lease receivables/deferred inflows.

THE OHIO STATE UNIVERSITY
CONSOLIDATED STATEMENTS OF NET POSITION - UNAUDITED
June 30, 2022 and June 30, 2021
(in thousands)

	<u>As of June</u> <u>2022</u>	<u>As of June</u> <u>2021</u>	<u>Increase/(Decrease)</u>	
			<u>Dollars</u>	<u>%</u>
ASSETS:				
Current Assets:				
Cash and cash equivalents	\$ 261,149	\$ 938,144	\$ (676,995)	-72.2%
Temporary investments	2,999,987	2,695,403	304,584	11.3%
Accounts receivable, net	958,872	962,768	(3,896)	-0.4%
Notes receivable - current portion, net	25,231	25,231	-	0.0%
Pledges receivable - current portion, net	63,799	63,799	-	0.0%
Accrued interest receivable	23,109	19,848	3,261	16.4%
Inventories, prepaid expenses, and other assets	152,028	155,199	(3,171)	-2.0%
Investments held under securities lending program	201,994	118,266	83,728	70.8%
Total Current Assets	<u>4,686,169</u>	<u>4,978,658</u>	<u>(292,489)</u>	<u>-5.9%</u>
Noncurrent Assets:				
Restricted cash	649,797	276,243	373,554	135.2%
Notes receivable, net	32,439	37,566	(5,127)	-13.6%
Pledges receivable, net	97,441	97,441	-	0.0%
Net other post-employment benefit asset	441,127	275,182	165,945	60.3%
Long-term investment pool	6,960,782	7,041,973	(81,191)	-1.2%
Other long-term investments	303,683	348,227	(44,544)	-12.8%
Other noncurrent assets	189,612	204,133	(14,521)	100.0%
Capital assets, net	7,320,054	6,743,934	576,120	8.5%
Total Noncurrent Assets	<u>15,994,935</u>	<u>15,024,699</u>	<u>970,236</u>	<u>6.5%</u>
Total Assets	<u>20,681,104</u>	<u>20,003,357</u>	<u>677,747</u>	<u>3.4%</u>
Deferred Outflows:				
Pension	584,364	339,679	244,685	72.0%
Other post-employment benefits	11,545	104,182	(92,637)	-88.9%
Other deferred outflows	22,505	23,739	(1,234)	-5.2%
Total Assets and Deferred Outflows	<u>\$ 21,299,518</u>	<u>\$ 20,470,957</u>	<u>\$ 828,561</u>	<u>4.0%</u>
LIABILITIES AND NET POSITION:				
Current Liabilities:				
Accounts payable and accrued expenses	\$ 783,644	\$ 808,427	\$ (24,783)	-3.1%
Medicare advance payment program	72,369	265,045	(192,676)	-72.7%
Deposits and advance payments for goods and services	482,127	375,782	106,345	28.3%
Current portion of bonds, notes and leases payable	64,201	64,201	-	0.0%
Long-term bonds payable, subject to remarketing	289,970	289,970	-	0.0%
Liability under securities lending program	201,994	118,266	83,728	70.8%
Other current liabilities	110,868	122,648	(11,780)	-9.6%
Total Current Liabilities	<u>2,005,173</u>	<u>2,044,339</u>	<u>(39,166)</u>	<u>-1.9%</u>
Noncurrent Liabilities:				
Bonds, notes and leases payable	3,578,493	2,938,498	639,995	21.8%
Concessionaire payable	211,573	223,721	(12,148)	-5.4%
Net pension liability	1,497,793	2,679,333	(1,181,540)	-44.1%
Net other post-employment benefit liability	22,683	22,683	-	0.0%
Compensated absences	205,948	214,428	(8,480)	-4.0%
Self-insurance accruals	75,913	85,083	(9,170)	-10.8%
Amounts due to third-party payors - Health System	93,706	90,403	3,303	3.7%
Irrevocable split-interest agreements	27,771	36,328	(8,557)	-23.6%
Refundable advances for Federal Perkins loans	23,238	26,005	(2,767)	-10.6%
Advance from concessionaire	959,166	980,953	(21,787)	-2.2%
Other noncurrent liabilities	281,556	290,656	(9,100)	-3.1%
Total Noncurrent Liabilities	<u>6,977,840</u>	<u>7,588,091</u>	<u>(610,251)</u>	<u>-8.0%</u>
Total Liabilities	<u>8,983,013</u>	<u>9,632,430</u>	<u>(649,417)</u>	<u>-6.7%</u>
Deferred Inflows:				
Parking service concession arrangement	387,652	397,283	(9,631)	-2.4%
Pension	1,681,316	682,490	998,826	146.4%
Other post-employment benefits	456,823	675,698	(218,875)	-32.4%
Other deferred inflows	201,450	197,766	3,684	1.9%
Total Deferred Inflows	<u>2,727,241</u>	<u>1,953,237</u>	<u>774,004</u>	<u>39.6%</u>
Net Position:				
Net investment in capital assets	4,253,434	3,742,876	510,558	13.6%
Restricted:				
Nonexpendable	1,768,618	1,789,304	(20,686)	-1.2%
Expendable	2,028,179	2,030,928	(2,749)	-0.1%
Unrestricted	1,539,033	1,322,182	216,851	16.4%
Total Net Position	<u>9,589,264</u>	<u>8,885,290</u>	<u>703,974</u>	<u>7.9%</u>
Total Liabilities, Deferred Inflows, and Net Position	<u>\$ 21,299,518</u>	<u>\$ 20,470,957</u>	<u>\$ 828,561</u>	<u>4.0%</u>

**THE OHIO STATE UNIVERSITY
CONSOLIDATED STATEMENTS OF REVENUES, EXPENSES,
AND CHANGES IN NET POSITION - UNAUDITED
June 30, 2022 and June 30, 2021
(in thousands)**

	June 2022	June 2021	Increase/(Decrease) Dollars %	
Operating Revenues:				
Student tuition and fees, net	\$ 1,003,060	\$ 869,740	\$ 133,320	15.3%
Federal grants and contracts	440,545	426,373	14,172	3.3%
State grants and contracts	79,947	76,611	3,336	4.4%
Local grants and contracts	32,538	27,538	5,000	18.2%
Private grants and contracts	308,129	309,929	(1,800)	-0.6%
Sales and services of educational departments	179,852	178,760	1,092	0.6%
Sales and services of auxiliary enterprises	364,308	175,961	188,347	107.0%
Sales and services of the OSU Health System, net	4,113,285	3,952,605	160,680	4.1%
Sales and services of OSU Physicians, Inc., net	705,692	647,601	58,091	9.0%
Other operating revenues	66,622	37,198	29,424	79.1%
Total Operating Revenues	<u>7,293,978</u>	<u>6,702,316</u>	<u>591,662</u>	<u>8.8%</u>
Operating Expenses:				
Educational and General:				
Instruction and departmental research	997,166	965,286	31,880	3.3%
Separately budgeted research	519,720	457,996	61,724	13.5%
Public service	153,132	145,797	7,335	5.0%
Academic support	254,099	190,097	64,002	33.7%
Student services	86,252	52,086	34,166	65.6%
Institutional support	257,838	252,338	5,500	2.2%
Operation and maintenance of plant	139,319	96,389	42,930	44.5%
Scholarships and fellowships	164,040	146,187	17,853	12.2%
Auxiliary enterprises	346,329	206,123	140,206	68.0%
OSU Health System	3,203,086	2,733,141	469,945	17.2%
OSU Physicians, Inc.	661,619	603,324	58,295	9.7%
Depreciation	507,645	470,704	36,941	7.8%
Total Operating Expenses	<u>7,290,245</u>	<u>6,319,468</u>	<u>970,777</u>	<u>15.4%</u>
Operating Profit	3,733	382,848	(379,115)	-99.0%
Non-operating Revenues (Expenses):				
State share of instruction and line-item appropriations	493,248	486,115	7,133	1.5%
Federal subsidies for Build America Bonds interest	11,304	10,790	514	4.8%
Federal non-exchange grants	64,077	66,124	(2,047)	-3.1%
Federal COVID-19 assistance programs	180,573	150,037	30,536	20.4%
State non-exchange grants	34,591	13,246	21,345	161.1%
Gifts	174,961	129,723	45,238	34.9%
Net investment income (loss)	(286,721)	1,860,926	(2,147,647)	-115.4%
Interest expense	(154,530)	(127,236)	(27,294)	21.5%
Other non-operating revenues (expenses)	(9,257)	16,445	(25,702)	-156.3%
Net Non-operating Revenues	<u>508,246</u>	<u>2,606,170</u>	<u>(2,097,924)</u>	<u>-80.5%</u>
Income before changes in net position	511,979	2,989,018	(2,477,039)	-82.9%
Changes in Net Position				
State capital appropriations	53,037	63,988	(10,951)	-17.1%
Private capital gifts	61,624	78,942	(17,318)	-21.9%
Additions to permanent endowments	77,206	63,157	14,049	22.2%
Capital contributions and other changes in net position	-	7,864	(7,864)	0.0%
Total Changes in Net Position	<u>191,867</u>	<u>213,951</u>	<u>(22,084)</u>	<u>-10.3%</u>
Increase in Net Position	<u>703,846</u>	<u>3,202,969</u>	<u>(2,499,123)</u>	<u>-78.0%</u>
Net Position - Beginning of Year	8,885,418	5,682,321		
Net Position - End of Period	<u>\$ 9,589,264</u>	<u>\$ 8,885,290</u>		

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS - UNAUDITED
Years Ended June 30, 2022 and June 30, 2021
(in thousands)

	June		Increase (Decrease)	
	2022	2021	Dollars	%
Cash Flows from Operating Activities:				
Tuition and fee receipts	\$ 870,890	\$ 758,837	\$ 112,053	14.8%
Grant and contract receipts	883,392	824,470	58,922	7.1%
Receipts for sales and services	5,435,881	4,827,229	608,652	12.6%
Payments to or on behalf of employees	(3,518,691)	(3,207,409)	(311,282)	9.7%
University employee benefit payments	(914,664)	(882,403)	(32,261)	3.7%
Payments to vendors for supplies and services	(3,058,486)	(2,444,482)	(614,004)	25.1%
Payments to students and fellows	(149,865)	(133,905)	(15,960)	11.9%
Student loans issued	(4,092)	(12,026)	7,934	-66.0%
Student loans collected	12,264	18,040	(5,776)	-32.0%
Student loan interest and fees collected	847	911	(64)	-7.0%
Other receipts (payments)	51,140	(33,037)	84,177	254.8%
Net cash used by operating activities	<u>(391,384)</u>	<u>(283,775)</u>	<u>(107,609)</u>	<u>37.9%</u>
Cash Flows from Noncapital Financing Activities:				
State share of instruction and line-item appropriations	493,248	486,115	7,133	1.5%
Non-exchange grant receipts	98,668	79,370	19,298	24.3%
Federal COVID-19 assistance programs	180,573	144,286	36,287	25.1%
Gift receipts for current use	172,460	93,413	79,047	84.6%
Additions to permanent endowments	77,206	63,157	14,049	22.2%
Drawdowns of federal direct loan proceeds	320,043	310,679	9,364	3.0%
Disbursements of federal direct loans to students	(312,618)	(312,319)	(299)	0.1%
Repayment of loans from related organization	(808)	-	(808)	100.0%
Amounts received for annuity and life income funds	1,250	10,192	(8,942)	-87.7%
Amounts paid to annuitants and life beneficiaries	(12,973)	(2,063)	(10,910)	528.8%
Agency funds receipts	5,750	5,052	698	13.8%
Agency funds disbursements	(5,051)	(4,546)	(505)	11.1%
Other receipts	-	25,007	(25,007)	-100.0%
Net cash provided by noncapital financing activities	<u>1,017,748</u>	<u>898,343</u>	<u>119,405</u>	<u>13.3%</u>
Cash Flows from Capital Financing Activities:				
Proceeds from capital debt and leases	718,541	1,596	716,945	44921.4%
State capital appropriations	52,474	67,302	(14,828)	-22.0%
Gift receipts for capital projects	61,624	78,197	(16,573)	-21.2%
Payments for purchase or construction of capital assets	(1,076,136)	(958,064)	(118,072)	12.3%
Principal payments on capital debt and leases	(77,069)	(71,757)	(5,312)	7.4%
Interest payments on capital debt and leases	(152,723)	(126,494)	(26,229)	20.7%
Federal subsidies for Build America Bonds interest	10,406	10,790	(384)	-3.6%
Net cash provided (used) by capital financing activities	<u>(462,883)</u>	<u>(998,430)</u>	<u>535,547</u>	<u>53.6%</u>
Cash Flows from Investing Activities:				
Net (purchases) sales of temporary investments	(304,584)	(868,330)	563,746	-64.9%
Proceeds from sales and maturities of long-term investments	2,125,156	3,648,843	(1,523,687)	-41.8%
Investment income	10,382	370,880	(360,498)	-97.2%
Purchases of long-term investments	(2,297,876)	(3,985,959)	1,688,083	-42.4%
Net cash used by investing activities	<u>(466,922)</u>	<u>(834,566)</u>	<u>367,644</u>	<u>-44.1%</u>
Net Increase (Decrease) in Cash	(303,441)	(1,218,428)	\$ 914,987	-75.1%
Cash and Cash Equivalents - Beginning of Year	<u>1,214,387</u>	<u>2,432,815</u>		
Cash and Cash Equivalents - End of Period	<u>\$ 910,946</u>	<u>\$ 1,214,387</u>		

ATTACHMENT XXI

College of Arts and Sciences Alumni Professorship 3

The Board of Trustees of The Ohio State University shall establish the College of Arts and Sciences Alumni Professorship 3, as a quasi-endowment, effective August 18, 2022, with a fund transfer by the College of Arts and Sciences of an unrestricted gift from the estate of Eugene Bernard (BA 1949) and gifts from other donors.

The annual distribution from this fund shall be used for a professorship position in the College of Arts and Sciences. The highest ranking official in the college or his/her designee shall determine the focus of the position and may revise the focus every five years or if the position becomes vacant. The position holder may be recommended by the highest ranking official in the college or his/her designee and shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

If the position is vacant, the annual distribution may be used to support the faculty in the College of Arts and Sciences. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with the University's Gift Acceptance Policy, Fund Transfers – Unrestricted to Endowment Policy, Investment Policy, and all other applicable University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the College of Arts and Sciences that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. If the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees in accordance with the policies of the University.

Lisa Cisco Fund in Cancer Research

The Board of Trustees of The Ohio State University shall establish the Lisa Cisco Fund in Cancer Research effective August 18, 2022, with gifts from friends and colleagues of Lisa Cisco and Buckeye Cruise for Cancer supporters.

The annual distribution from this fund supports cancer research and related programs at The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC – James). Expenditures shall be approved in accordance with the then current guidelines and procedures established by the OSUCCC – James.

The highest ranking official(s) in The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute or his/her/their designee(s) has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult highest ranking official(s) in The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute or his/her/their designee(s) to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees in accordance with the policies of the University.

The Class of 1986 Endowed Scholarship Fund

The Board of Trustees of The Ohio State University shall establish The Class of 1986 Endowed Scholarship Fund effective August 18, 2022, with gifts from members of the College of Veterinary Medicine Class of 1986.

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the College of Veterinary Medicine. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The Marilyn Johnson Scholarship Fund

The Board of Trustees of The Ohio State University shall establish The Marilyn Johnson Scholarship Fund, as a quasi-endowment, effective August 18, 2022, with a fund transfer by the College of Education and Human Ecology of a gift from the estate of Marilyn S. Johnson-Masters (BS 1960) and additional gifts given in her memory, including her daughter, Dr. Julie Ann Johnson (BS 1985).

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the College of Education and Human Ecology and majoring in elementary education. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Education and Human Ecology or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with the University's Gift Acceptance Policy, Fund Transfers – Unrestricted to Endowment Policy, Investment Policy, and all other applicable University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the College of Education and Human Ecology that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the college named above. If the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the college. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

BEWEL Leadership in Innovation Award Fund

The Board of Trustees of The Ohio State University shall establish the BEWEL Leadership in Innovation Award Fund effective August 18, 2022, with gifts from Buckeye Engineering Women in Executive Leadership (BEWEL). BEWEL is an allied community of influential leaders and trusted advisors who advocate for women in the College of Engineering and encourage their growth as leaders who shape our world. BEWEL works with the college to ensure The Ohio State University is recognized as the destination of choice for women in engineering – students and faculty alike.

The intent of this fund is to recognize faculty whose work exemplifies the mission of BEWEL, or its successor, with cash awards to be used at the discretion of the recipients.

The annual distribution from this fund provides award(s) in as significant amount(s) as possible to junior or mid-career faculty members in the College of Engineering who demonstrate excellence in innovation, research and/or scholarship and commitment to the advancement of women in engineering. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

Selection of recipients will be consistent with College of Engineering guidelines and University policies. The college will apprise BEWEL, or its successor, of the awarding process when possible.

The Ohio State University's employment policies support equal opportunity, affirmative action, and eliminating discrimination and harassment. The University may modify any criteria used to select award recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees in accordance with the policies of the University.

Dr. Robert S. and Ollie M. Anthony Endowed Scholarship Fund

The Board of Trustees of The Ohio State University shall establish the Dr. Robert S. and Ollie M. Anthony Endowed Scholarship Fund effective August 18, 2022, with gifts from Dr. Robert Stephen Anthony (BS 1969, DDS 1974).

The annual distribution from this fund shall provide scholarship support for students who are enrolled in the College of Dentistry with first preference given to students from Shelby County, Ohio. Second preference shall be given students from the contiguous counties. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college who are from the state of Ohio. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid. Scholarships are renewable as long as the recipients are in good standing with the University and meet the selection criteria.

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 highest ranking official in the College of Dentistry or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Dentistry or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees in accordance with the policies of the University.

Friends of The Ohio State University at Marion Endowment Fund

The Friends of Delaware Center Endowment Fund was established December 7, 2007, by the Board of Trustees of The Ohio State University with gifts from the Marion Campus Delaware Center Fund. Because the Delaware Center no longer exists, the need for this endowment has ceased to exist. Pursuant to the terms of the fund as first established, and in order to further the donors' intent, the dean and director of The Ohio State University at Marion, recommends that the fund name and description be revised as set forth herein, effective August 18, 2022.

The annual distribution from this fund shall provide support for scholarships, initiatives, and emerging priorities for students, faculty, and staff at The Ohio State University at Marion. Uses may include, but are not limited to, academic awards, event sponsorships, and scholarships. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by The Ohio State University at Marion, in consultation with Student Financial Aid. All other expenditures shall be approved in accordance with the then current guidelines and procedures established by The Ohio State University at Marion.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

Unused annual distribution shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from both a representative of the donors, should one be available, and the highest ranking official of The Ohio State University at Marion or his/her designee.

The Ernest R. “Ernie” Biggs Athletic Training Scholarship Fund

The Ernest R. Biggs Memorial Fund was established February 4, 1972, by the Board of Trustees of The Ohio State University with gifts from family, friends, and former students in memory of Ernest R. Biggs (BSEd 1939; MA 1941, athletic trainer at the University 1942-71) of Columbus, Ohio. The name and description were revised March 5, 2004. Effective August 18, 2022, the fund 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 be used to supplement the student grant-in-aid scholarship costs of students enrolled in the Athletic Training Program who are pursuing a degree at The Ohio State University. The director of Athletics will select recipients, in consultation with the director of Athletic Training and Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Board of Trustees as recommended by the director of Athletics in order to carry out the desire of the donors.

The Ashley Brittany Calhoon (ABC) 4-H Leadership/Scholarship Fund

The Ashley Brittany Calhoon (ABC) 4-H Leadership/Scholarship Fund was established October 3, 1986, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Thomas Franklin Calhoon II, (BA, Social and Behavioral Sciences '71), a long-time member of the Ohio 4-H Foundation Board of Directors, including serving as president from 1981-1985, and Donnette Calhoon, (based '72), Columbus, Ohio. This gift is presented in honor of the first birthday (September 3, 1986) of the first grandchild (Brittany) of Gloria J. Wensing and in honor of the seven grandchildren of J. Thomas Calhoon (Ohio State University 1948-52) and Sarah Mae Calhoon: (Benjamin Samuel, Joshua Thomas, Brian Thomas, Sarah Christina, Katherine Lindsey, Cara Christine, and Ashley Brittany Calhoon). Effective August 18, 2022, the fund description shall be revised.

The annual distribution from this fund provides scholarship(s) for students who have been active in the 4-H program and are now attending or have been accepted for enrollment at The Ohio State University. Criteria for the scholarship(s) shall include demonstrated leadership and above-average scholastic performance with preference given to those applicants from Franklin County, Ohio. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Food, Agricultural, and Environmental Sciences, in consultation with Student Financial Aid.

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees in accordance with the policies of the University.

The Donna Sell Kohlhepp Endowed Scholarship Fund in Advance Practice Nursing

The Donna Sell Kohlhepp and Daniel B. Kohlhepp Scholarship Fund was established April 2, 1993, by the Board of Trustees of The Ohio State University with a gift from Daniel B. Kohlhepp (PhD 1974) and Donna Sell Kohlhepp (BSNurs 1974) of Baltimore, Maryland. The name and description were revised July 9, 2004. Effective August 18, 2022, the fund description shall be further revised.

The annual distribution from this fund provides scholarship support for students at The Ohio State University College of Nursing who demonstrate academic merit and financial need. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donors that this fund should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Nursing or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Mitsugi Satow-Rakuno Gakuen Scholastic Endowment Fund

The Mitsugi Satow-Rakuno Gakuen Scholastic Endowment Fund was established December 2, 1994, by the Board of Trustees of The Ohio State University with gifts from Kogo Yusa and many friends in honor of Mitsugi Satow (BSAgr '21; M.S. Agriculture, '22), Chairman Emeritus, Board of Trustees at the Rakuno Gakuen University, Ebetsu, Japan. Because joint research programs involving exchange scientists from the Rakuno Gakuen University have not happened in the past six years, the need for this fund has diminished, leaving unused income. Pursuant to the terms of the fund, and in order to further the donors' intent, the dean of the College of Veterinary Medicine, recommends that the fund description be further revised as set forth herein, effective August 18, 2022.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be distributed to The Ohio State University to provide stipends to support various joint research programs involving exchange scientists from the Rakuno Gakuen University and researchers at The Ohio State University. If no such joint research is being done, the annual distribution may be used to support other research projects in the College of Veterinary Medicine.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donors.

Jeffrey Schottenstein Endowed Chair of Psychiatry and Resilience

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 Jeffrey Schottenstein Endowed Chair of Psychiatry and Resilience effective August 18, 2022, with gifts from Jay L. Schottenstein and Jean R. Schottenstein (BS 1978).

The annual distribution from this fund supports a chair position in the Department of Psychiatry and Behavioral Health. The holder of the position shall be focused on addressing mental health challenges including, but not limited to, reducing stigma and cultivating stress resilience. If the position is vacant, the annual distribution may be used to support the faculty in the department.

The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College as it relates to all Chair appointments. In no event shall guidelines and procedures be established which in any way treats this Chair materially and adversely different, in accordance with the gift agreement .

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. 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 Daniel Tanner Foundation Endowed Professorship Fund in Curriculum Studies on Adolescence and Democracy

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 Tanner Foundation Endowed Professorship Fund in Curriculum Studies on Adolescence and Democracy effective August 18, 2022, with a gift from the Daniel Tanner Foundation, Inc.

Should the gifted endowment principal balance reach \$1,000,000 by March 31, 2027, the annual distribution from this fund shall support a professorship position in the College of Education and Human Ecology, Department of Educational Studies, Department of Teaching and Learning, or a department or program of curriculum studies (in the event that such a department or program is established in the future), or the equivalent departments. Candidates should focus on research and programmatic advancement in the field of curriculum studies on adolescence education, which may include, but is not limited to, the scientific investigation of problems of democracy, school violence, and community influence. If the position is vacant, the annual distribution shall be added to the endowment principal. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

If full funding is not reached, the annual distribution shall be used to support faculty in the College of Education and Human Ecology, Department of Educational Studies and/or the Department of Teaching and Learning, or a department or program of curriculum studies (in the event that such a department or program is established in the future), or the equivalent departments. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

Unused annual distribution shall be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Education and Human Ecology or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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 L. (BS, MS '71) and Anita Y. Balthaser
Integrated Systems 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 James L. (BS, MS '71) and Anita Y. Balthaser Integrated Systems Engineering Endowed Scholarship Fund effective August 18, 2022, with gifts from James L. and Anita Y. Balthaser and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program.

The annual distribution from this fund provides one or more scholarships to undergraduate students who are enrolled in the Department of Integrated Systems Engineering. First-time recipients must be second-year students who have a minimum 3.3 grade point average on a 4.0 scale and demonstrate financial need. Scholarships are renewable for up to two additional years as long as recipients maintain a minimum 3.3 grade point average on a 4.0 scale. Once a recipient graduates or no longer meets the eligibility criteria, scholarships will be open to additional eligible second-year students. The donors desire to award the maximum number of scholarships possible in amounts equal to 40% of the cost of in-state tuition at that time. Scholarships may be awarded in varying amounts based on student enrollment, available funding, and other factors. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Engineering, 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.

Per the request of the donors, the College of Engineering agrees that one half of the unused distribution from this endowed fund shall be held in the distribution account and one half shall be reinvested in the endowment principal.

For the remaining portion of unused distribution, the highest ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the remaining portion of unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the remaining portion of unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors the policies of the University and Foundation.

The Robert and Mary Fund for Morrow County

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 and Mary Fund for Morrow County effective August 18, 2022, with gifts from Lee Ann Leonhard (1971 BS) and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program.

The annual distribution from this fund provides one or more scholarships to undergraduate students enrolled in the University who are attending any campus at the University (including ATI), are former Ohio 4-H or Ohio FFA members for at least two years and have a minimum 3.0 grade point average. First preference shall be given to students from Morrow County, Ohio. Second preference shall be given to students from Crawford County, Ohio. It is the donor's desire to award no more than three scholarships annually. Scholarships may be awarded in varying amounts based on student enrollment, available funding, and other factors. Scholarships are renewable as long as recipients remain in good academic standing. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate students who are enrolled in the University. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Food, Agricultural, and Environmental Sciences, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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.

Claribel Wilcox Parker Nursing 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 Claribel Wilcox Parker Nursing Scholarship Fund effective August 18, 2022, with gifts from Claribel Wilcox Parker (BS 1950) and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program.

The annual distribution from this fund provides one or more scholarships to undergraduate students who are enrolled in the College of Nursing and demonstrate an interest in community health nursing. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Nursing or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Nursing or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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 Mark Freeland Smith 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 Mark Freeland Smith (BS 2000) Memorial Scholarship Fund effective August 18, 2022, with gifts from Ashley Smith (BS 2008), Mathew Focht and David Kass and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program.

The annual distribution from this fund provides one or more scholarships to undergraduate students who are enrolled in the Max M. Fisher College of Business, studying real estate or finance and demonstrate academic achievement. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the College. It is the Donors' desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. Scholarships are renewable up to four years as long as the recipients are in good standing with the University and meet the selection criteria. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Max M. Fisher College of Business or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors in accordance with the policies of the University and Foundation.

William D. Squires 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 D. Squires Scholarship Fund effective August 18, 2022, with gifts from The William D. Squires Educational Foundation and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program.

The annual distribution from this fund provides one or more scholarships to undergraduate students from the state of Ohio who are enrolled in the College of Nursing, demonstrate financial need, and are in strong academic standing. It is the donor's desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. Scholarships may be awarded in varying amounts based on student enrollment, available funding, and other factors. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Nursing or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Nursing or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors in accordance with the policies of the University and Foundation.

David A. Rismiller Sr. International 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 David A. Rismiller Sr. International Scholarship Fund effective August 18, 2022, with gifts from David A. Rismiller Sr. (BS 1958), as part of the Joseph A. Alutto Global Leadership Initiative.

The annual distribution from this fund provides scholarships to undergraduate or graduate students enrolled in the Max M. Fisher College of Business pursuing critical, action-based, learning experiences around the world. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, 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 highest ranking official in 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 donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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.

Valentine IPF Endowed Research Fund

The Board of Trustees of The Ohio State University, the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Valentine IPF Endowed Research Fund effective August 18, 2022, with gifts from Julia D. Valentine.

The annual distribution from this fund supports research or related activities that lead to new discoveries in idiopathic pulmonary fibrosis at The Dorothy M. Davis Heart & Lung Research Institute, with preference for research projects under the direction of the highest ranking officials in University Hospital East and the Institute or their designees. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Medicine, in consultation with the Institute.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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.

Health Equity Fund for Health Services Management and Policy

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 Fraley Public Health Fund effective May 19, 2022, with gifts from Reed Fraley (MS 1975) and Mel Fraley (BS 1992). Effective August 18, 2022, the fund name and description shall be revised.

The annual distribution from this fund promotes health equity through support of students in the Division of Health Services Management and Policy, with due consideration of underrepresented populations. While usage should remain flexible, the fund should focus on addressing health equity and/or leadership development for those who wish to advance populations underrepresented in health care leadership roles. Expenditures may be used for activities including, but not limited to, sponsoring student attendance at conferences such as the National Association of Health Services Executives (or successor), subsidizing summer residencies, supporting Association for Future Healthcare Executives (or successor) health equity initiatives, and/or providing scholarships to students. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Public Health, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Public Health or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Public Health or his/her designee to identify a similar purpose consistent with the original intent of the donors. 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.

John N. King Fund for the Center for Medieval and Renaissance Studies

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 N. King Fund for the Center for Medieval and Renaissance Studies effective August 18, 2022, with gifts from Pauline G. King.

The annual distribution from this fund supports initiatives and priorities of the Center for Medieval and Renaissance Studies at the discretion of the highest ranking official in the center or his/her designee. Expenditures may include, but are not limited to, student education, the University's membership with The Folger Shakespeare Library, and future programming. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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.

Shannon and Rob Crane Family 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 Shannon and Rob Crane Family Scholarship Fund effective August 18, 2022, with grants through a donor-advised fund at The Columbus Foundation advised by Dr. Robert S. Crane III and Shannon L. Crane (BA 2004) and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program.

The annual distribution from this fund provides one or more scholarships to Pell-eligible undergraduate students who are enrolled in the College of Arts and Sciences and are from Chillicothe, Ohio. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate students who are enrolled in the college, demonstrate financial need, and are from Ross County, Ohio. If no candidates can be identified, the scholarship may be awarded to undergraduate students who are enrolled in the college and demonstrate financial need. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 advisors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the advisors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the advisors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Dr. Earl D. Dietz 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 Dr. Earl D. Dietz (BCerE 1959, MS 1959, PhD 1965) Endowed Fund effective August 18, 2022, with gifts from Kerry Leigh Dietz.

The annual distribution from this fund provides one or more scholarships to third or fourth-year undergraduate students studying a major in the Department of Materials Science and Engineering. Preference shall be given to candidates studying ceramic engineering. The donor desires that when awarding this scholarship special consideration be given to candidates who are members of organizations recognized by the University that are open to all but whose missions seek to advance the need of underrepresented engineering students and actively contribute to nurturing a more diverse and inclusive community. It is the donor's desire to provide as significant financial support as possible to no more than three recipients per year, with preference for one or two recipients per year. The number of recipients and amount of each scholarship may vary based on student enrollment, available funding, and other factors. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate students studying a major in the department. Recipients shall be selected in accordance with the then current guidelines and procedures for scholarship administration established by the College of Engineering, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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 Ruberg Family Educational 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 Ruberg Family Educational Fund effective August 18, 2022, with gifts from Dr. Robert Lionel Ruberg.

The annual distribution from this fund supports The Norman and Yetta Ruberg Endowed Lectureship as part of the Robert L. Ruberg Symposium. If at any time the symposium ceases to exist, the annual distribution may support the Department of Plastic and Reconstructive Surgery at the discretion of the highest ranking official in the department or his/her designee. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Medicine.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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.

Stanton Foundation Spectrum of Care Clinic Activities 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 Stanton Foundation Spectrum of Care Clinic Activities Endowed Fund effective August 18, 2022, with gifts from the Stanton Foundation.

The annual distribution from this fund supports clinical and research activities that advance Spectrum of Care (SOC) in veterinary medicine and help establish the College of Veterinary Medicine as a national presence in SOC. Activities may include: hiring of SOC private practitioner adjunct instructors, outreach, including SOC lecture series and seminars, SOC clinical research pilot studies, support for visiting fellows, or other SOC activities beyond the normal operation of the SOC-PCC.

All spending shall be in accordance with the purpose described above. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Veterinary Medicine.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors in accordance with the policies of the University and Foundation.

Michael and Kelly Jach Dean's Innovation 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 Michael and Kelly Jach Dean's Innovation Fund effective August 18, 2022, with gifts from Michael Joseph Jach (BS 1992) and Kelly Anne Jach.

The annual distribution from this fund shall be used at the discretion of the highest ranking official in the Max M. Fisher College of Business. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest ranking official in the Max M. Fisher College of Business or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors the policies of the University and Foundation.

David and Dina Shirk Family 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 David and Dina Shirk Family Endowed Fund effective August 18, 2022, with gifts from David J. Shirk (BS 1991) and Dina Shirk (BA 1988).

Seventy percent (70%) of the annual distribution from this fund supports programs at the Nisonger Center at The Ohio State University Wexner Medical Center, such as Transition Options in Postsecondary Settings (TOPS), to improve the lives of people with developmental disabilities and their families through quality services, education/training, research, dissemination and related activities, and general adult transition programming. This support includes, but is not limited to, supplies, staffing expenses and grant procurement. May also provide tuition and fees assistance to students. Expenditures shall be recommended by the highest ranking official in the Nisonger Center or his/her designee and approved in accordance with the then current guidelines and procedures established by the highest ranking official(s) at The Ohio State University Wexner Medical Center or his/her/their designee(s).

Thirty percent (30%) of the annual distribution from this fund provides scholarships for students attending Ohio State Marion who demonstrate financial need. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Ohio State Marion, 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 the future, if the gifted principal balance of this fund is sufficient at that date, the balance may be re-designated to create two endowed funds as outlined below.

Seventy percent (70%) The David and Dina Shirk Family Endowment Fund for the Nisonger Center
Thirty percent (30%) The David and Dina Shirk Endowed Scholarship Fund for OSU Marion

The highest ranking officials in The Ohio State University Wexner Medical Center and Ohio State Marion or his/her/their designee(s) have the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking officials in The Ohio State University Wexner Medical Center and Ohio State Marion or his/her/their designee(s) to identify a similar purpose consistent with the original intent of the donors. 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.

Lawrence Memorial 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 Lawrence Memorial Fund effective August 18, 2022, with gifts from his wife, Vicki L. Lawrence, family, and friends.

The annual distribution from this fund shall be used to support the Department of Marketing and Logistics at the Max M. Fisher College of Business. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest ranking official in the Max M. Fisher College of Business or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donors. 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.

Hrusovsky Family Scholarship Fund

The Hrusovsky Family Excellence Award Fund at The Max M. Fisher College of Business was established October 29, 2009, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from John J. Hrusovsky II (BSBA 1986). The name and description were revised February 5, 2010, to the Hrusovsky Family / GroundWork Group Internship Fund. The name and description were revised again February 10, 2012. Effective September 2, 2016, the fund description was further revised. Effective August 18, 2022, the fund name and description shall again be further revised.

The annual distribution from this fund provides one or more scholarships to undergraduate students who are enrolled in the Max M. Fisher College of Business and seeking internships, with preference given, but not limited to, students seeking internships in information technologies. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with the Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Max M. Fisher College of Business or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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 Deborah L. and Terence J. Sullivan 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 Terence J. Sullivan Endowed Scholarship Fund effective May 19, 2022, with gifts from Terence J. Sullivan (BS 1977). Effective August 18, 2022, the fund name and description shall be revised.

The annual distribution from this fund provides one or more renewable scholarships to graduate or undergraduate students who are studying architecture in the Austin E. Knowlton School of Architecture. The donor desires that when awarding this scholarship special consideration be given to candidates who are members of organizations recognized by the University that are open to all but whose missions seek to advance the needs of populations underrepresented in the field of engineering, such as the National Society of Black Engineers. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the school. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Engineering, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Engineering or his/her designee, in consultation with the director of the Austin E. Knowlton School of Architecture or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Engineering or his/her designee, in consultation with the director of the Austin E. Knowlton School of Architecture or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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 C. and Ruby Biehl Honors Accounting Fund

The George C. and Ruby Biehl Honors Accounting Fund was established November 7, 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 George C. (BS 1969) and Ruby Biehl in honor of Professor Thomas J. Burns. Effective August 18, 2022, the fund description shall be revised.

The annual distribution from this fund shall be used to provide scholarship support for accounting honors students. The highest ranking official in the Department of Accounting or his/her designee may recommend scholarship recipients. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the Max M. Fisher College of Business, 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. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donors. 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.

Cloyd Veterinary Medicine 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 Cloyd Veterinary Medicine Endowed Scholarship Fund effective September 2, 2016, with gifts from G. Gilbert Cloyd (DVM 1969). Effective August 18, 2022, the fund description shall be revised.

The annual distribution shall be used to provide one or more scholarships to third and fourth-year students who are enrolled in the College of Veterinary Medicine. To qualify, candidates must demonstrate financial need, academic excellence, and leadership ability. It is the donor's desire to provide 70% of the cost of in-state tuition and fees to third-year students and 50% of the cost of in-state tuition and fees for fourth-year students. It is the donor's intent to award as many transformational scholarships as possible. Scholarships may be awarded in varying amounts based on student enrollment, available funding, and other factors. Scholarships are renewable for third-year recipients as long as they remain in good academic standing. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. 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 Jack and Barbara Cochran 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 Jack and Barbara Cochran Endowed Scholarship Fund effective February 27, 2020, with gifts from Dr. John R. Cochran (BS 1960, MA 1962, PhD 1968) and Barbara Rogers Cochran (BS 1961). Effective August 18, 2022, the fund description shall be revised.

The annual distribution from this fund provides renewable scholarships to support educational expenses for students who demonstrate financial need and are enrolled in the College of Education and Human Ecology. Preference will be given to candidates in the following order:

- Full-time doctoral students in counseling
- Part-time doctoral students in counseling
- Full-time master's students in counseling
- Part-time master's students in counseling
- Graduate students

Recipients will be recommended by the chair of the Department of Educational Studies or his/her designee and approved 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.

The highest ranking official in the College of Education and Human Ecology or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution 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 the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Education and Human Ecology or his/her designee to identify a similar purpose consistent with the original intent of the donors. 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 Linda Weber Daniel Athletic Training Scholarship Fund

The Linda Weber Daniel Athletic Training Scholarship Fund was established April 5, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from family, friends, alumni, and professional colleagues in memory of Linda Weber Daniel (B.All'd Hlth Prof 1974, MS 1983) of Worthington, Ohio. Effective August 18, 2022, the fund 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 be used to supplement tuition costs of student athletic trainers enrolled in the Athletic Training Program pursuing a degree at The Ohio State University. The recipient shall be selected by the director of Athletics, in consultation with the director of Athletic Training and Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Foundation Board as recommended by the director of Athletics in order to carry out the desire of the donors.

The Douglas and Ethel-Marie D'Luzansky LeVasseur Travel Abroad 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 Douglas and Ethel-Marie D'Luzansky LeVasseur Travel Abroad Fund effective April 7, 2017, with a gift from Doug and Ethel-Marie D'Luzansky LeVasseur. Effective August 18, 2022, the fund description shall be revised.

The annual distribution from this fund shall be used to provide awards for travel expenses for students participating in travel abroad programs endorsed by the University. First consideration shall be for undergraduate students traveling outside the United States, second to undergraduate students traveling within the United States, third to graduate students traveling outside the United States, and fourth to graduate students traveling within the United States. Preference shall be given to candidates who demonstrate financial need. In even numbered years, the awards shall be granted to candidates majoring in Psychology; in odd numbered years, the awards shall be granted to students majoring in Anthropology. Recipients shall be selected by the appropriate department chair, 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 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 executive dean of the College of Arts and Sciences or his/her designee, in consultation with the department chairs or their designees.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a 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 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, established The Arun Singh Real Estate Scholarship Fund effective August 25, 2017, with gifts from Arun (BS 2005) and Jen Singh of Atlanta, Georgia. Effective August 18, 2022, the fund description shall be revised.

The annual distribution from this fund shall be used to provide undergraduate scholarship(s) to student(s) majoring in real estate and enrolled at the Max M. Fisher College of Business. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, 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. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of this fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donors. 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 Jimmy Warfield Athletic Training Scholarship Fund

The Jimmy Warfield Athletic Training Scholarship Fund was established February 7, 2003, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Linda Warfield of Hudson, Ohio, and the Cleveland Indians Charities. Effective August 18, 2022, the fund 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 be used to supplement the student grant-in-aid scholarship costs of athletic training students enrolled in the Athletic Training program who are pursuing a degree at The Ohio State University. The director of Athletics will select recipients, in consultation with the director of Athletic Training program and Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Foundation Board as recommended by the director of Athletics in order to carry out the desire of the donors.



MAJOR PROJECT UPDATES

Projects Over \$20M

August 2022



PROJECT NAME	CONSTRUCTION COMPLETION DATE	APPROVALS		BUDGET	ON TIME	ON BUDGET
		DES	CON			
WMC Outpatient Care Dublin	6/22	✓	✓	\$161.2 M		
Old Cannon Garage	8/22	✓	✓	\$33.3 M		
Controlled Environment Agriculture Research Complex	9/22	✓	✓	\$35.8 M		
Arts District	12/22	✓	✓	\$165.3 M		
Lacrosse Stadium	12/22	✓	✓	\$24.0 M		
WMC Outpatient Care West Campus	1/23	✓	✓	\$349.5 M		
Interdisciplinary Research Facility	3/23	✓	✓	\$227.8 M		
Jane E. Heminger Hall and Newton Renovation	7/23	✓	✓	\$31.7 M		
Energy Advancement and Innovation Center	9/23	✓	✓	\$48.4 M		
Interdisciplinary Health Sciences Center	11/23	✓	✓	\$155.9 M		
Combined Heat & Power Plant/District Heating & Cooling Loop	12/23	✓	✓	\$289.9 M		
Celeste Lab Renovation	8/24	✓	✓	\$31.1 M		
Cannon Drive Relocation - Phase 2	12/24	✓	✓	\$56.8 M		
Martha Morehouse Facility Improvements	1/25	✓	✓	\$41.8 M		
Wexner Medical Center Inpatient Hospital	10/25	✓	✓	\$1,813.6 M		
TOTAL – 15 PROJECTS				\$3,466.1 M		

On Track

Watching Closely

Not on Track



WEXNER MEDICAL CENTER OUTPATIENT CARE WEST CAMPUS

Construct an approximately 385,000-square foot outpatient facility including a surgical center, proton therapy, and medical office space. The proton therapy facility will focus on leading-edge cancer treatments and research. The facility will also include a 640-space parking garage.

PROJECT FUNDING: Auxiliary funds ; fundraising; partner funds

PROJECT UPDATE: Proton Therapy equipment installation continues. Major roofing install is complete. All glazing is complete and masonry install has begun and will continue over the next several months. Major sitework has begun on the south end of the project and will continue to track north and west. Interior buildout is progressing. Framing is continuing on floors 1-7. Drywall and painting has begun on floors 1-3. AHU 1, 2, and 5 are now operational. Temporary chillers are running and supporting the AHU's.



CURRENT BUDGET		CONSULTANTS	
Construction w/ Cont	\$229.6 M	Architect of Record	Perkins & Will
Total Project	\$349.5 M	CM at Risk	BoldtLinbeck

PROJECT SCHEDULE	
BoT Approval	11/18
Construction	7/20-1/23
Facility Opening – Outpatient	5/23
Facility Opening – Proton	10/23

On Budget

On Time





COMBINED HEAT AND POWER PLANT/DISTRICT HEATING AND COOLING LOOP – CHP/DHC

105 MW combined heat and power (CHP) plant, with a heating capacity of 285 ktb/hr of superheated steam. The CHP plant will also contain an 8,000-ton cooling facility with future build-out potential to 13,000-ton. Installation of heating hot water (HHW) and chilled water (CW) on the midwest and west campuses to support existing and new campus buildings. Rehabilitation of John Herrick Drive bridge to support new utilities which connect the CHP to main campus.

PROJECT FUNDING: Utility Fee

PROJECT UPDATE: Major equipment installation is complete. Structural steel, piping and electrical work are ongoing. Distribution installation on the midwest campus and bridge construction is in process and on target. Budget and schedule concerns are related to the CHP.

CURRENT BUDGET	
Total Project	\$289.9 M
PROJECT SCHEDULE	
BoT Approval	8/19
Construction	11/20-12/23
Facility Opening	12/23

CONSULTANTS	
Operator's Engineer	HDR
Design-Builder (CHP)	Frank Lill & Son
CMR (DHC/Bridge)	Whiting/Turner-Corna Kokosing
A/E (DHC)	RMF Engineering
A/E (Bridge)	EMH&T

 On Budget
 On Time

FY22 Internal Bank Update

Office of Financial Services

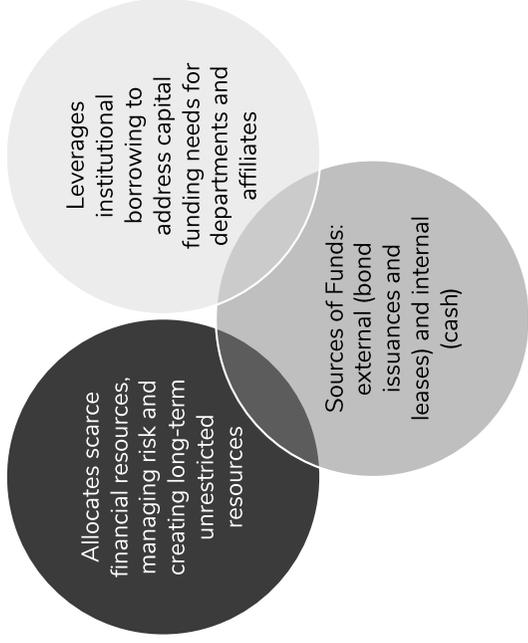
Jake Wozniak, University Treasurer

Finance & Investment Committee | August 18, 2022

Internal Bank Overview

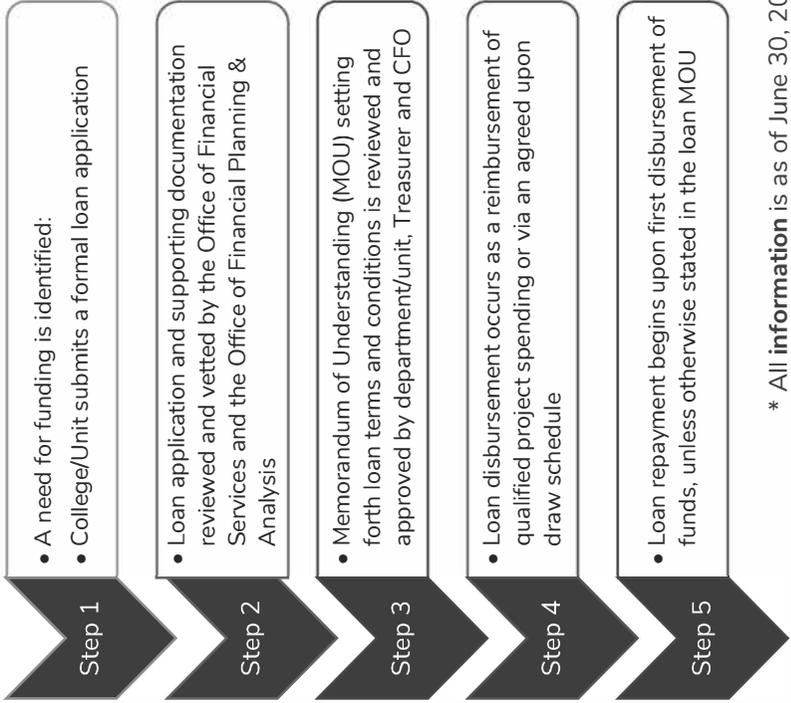
The Office of Financial Services (OFS) manages cash, investments and debt for the university and serves as a “bank” to university departments by taking deposits, investing operating funds, issuing debt and administering loans. The internal bank coordinates these activities and provides a consolidated view of the associated assets, liabilities, revenues and expenses.

- **Policy:** Internal bank loans and capital equipment leases must adhere to the principles set forth in Sections III. and V. of the university’s debt policy.
- **Governance:** Oversight is provided by the Office of Financial Services and Financial Planning & Analysis.
- **Scope:** Internal Bank loans address three purposes:
 - Capital project financing (1-30 years).
 - Equipment leases (1-10 years).
 - Capital project cash flow ‘gap’ loans (1-5 years).
- **Capital Planning Process:** Internal Bank loans are identified as a funding source for projects during the university’s capital planning process.
- **Rates:** Updated quarterly, each loan/lease rate is based on the term, asset life and prevailing market conditions. Current loan/lease rates range from 2.50% to 4.50%.



Internal Bank Process and Loan Portfolio*

Loan Process



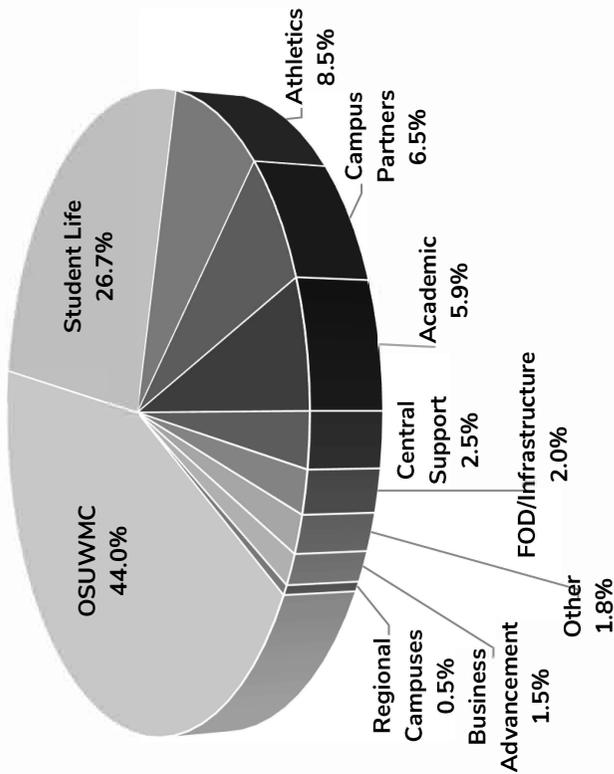
Loan Statistics

Loan Summary	Number	Amount
Loans Outstanding	153	\$2.81B
Loans in Repayment	143	\$2.66B
Weighted Average Loan Rate	4.01%	
Average Remaining Life	19.6 Years	

* All information is as of June 30, 2022, unless otherwise stated.



Internal Bank Loan Portfolio



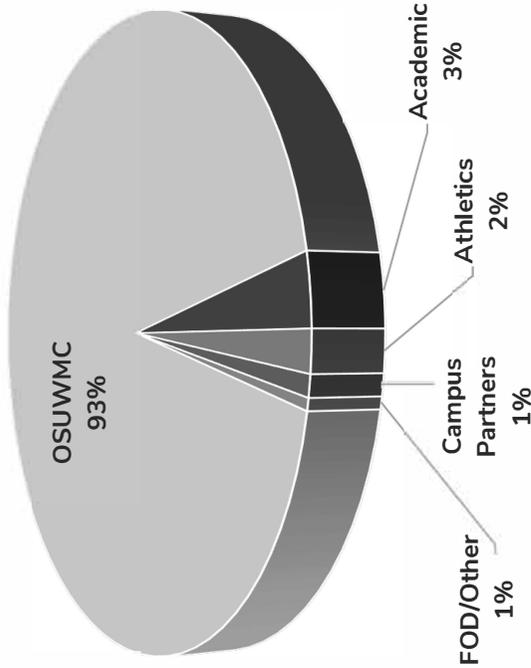
Internal Bank Funding	Outstanding Balance (\$M)*
Loans	2,807.3
Equipment Leases	21.9
Total \$	2,829.2
Borrowing Unit/Obligor	Outstanding Balance (\$M)*
OSUWMC	1,247.8
Student Life	758.8
Athletics	241.1
Campus Partners	184.1
Academic	167.8
Central Support	62.8
FOD / Infrastructure	56.8
Business Advancement	43.8
Other	39.4
Regional Campuses	14.5
Airport	12.3
Total \$	2,829.2

Internal Bank FY 2022 Developments

- In FY22, the Internal Bank executed 8 new loans totaling \$768M and disbursed \$321M of funds to 22 projects. The new Inpatient Hospital Tower accounted for the majority of the new loan amount.
- Internal Bank loan rates were lowered by 25-50 basis points in FY22 to reflect lower prevailing market interest rates at that time. It is anticipated that rates will increase in FY23 to reflect the new higher rate environment.
- Annual rating agency updates in November presented the university’s FY21 financial results and strategic position.
 - Rating agencies affirmed the university’s Aa1/AA/AA ratings with a positive credit outlook from Fitch Ratings.
- The university issued \$600M of debt at an interest rate of 2.46% over 30 years generating total proceeds of \$715M to fund a portion of the new Inpatient Hospital Tower.

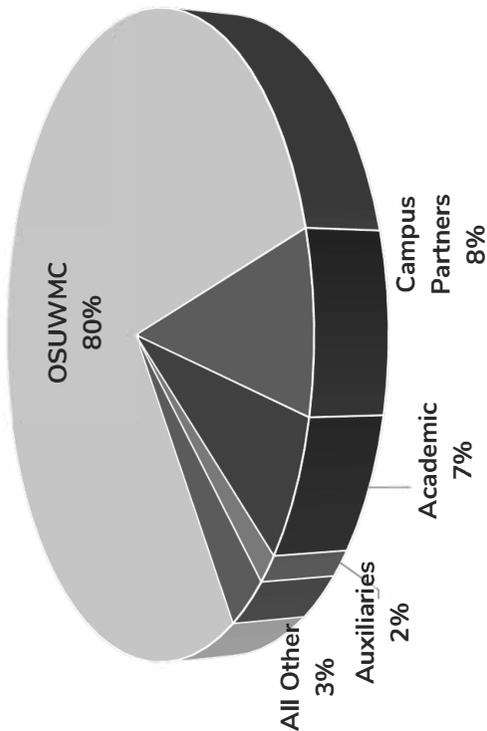
FY22 Loan Activity	Number	Amount
New Loans	8	\$768M
Disbursements	22	\$321M

FY22 New Loan Commitments



Borrowing Unit/Obligor	Amount (\$M)
OSUWMC	
Inpatient Hospital Tower	715.4
Academic	
Engineering - BMEC Phase 2	23.5
University Libraries - Book Depository Phase 3*	2.0
	25.5
Athletics	
Lacrosse Stadium Cash Flow 'Gap' Loan	14.9
Campus Partners	
Event Center Fit-Out	7.8
FOD / Infrastructure	
Tunnel Top Roof Replacement	3.0
Herrick Drive Rebuild Phase 2	1.0
	4.0
Loans/Leases Under \$1 Million	
	0.4
Total \$	768.0

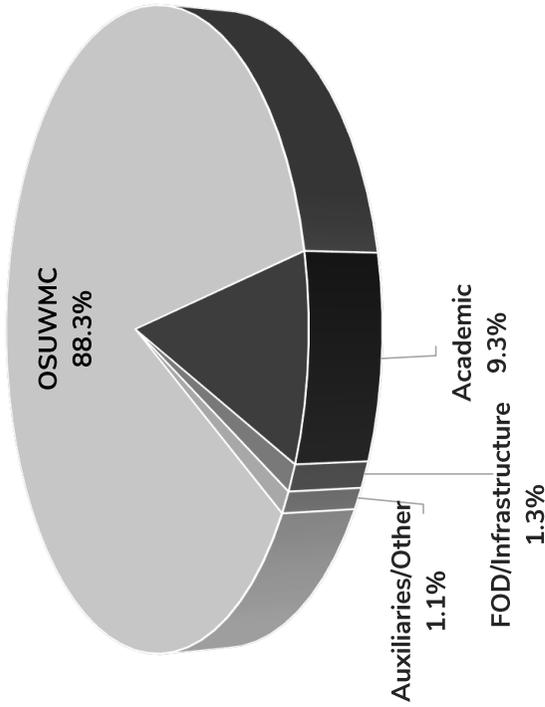
FY22 Loan Disbursements



Borrowing Unit/Obligor	Amount (\$M)
OSUWMC	
Inpatient Hospital Tower	258.0
Campus Partners	
University Square Building South	19.0
University Square Building North	5.6
University Square Infrastructure Improvements	0.7
University Square Event Center Fit-Out	0.3
	25.6
Academic	
Controlled Environment Food Prod Res Complex	10.5
Instructional Sci Buildings Def Maintenance	5.0
Postle Partial Replacement	3.3
BMEC Phase 1	2.7
	21.5
Auxiliaries	
TRC SMART Center Expansion Project LOC	2.9
WOSU HQ Equipment	2.0
TRC SMART Center Phase 1	0.3
	5.2
All Other	
FOD/Infrastructure	5.5
Student Life	2.3
Athletics	1.3
Regional Campuses	1.2
	10.3
Total \$	320.6

Anticipated Loan Requests

Borrowing Unit/Obligor	Amount (\$M)
OSUWMC	
Inpatient Hospital Tower	270.0
Academic	
CFAES - Multi-Species Animal Learning Center	15.2
A&S - Biological Science Building Upgrades	10.0
CON - Heminger Hall Cash Flow Loan	3.1
	28.3
FOD / Infrastructure	
Tunnel System Project	4.0
Auxiliaries	
TRC Revolving Line of Credit	3.3
Total \$	301.6



APPENDIX VIII



THE OHIO STATE UNIVERSITY

Board of Trustees

210 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1388

Phone (614) 292-6359
Fax (614) 292-5903
trustees.osu.edu

SUMMARY OF ACTIONS TAKEN

August 18, 2022 – Research, Innovation & Strategic Partnerships Committee

Members Present:

Lewis Von Thaer
Reginald A. Wilkinson

Alexander R. Fischer
Tanner R. Hunt

Hiroyuki Fujita (ex officio)

Members Present via Zoom:

N/A

Members Absent:

Phillip Popovich

The Research, Innovation & Strategic Partnerships Committee of The Ohio State University Board of Trustees convened on Thursday, August 18, 2022, in person at Longaberger Alumni House on the Columbus campus. Committee Chair Lewis Von Thaer called the meeting to order at 1:00 p.m.

PUBLIC SESSION

Items for Discussion

1. **Committee Chair's Remarks:** Mr. Von Thaer kicked off the meeting by thanking for Dr. Wilkinson for agreeing to serve as the committee's new vice chair. He also welcomed Mr. Hunt as the committee's new student member. Mr. Von Thaer continued by congratulating President Kristina Johnson and Dr. Grace Wang, Executive Vice President for Research, Innovation and Knowledge, on the major announcement that the National Science Foundation had awarded funding for a multi-institutional engineering research center that Ohio State is leading. The Hybrid Autonomous Manufacturing, Moving from Evolution to Revolution – or HAMMER – will change the way manufacturing is done in the future by building on Ohio State's strengths in advanced manufacturing, artificial intelligence, robotics and sensors.
2. **Highlights of New Research, Innovation and Knowledge Achievements:** Dr. Wang, Executive Vice President for Research, Innovation and Knowledge, shared highlights from across Ohio State related to four strategic priority areas: 1) Enable Curiosity-Driven Discoveries and Creative Expression; 2) Build Large-Scale, Interdisciplinary Research and Innovation Centers; 3) Design and Develop the Innovation District; and 4) Nurture Innovation and Entrepreneurship. She discussed research related to the diversity of RNA viral species in the Arctic and also disaster mitigation efforts for specific populations. She also discussed the new HAMMER engineering research center and the announcement of the Midwest Semiconductor Network. Next steps include developing a governance structure for the new semiconductor network, which is currently made up of twelve institutions – Ohio State, Purdue University, University of Dayton, Michigan State University, Case Western Reserve University, Lorain County Community College, University of Notre Dame, University of Michigan, Sinclair Community College, Wright State University, Columbus State Community College and University of Cincinnati. (See Attachment XXIV for background information, page 522)



THE OHIO STATE UNIVERSITY

3. Recognition and Conversation with select group of the President's Buckeye Accelerator Winners: Cheryl Turnbull, Senior Director of the Keenan Center for Entrepreneurship, gave an update on the President's Buckeye Accelerator program. More than 100 students representing approximately 35 teams participated in a six-week-long, pre-accelerator "Boost Camp" designed to help prepare them for the pitch finale. Each team worked with a world-class startup mentor who provided guidance. At the end of the camp, the teams delivered their pitches to a panel of judges, and 10 ventures were selected to present at the pitch finale. At the conclusion of the pitch finale, six ventures were ultimately selected as the first cohort of the President's Buckeye Accelerator. Students from three of those ventures – Adithya Ramaswami, Garrett Carder and Anjali Prabhakaran – shared their progress and information about their ventures.

(See Attachment XXV for background information, page number 529)

Items for Action

4. Approval of Minutes: No changes were requested to the May 18, 2022, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

EXECUTIVE SESSION

It was moved by Mr. Von Thaeer, and seconded by Dr. Wilkinson, that the committee recess into executive session to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes, and to consult with legal counsel regarding pending or imminent litigation.

A roll call vote was taken, and the committee voted to go into executive session with the following members present and voting: Mr. Von Thaeer, Dr. Wilkinson, Mr. Fischer, Mr. Hunt and Dr. Fujita.

The committee entered executive session at 1:35 p.m. and the meeting adjourned at 2:38 p.m.

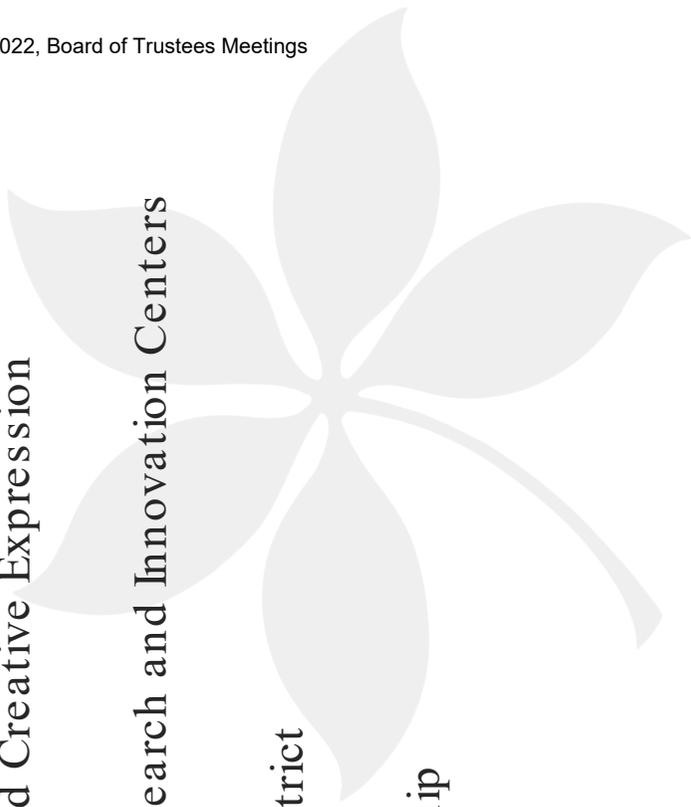
**ENTERPRISE FOR
RESEARCH,
INNOVATION AND
KNOWLEDGE
REPORT**

**Grace Wang, Executive
Vice President**



STRATEGIC PRIORITIES

- Enable Curiosity-Driven Discoveries and Creative Expression
- Build Large-Scale, Interdisciplinary Research and Innovation Centers
- Design and Develop the Innovation District
- Nurture Innovation and Entrepreneurship



DIVERSITY AND ECOLOGICAL FOOTPRINT OF GLOBAL OCEAN RNA VIRUSES



Matthew Sullivan et al
Professor
College of Arts and Sciences

A network-based ecological interaction analysis showed the diversity of RNA viral species was higher than expected in the Arctic and Antarctic.

Credit: Tara Ocean Foundation

WHEN DISASTER STRIKES, SOME AMERICANS MAY NOT BE READY

Smitha Rao et al
Assistant Professor
College of Social Work

525



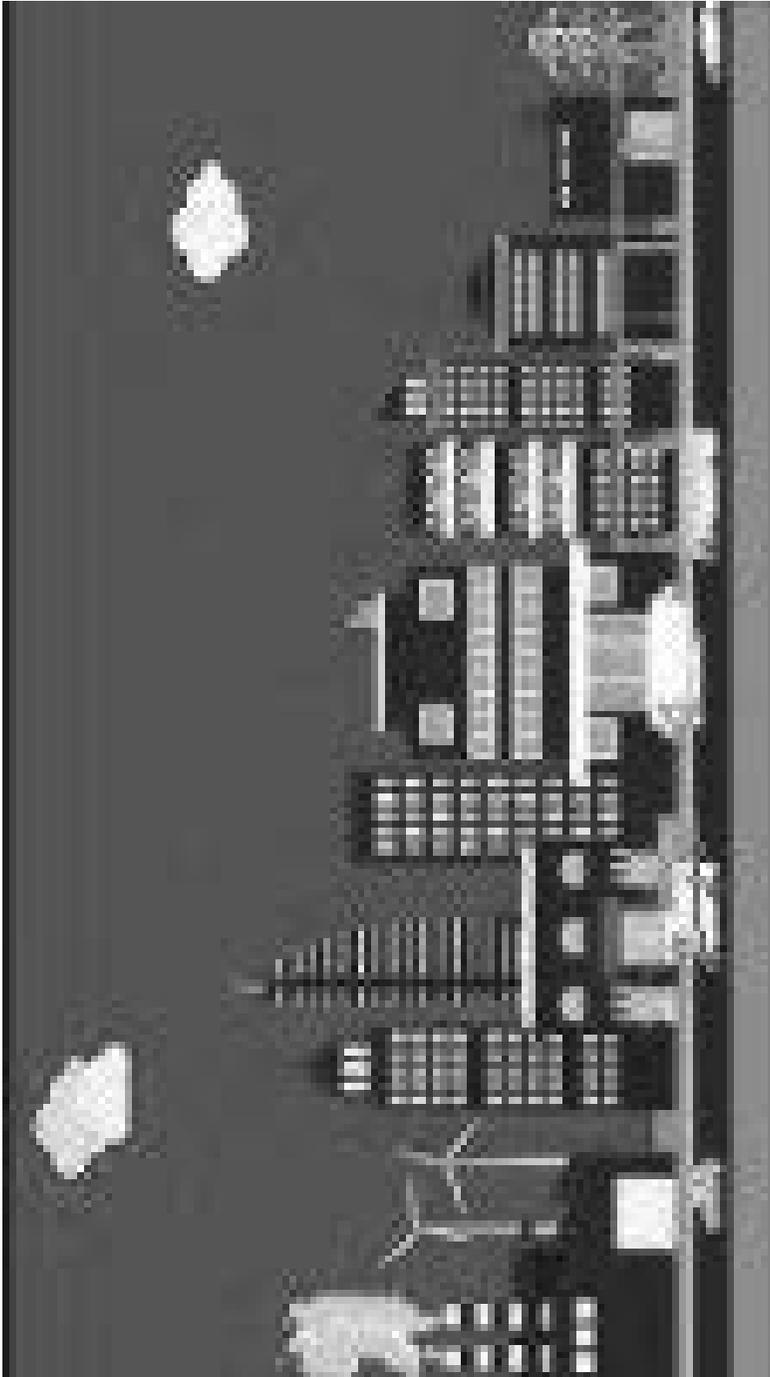
NSF ENGINEERING RESEARCH CENTER ANNOUNCED

HAMMER

ERC

Northwestern
University





MIDWEST SEMICONDUCTOR NETWORK ANNOUNCED



THE OHIO STATE
UNIVERSITY



MICHIGAN STATE
UNIVERSITY



UNIVERSITY OF
NOTRE DAME



WRIGHT STATE
UNIVERSITY



University
of Dayton



CASE WESTERN RESERVE
UNIVERSITY EST. 1826



Lorain County
Community College



SINCLAIR
COLLEGE



University of
CINCINNATI

COLUMBUS STATE
COMMUNITY COLLEGE

UNIVERSITY OF
MICHIGAN

President's Buckeye Accelerator Update

Cheryl Turnbull, Senior Director, Keenan Center for Entrepreneurship

Mr. Adithya Ramaswami

Mr. Garrett Carder

Miss Anjali Prabhakaran



Applications and Boost Camp Notifications

Boost Camp and Pitch Finale

Market Desirable Programming

Technically Feasible Programming

Business Building and Demo Day

Fall

'21

Spring

'22

Summer

'22

Fall

'23

Spring

'23



President's Buckeye Accelerator

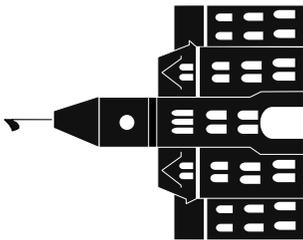
COHORT 1 AWARDEES – STUDENT AND VENTURE STATUS

STUDENTS BY ACADEMIC CLASSIFICATION

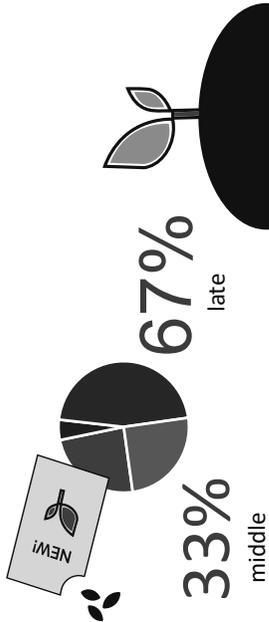
60%
undergraduate

18%
graduate

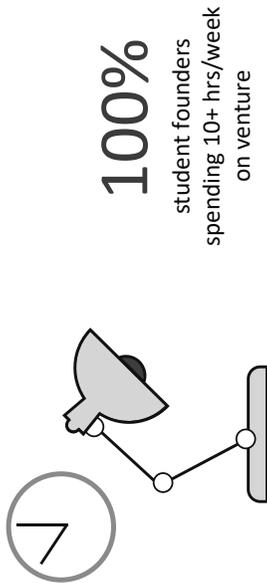
22%
professional



STATE OF VENTURE



STATE OF VENTURE ENGAGEMENT



STUDENT VENTURES



ServUS⁵³²

Developing a mobile web app as a one-stop platform for universities to help students implement socially innovative projects, for service organizations to incentivize and manage their student recruits, and for students to explore service opportunities.



Holocron Technologies

A digital native intelligence company harnessing the power of SIGINT, OSINT, data analytics, deep learning, and artificial intelligence at the intersection of enterprise, academia and government.

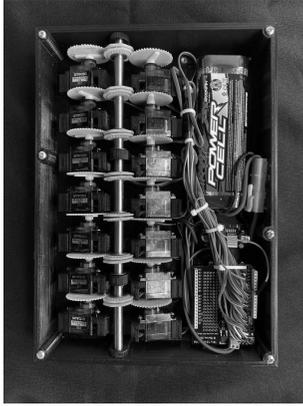


For the Love of Primates

Seeking to provide lifelong care for primates retired from laboratory research. The organization works collaboratively with research professionals to make primate retirement ethical and sustainable.



Parawave - Adithya Ramaswami



**ACCESSIBLE
AFFORDABLE
ACCELERATED**



A Cubed Design – Garrett Carder

THE OHIO STATE UNIVERSITY
ENTERPRISE FOR RESEARCH, INNOVATION
AND KNOWLEDGE







WHAT'S NEXT?

Cohort 1

Applications and Boost Camp Notifications

Boost Camp and Pitch Finale

Market Desirable Programming

Technically Feasible Programming

Business Building and Demo Day

Fall '21

Spring '22

Summer '22

Fall '22

Spring '23

Cohort 2

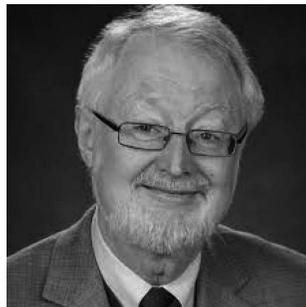
Applications and Boost Camp Notifications

Boost Camp and Pitch Finale



THE OHIO STATE UNIVERSITY
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AND KNOWLEDGE

KINGHORN NAMED DISTINGUISHED UNIVERSITY PROFESSOR, OHIO STATE'S HIGHEST FACULTY HONOR



A. Douglas Kinghorn, PhD, DSc, professor and Jack L. Beal Chair in the Division of Medicinal Chemistry and Pharmacognosy at The Ohio State University College of Pharmacy, has been given the permanent, honorific title of Distinguished University Professor. Ohio State President Kristina Johnson, Provost Melissa Gilliam and Vice Provost Helen Malone presented the award during a College of Pharmacy executive committee meeting on May 20.

The title Distinguished University Professor is awarded by the university's Office of Academic Affairs to full professors who have truly exceptional records in teaching, research, scholarly or creative work, and in service. Distinguished University Professors automatically become members of the President's and Provost's Advisory Committee. In addition, recipients are awarded a \$30,000 one-time grant to support their academic work and are expected to maintain a regular program of teaching, mentorship, research, scholarly or creative work, and service.

Dr. Kinghorn is an internationally renowned leader in pharmacognosy, the discipline of natural products chemistry. He has the second longest running National Institutes of Health (NIH) program project grant on campus. It is very rare for a program project to enter a third five-year cycle. The award of ~\$7.2 million for Years 11-15 of program project P01 CA125066 from the National Cancer Institute (NCI) (2020-2025) brings his total funding for this research program and the earlier related project, U19 CA52956 (Year 15, 2004-2005) as PI, to ~\$23 million while at Ohio State.

Dr. Kinghorn has been funded five times since 1995 as PI of multidisciplinary, multi-institutional five-year awards from NCI. In addition, he has had significant funding since 1980 from several centers and institutes at NIH, as well as industrial contracts. College of Pharmacy Dean Henry Mann, PharmD, FCCP, FCCM, FASHP, said, "Dr. Kinghorn has been an outstanding faculty member, performing at the highest level across all areas of our mission. His presence on our faculty elevates the reputation of our college and the university, and his contributions have been global in impact."

In addition to publishing his research in the specialized journals of his discipline, Dr. Kinghorn has also published in high-impact journals such as *Nature*, *Medicine*, *Science*, *Proceedings of the National Academy of Sciences of the USA*, *Blood*, and *Cancer Research*. His publication output now exceeds 600 (430 research articles, 60 review articles, 80 book chapters and 31 edited volumes), in addition to eight issued patents and six other patent publications.

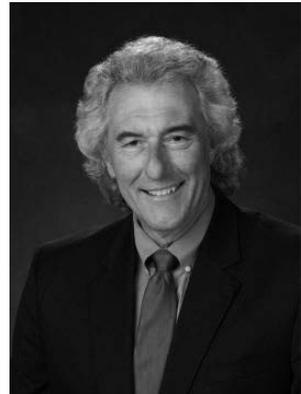
In 2020, Dr. Kinghorn was the recipient of the Egon Stahl Award in Gold from GA (Society for Medicinal Plant and Natural Product Research) in Darmstadt, Germany. This is the top lifetime research achievement award for pharmacognosists in the world and is only awarded once every three years. His research contributions have been recognized with numerous national and international awards and his citations in Google Scholar under “pharmacognosy” rank him first among his peers in the field (over 44,900 citations, with the second ranked author having 34,700 citations, accessed May 20, 2022) with an h-index of 99 and an i-10 index of 501.

Dr. Kinghorn’s high quality teaching and mentorship are evident in the awards and recognitions he has received (two university-wide teaching awards during his tenure at University of Illinois – Chicago), his many invitations to serve as a visiting professor at universities, as well as his visiting examiner role at numerous institutions for habilitations/D.Sc. (higher doctorates), PhD dissertations, and MS degrees in a total of ten countries. He has personally supervised 50 graduate students (MS and PhD) to date. The quality and breadth of his mentoring of PhD students is evident in the success of his trainees. Many of his former students have senior positions in either academia, industry or government.

Dr. Kinghorn’s service activities are also exemplary. He has served as editor-in-chief for two prominent scientific publications in the natural products field: the *Journal of Natural Products* (1994-2019, emeritus editor, 2020-present) and the book series *Progress in the Chemistry of Organic Natural Products* (2007-present). Since 1996, the *Journal of Natural Products* has been co-published by the American Chemical Society and the American Society of Pharmacognosy and has become the leading technical journal in its field. The impact factor has improved from 1.432 in 1997 to 4.257 in 2019 under his leadership. He has served on the Editorial Advisory Board of over 20 journals.

Marras named Distinguished University Professor, Ohio State's highest faculty honor

William S. Marras has been awarded the permanent, honorific title of Distinguished University Professor. Ohio State President Kristina Johnson, Provost Melissa Gilliam and Vice Provost Helen Malone presented the award during a surprise virtual meeting on May 11th. The Office of Academic Affairs awards the title on a competitive basis to full professors who have truly exceptional records in teaching, in research, scholarly or creative work, and in service. Distinguished University Professors automatically become members of the President's and Provost's Advisory Committee. In addition, recipients are awarded a \$30,000 one-time grant to support their academic work and are expected to maintain a regular program of teaching/ mentorship, research, scholarly or creative work, and service.



The Distinguished University Professor selection process is extremely rigorous, with final selections made by the members of the President's and Provost's Advisory Committee. One of his nominators explained that his research "enables collaborating spine surgeons to safely and reliably perform multiple virtual 'operations' in the computer, using an individual's unique spine as the model." That nominator went on to state unequivocally that "the technology that Bill and his team have created can determine if a spine operation will succeed or fail." Another nominator said "Ohio State University is a world leader in the area of spine mechanics, ergonomics and injury prevention because of Professor Marras. By any metric he is the absolute world leader in his area."

Dr. Marras holds the Honda Chair in the Department of Integrated Systems Engineering at the Ohio State University and serves as the Director of the Spine Research Institute at the Ohio State University. He holds joint academic appointments in the Department of Orthopaedic Surgery, the Department of Neurosurgery, and the Department of Physical Medicine & Rehabilitation.

He is also a board certified ergonomist. His research is centered on understanding multidimensional causal pathways for spine disorders through quantitative epidemiologic evaluations, laboratory biomechanical studies, personalized mathematical modeling, and clinical studies of the lumbar and cervical spine.

His findings have been published in over 250 peer-reviewed journal articles, hundreds of refereed proceedings, and numerous books and book chapters including a book entitled "The Working Back: A Systems View." He holds Fellow status in six professional societies including the American Society for the Advancement of Science (AAAS) and has been widely recognized for his contributions through

numerous national and international awards including two Volvo Awards for Low Back Pain Research and an honorary Sc.D. degree. In 2017 he was awarded Distinguished Scholar designation at the Ohio State University.

Professor Marras has been active in the National Research Council (NRC) having served on over a dozen boards and committees and has served as Chair of the Board on Human Systems Integration for multiple terms. He has also served as Editor-in-Chief of Human Factors and is currently Deputy Editor of Spine and is the past President of the Human Factors and Ergonomics Society (the world's largest such society). Dr. Marras is an elected member of the National Academy of Engineering (the National Academy of Science, Engineering and Medicine), recorded a TEDx talk entitled "Back Pain and your Brain" and has been featured on NPR's All Things Considered.

APPENDIX X

BYLAWS OF THE BOARD OF TRUSTEES OF THE OHIO STATE UNIVERSITY

Proposed updates

Chapter 3335-1

3335-1-01 Meetings of the board of trustees.

(E) Quorum and manner of acting.

- (1) In order to constitute a quorum for the transaction of business at a meeting of the board or a committee of the board, a majority of the voting members at such meeting shall be present in person or via means of live, audio-enabled communication, and at least one-third of those voting members shall be present in person. A trustee who attends a meeting via means of electronic communication is considered to be present at the meeting, is counted for purposes of establishing quorum, and may vote at the meeting
- (2) Except as otherwise provided in paragraph (E)(3) of this rule, the act of the majority of the voting members present at any such meeting at which a quorum is present shall be the act of the board of trustees or its committees. In the absence of a quorum, a majority of those present may adjourn the meeting from time to time until a quorum is had. Notice of any adjourned meeting need not be given.
- (3) The concurrence of a majority of all of the board members shall be necessary to elect or to remove the president, or adopt, amend, or repeal a bylaw of the board of trustees.
- (4) A roll call vote is necessary when electing or removing a president and when ~~acting on~~making a final vote to officially enact motions involving the expenditure of university funds. On all other matters, a voice vote may be conducted instead, unless there are voting members of the board or committee of the board attending such a meeting via live, audio-enabled communications. In such an event that voting members are joining via means of electronic communications, then a roll call vote must be taken for all votes, no matter the subject. If multiple roll call votes are to be held, they may be combined for efficiency where appropriate.

(Board approval dates: 2/6/1987, 10/1/1999, 7/11/2008, 8/28/2015, 5/31/2019, 8/19/2021, 8/18/2022)

3335-1-02 Members, officers and committees of the board.

(C) Committees of the board.

- (1) Standing committees of the board, the members of which shall be appointed annually by the chair, shall be constituted and shall consider and make recommendations for action by the board on the various matters as enumerated below:
 - (a) Academic affairs and student life committee. The academic affairs and student life committee shall consider and make recommendations to the board regarding matters pertaining to the teaching and public service programs of the university and its faculty, staff, and students. Matters to be brought before the committee may include, but shall not be limited to: teaching and learning; student success, support and well-being; faculty and staff matters; educational policy; academic structure and organization; student welfare and housing; collective bargaining; university faculty and student rules; conferring of degrees, certificates, awards, and other honors; the university system of Ohio; regional campuses; the Ohio agricultural research and development center; agricultural technical institute; the university's land-grant mission and extension programs; athletics; and any other matter assigned to the committee by the board or the chair of the board.

In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee, one member of the university faculty, and up

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

Proposed updates

to two additional non-trustee committee members, with majority membership by trustees at all times.

- (b) ~~Audit, Finance and investment committee. The audit, finance and investment committee shall consider and make recommendations to the board regarding matters pertaining to the financial, business, and administrative management of the university, and auditing of the university and related entity operations. Matters to be brought before the committee may include, but shall not be limited to: internal audit policies, plans, and reports; financial statements; internal financial control systems; selection of, and receiving reports from, independent auditors (in conjunction with the auditor of state); long-range financial planning; borrowing and investment policies and strategies; investment benchmarks and asset allocation; capital and operating budgets and policies; capital expenditure budgets and investment; financing related to real property transactions; financial reporting practices; issuance of debt; tuition and fees; endowment assets and Advancement objectives; namings of university buildings and spaces; purchasing policies; insurance and Self-Insurance Board appointments; self-insurance trust; the research foundation; commercialization; efficiency and cost-savings efforts; managed health care systems; and any other matter assigned to the committee by the board or the chair of the board.~~

In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee committee members, with majority membership by trustees at all times.

- (c) Talent, compensation and governance committee. The talent, compensation and governance committee shall provide oversight and counsel to the president regarding matters related to the senior leadership of the university, as determined by the board and the president, and make recommendations to the board regarding matters pertaining to the organization of the board and involvement and role of trustees. Matters to be brought before the committee may include, but shall not be limited to: roles and responsibilities of trustees and senior leadership positions; position specifications and necessary qualifications; compensation strategy and comparative data; transition plans; the board structure and operation; matters related to the trustees, non-trustee committee members and charter trustee selection process; trustee orientation; reviews of the president of the university and officers of the board; expectations regarding trustee comporment; organization of the board office; and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of the chairs of each board committee and the vice chairs of the board. In addition to the trustees appointed to the committee, the committee may also consist of up to three additional non-trustee committee members, with majority membership by trustees at all times. The chair of the board may also appoint to this committee up to one current voting member of the board who formerly served as a board officer.

- (d) Master planning and facilities committee. The master planning and facilities committee shall consider and make recommendations to the board regarding the university's physical environment to ensure they enable and advance the university's academic mission and strategic goals. The committee will serve as stewards of the campus master plans and district plans. Matters to be brought before the committee may include, but shall not be limited to: the review and recommendation for approval of the planning, design, and construction activity of the university, including the Wexner medical center; university master planning; development and maintenance

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

Proposed updates

of facilities; real property matters; security and infrastructure updates; and any other matter assigned to the committee by the board or the chair of the board.

In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee committee members, with majority membership by trustees at all times.

- (e) Legal, audit, risk and compliance committee. The legal, audit, risk and compliance committee shall consider and make recommendations to the board regarding oversight of the university's legal, audit, risk, and compliance functions. Matters to be brought before the committee may include, but shall not be limited to: reports regarding significant legal, legislative, and regulatory matters and initiatives; potential and active litigation; oversight and monitoring of compliance programs and activities; university and Wexner medical center enterprise risk management systems programs and business continuity planning; approval and monitoring of affiliated entities; reports regarding significant legal, legislative and regulatory matters and initiatives; internal financial control systems and reporting; auditing of the university and related entity operations; internal audit policies, plans, and reports; selection of, and receiving reports from, independent auditors (in conjunction with the auditor of state); and any other matter assigned to the committee by the board or the chair of the board.

In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee committee members, with majority membership by trustees at all times.

- (f) Research, innovation and strategic partnerships. The research, innovation and strategic partnerships committee shall consider and make recommendations to the board regarding matters pertaining to the research programs and activities of the university, Wexner medical center, faculty, staff, and students. Matters to be brought before the committee may include, but shall not be limited to: programs and activities related to research and creative inquiry; policies to support and enhance research and creative inquiry conducted at the university; the development and support of strategic internal and external relationships; outreach and engagement activities of the university's students, faculty, and staff; and any other matter assigned to the committee by the board or the chair of the board.

In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee, one member of the university faculty, and up to two additional non-trustee committee members, with majority membership by trustees at all times.

(Board approval dates: 12/2/1994, 10/1/1999, 10/4/2002, 7/11/2008, 11/7/2008, 4/3/2009, 8/30/2013, 8/28/2015, 5/31/2019, 8/30/2019, 11/21/2019, 8/27/2020, 2/25/2021, 8/19/2021, 8/18/2022)

APPENDIX XI

The Ohio State University Office of Human Resources

Summary of Proposed Revisions of the Classified Civil Service Rules

The Ohio State University Office of Human Resources has prepared proposed amendments, deletions, and additions to the rules that govern classified civil service ("CCS") employment at the university. The CCS rules were last revised in 2020. Revising the CCS rules will enable Human Resources to revise several Human Resources ("HR") policies. The most significant policy revision is to the Salary Administration and Classification Policy, which will be retitled the Staff Compensation Policy.

The HR policy revisions are necessary to align policy language with the effective date of Career Roadmap, which will provide university employees with a clear and cohesive career development path. The policy revisions will ensure that the university has a uniform and equitable compensation program. The proposed revisions to the CCS rules align the rules language with the policy revisions.

Revisions

Following is a summary that provides a brief explanation of all changes made to the rules.

Chapter 51---Reclassifications

3335-51-01 Position audits and reclassifications.

3335-51-01 (E)

- Amended to add *"Employees shall receive notice of the decision prior to the effective date of a reclassification."*
- Amended to add that the effective date shall be determined by Compensation, and deleted language *"on the first day of the pay period following the conclusive termination."*

3335-51-01 (F)

- Amended to replace the term "appointment" with "position," consistent with Workday and policy language.

3335-51-04 - Retention of certified status.

3335-51-04 (E)

- Amended to replace the term "appointment" with "position," consistent with Workday and policy language.

Chapter 57---Applications

3335-57-04—Character and fitness of applicant.

3335-57-04 (A)

- Amended to delete the term "appointment," consistent with Workday and policy language.
- Amended to add language to clarify that a current employee may be subject to disciplinary action if the university discovers that the employee, prior to being hired by the university, committed acts which demonstrate character traits which would be detrimental to their continued employment with the university.

3335-57-05---False statements.

3335-57-05 (B)

- Amended to replace the words "after appointment" with the phrase, "if the university discovers that an employee engaged in fraudulent conduct or made false statements during the application/recruiting process."

Chapter 65---Employment and Positions

3335-65-05—Intermittent position.

3335-65-05 (D)

- Amended to replace the term "appointment" with "position," consistent with Workday and policy language.

Chapter 67---Probationary Periods

3335-67-01—Nature of the probationary period.

3335-67-01 (A)(1)

- Amended to replace words "original classified appointment" with "first position," consistent with Workday and policy language.

3335-67-01 (A)(2)

- Amended to replace the term "appointment" with "position," consistent with Workday and policy language.

3335-67-01 (A)(3)

- Amended to state that an employee will serve a probationary period following a "*lateral change from one classification to another.*" Deleted language that required the lateral change to be "*outside of the classification series.*"

3335-67-01 (B)

- Deleted term "emergency." The university no longer has emergency positions.

3335-67-01 (E)

- Amended to replace the term "original appointment" with "first position," consistent with Workday and policy language.

3335-67-01 (F)

- Amended to delete the words "*following an original appointment*" and add the word "first" before "position," consistent with Workday and policy language.
- Amended to delete language that required the lateral change to be "outside of the employee's classification series."

3367-67-01 (F)(1)

- Amended to delete the words, "following an original appointment" and add the words, "from a first position," consistent with Workday and policy language.

3335-67-01 (F)(2)

- Amended so that the sentence reads,
"An employee who has received a promotion or a lateral change to another classification may be returned to the former classification at any time during the probationary period."

Instead of current language which reads,

"Following a promotion or a lateral change outside of the employee's classification series an employee may be returned to the former classification at any time during the probationary period."

3335-67-02 Length of the probationary period.

3335-67-02 (C)

- Inserted the words "time off or other" between the word "paid" and "leaves," consistent with Workday and policy language, which uses the term "Paid time off," rather than "Paid leave."

Chapter 81---Reduction in Force

3335-81-07-01 Reduction in work force.

- Retitled the section "Reduction in force" to make it consistent with the title change of the Reduction in Force Classified Civil Service Staff policy that became effective in 2021.

3335-81-07 Jurisdiction

3335-81-07 (B)(2)

- Amended to clarify what constitutes the "medical center" jurisdictions by adding "*as defined by university human resources policy are separate jurisdictions.*"

3335-81-07 (C) Deleted. The language is no longer applicable to current university policies or rules.

3335-81-13 Alternatives to layoff during a disaster.

- Deleted "during a disaster" from the title of the rule to reflect that the rule could also apply if the university implements a furlough.
- Amended to add the words "or furlough" following the words, "If a disaster."
- Amended to delete the words, "*and there is a lack of work or lack of funds due to the disaster, as a result*" because the section states, "*If a disaster or furlough occurs as contemplated under university human resources policy...*" and the policies are specific as to the triggers for laying off university employees.

Chapter 83---Payroll and Compensation

3335-83-01 Pay ranges and payroll.

3335-83-01 (A)

- Amended language to add, "*The office of human resources shall make the pay ranges for classifications available to employees.*" Deleted, "*and publish or make available the pay range table at least once each year.*"

3335-83-04 Temporary pay adjustment.

- Retitled the section "Interim allowance," consistent with proposed revisions to the Salary Administration and Classification Policy, which will be retitled "Staff Compensation Policy."

3335-83-04 (A)

- Amended language to state, "*An employee who is temporarily assigned to duties of a position with increased job responsibilities, scope, and impact, as evidenced by job title and or pay range*". is eligible for an "*interim allowance*" of a minimum of five percent above the employee's current pay rate." The remainder of A did not change.

3335-83-04 (B)

- Amended language to delete the term "temporary pay adjustment," and replace it with, "interim allowance."

3335-83-04 (C) NEW

- Amended to add this section and add language, "Compensation must approve unit requests to extend interim allowances that exceed 180 days when a unit has not filled a vacancy within that period of time."

3335-83-07 Holiday Compensation

3335-83-07 (C)

- Deleted because it was the same language as what appears in B.

3335-83-07 (E) (former F)

- Amended language to delete "*part-time,*" and insert "*whose work schedule is less than 40 hours per week,*" consistent with Workday and policy language.

3335-83-07 (G) (former H)

- Inserted the term "*full-time*" to add clarity.

3335-83-07 (H) (former I)

- Amended language to delete term "*part-time*" and replace it with "*whose work schedule is less than 40 hours per week,*" and reorganized remaining sentence structure. Deletion of "part-time" is consistent with Workday and policy language.

3335-83-07 (I) (former J)

- Restructured the sentence so it was consistent with other sections.

Chapter 89: Definition of terms

Added new definition:

- Audit – May occur to determine whether an incumbent employee is performing duties associated with their classification, or whether the employee has begun to perform duties associated with another classification.

Updated existing definitions:

- Base Rate of Pay---Language amended to add sentence, "*It does not include benefits, shift differential, additional compensation, or other forms of compensation.*"
- Classified Civil Service---Language amended to delete, "*with a title under,*" and add "*identified as classified civil service positions, and within the Ohio state university's job families.*"
- Demotion---Language amended to delete, "that has a lower pay range than that previously held," and to replace it with, "which has decreased job responsibilities, scope, and impact, as evidenced by job title and or pay range."
- Extended family member – Language amended to add, "and any other family members as defined within human resources policies."
- Full Time Equivalency---Language amended to delete existing language, and to read, "An employee's assigned hours per week divided by 40."
- Jurisdiction---Language amended to add, "as defined by the layoff jurisdictions list," following the words, "medical center."
- Pay range---Language amended to define term as, "a range of pay, with an identified minimum and a maximum that is assigned to a classification."
- Position---Language amended to delete the phrase, "a specific job requiring," and replace it with the word, "requires," and at the end of the sentence to delete the word "employee," and replace it with, "which are consistent with the classification, but which may vary based on the work location where the duties are performed."
- Promotion---Language amended to delete the words "vacant position," that appeared before "in a classification." Language also amended to delete phrase, "a higher pay range" and replace it with "which has increased job responsibilities, scope, and impact, as evidenced by job title and or pay range than that previously held."
- Reclassification---Language amended to delete the phrase, "the act of changing" and replace it with "occurs when." Language also amended to delete the words, "occupied position" and add the words, "position is changed to a higher, lower, or lateral job classification." The word "position" was deleted from the end of the definition.

- Transfer---Language amended to delete existing language and replace with, “occurs when an employee applies for a different position and is selected for the position.”

Deleted definitions:

- Medical Center--- the term is only used within the Reduction in Force rule, and within that rule, the language defers to the jurisdictions language within the Reduction in Force policy.
- Target Hiring Range---Deletion is consistent with Career Roadmap design.

Classified Civil Service (CCS) And the Rules Change Process **The Ohio State University**

Classified Civil Service Staff at Ohio State

The university, as of autumn 2021 had 49,325 employees, and 3089 were in the classified civil service. https://live-facts-osu.pantheonsite.io/sites/default/files/documents/2022/02/Ohio_State-Statistical-Summary-2021_2022_v2.pdf.

CCS employees who are certified in their positions (successfully completed probationary period) are entitled to certain job-related property rights. These property rights require that appropriate due process measures are in place, with an adequate appeals process, before an employee can be demoted, subjected to job abolishment or layoff, placed on leave for disciplinary purposes, or terminated for appropriate cause.

Classified Civil Service Rules

Classified Civil Service Rules provide the framework for CCS employment at Ohio State; further detail is provided through Office of Human Resources policies and their associated documents. Rules are subject to adoption by the Board of Trustees and become a part of the Ohio Administrative Code (section 3335). CCS Rules can be found at hr.osu.edu/policies-forms/rules-for-ccs/ Human Resources Policies can be found at hr.osu.edu/policies-forms

Classified Civil Service Rules Amendment Process

In December 2006, the Ohio General Assembly passed Substitute House Bill 187, an effort to reform Ohio's laws governing civil service employment. This Act gives our Board of Trustees the authority to amend provisions of CCS rules governing Ohio State employees. All CCS Rules are promulgated in accordance with section 111.15 of the Ohio Revised Code.

The Office of Human Resources has a strong commitment to an inclusive and transparent rules change process. The process OHR follows for CCS rules amendments is as follows:

1. Draft rules changes.
2. Review with the Office of Legal Affairs.
3. Share rules with Communications Workers of America, required by contract at least 45 days prior to public hearing date (Board of Trustees meeting).
4. Publish rules on OHR website for three weeks; announce in OSUToday (Now titled onCampusToday); send email memo describing the proposed changes and soliciting feedback to all CCS staff, their managers, and human resource professionals.
5. Refine the proposed rules as appropriate, based on feedback.
6. Review final rules with the Office of Legal Affairs.
7. Submit to the Board of Trustees for approval. After approval, the Board Office submits to the Legislative Service Commission of Ohio.
8. Update policies and practices as needed.
9. Implement rules, policies, and practice changes on the effective date as needed.
10. Provide training and education on new rules, policies, and practices as needed.

**REVISIONS TO THE RULES OF THE CLASSIFIED CIVIL SERVICE OF
THE OHIO STATE UNIVERSITY**

Chapter 51-Reclassifications

3335-51-01 Position Audits and Reclassifications.

3351-51-01 (A) through (D) No change.

- (E) Whenever a position reclassification determination is made, the office of human resources shall provide written notice to the affected employees. The office of human resources shall determine the classification within four weeks of receipt of the request. Employees shall receive notice of the decision prior to the effective date, which shall be determined and established by compensation. An employee may appeal the decision to the state personnel board of review within thirty days of receipt of the decision.
- (F) Position audits shall not be performed when deemed inappropriate by the office of human resources. At the discretion of the office of human resources, such circumstances may include but not be limited to when the incumbent is serving in a temporary position, a probationary period, on leave, receiving disability benefits, or the subject of a reduction in force.

(B/T 6/14/82, 6/22/97, 9/6/2022, 9/17/2010, 4/8/2011)

3335-51-02 through 3351-51-03 No change.

3335-51-04 Retention of Certified Status.

3335-51-04 (A) through (D) No change.

- (E) An employee with certified status may accept an unclassified position at which time certified status expires.

(B/T 5/6/1983, 6/22/1997, 1/2/1998, 7/1/2001, 9/17/2010, 4/8/2011)

Chapter 57 Applications

3335-57-01 through 3335-57-03 No change.

3335-57-04 Character and Fitness of Applicant.

- (A) All statements submitted by applicants relating to character and fitness are subject to investigation by the university. Satisfactory information produced to the university that the applicant has committed acts which demonstrate character traits which would be detrimental to the successful performance of the employment sought, including but not limited to: the applicant's termination for cause from any previous employment, a conviction of a crime, an established pattern of poor work habits and performance with previous employers; may be sufficient to exclude the applicant from consideration. The university shall notify the applicant and provide the applicant with an opportunity to

respond. This rule does not preclude the university from taking appropriate disciplinary action against a current employee, if the university discovers that the employee, prior to being hired by the university, committed acts which demonstrate character traits which would be detrimental to their continued employment with the university.

(B) No change.

(B/T 10/16/2009, 4/8/2011)

3335-57-05 False Statements.

(A) No change.

(B) Fraudulent conduct or false statements by an applicant, or by others with the applicant's knowledge, in any application or examination, is cause for exclusion from consideration. This rule does not preclude the university from taking appropriate disciplinary action if the university discovers that an employee engaged in fraudulent conduct or made false statements during the application/recruiting process.

(B/T 6/5/2009)

Chapter 65 Employment and Positions

3335-65-01 through 3335-65-04 No change.

3335-65-05 Intermittent position.

3335-65-05 (A) through (C) No change.

(D) Neither accepting nor declining intermittent employment affects the ability of an applicant to be considered for a regular position, nor shall acceptance confer the ability to be promoted, transferred, or reinstated.

(B/T 6/5/2009, 4/8/2011, 11/20/2020)

3335-65-06 through 3335-65-07 No change.

Chapter 67 Probationary Periods.

3335-67-01 Nature of the Probationary Period.

(A) Employees serve a probationary period following:

(1) A first position;

(2) A promotion to another classified position; or

(3) A lateral change from one classification to another classification.

(B) Employees that serve at the discretion of the appointing authority (e.g. intermittent, temporary) do not serve a probationary period and are not eligible for certification.

(C) through (D) No change.

(E) An employee shall be provided with a performance review prior to the end of the probationary period. An employee who is terminated before the end of the probationary period of the first position is not required to receive a performance review.

(F) If an employee's job performance does not meet the expectations of the first position, lateral change, to another classification, or promotion, then:

(1) An employee may be terminated from a first position at any time during the probationary period; or

(2) An employee who has received a promotion or a lateral change to another classification may be returned to the former classification at any time during the probationary period.

3335-67-01 (G) through (I) No change.

(B/T 6/14/82, 6/22/97, 7/1/2001, 2/5/2010, 4/8/11)

3335-67-02 Length of the Probationary Period.

3335-67-02 (A) through (B) No change.

(C) Time spent on paid time off, or other leaves that exceed two weeks, unpaid leave, or layoff are not credited as part of the probationary period.

(B/T 6/14/82, 6/22/97, 2/5/2010, 4/8/2011)

Chapter 81 Reduction in Force

3335-81-01 Reduction in force.

(B/T) 5/6/83, 6/22/97, 10/29/2009, 4/8/2011, 11/20/2020)

3335-81-02 through 3335-81-06 No change

3335-81-07 Jurisdiction.

3335-81-07 (A) No change

3335-07-07 (B) (1) No change

3335-81-07 (B)

(2) Columbus campus – medical center as defined by university human resources policy are separate jurisdictions;

3335-81-07 (B) (3) through (B) (9) No change.

(B/T 5/6/83, 6/22/97, 10/29/2009, 4/8/2011)

3335-81-08 through 3335-81-12 No change.

3335-81-13 Alternatives to layoff.

If a disaster or furlough occurs as contemplated under university human resources policy, the university may, at its discretion, find alternatives to layoff. Such alternatives may include but not be limited to, providing compensation at a different rate of base pay or reducing an employee's work schedule.

Chapter 83 Payroll and Compensation

3335-83-01 Pay ranges and payroll.

- (A) The university shall, through the office of human resources, set the pay ranges for the classification plan. The office of human resources shall make the pay ranges for classifications available to employees.

(B/T 6/22/97)

3335-83-01 (B)-3335-83-01 (C) No change.

3335-83-02 through 3335-83-03 No change.

3335-83-04 Interim Allowance.

- (A) An employee who is temporarily assigned to duties of a position with increased job responsibilities, scope, and impact, as evidenced by job title and or pay range is eligible for an interim allowance of a minimum of five per cent above the employee's current pay rate, which increases the employee's regular base rate of pay to the greater of:

3335-83-04 (A) (1) through (A) (2) No change.

- (B) This interim allowance shall be for a minimum of two weeks and a maximum of one hundred eighty days, except when made necessary by reason of sickness or disability of a regular employee, when the adjustment may continue for the length of sickness or disability.
- (C) Compensation must approve unit requests to extend interim allowances that exceed 180 days when a unit has not filled a vacancy within that period of time.

(B/T 6/14/82, 6/22/97, 9/17/2010, 4/8/2011)

3335-83-05 through 3335-83-06 No change.

3335-83-07 Holiday compensation.

3335-83-07 (A) through 3335-83-87 (B) No change.

3335-83-07 (D) and 3335-83-07 (E) relettered to (C) and (D) to reflect deletion of (C)

- (E) Holiday benefit pay for employees whose work schedule is less than 40 hours per week will be either the employee's FTE multiplied by eight hours or by the number of hours the employee would normally be scheduled to work on that holiday, whichever is greater.

3335-83-07 (G) relettered to (F) No change.

3335-83-07 (H) relettered to (G) and changed as follows:

- (G) Non-exempt full-time employees who work on a holiday premium pay date will receive holiday premium pay of one and one-half times the base rate of pay multiplied by the number of hours worked. Employees have the option of electing compensatory time.

3335-83-07 (I) relettered to (H) and changed as follows:

- (H) Non-exempt employees whose work schedule is less than 40 hours per week and who work on a holiday premium pay date will receive holiday premium pay.

3335-83-07 (J) relettered to (I) and changed as follows:

- (I) Non-exempt employees in intermittent positions who work on a holiday premium pay date will receive holiday premium pay.

3335-83-07 (K) relettered to (J) No change.

(B/T 6/14/82, 6/22/97, 7/1/01, 9/17/2010, 4/8/2011, 11/20/2020)

3335-89-01 Definition of terms.

For the purposes of Chapters 3335-49 to 3335-89 of the Administrative Code, the following terms are defined as follows:

- (A) "Abolishment" - No change.
- (B) "Appointing authority" - Only the lettering changed, the definition did not change. designee.
- (C) "Audit" - May occur to determine whether an incumbent employee is performing duties associated with their classification, or whether the employee has begun to perform duties associated with another classification.
- ~~(C)~~(D) "Base rate of pay" - the actual salary or wage an employee receives for services rendered within the pay range of the classification. It does not include benefits, shift differential, additional compensation, or other forms of compensation.
- ~~(D)~~(E) "Certified status" - Only the lettering changed, the definition did not change.
- (F) "Classification" - Only the lettering changed, the definition did not change.
- (G) "Classification plan" - Only the lettering changed, the definition did not change.

- (H) “Classified civil service” – all positions identified as classified civil service positions, and within the Ohio state university's classified civil service job families, and available to employees. Any position not included in this group is not classified civil service.
- (I) “Day” – Only the lettering changed the definition did not change.
- (J) “Demotion” - placement of an employee in a classification which has decreased job responsibilities, scope, and impact as evidenced by job title and/or pay range.
- (K) “Displace” or “displacement” - Only the lettering changed, the definition did not change.
- (L) “Extended family member” - any one of the following: sister, brother, grandparent, grandchild, mother-in-law, father-in-law, sister-in-law, brother-in-law, daughter-in-law, son-in-law, grandparent-in-law, grandchild-in-law, or corresponding relatives of the employee's domestic partner, and any other family members as defined within human resources policies.
- (M) “First Position” – Only the lettering changed, the definition did not change.
- (N) “For cause” – Only the lettering changed, the definition did not change.
- (O) “Full-time equivalency (“FTE”)” - An employee’s assigned hours per work week divided by 40.
- (P) “Immediate family member” – Only the lettering changed, the definition did not change.
- (Q) “Intermittent position” – Only the lettering changed, the definition did not change.
- (R) “Jurisdiction” - the limited location in which procedures for layoff, displacement, and reinstatement may be exercised. Jurisdictions are:
 - (1) Columbus campus—each college and unit as defined by the layoff Jurisdictions list;
 - (2) Columbus campus—medical center, as defined by the layoff jurisdictions list;
 - (3) Lima campus;
 - (4) Ohio Agricultural Research and Development Center and Agricultural Technical Institute;
 - (5) Marion campus;
 - (6) Mansfield campus;
 - (7) Newark campus;

- (8) Units located outside of Columbus in a county where a regional campus is located are part of that jurisdiction, otherwise, the jurisdiction is limited to that county only; and
- (9) Units located outside of Ohio are each their own jurisdictions. (See Classified Civil Service Rule 3335-81-07)
- (S) “Lack of funds” – Only the lettering changed, the definition did not change.
- (T) “Lack of work” – Only the lettering changed, the definition did not change.
- (U) “Licensed practitioner” Only the lettering changed, the definition did not change.

- (V) “Non-Immediate/Non extended family member” – No change.
- (W) “Part-time employment” – No change.
- (X) “Pay range” – a range of pay, with an identified minimum and a maximum that is assigned to a classification.
- (Y) “Position” – requires the performance of certain duties and responsibilities which are consistent with the classification, but which may vary based on the work location where the duties are performed.
- (Z) “Preemployment screening” – No change.
- (AA) “Probationary period” – No change.
- (BB) “Promotion” - placement of an employee in in a classification which has increased job responsibilities, scope, and impact, as evidenced by job title and/or pay range than that previously held.
- (CC) “Reassignment” – No change.
- (DD) “Reclassification” – occurs when the job classification of an existing position is changed to a higher, lower, or lateral job classification.
- (EE) “Reduction in force” – No change.
- (FF) “Regular position” – No change.
- (GG) “Regular rate of pay” – No change.
- (HH) “Reinstatement” – No change.
- (II) “Reorganization for efficiency” – No change.
- (JJ) “Seasonal position” – No change.
- (KK) “Specification” – No change.

(LL) “Temporary position” – Only the lettering changed, the definition did not change.

(MM) “Termination” - Only the lettering changed, the definition did not change.

(NN) “Transfer” – occurs when an employee applies for a different position and is selected for the position.

(OO) “Unpaid leave” – Only the lettering changed, the definition did not change.

(B/T 6/14/82, 6/22/97, 1/2/98, 7/1/01, 6/5/2009, 10/29/2009, 2/5/2010, 4/8/2011, 6/7/2013, 11/19/2020)

APPENDIX XII



THE OHIO STATE UNIVERSITY

Legal, Audit, Risk & Compliance Committee

Purpose of Committee

The Legal, Audit, Risk and Compliance Committee is a standing committee of The Ohio State University Board of Trustees established to assist the Board in fulfilling its role in providing oversight of the university's legal, audit, risk and compliance functions. Matters to be brought before the Committee may include, but shall not be limited to: reports regarding significant legal, legislative and regulatory matters and initiatives; potential and active litigation; oversight and monitoring of compliance programs and activities; university and OSU Wexner Medical Center enterprise risk management programs and business continuity planning; approval and monitoring of affiliated entities; and any other matter assigned to the Committee by the Board or the chair of the Board. Additionally, the Committee will:

- Monitor and discuss with management the financial operations of the University including the effectiveness of internal control over financial reporting.
- Focus on maintaining the integrity of the external auditor's qualifications and independence and the performance of the internal audit function and the external auditors.
- Interface with administration, outside auditors and internal auditors to evaluate financial integrity of University operations and resolve any issues raised by the University's auditors.

Although the Committee has the powers and responsibilities articulated in this charter, the Committee's core function is oversight. It is not the duty or responsibility of the Committee to plan or conduct audits. Management is responsible for the quality, accuracy and integrity of the organization's accounting practices, financial statements and reporting, and system of internal controls. The external auditor is responsible for performing an audit of the organization's financial statements.

Committee Authority and Responsibilities

In furtherance of its purpose set forth above, the Committee shall have the authority to conduct or authorize investigations into any matters within its scope of responsibility. Specifically, it is empowered to:

- Seek access through the university to obtain counsel, accountants, or other expertise to advise the Committee or assist in the conduct of an investigation;
- Seek any information it requires from employees - all of whom are directed to cooperate with the Committee's requests - or external parties;
- Meet with university board members, officers, compliance officer, university counsel, or outside counsel, as necessary;
- Serve as an objective party, independent of management, to monitor the university's compliance with laws and regulations;
- Review all accounting operations and decisions of the University;
- Institute and oversee special financial or fraud investigations as needed and obtain accountants or other expertise to advise the Committee or assist in the conduct of an investigation; and

Perform any other activities consistent with this charter, the University's Bylaws, and governing law, as the Committee or the Board of Trustees deems necessary or appropriate.

The Committee will carry out the following responsibilities:

Legal

- Review prospective and active litigation and ongoing legal and regulatory risks of the university;
- Ensure there are no unjustified restrictions or limitations on, and review and concur in the appointment, review, replacement, or dismissal of the general counsel;
- Review periodically with the general counsel the guidelines, plans, activities, staffing, and organizational structure of the legal function;



Legal, Audit, Risk & Compliance Committee

- Review the effectiveness of the legal function;
- On a regular basis, meet separately with the general counsel to discuss any matters that the Committee or general counsel believes should be discussed privately;
- Ensure there are no unjustified restrictions or limitations on the legal function.

Audited Financial Statements

- Review with management and the external auditors the results of the audit and resolve any disagreements.
- Review and discuss the University's annual audited financial statements with management and the external auditors prior to submission to the appropriate regulatory officials.
- Evaluate annually the external auditor's qualifications, performance, and independence, including a review and evaluation of the lead partner, taking into account the opinions of the University's management and the internal audit director, and report its conclusions to the Board of Trustees.
- Review with management and the auditors the status of the University's internal control over financial reporting, including reports on significant findings and recommendations, together with management's response.

Internal Audit

- Internal audit reports directly to the Committee.
- Approve the internal audit charter and assure the independence of the internal audit function.
- Review annually with the director of internal audit the guidelines, plans, activities, staffing, and organizational structure of the internal audit function.
- Review the effectiveness of the internal audit function, including conformance with the Institute of Internal Auditors' Definition of Internal Auditing, Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing.
- Have final approval authority regarding the appointment, review, and removal of the director of internal audit. At least once per year, review the performance of the internal audit director and concur with the annual compensation and salary adjustment.
- At each meeting of the Committee, provide the director of internal audit an opportunity to report significant findings and management's response and, if needed, discuss privately with the Committee any matters that the Committee or internal audit believes should be raised.

External Audit

- The external auditors report directly to the Committee and provide all required audit communications to it.
- Approve the contract with the external auditor for the annual audit of the University, subject to ultimate approval of the Auditor of State.
- Pre-approve all auditing and non-audit services to be provided by the external auditor and/or delegate this authority to the Committee Chair.
- Review and approve the external auditor engagement letter.
- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit.

- Review the performance of the external auditors, and with input from the administration, determine appointment or discharge of the external auditors.



Legal, Audit, Risk & Compliance Committee

- Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the University, including non-audit services.
- Provide oversight for the rotation of the lead external audit partner.
- At each meeting of the Committee, provide the external auditors an opportunity to discuss privately with the Committee any matters that the Committee or auditors believe should be raised.

Risk

- Discuss university policies with respect to risk assessment and risk management;
- Discuss significant risk exposures and steps to monitor, mitigate, and control these risks;
- Provide oversight of the university's insurance, business continuity, and risk management programs;
- Periodically review the university's enterprise risk management program, the OSU Wexner Medical Center risk program, major insurance policies, and related issues.

Compliance

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of noncompliance;
- Obtain regular updates from the chief compliance officer and university legal counsel regarding compliance and legal matters;
- Review the findings of any examinations by regulatory agencies, and any auditor observations;
- Review compliance with Related Party/Conflict of Interest Disclosure Statements for senior management annually;
- Ensure there are no unjustified restrictions or limitations on, and review and concur in the appointment, review, replacement, or dismissal of the chief compliance officer;
- Review periodically with the chief compliance officer the guidelines, plans, activities, staffing, and organizational structure of the compliance function;
- Review the effectiveness of the compliance function;
- On a regular basis, meet separately with the chief compliance officer to discuss any matters that the Committee or compliance believes should be discussed privately;
- Ensure there are no unjustified restrictions or limitations on the compliance function.

Reporting Responsibilities

- Regularly report to the Board of Trustees about Committee activities, issues, and related recommendations;
- Provide an open avenue of communication between the general counsel, risk management, government affairs, compliance and integrity, and the Board of Trustees;
- Review any other reports the university issues that relate to the Committee's responsibilities.

Other Responsibilities

- Perform other activities related to this charter as requested by the Board of Trustees;



Legal, Audit, Risk & Compliance Committee

- Receive periodic updates and an annual legislative report from the office of government affairs;
- Given the reporting relationship, receive regular reports from the general counsel, director of risk management and chief compliance officer and provide opportunity for them to meet separately to discuss any matters that the Committee or general counsel, director of risk management and chief compliance officer believes should be discussed privately;
- Establish standards for ethical conduct, and ensure that management has established processes to meet these standards;
- Perform any other activities consistent with this charter, the university's Bylaws and governing law, as the Committee or the Board of Trustees deems necessary or appropriate;
- Review and assess the adequacy of this Committee charter annually, requesting the Board of Trustees approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation;
- Report to the Board of Trustees, at least annually, regarding the Committee's activities in discharge of its duties as described in this Committee charter;
- Evaluate the Committee's and individual members' performance on a regular basis.

Committee Meetings

The Committee generally shall meet in conjunction with the regularly scheduled meetings of the full Board, and at such other times and places as it deems necessary to carry out its responsibilities. The Committee has the authority to convene additional meetings as circumstances require. As necessary or desirable, the chair of the Committee may request that members of management, the general counsel, the director of risk management, the chief compliance officer, the director of internal audit and representatives of the external auditor be present at a meeting of the Committee. Meeting agendas will be prepared and provided in advance to members, along with the appropriate briefing materials.

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

A majority of the voting members of the Committee shall be present in person, or as otherwise permitted under Ohio law, at any meeting of the Committee in order to constitute a quorum for the transaction of business at such meeting.

Committee Membership

All members of the Committee, as well as the Committee chair and vice chair, shall be appointed by the chair of the Board. The chair and vice chair of the Committee shall be trustees or charter trustees. Trustees, student trustees, charter trustees and non-trustee Committee members shall all be voting members of the Committee.

In addition to the trustees appointed to the Committee, the Committee shall also consist of at least one student trustee and up to three additional non-trustee members, with majority membership by trustees at all times. Each member of the Committee shall serve for such term or terms as the chair of the Board may determine or until his or her earlier resignation, removal or death.

All Committee members must be independent of management and the external auditor. In order to be deemed independent, the Committee member:



THE OHIO STATE UNIVERSITY

Legal, Audit, Risk & Compliance Committee

- Does not directly have a business relationship with the University.
- Is not an executive of another corporation/university where any of the corporation's/university's executive officers serve on that corporation's/university's compensation committee; and
- Does not have an immediate family member who is an executive officer of the University.

At least one member of the Committee must be designated as the "audit expert." In order to be deemed an "audit expert," at least one member of the Committee must have:

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

Staff and Other Support

Primary staff support for the committee shall be provided by the Office of Legal Affairs with support from the Office of University Compliance and Integrity and the Office of Government Affairs. Further, the Committee shall obtain advice and assistance as needed from other advisors as deemed necessary by the Committee.

University Bylaws

The provisions of this charter are intended to comport with the bylaws of the university. To the extent that these provisions conflict, the university bylaws shall control.

APPENDIX XIII

BACKGROUND

INTRODUCTION

The purpose of the Internal Audit Department (Internal Audit) is to provide independent and objective assurance and consulting services designed to add value and improve the operations of The Ohio State University. The mission of Internal Audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. It assists the university in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's governance, risk management, and control processes.

ROLE

Internal Audit is established by the Board of Trustees (hereafter referred to as the Board). Internal Audit's responsibilities are defined by the Board as part of their oversight role.

PROFESSIONALISM

Internal Audit will govern itself by adherence to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, including the Core Principles for the Professional Practice of Internal Auditing, the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing (Standards)*. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activity's performance.

The Institute of Internal Auditors' Practice Advisories, Practice Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, Internal Audit will adhere to the university's relevant policies and procedures and Internal Audit's standard operating procedures manual.

AUTHORITY

Internal Audit, with strict accountability for confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all university records, physical properties, and personnel pertinent to carrying out any engagement. All employees are required to assist the internal audit activity in fulfilling its roles and responsibilities. Internal Audit will also have free and unrestricted access to the Legal, Audit, Risk and Compliance Committee of the Board.

ORGANIZATION

The chief audit executive (Director) will report functionally to the Board's Legal, Audit, Risk and Compliance Committee and to the university president and administratively (i.e., day to day operations) to the senior vice president for business and finance.

The Legal, Audit, Risk and Compliance Committee will:

- Approve the internal audit charter;
- Approve the risk based internal audit plan;
- Approve the internal audit budget and resource plan;
- Receive communications from the Director on the internal audit activity's performance relative to its plan and other matters;
- Approve decisions regarding the appointment and removal of the Director;
- Approve the remuneration of the Director;
- Make appropriate inquiries of management and the Director to determine whether there is inappropriate scope or resource limitations.

The Director will communicate and interact directly with the Legal, Audit, Risk and Compliance Committee, including in executive sessions and between Board meetings as appropriate.

INDEPENDENCE AND OBJECTIVITY

The Director will ensure that Internal Audit remains free from interference by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary independent and objective mental attitude. If the Director determines that independence or objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to appropriate parties.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair internal auditor's judgment, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing any operational duties for The Ohio State University or its affiliates.
- Initiating or approving transactions external to Internal Audit.
- Directing any activities of any Ohio State University employee not employed by Internal Audit, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist internal auditors.

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined.

Internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively and in such a manner that they believe in their work product, that no quality compromises are made, and that they do not subordinate their judgment on audit matters to others.

The Director will confirm to the Legal, Audit, Risk and Compliance Committee, at least annually, the organizational independence of the Internal Audit Department.

RESPONSIBILITY

The scope of Internal Audit encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the organization's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the organization's stated goals and objectives. This includes:

- Evaluating risk exposure relating to achievement of the organization's strategic objectives;
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information;
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the organization;
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
- Evaluating the effectiveness and efficiency with which resources are employed;
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned;
- Monitoring and evaluating governance processes;
- Monitoring and evaluating the effectiveness of the organization's risk management processes;
- Evaluating the quality of performance of external auditors and the degree of coordination with internal audit;
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the organization;

- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan;
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Board;
- Evaluating specific operations at the request of the Board or management, as appropriate.

INTERNAL AUDIT PLAN

At least annually, the Director will submit to senior management and the Legal, Audit, Risk and Compliance Committee an internal audit plan for review and approval. The internal audit plan will consist of a work schedule as well as budget and resource requirements for the next fiscal/calendar year. The Director will communicate the impact of resource limitations and significant interim changes to senior management and the Legal, Audit, Risk and Compliance Committee.

The internal audit plan will be developed based on a prioritization of the audit universe using a risk-based methodology, including input of senior management and the Board. The Director will review and adjust the plan, as necessary, in response to changes in the organization's business, risks, operations, programs, systems, and controls. Any significant deviation from the approved internal audit plan will be communicated to senior management and the Legal, Audit, Risk and Compliance Committee through periodic activity reports.

REPORTING AND MONITORING

A written report will be prepared and issued by the Director or designee following the conclusion of each internal audit engagement and will be distributed as appropriate. Internal Audit results will also be communicated to the Legal, Audit, Risk and Compliance Committee.

The internal audit report may include management's response and corrective action taken or to be taken in regard to the specific findings and recommendations. Management's response, included within the original audit report, should include a timetable for anticipated completion of action to be taken and an explanation for any corrective action that will not be implemented.

The internal audit activity will be responsible for appropriate follow-up on engagement findings and recommendations. All significant findings will remain in an open issues file until cleared.

The Director will periodically report to senior management and the Legal, Audit, Risk and Compliance Committee on the internal audit activity's purpose, authority, and responsibility, as well as performance relative to its plan. Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management and the Board. The Director will also ensure Internal Audit collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the internal audit charter.

QUALITY ASSURANCE AND IMPROVEMENT PROGRAM

Internal Audit activity will maintain a quality assurance and improvement program that covers all aspects of the internal audit activity. The program will include an evaluation of Internal Audit's conformance with the Definition of Internal Auditing and the *Standards* and an evaluation of whether internal auditors apply the Code of Ethics. The program also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement.

The Director will communicate to senior management and the Legal, Audit, Risk and Compliance Committee on the Internal Audit's quality assurance and improvement program, including results of ongoing internal assessments and external assessments conducted at least every five years.



Department of
Higher Education



Textbook Affordability Policies and Resources

A Summary of Ohio Law and Examples of Inclusive Access, Open Educational Resource (OER) and Textbook Auto-Adoption Programs

The Ohio General Assembly enacted uncodified law section 733.20 in HB 110 of the 134th session on June 30, 2021. This section, pasted in full below, states that in furtherance of the State of Ohio's intent to improve affordability in higher education, the State of Ohio is tasking state institutions of higher education with evaluating textbook affordability initiatives to ensure compliance with Title I, Section 133 of the federal "Higher Education Opportunity Act of 2008."

SECTION 733.20. (A) In furtherance of the State of Ohio's intent to improve affordability in higher education, and in recognition of the positive achievements of the Ohio Faculty Council's October 2017 resolution supporting textbook affordability initiatives, the State of Ohio hereby tasks Ohio's institutions of higher education with evaluating their respective implementation of textbook affordability initiatives.

(B)(1) Consistent with requirements in Title I, Section 133 of the federal "Higher Education Opportunity Act of 2008," institutions of higher education receiving federal financial aid shall disclose required and recommended textbooks not later than the time at which students can first begin to register for a course.

(2) Prior to academic year 2022-2023, the administration of each state institution of higher education, as defined in section 3345.011 of the Revised Code, shall work collaboratively with the institution's faculty senate, or equivalent body, to consider adopting a formally recognized textbook auto-adoption policy.

(C) Not later than August 15, 2022, the board of trustees of each state institution of higher education shall adopt a resolution or otherwise formally vote to affirm or decline adoption of the policy. If the board of trustees adopts the policy as agreed upon by the administration and faculty senate, the state institution shall formally transmit a copy of its resolution to the Chancellor of Higher Education.

This federal law requires institutions to the maximum extent practicable to disclose textbooks required for courses not later than the **first day of class registration**. The U.S. Secretary of Education and U.S. General Accounting Office monitor and audit compliance.

As a result of enactment of Section 733.20, each state institution of higher education is also now required to convene the institution's faculty senate, or equivalent body, to consider adoption of a formally recognized *textbook auto-adoption policy*.

A textbook auto-adoption policy, if adopted, states that if textbooks and course materials are not selected by the first day of class registration, then the faculty member is deemed to have selected identical materials

from the prior semester offering of the course. This applies to the same edition of the textbook, not simply the same title.

Not later than August 15, 2022, Section 733.20 states the board of trustees of each state institution of higher education must adopt a resolution or otherwise formally vote to affirm or decline adoption of the textbook auto-adoption policy. Upon adoption, the institution must formally transmit a copy of its resolution or action to the Chancellor of Higher Education (accomplished by emailing a scanned copy to Patty Klein at pklein@highered.ohio.gov).

Given the legislature’s expression of intent to support greater textbook affordability, the department (ODHE) is also offering clarification in this guidance memo regarding two additional methods that institutions of higher education may utilize to further lower textbook costs:

- Inclusive Access; and
- Open Educational Resources (OER).

Overview

College textbook affordability is an enduring topic of interest across Ohio and nationally in large part because college students often bear this cost directly.

In 2017, faculty in Ohio made progress towards addressing this issue through an Ohio Faculty Council (OFC) initiative that examined and promoted inclusive access, open educational resources, and textbook auto-adoption policies. This included a survey of state institutions.¹

Most reports on textbook costs are survey based. While the actual cost of college textbooks remains a topic of debate, it is generally acknowledged as a significant contributor to the cost of college that may be partially mitigated when faculty seek and promote more affordable alternatives.

In compliance with ORC 3333.951(D), public IHEs in Ohio conduct annual surveys of textbook costs. Typical ranges indicate new textbooks cost around \$100, used books in the \$60-75 range, rentals in the \$50-60 range and eBooks in the \$50-75 range – all per individual textbook.

Inclusive Access

Inclusive access refers to a textbook delivery model in which course materials (often a textbook with online supplements) are paid for during the course registration process and available to students on “day one” of class, typically at a significant discount to the retail price.

About two-thirds of IHEs in Ohio report to ODHE that they utilize inclusive access. Most indicate that they are using it for less than 10% of their courses, although some report higher percentages.

It is important to note that federal law requires each student to be given the right to “opt out” of any inclusive access bulk purchase deal. Participation may not be forced or mandated.

¹ https://www.ohiofacultycouncil.org/sites/ohiofacultycouncil.wright.edu/files/page/attachments/OFC_Textbook-Ordering-Policies_Sep2016.pdf

Uncodified language in prior state budget bills specifically exempted inclusive access program fees from annual tuition and fee limitations. Upon enactment this year, however, HB 110 eliminated the uncodified law exemption for “fees, which may appear directly on a student’s tuition bill as assessed by the institution’s bursar, to offset the cost of providing textbooks to students.”

Although this specific exemption quoted above no longer exists, “elective service charges” remain exempt from annual tuition and fee limitations. Because the “opt out” is required by federal law for inclusive access programs, each student is effectively electing a service by choosing to participate in an inclusive access offering.

Therefore, institutions that wish to offer inclusive access materials and assess fees for that limited purpose may define them as an “elective service charge” exempt from the tuition and fee limitations as authorized in section 381.160 (A)(2) of Sub. H.B. 110 of the 133rd GA.

Institutions with student material fee options that fit this fact pattern should notify David Cummins, Special Projects Advisor, at dcummins@highered.ohio.gov of their intention to utilize the “elective service charge” exemption.

Please provide a summary of the institution’s policy for assigning a fee and providing students with required textbooks. Specifically, an inclusive access policy will meet the elective service charge if the institution confirms:

- The instructional materials are required for the course;
- The student fee is equal to the cost of the text, or other materials provided to the student; and
- A process is in place to inform students of their right to opt out of the fee.

ODHE will then review the institution’s policy as quickly as possible, make a final determination and notify the point of contact at the IHE requesting review.

Open Educational Resources

Open educational resources (often simply known as OER) refer to freely accessible, openly licensed text, media and digital assets including college textbooks, online supplements, etc. OER is popular with students because it is free to use at no additional cost to the student.

Popular examples of OER nationally include OpenStax, OER Commons, Open Textbook Library and more. OpenStax features peer-reviewed textbooks ranging from foundational math courses (algebra, calculus, etc.) to humanities (U.S. history, sociology, economics), business (accounting, statistics, entrepreneurship, etc.), and science (biology, chemistry, anatomy), among other subjects.

In recent years, a significant number of faculty have turned toward OER, either as the primary assigned material/textbook for a course, supplemental material or completely original content developed by the faculty member.

In all cases, students benefit from no cost and access on “day one.” It is not uncommon for faculty to assign a blend of purchased materials with OER materials in a particular course syllabus.

The State of Ohio

The State of Ohio has actively supported and funded open educational resources through the development of the Ohio Open Educational Collaborative (OoEC).

In 2017, ODHE awarded a \$1.3M Innovation Grant to create 23 course content packages of OER for high-enrollment courses. The grant lasted from July 2017-July 2020 with a goal to reduce the cost of current textbooks by at least 70% in high-enrollment courses.

OoEC was led by a steering committee including 15 community colleges, Ohio Dominican University, The Ohio State University, the Ohio Association of Community Colleges (OACC) and OhioLINK.

According to OACC and OhioLINK, during the 2019-2020 academic year, 43,468 students across 15 IHEs replaced commercial textbooks with OER, saving more than \$6.2M (more than four times the initial \$1.3M investment). Savings are expected to have increased again this year.

OhioLINK manages the online repository for these open educational resources here: <https://ohiolink.oercommons.org/hubs/OoEC>

OhioLINK also has a wider repository of OER content called the OhioLINK Open Course Content Library at <http://ohiolink.oercommons.org>. This site profiles OER content created by Ohio faculty and provides opportunities for individual Ohio institutions to highlight their OER programs.

NOTE: If your institution would like assistance with adoption or creation of OER materials, please contact Anna Bendo, abendo@ohiolink.edu, Director of Affordable Learning, at OhioLINK.

Other Textbook Affordability Resources

OpenCon Cleveland 2021 – Virtual Conference – Cleveland State University – OpenCon Cleveland was held online from May 13 - May 14, 2021. OpenCon is an annual regional event which celebrates the benefits of open education to student learning. Faculty, students, librarians, instructional designers, and administrators, especially in the Northeast Ohio region, were all welcome to this free series of presentations and discussions. <https://engagedscholarship.csuohio.edu/oa/opencon2021>

One Year Reflection of Using Open Educational Resources from a Department Chair's Eyes – Dr. Wendi Keller is a faculty member at Stark State College and wrote about her experience being an OER advocate on campus and the money she and her colleagues saved for students. <https://journals.sagepub.com/doi/10.1177/1086482220962094>

Franklin University – OER Etextbook Use – Franklin University has created an online summary of OER usage and savings for students available here: <https://franklin.libinsight.com/fvl>

OhioLINK PressBooks licenses – OhioLINK maintains PressBooks licenses to assist faculty members who wish to create OER content. Please contact Anna Bendo, abendo@ohiolink.edu, Director of Affordable Learning, at OhioLINK for more information.

OhioLINK Affordable Learning Ambassadors – Would you like to connect with an Ohio leader in OER development and advocacy? We have ambassadors to help! <https://affordablelearning.ohiolink.edu/Guide/Ambassadors>

Midwest Higher Education OER initiative – Ohio is a state member of the Midwest Higher Education Compact, a multi-state collaborative authorized by the Ohio General Assembly. MHEC is helping to coordinate OER efforts across its member states. Read more here: <https://www.mhec.org/policy-research/open-educational-resources>

OER Commons – a public digital library of open educational resources. OER Commons was created by ISKME, a global nonprofit. <https://www.oercommons.org>

OpenStax – part of Rice University, established partners include The Ohio State University, Sinclair College, and many universities. OpenStax is a peer-reviewed, openly licensed, 100% free digital library of open educational resources. <https://openstax.org>

Open Textbook Library – part of the University of Minnesota, the Open Textbook Library offers textbooks licensed by authors and publishers to be freely used and adapted. Download, edit and distribute them at no cost. <https://open.umn.edu/opentextbooks>

Specific College and University Examples

Cleveland State University: The Michael Schwartz Library at Cleveland State University, in partnership with the Provost's Office, has offered grants each semester to encourage faculty to adopt, adapt, or create OER materials. As of October 2020, 38 library Textbook Affordability Grants have been distributed totaling \$33,500. CSU estimates nearly 9,000 students have benefited.

The CSU OER Committee offered its first Textbook Affordability Summer Symposium, funded by the Provost's Office, in August of 2020. Twenty faculty were accepted into the program, each provided with a \$600 stipend to complete a set of online learning modules about open education, review an OER, adopt at least one OER in a course, provide an advocacy plan for informing their peers, and provide a short presentation about their experience to the campus community. Of the participants in the course, 11 have decided to replace a commercial textbook with an open alternative.

Miami University: Miami's University's Affordable & Open Educational Resources Committee, which includes faculty representation from all academic divisions, has launched several programs and a set of resources designed to target faculty teaching courses with the highest-cost textbooks and largest enrollments: OER Explore is a two-hour workshop designed to help faculty better understand textbook affordability issues and possible solutions for addressing them. OER Adopt is a selective grant program that supports faculty in replacing their commercial textbook with an OER. OER Create is a grant program that supports faculty who wish to write and publish their own OER textbook and learning materials.

To accomplish this, the university agreed to be an inaugural partner (with nine other higher education institutions) in the OTN Publishing Cooperative. OER published as part of this grant program will be published to the OER Collection in Miami's institutional repository, the Scholarly Commons, and in the Open Textbook Library (OTL). Miami University projects student savings of ~\$2.6 million in FY 20.

Sinclair Community College: Sinclair Community College identified three high enrollment courses in which to introduce OER materials. The combined savings to students from replacing assigned textbooks to OER was \$850,000 last year. In addition, Sinclair recently contracted with a third-party textbook fulfillment vendor, eCampus, to provide lower cost options including rentals to its students. This virtual online bookstore model is projected to save students 20-30% in textbook costs (\$1.3 to \$2 million in the aggregate). The program went live in spring semester of 2020.

August 16-18, 2022, Board of Trustees Meetings
APPENDIX XV

Appointments/Reappointments of Chairpersons

JANICE ASKI, Director, Center for Languages, Literatures and Cultures, effective July 1, 2022 through June 30, 2026

*BALASUBRAMANIAM SHANKER, Chair, Department of Electrical and Computer Engineering, effective August 1, 2022 through May 31, 2026

MARK A. BECHTEL, Chair, Department of Dermatology, effective July 1, 2022 through June 30, 2026

ERIC D. GORDON, Medical Director, OSU Large Animal Services, Department of Veterinary Preventive Medicine, effective September 1, 2022, and reviewed annually thereafter

**JAMES A. HILL, Chair, Department of Operations and Business Analytics, effective July 1, 2022 through June 30, 2026

**LANG LI, Chair, Department of Biomedical Informatics, effective July 1, 2022 through June 30, 2026

*ANGELA J. MAROLF, Chair, Department of Veterinary Clinical Sciences, effective October 1, 2022 through June 30, 2026

*FABIENNE MÜNCH, Chair, Department of Design, effective July 1, 2022 through June 30, 2026

**PHILLIP G. POPOVICH, Chair, Department of Neuroscience, effective June 1, 2022 through June 30, 2026

JASON REECE, Interim Executive Director, Kirwan Institute for the Study of Race and Ethnicity, effective July 1, 2022 through December 31, 2022

RICHARD SAMUELS, Chair, Department of Philosophy, effective July 1, 2022 through June 30, 2026

BARRY SHANK, Director, Humanities Institute/Consortium, effective July 1, 2022 through June 30, 2025

**ROBERT SISTON, Interim Chair, Department of Mechanical and Aerospace Engineering, effective August 15, 2022 through August 14, 2024

ERIC TOMAN, Interim Director, School of Environment and Natural Resources, effective August 15, 2022 through August 14, 2023

DUANE WEGENER, Chair, Department of Psychology, effective July 1, 2022 through June 30, 2026

*New Hire

**Reappointment

Extensions of Chairpersons

RICHARD BEDNARSKI, Chair, Department of Veterinary Clinical Sciences, effective July 1, 2022 through September 30, 2022

MARIA PALAZZI, Director, Advanced Computing Center for Arts and Design, effective June 1, 2022 through December 31, 2022

JEFF SHARP, Director, School of Environment and Natural Resources, effective June 1, 2022 through August 14, 2022

DAVID H. WEINBERG, Chair, Department of Astronomy, effective June 1, 2023 through June 30, 2024

Faculty Professional Leaves

ALFREDO RAMIRO BERARDO, Professor, School of Environment and Natural Resources, effective Autumn 2022

WEIDONG LI, Professor, Department of Human Sciences, effective Spring 2023

MARK PITT, Professor, Department of Psychology, change of FPL from Autumn 2022 and Spring 2023 to Spring 2023 only

SCOTT A. SCHWENTER, Professor, Department of Spanish and Portuguese, change of FPL from Autumn 2022 and Spring 2023 to Autumn 2022 only

Faculty Professional Leave Cancellations

DAVID E. ANDERSON, Associate Professor, Department of Mathematics, cancellation of FPL for Autumn 2022 and Spring 2023

MICHAEL R. BETZ, Associate Professor, Department of Human Sciences, cancellation of FPL for Autumn 2022 and Spring 2023

STEPHEN M. GAVAZZI, Professor, Department of Human Sciences, cancellation of FPL for Autumn 2022

CARLA K. MILLER, Professor, Department of Human Sciences, cancellation of FPL for Spring 2023

MARY THOMAS, Associate Professor, Department of Women's, Gender and Sexuality Studies, cancellation of FPL for Spring 2023

LIZ VIVAS, Associate Professor, Department of Mathematics, cancellation of FPL for Autumn 2022 and Spring 2023

Emeritus Titles

CHRISTINE BALLENGEE MORRIS, Department of Arts Administration, Education and Policy, with the title of Professor Emeritus, effective September 1, 2022

CANISE Y. BEAN, College of Dentistry, with the title of Professor Emeritus-Clinical, effective August 1, 2022

PHILIP F. BINKLEY, Department of Internal Medicine, with the title of Professor Emeritus, effective August 1, 2022

CHARLES J. DANIELS, Department of Microbiology, with the title of Professor Emeritus, effective June 1, 2022

MICHAEL W. DAVIS, Department of Mathematics, with the title of Professor Emeritus, effective June 1, 2022

CHARLES F. EMERY, Department of Psychology, with the title of Professor Emeritus, effective August 15, 2022

WILLIAM B. FARRAR, Department of Surgery, with the title of Professor Emeritus, effective July 1, 2022

ZBIGNIEW FIEDOROWICZ, Department of Mathematics, with the title of Professor Emeritus, effective August 16, 2022

ALLEN FIRESTONE, College of Dentistry, Associate Professor Emeritus, effective August 1, 2022

FRITZ GRAF, Department of Classics, with the title of Professor Emeritus, effective September 1, 2022

DANIEL A. GRAY, Department of Theatre, Film, and Media Arts, with the title of Associate Professor Emeritus, effective June 1, 2022

ARTHUR F. GREENBAUM, Moritz College of Law, with the title of Professor Emeritus, effective July 1, 2022

DAVID L. HALL, College of Dentistry, with the title of Associate Professor Emeritus-Clinical, effective September 1, 2022

FREDERICK KAPETANSKY, Department of Ophthalmology and Visual Sciences, with the title of Professor Emeritus-Clinical, effective January 1, 2004

KRISTINE KEARNEY, Department of Theatre, Film, and Media Arts, with the title of Associate Professor Emeritus, effective June 1, 2022

KURT W. KOELLING, Department of Chemical and Biomolecular Engineering, with the title of Professor Emeritus, effective June 1, 2022

NELA LAKOS, Department of Mathematics, with the title of Assistant Professor Emeritus-Clinical, effective May 16, 2022

LUNG-FEI LEE, Department of Economics, with the title of Professor Emeritus, effective January 9, 2023

CHERYL LOGAN, Department of Teaching and Learning, with the title of Associated Faculty Emeritus, effective June 1, 2022

JACQUELINE M. LOVERSIDGE, College of Nursing, with the title of Associate Professor Emeritus Clinical, effective July 2, 2022

LAURENCE V. MADDEN, Department of Plant Pathology, with the title of Professor Emeritus, effective September 1, 2022

WILLIAM F. MISER, Department of Family and Community Medicine, with the title of Professor Emeritus, effective August 1, 2022

SUSAN VAN PELT PETRY, Department of Dance, with the title of Professor Emeritus, effective September 1, 2022

EMILIE E. REGNIER, Department of Horticulture and Crop Science, with the title of Associate Professor Emeritus, effective June 1, 2022

MILISA K. RIZER, Department of Family and Community Medicine, with the title of Professor Emeritus-Clinical, effective February 1, 2023

WOLFGANG SADEE, Department of Cancer Biology and Genetics, with the title of Professor Emeritus, effective July 1, 2022

AMY E. SHUMAN, Department of English, with the title of Professor Emeritus, effective January 1, 2023

RATNASINGHAM SOORYAKUMAR (CHANGE OF DATE), Department of Physics, with the title of Professor Emeritus, effective October 1, 2022

DALE SVENDSEN, Department of Psychiatry and Behavioral Health, with the title of Professor-Practice Emeritus, effective July 1, 2022

JULIA R. WHITE, Department of Radiation Oncology, with the title of Professor Emeritus, effective July 30, 2022

Jane Grote Abell

EXECUTIVE CHAIRWOMAN AND CHIEF
PURPOSE OFFICER
DONATO'S PIZZA



Jane Grote Abell is executive chairwoman of the board and chief purpose officer at Donatos Pizza. Abell is an Ohio State alumna and holds a bachelor's degree in organizational communications.

Abell is the daughter of Donatos founder Jim Grote. She grew up in a house behind the very first Donatos store on the South Side of Columbus, and her family's living room was often filled with people from the neighborhood as they waited for their orders to be prepared. Since Donatos' founding in 1963, the family business has expanded to 410 locations in 23 states. Abell was a major catalyst behind the decision to purchase Donatos back from McDonald's in 2003 and has assisted with the expansion of the company since the purchase was made.

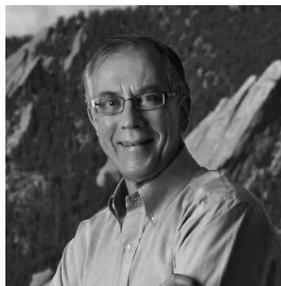
In 2015, Abell released her first book, *The Missing Piece: Doing Business the Donatos Way*, the story of a classic American family business, and an insightful account of Abell's lifelong education in leadership, authenticity and running a values-based business. She was also featured in CBS's hit series *Undercover Boss* in 2014.

Abell is co-founder and secretary of the board of trustees of the Reeb Avenue Center, a Columbus-based charity working to lift people out of poverty; a board member of I Know I Can, an organization that helps Columbus City Schools students attend college; and a member of the Columbus Partnership, a nonprofit organization that promotes community and economic development in central Ohio.

Among her many honors, Abell has received special recognition from the Social Justice Awards, which recognize individuals who show leadership in community service; a YWCA Academy Women of Achievement Award; a Spirit of Columbus Award from The Columbus Foundation; and honorary degrees from Capital, Franklin and Otterbein universities.

Thomas Cech, PhD

DISTINGUISHED PROFESSOR OF
BIOCHEMISTRY
UNIVERSITY OF COLORADO BOULDER



Thomas Cech was raised and educated in Iowa, earning his BA in chemistry from Grinnell College in 1970. He obtained his PhD in chemistry from the University of California, Berkeley, and then engaged in postdoctoral research in the Department of Biology at the Massachusetts Institute of Technology.

In 1978 he joined the faculty of the University of Colorado Boulder, where he became a Howard Hughes Medical Institute Investigator in 1988 and Distinguished Professor in 1990.

In 1982 Dr. Cech and his research group announced that an RNA molecule from *Tetrahymena*, a single-celled pond organism, cut and rejoined chemical bonds in the complete absence of proteins. This discovery of self-splicing RNA provided the first exception to the long-held belief that biological reactions are always catalyzed by proteins. In addition, it has been heralded as providing a new, plausible scenario for the origin of life; because RNA can be both an information-carrying molecule and a catalyst, perhaps the first self-reproducing system consisted of RNA alone. Following this breakthrough, he shared the Nobel Prize in Chemistry in 1989 for “discovery of catalytic properties of RNA.”

In January 2000, Dr. Cech moved to Maryland as president of the Howard Hughes Medical Institute, which is the nation’s largest private biomedical research organization. In April 2009, Dr. Cech returned to full-time research and teaching at the University of Colorado Boulder, where he served as Director of the BioFrontiers Institute until 2020.

Dr. Cech's work has been recognized by many national and international awards and prizes, including the Heineken Prize of the Royal Netherlands Academy of Sciences (1988), the Albert Lasker Basic Medical Research Award (1988) and the National Medal of Science (1995). In 1987 Dr. Cech was elected to the U.S. National Academy of Sciences and also awarded a lifetime professorship by the American Cancer Society.

Katie Smith

BASKETBALL HALL OF FAMER

An inspiration to athletes all over the globe, Katie Smith is an icon in the sport of basketball. She began playing hoops in the 5th grade while juggling ballet and tap dancing. The lessons paid off as Katie's quick footwork and ability to score helped her become one of the most accomplished athletes on the court.



While attending Logan High School in Ohio, Katie was awarded the National Gatorade Athlete of the Year Award. Katie attended The Ohio State University and led the Buckeyes to a Big Ten Championship and the NCAA title game during her freshman year. She broke the Big Ten scoring record for points scored in both men's and women's basketball. Her hard work and talent on the court earned her two Big Ten Conference Player of the year awards. Ohio State retired her jersey in 2001, and she is a member of the Athletic Hall of Fame. Katie earned a BA in Life and Human Sciences (2008) and a MS in Medical Dietetics (2014)

Katie is a three-time Olympic gold medalist and is one of the most decorated professional basketball players of all time. She won two WNBA Championships with the Detroit Shock and two ABL Championships with the Columbus Quest. She was a seven-time WNBA All-Star and named to the WNBA All-Decade team, the WNBA's Top 15 Players of All Time and most recently the WNBA Top 20@20.

In 2018, Katie was inducted as a first ballot member of the Naismith Basketball Hall of Fame and Women's Basketball Hall of Fame. Katie was the head coach of the WNBA New York Liberty and is also an analyst for women's college basketball for ESPN. In 2020, Katie was hired to be the official assistant coach with the Minnesota Lynx. She was promoted to associate head coach earlier this year.

Columbus, Ohio is home where she is always striving to empower women and grow the game she loves.

Donna A. James

MANAGING DIRECTOR
LARDON & ASSOCIATES LLC



A longtime resident of Columbus, Donna James' expertise includes corporate governance, business strategy and development, human capital management, financial and risk management and leadership development.

James began her career as an accounting professional with PricewaterhouseCoopers and retired after 25 years at Nationwide Insurance, which included serving as president of Nationwide Strategic Investments. In 2006, following her retirement from Nationwide, James founded Lardon & Associates LLC, a business development and executive advisory firm, where she formerly served as president and continues as managing director.

Widely respected in the field, she is on the board of directors for numerous publicly held companies, including Victoria's Secret, Boston Scientific, and The Hartford, and has previously served in a similar capacity for Time Warner Cable, Coca-Cola Enterprises, and other major corporations. She is also the former chair of the National Women's Business Council.

She is the co-founder and former board chair of the Center for Healthy Families, a Columbus nonprofit focused on transforming the lives of pregnant and parenting teens and their children. She is also the co-executive director for the African American Leadership Academy. Among many community roles, she has served as co-chair for the Columbus Celebrate One initiative to reduce infant mortality, co-chair of the Women's Fund of Central Ohio and trustee for the Health Policy Institute of Ohio.

James has received several recognitions, including the King Arts Complex Legends Award and the Columbus Metropolitan Library Celebration of Learning Award. She was named a Columbus Museum of Art Honoree, Center for Healthy Families Honoree, and Red Cross Humanitarian of the Year.

Dennis Liotta, PhD

SAMUEL CANDLER DOBBS PROFESSOR
EMORY UNIVERSITY



Dennis Liotta serves as executive director of the Emory Institute for Drug Development and as Samuel Candler Dobbs Professor in the Department of Chemistry at Emory University. Dr. Liotta is recognized as one of the premier discoverers of novel therapeutics in the United States, having been the inventor of record for several clinically important antivirals and associated with the invention of ten FDA approved therapeutics.

Dr. Liotta joined Emory in 1976. Since that time, he has authored over 230 research publications and more than 70 issued US patents. Dr. Liotta has also supervised numerous postdoctoral and graduate students and has received several teaching awards, including Emory University's Thomas Jefferson Award, the highest faculty honor given at Emory. He is a Fellow of both the American Association for the Advancement of Science and the American Chemical Society. Dr. Liotta was elected to the National Academy of Inventors in 2014 and the Medicinal Chemistry Hall of Fame in 2010.

Dr. Liotta's research has focused on the discovery and development of antiviral, anticancer and anti-inflammatory therapeutic agents. He is one of the leaders of the Emory research team that discovered the antiviral drug, Emtriva (emtricitabine), which was approved for treating HIV in July 2003 and is now used by more than 90 percent of HIV/AIDS patients in the United States, and by thousands more around the globe. In addition, he is the inventor of record for several antivirals, including Epivir, Reverset, Racivir and Elvucitabine. Other medicinal inventions generated by Liotta's lab over the years include therapies for everything from cancer and rheumatoid arthritis to hepatitis B.

Dr. Liotta earned his PhD in organic chemistry from the City University of New York in 1974. Following this, he completed his postdoctoral fellowship at The Ohio State University under the direction of the late Leo A. Paquette.

Arun Majumdar, PhD

JAY PRECOURT PROFESSOR AND DEAN,
DOERR SCHOOL OF SUSTAINABILITY
STANFORD UNIVERSITY



Dr. Arun Majumdar is an internationally recognized expert in advanced energy systems, new materials, electrical grids and renewable energy. He is the Jay Precourt Provostial Chair Professor at Stanford University, a faculty member of the Departments of Mechanical Engineering and Materials Science and Engineering (by courtesy) and senior fellow and former director of the Precourt Institute for Energy. He joined Stanford in 2014 after a career that spanned academic research and experience in industry, national laboratories and government

In October 2009, Dr. Majumdar was nominated by President Obama and confirmed by the Senate to become the Founding Director of the Advanced Research Projects Agency - Energy (ARPA-E), where he served until June 2012 and helped ARPA-E become a model of excellence and innovation for the government with bipartisan support from Congress and other stakeholders. Between March 2011 and June 2012, he also served as the Acting Under Secretary of Energy, enabling the portfolio of Office of Energy Efficiency and Renewable Energy, Office of Electricity Delivery and Reliability, Office of Nuclear Energy and the Office of Fossil Energy.

Before joining Stanford, Dr. Majumdar was the vice president for energy at Google, where he assembled a team to create technologies and businesses at the intersection of data, computing and electricity grid. He currently serves as chair of the Advisory Board of the U.S. Secretary of Energy.

In May, Dr. Majumdar was named inaugural dean of the Stanford Doerr School of Sustainability.

Dr. Majumdar received his bachelor's degree in Mechanical Engineering at the Indian Institute of Technology, Bombay in 1985 and his PhD from the University of California, Berkeley in 1989.



Autumn Commencement



THE OHIO STATE UNIVERSITY
December 18, 2022



Pomp, circumstance, and other songs of a lifetime

—by Professor David Citino, 1947–2005, Late University Poet Laureate
(Originally presented as the 2000 Winter Commencement address)

If you're like me, you've got a big head,
not to mention a funny robe, full of music—
poems and melodies, the tunes
we move to, shower and shave by,
study, write to. Not just the incidental,

but the momentous music keeping time.
Our histories are measures of song.
Listen to your heart: drums of Africa,
sea-spume of blind, far-sighted Homer,
Sappho's honeyed love lyrics. Often,

music speaks for us, one note saying
a thousand words. Like Rodolpho
in Puccini's *La Boheme*, *Sono un poeta*.
I am a poet. *Che cosa faccio?* What
do I do? *Scrivo*. I write. This ceremony

is loud music—pomp and circumstance
of the life you began freshman year
or that first day of graduate school.
In my head I press Play, and the CD
of *Big Days* kicks on. I leap and linger

over moments too sweet, nearly, for words.
I'll never escape rhymes from the nursery.
Up above the world so high, like a diamond
in the sky. We knew from the start
our universe was aglow with wonder.

Italian, Latin, English songs in nasal accents
of Cleveland. *Gaudeamus igitur*, *Juvenes
dum sumus*. So, let us rejoice, while
we are young. Youth is that gift we can't
comprehend while we're young. This ceremony

means you all are less young than you were.
Don't let the heavy knowledge gained
from your studies deprive you of the gifts
of youth, to be able to rejoice at the drop
of a hat, to care for, be moved by others.

Now I hear golden hits of five decades.
Big Mama Thornton, and that so-called King
(King of what, fried butter sandwiches?)
who stole away her hound dog. You ain't
never killed a rabbit, you ain't no friend

of mine. As with those profs and TAs,
course after course, you had to produce—
kill some rabbits—to earn respect.
And at times OSU may have seemed
like *Heartbreak Hotel*, down at the end

of *Lonely Street*, so difficult was it
to do your best. Tennessee Ernie Ford,
"Sixteen Tons": St. Peter don't you
call me 'Cause I can't go. I owe
my soul to the company store.

You have been digging deep in mines
of knowledge. We all owe our souls
to Ohio State, company store of learning,
shared experience—precious ore
we have in common forever.

Now I hear Domenico Modugno's
fervent urging to wish, sing, fly,
Volare, *Wo-oo*. *Cantare*, *Wo-o-o-o*.
My grandfather was a peasant farmer,
a *contadino* in Calabria in the toe

of Italy. He knew it's the human lot
to dream of flying. Lucky, lucky,
lucky me, I'm a lucky son-of-a-gun.
I work eight hours, I sleep eight hours,
That leaves eight hours for fun.

Hey! He sailed in steerage across
the Atlantic, came to Cleveland, where
he stayed long enough to work 52 years
for the B&O Railroad, before lying down
to rest in good Ohio soil. So many of us

here today came from elsewhere,
or ancestors did. From Tennessee, Italy,
Africa, Asia, Appalachia—even,
President Kirwan, the wilds of Kentucky
and Maryland. Women and men with back

supple as birch trunks. The courage
it took to pick up stakes and begin again
in a new world! Think of the work
those older ones did. For you. You all
are facing a change right now.

This sheepskin is your passport.
You're bound for emigration to
the next song of your life. Ohio State
is the ark on which you've been sailing.
You've been the precious cargo.

But, as Noah once said, I can see
clearly now the rain is gone. The ark,
our university, was filled to overflowing
with the diversity of us. Diversity.
Networks and talk shows devalue the word

(continued on inside back cover)

THE OHIO STATE UNIVERSITY 432ND COMMENCEMENT

AUTUMN 2022 • DECEMBER 18, 2022 • 2 P.M. • JEROME SCHOTTENSTEIN CENTER

Presiding Officer

Kristina M. Johnson
President

Prelude—1:30 to 2 p.m.

The Symphonic Band
Scott A. Jones, Conductor

Welcome

Melissa S. Shivers
Senior Vice President for
Student Life

Processional

National Anthem

Graduates and guests led by
Isabella A. Parks
Undergraduate Student
School of Music

Invocation

Audrey M. Connor
Chaplain
Department of Chaplaincy and
Clinical Pastoral Education
Wexner Medical Center

Commencement Address

Katie Smith

Conferring of Honorary Degree

Recipients presented by
Hiroyuki Fujita, Chair
Board of Trustees

Katie Smith
Doctor of Public Service

Conferring of Distinguished Service Awards

Recipient presented by
Hiroyuki Fujita

Paul A. Beck
Kara J. Trott

Conferring of Degrees in Course

Colleges presented by
Melissa L. Gilliam
Executive Vice President and Provost

Awarding of Diplomas

Welcome to New Alumni

Molly Ranz Calhoun
Senior Vice President of Alumni Relations
President and CEO
The Ohio State University
Alumni Association

Alma Mater—Carmen Ohio

Graduates and guests led by
Isabella A. Parks

*Oh! Come let's sing Ohio's praise,
And songs to Alma Mater raise;
While our hearts rebounding thrill,
With joy which death alone can still,
Summer's heat or winter's cold,
The seasons pass, the years will roll;
Time and change will surely show
How firm thy friendship—O-hi-o!*

Recessional



Excerpts from the commencement ceremony will be broadcast on WOSU-TV, Channel 34, on Tuesday, December 20, at 7 p.m.

Livestream coverage and a replay of the ceremony in its entirety can be viewed at commencement.osu.edu.

COMMENCEMENT ADDRESS

Katie Smith

DOCTOR OF PUBLIC SERVICE

Ms. Katie Smith holds many titles, including Olympian, WNBA champion, coach and legendary Buckeye.

She has translated her more than two decades of experience on the court into a career as an educator and motivator, teaching people from all walks of life — including, and perhaps most impactfully, young people — about the importance of hard work and dedication.

A native of Ohio, Ms. Smith played for the Ohio State women's basketball team from 1992 to 1996. In her first season, the team advanced to the NCAA championship game, and she was named Big Ten Freshman of the Year. She was named Big Ten Player of the Year in 1996.

During her career as a Buckeye, she scored more points than any other basketball player — both men and women — in Big Ten Conference history. In 2001, Ms. Smith became the first female Ohio State student-athlete to have her number retired.

She then went on to play more than 15 years of professional basketball with five different WNBA teams. A seven-time All-Star, she won two championships with the Detroit Shock and was the WNBA Finals Most Valuable Player in 2008.

Ms. Smith has also represented the United States in three Olympic games, winning gold medals with the women's national basketball team in 2000, 2004 and 2008.

While playing for the Shock in 2008, she returned to Ohio State and completed her bachelor's degree. Following her retirement from the WNBA in 2013, she earned a master's degree in allied health professions and began coaching.

Through it all, Ms. Smith has remained committed to teaching and motivating. This year, in addition to her full-time job as associate head coach of the WNBA's Minnesota Lynx, she is volunteering as an assistant coach with the Upper Arlington High School girls' basketball team.

She has been inducted into both the Naismith Memorial Basketball Hall of Fame and the Women's Basketball Hall of Fame.

RECIPIENTS OF HONORS

Paul A. Beck

DISTINGUISHED SERVICE AWARD

Few scholars understand the trends and data related to voting behavior, political parties and public opinion better than Dr. Paul A. Beck.

Dr. Beck is emeritus professor and academy professor of political science at Ohio State and co-coordinator of the Comparative National Election Project (CNEP) (u.osu.edu/cnep). Founded in the late 1980s, CNEP has conducted more than 60 election surveys in 30 countries, including the U.S. in 2020 and Brazil in 2022.

Before retiring in 2012, Dr. Beck served as distinguished professor of social and behavioral science and professor of political science, with courtesy professor appointments in the School of Communication and Department of Sociology at Ohio State. He chaired the Department of

Political Science from 1991 to 2004 and was dean of the College of Social and Behavioral Sciences from 2004 to 2008.

After graduating with honors from Indiana University in 1966, Dr. Beck earned a PhD from the University of Michigan in 1971. He worked at the University of Pittsburgh and Florida State University before joining the Ohio State faculty as professor of political science in 1987, becoming co-coordinator of CNEP in 1989. In the years since, Dr. Beck has become one of the most sought-after and frequently cited experts on elections and democracies.

Over the course of his career, Dr. Beck has published nine books and numerous articles in leading professional journals on voting

behavior, political parties and public opinion; has received five research grants from the National Science Foundation; and has been a frequent commentator on politics in the media and before community and professional groups. He has also served as a vital mentor to countless students, earning teaching and service honors as well as chairing dozens of PhD dissertations and honors theses.

He is a recipient of Ohio State's Distinguished Scholar Award and the American Political Science Association's awards for distinguished service to the profession and lifetime professional contributions to the field of political organizations and parties.

Kara J. Trott

DISTINGUISHED SERVICE AWARD

When Ms. Kara J. Trott established Quantum Health in 1999, she didn't just start a company, she launched a movement. Ms. Trott was at the vanguard of a new industry that today helps millions of Americans navigate employee-based health coverage.

Today, she serves as founder and board chair of Quantum Health, a first-of-its-kind consumer care coordination and navigation company, to address the growing complexity of health care with the belief that no one should have to navigate this increasingly confusing and daunting system alone.

Under her leadership, Quantum Health built care coordination and navigation models based on how

people experience health care. Today, it serves over 2 million members at hundreds of employers across the United States.

Ms. Trott has earned numerous awards for her innovation and leadership, including *Columbus CEO's* Healthcare Executive of the Year, *Columbus Business First's* Executive of the Year and Ernst & Young's Regional Entrepreneur of the Year. In 2022, *Modern Healthcare* named her among the Top Women Leaders in Healthcare.

In 2021, Ms. Trott turned over management of Quantum Health so she could focus on efforts in the broader business, academic and

philanthropic communities. She is a member of the Tiffany Circle Society of the American Red Cross, the Women Presidents Organization, the Governing Board of Make-A-Wish (Ohio, Indiana, Kentucky region) and the Advisory Board of the Ohio Healthcare Businesswomen's Association.

Ms. Trott serves on the Board of Trustees of Ohio Wesleyan University, where she earned a bachelor's degree in politics and philosophy. She is also a member of the President's Club Advisory Board at Ohio State and the National Council for Moritz College of Law, where she earned a JD.

A MESSAGE FROM PRESIDENT JOHNSON



Dear Graduates,

Congratulations, Buckeyes! We are thrilled to celebrate your many accomplishments in the Schottenstein Center — and overjoyed to do it alongside your loved ones. Today is a testament to your dedication and resilience.

Monumental forces galvanized your resolve to reach your goals and the perseverance you demonstrated will forever underscore your achievement. I am so proud of the 17,364 degrees and certificates we awarded Buckeyes from across Ohio and the world during our most recent autumn, spring and summer commencements — an incredible number that speaks to our commitment to academic excellence. You proved that diverse talents and perspectives can be woven together to create solutions that do incredible good. I am inspired by every one of you, though I am not surprised. As Buckeyes, we shine brightest when times are tough, when there is a need to come together to support each other and our communities. We shine our light in dark places and lead in all that we do. Meeting obstacles head-on — including serving society in myriad ways — is part of our DNA.

As you begin your careers or continue your studies through graduate and doctoral programs, I know you are all prepared to lead in your respective fields and continue to pioneer solutions to move us forward together. You are stronger and wiser from your experiences, and I challenge you to take what you've learned here at Ohio State and set to work building a future in which every member of our community can share equitably in its opportunity. I know you are up to the task — after all, you're Buckeyes.

As you depart, diploma firmly in hand, think of this as a beginning, not an ending. You are forever part of our Ohio State family — Buckeyes for life. Congratulations, once again. I cannot wait to see what you do next!

Sincerely yours,

Kristina M. Johnson, PhD
President

CONGRATULATIONS AND WELCOME TO THE ALUMNI ASSOCIATION

Dear Graduates,

This momentous occasion inspires opportunities for you to create even more special memories to cap the countless others you have collected throughout your time at The Ohio State University.

And from your very first memories as a Buckeye, I hope you have experienced the energy, pride and unmatched spirit that has greeted and inspired generations of Ohio State students for more than 150 years.

Today, you are formally joining an alliance with more than 600,000 fellow Ohio State alumni living and making a difference in communities around the globe. Your network is expansive, and your friendships are firm. I hope you always feel welcome to lift up your voice with an “O-H,” secure in the knowledge that no matter where you are, you will likely receive an “I-O.”

There are hundreds of alumni societies and clubs in cities throughout the world, organizing everything from game watch parties to scholarship fundraisers. The alumni association also offers career resources for lifelong learning and networking opportunities.

Stay connected by downloading our alumni app at osu.edu/alumni. And feel free to follow me @BuckeyeMolly on Twitter.

Don't forget that the days of making new memories on your Ohio State journey are never over — because you are Buckeyes for Life!

In firm friendship,



Molly Ranz Calhoun '86
President and CEO
The Ohio State University Alumni Association



TURN YOUR TASSEL AND STAY CONNECTED

THROUGH THE OHIO STATE UNIVERSITY ALUMNI ASSOCIATION

- Explore events and opportunities, from Ohio State Days to exclusive downloadable content
- Get job resources and tips for any stage of your career journey
- Travel around the world with other Buckeyes

Find all of this and more at alumni.osu.edu



Have you gotten your FREE alumni t-shirt yet?

Complete the Alumni Bound Challenge before
December 31 to get yours mailed to you!

Opt in to get updates via text:
Text OSUGRAD to 84224

Follow us on social for the latest news and updates.



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@TheOhioStateAlumni

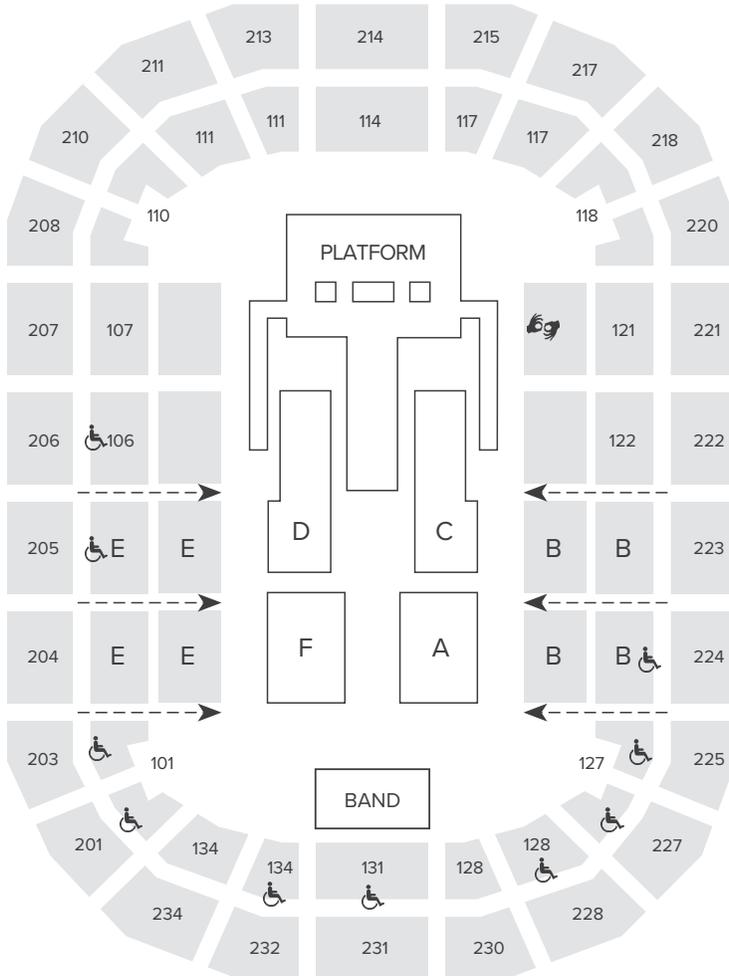


@OhioStateAlumni



Ohio State Alumni App

ARENA SEATING



-----> Please keep these aisles clear for the Processional and Recessional <-----

- _____ A – Arts and Sciences
- _____ B – Arts and Sciences
- _____ C – Business
- _____ D – PhD; Master's; Law; Public Health; Nursing; Public Affairs; Medicine
- _____ E – Social Work; Pharmacy; Education and Human Ecology; Engineering
- _____ F – Engineering; Food, Agricultural, and Environmental Sciences

ASL interpreter	
Wheelchair seating	

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Autumn Semester 2022, as of 5:00 p.m., December 8, 2022, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

The Graduate School

Dean: **Mary E. Stromberger**

Doctor of Philosophy

Mohamed Naguib Hussein Abdelrazek
B.S., M.S. (Military Technical College)
Electrical and Computer Engineering
Dr. Can Koksak

Tushar Agarwal
B.Tech. (Indian Institute of Technology (ISM) Dhanbad)
M.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Emre Erten
Dr. Lee Potter

Yuehan Ai
B.S.Food.Ag.Bio.Eng. (Zhejiang University)
Food Science and Technology
Dr. Jiyoung Lee

Yazeed Muqbel A Aleissa
B.S. (King Abdul Aziz University)
M.S. (Illinois Institute of Technology)
M.S. (The Ohio State University)
Chemical Engineering
Dr. Bhavik Bakshi

Faisal Khalid S Alsaif
Bachelor's (King Saud University)
M.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Jin Wang

Mehedy Amin
B.S.Civ.Eng., M.S. (The Ohio State University)
Civil Engineering
Dr. Tarunjit Butalia

Madiha Zahera Jamal O. Ammari
B.S., M.S. (University of Jordan)
Civil Engineering
Dr. Halil Sezen

Ali Asghari Adib
Bachelor's (Iran University of Science and Technology)
M.S. (Ohio University)
Mechanical Engineering
Dr. David Haezel

Mohammad Mahmoud Ibrahim Awwad
B.S., M.S. (Military Technical College)
Electrical and Computer Engineering
Dr. Betty Lise Anderson

Deb Kumar Banerjee
B.Engr. (Jadavpur University)
M.S. (The Ohio State University)
Mechanical Engineering
Dr. Ahmet Selamet

James Andrew Barkley
B.S. (Emory University)
M.Pub.Hlth. (The Ohio State University)
Food Science and Technology
Dr. Barbara Kowalczyk

Michael James Biggerstaff
B.A. (Brigham Young University)
M.A. (Vanderbilt University)
Near Eastern Languages and Cultures
Dr. Sam Meier

Randa Mamdouh Aly Ahmed Breikaa
Bachelor's, Master's (Ain Shams University)
M.S. (The Ohio State University)
Molecular, Cellular, and Developmental Biology
Dr. Brenda Lilly

Jun-Kyu Byun
B.S. (Purdue University Fort Wayne)
Ohio State Biochemistry Program
Dr. Karin Musier-Forsyth

Shelby Christine Carlson
B.A., M.A. (Ohio University)
Environment and Natural Resources
Dr. Jeremy Bruskotter
Dr. Alia Dietsch

Kaitlin Casassa
B.S.Soc.Work, M.Soc.Work (The Ohio State University)
Social Work
Dr. Sharvari Karandikar

Junao Cheng
B.S.Elec.Cptr.Eng., B.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Wu Lu

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B.S.Elec.Eng., M.S. (Wright State University)
Electrical and Computer Engineering
Dr. Inder Gupta

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B.A. (University of Texas)
M.A. (University of Nebraska-Lincoln)
English
Dr. Scott L. DeWitt

Gonzalo Esteban Constante Flores
M.Elec.Eng. (Escuela Politecnica Nacional)
M.S. (The Ohio State University)
Electrical and Computer Engineering
Dr. Antonio Jesus Conejo Navarro

Marcos Gabriel Cortes Medina
B.S.Mech.Eng. (Iowa State University)
Biomedical Engineering
Dr. Jonathan Song

Maretha Dellarosa
Sarjana (Universitas Negeri Surabaya)
M.A. (The Ohio State University)
Education
Dr. Binaya Subedi

Prutha Shantanu Deshpande
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M.A. (The Ohio State University)
Psychology
Dr. Delwin Lindsey

Songyu Dong
B.S. (Tsinghua University)
Ohio State Biochemistry Program
Dr. Dmitri Kudryashov

Zhong Dong
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Food Science and Technology
Dr. Melvin Pascal

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Chemical Engineering
Dr. Andrew Tong

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Evolution, Ecology and Organismal Biology
Dr. Roman Lanno

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History
Dr. Robin Judd

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M.S. (Lipscomb University)
Integrated Biomedical Science Graduate Program
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Nuclear Engineering
Dr. Lei Cao

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Dr. Michael Vasey

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B.S. (Amir Kabir University of Technology)
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Aerospace Engineering
Dr. Mohammad Samimy

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B.S. (University of Calcutta)
Master's (Indian Statistical Institute)
M.S. (The Ohio State University)
Statistics
Dr. David Sivakoff

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B.A. (Kenyon College)
M.Pub.Hlth. (University of North Carolina)
Public Health
Dr. Julianna Nemeth

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B.S. (Ashland University)
M.S. (John Carroll University)
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Dr. Datta Gaitonde

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Dr. Yvonne Goddard Sage

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M.S. (The Ohio State University)
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Dr. Andre Palmer

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 Dr. Shoshannah Goldberg-Miller
 Dr. Rachel Skaggs

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 Dr. Claudia Mosley

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 Dr. Subhadeep Paul

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 Dr. Kevin Flanigan

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 Dr. Mark Flint
 Dr. Thomas Wittum

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Dr. James Phelan

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Dr. Jin Wang

Zhen Wang

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Brendan Wade Wilson

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Dr. Andre Palmer
Dr. Jonathan Song

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M.S. (The Ohio State University)
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M.S. (University of Akron)
Nursing

Sarah Emily Rust-Overman
B.S.Pub.Hlth., M.S. (The Ohio State University)
Nursing

Victoria Jane Skinner
B.S.Nurs. (Ohio University)
M.S. (The Ohio State University)
Nursing

Doctor of Physical Therapy

Lindsey Kaia Glasheen
B.A., M.S. (San Diego State University)
Health and Rehabilitation Sciences

Master in the Study of Law

Amy K. English
Bachelor's (Ohio University)
M.S. (Regis University)
Law

Master of Actuarial and Quantitative Risk Management

Shaoping Xia
B.S. (University of International Business and Economics)
Actuarial and Quantitative Risk Management

Master of Applied Economics

Jane Margaret Haines
B.A. (American University, Washington, DC)
Applied Economics

Justin Patrick Lawler
B.A. (University of Maryland)
Applied Economics

Master of Applied Neuroscience

Ayah Bakir Hussein
B.S.Nutrition (The Ohio State University)
Applied Neuroscience

Tyler Anthony Kyhl
B.S. (Buena Vista University)
Applied Neuroscience

Alec Hunter Marshall
B.S. (Marshall University)
Applied Neuroscience

Jacob Ryan Watkins
B.S. (The Ohio State University)
Applied Neuroscience

Master of Applied Statistics

Jingjing Li
B.S. (The Ohio State University)
Statistics

Master of Arts

Thorayah Hatem Abdelqader
B.A. (The Ohio State University)
Near Eastern Languages and Cultures

Erika N. Bello-Pardo
B.S. (Florida International University)
Bioethics

Taenyshia Tazumi Blas Ruiz
B.S.Education (The Ohio State University)
Education

William Thomas Brethel, Jr.
B.A. (College of Wooster)
East Asian Languages and Literatures

Kimiko Ching
B.S. (Santa Clara University)
Education

Victoria Lee Coan
B.S. (Virginia Polytechnic Institute and State University)
Sociology

Jason Conley
B.A. (The Ohio State University)
East Asian Languages and Literatures

Samuel Frederick Cusimano
B.S. (University of Michigan)
M.D. (The Ohio State University)
Medical Humanities and Social Sciences

Hannah Maria Davenport
B.A. (Ohio Dominican University)
Education

Clair DeGeorge
B.S.Nurs. (Bemidji State University)
Bioethics

Madisen Duke-Bruichert
B.A., B.S. (Rhodes College)
Bioethics

Ameer Naseer Dunston
B.Bus.Adm. (Howard University)
Education

Aric Matthew Hluch
B.A. (Kent State University)
Bioethics

Huda Jabbar
B.S. (University of Louisville)
Sociology

Nari Kim
B.Educ. (Daegu National University of Education)
Education

Teresa Faye Leonardi
B.A. (The Ohio State University)
Public Policy and Management

Morgan Marie Lester
B.S., M.Educ. (The Ohio State University)
Education

Alison Lindsay
B.S. (Seattle Pacific University)
Bioethics

Robert John Matina
B.A. (State University of New York at Geneseo)
M.A. (Boston College)
History

Erin E. McConnell
B.S. (Butler University)
M.D. (Wright State University)
Medical Humanities and Social Sciences

Chenyang Ni
B.A. (Oregon State University)
Education

Cara Mae Nix
B.S. (University of Minnesota)
Political Science

Jessica Nicole Pugh
B.A. (The Ohio State University)
Education

Haley Lyn Richards
B.Bus.Adm. (University of Wisconsin)
Education

Katherine Matilda Ritter
B.A. (Rutgers University-New Brunswick)
Women's, Gender, and Sexuality Studies

Sarah A. Robbins
B.Bus.Adm. (Mount Vernon Nazarene University)
Education

Junyu Ruan
Bachelor's (Sun Yat-sen University)
Linguistics

Wen Sun
B.A. (Hefei Normal University)
Education

Jillian Vocke
B.S. (University of Minnesota)
Bioethics

Anneliese Ruth Ward
B.A. (University of Minnesota)
Sociology

Matthew Welkie, Jr.
MechEngin (Cedarville University)
Education

Holly Anne Wheaton
B.A. (The Ohio State University)
Education

Wes Orion Smillie Wislar
B.A. (Bowdoin College)
Sociology

Brandy Danielle Woods
B.S. (Eastern Illinois University)
African-American and African Studies

Yufei Wu
Bachelor's (Wuhan University)
Education

Master of Business Administration

Matthew E. Barber
B.A. (College of Wooster)
Business Administration

Lily Berry
B.A. (The Ohio State University)
Business Administration

Amy Marie Compston
B.S., D.Phys.Theor. (Wheeling Jesuit University)
Business Administration

Brittany Cummins
B.S. (University of Maryland)
Business Administration

Ruben Delgado
B.Tech. (University of Toledo)
Business Administration

Timothy Fisher
B.A., M.A. (Ohio University)
Business Administration

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B.S.Nurs., M.S. (University of Michigan)
Business Administration

Andrew Douglas Helser Bautista
B.S.Civ.Eng. (The Ohio State University)
M.S. (Purdue University)
Business Administration

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B.S., M.D. (Marshall University)
Business Administration

Jeffrey Klis
B.S. (Brigham Young University)
Business Administration

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B.S.Nurs. (The Ohio State University)
Bioethics

Alexander Malaspina
B.A. (Michigan State University)
Business Administration

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Business Administration

Aayush Rijal
B.S. (Grambling State University)
Business Administration

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B.S.Bus.Adm. (The Ohio State University)
Business Administration

Sarah Lindsey Vanadia
B.S.Hum.Ecol. (The Ohio State University)
Business Administration

Master of Business Operational Excellence

Sandy Abraham
Diploma (European Management Academy)
Bachelor's (Hogeschool van Utrecht)
Master's (Steinbeis Hochschule Berlin)
Business Operational Excellence

Ryan Rafael F. Barbin
B.Bus.Adm. (Loyola University Chicago)
M.B.A. (Assumption University)
Business Operational Excellence

Amber Boltenhouse
B.S. (Shawnee State University)
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B.A. (The Ohio State University)
M.S., M.D. (University of Toledo)
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John J. Brown
B.A. (Pennsylvania State University)
M.B.A. (University of Minnesota)
Business Operational Excellence

Jennie Carroll
B.A. (University of Arizona)
Business Operational Excellence

Amit Cholkar

B.Engr. (The Maharaja Sayajirao University of Baroda)

M.S. (Texas A&M University)

Business Operational Excellence

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B.A. (The Ohio State University)

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Business Operational Excellence

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B.Bus.Adm. (University of Arkansas)

Business Operational Excellence

Matthew Fraser

B.S. (University of Phoenix)

Business Operational Excellence

Anshul Gupta

B.Engr. (University of Jammu)

M.S. (Bowling Green State University)

Business Operational Excellence

Jason Hewitt

B.S. (Appalachian State University)

Business Operational Excellence

Thomas L. Hitchins

B.S. (West Virginia State University)

Business Operational Excellence

Amy L. Jackson

B.S. (Capital University)

Business Operational Excellence

Sinan Tony Kutlu

B.S., M.B.A. (Ohio Dominican University)

Business Operational Excellence

Emily Rose Lantz

B.S. (University of Dayton)

Business Operational Excellence

Tammy Lepp

B.S.Nurs. (The Ohio State University)

Business Operational Excellence

Bryan Little

Business Operational Excellence

Keith A. Looker

B.S. (Excelsior College)

M.A. (Webster University)

Business Operational Excellence

Sonja F. Nazareth

B.S. (University of California, Los Angeles)

M.D. (University of California)

Business Operational Excellence

Joseph Stephen Oravec, Jr.

B.S.Ind.Sys.Eng. (The Ohio State University)

Business Operational Excellence

David K. Reed

B.S.Mech.Eng. (The Ohio State University)

Business Operational Excellence

Samarn Sam Reed

B.S., M.B.A. (University of Phoenix)

Business Operational Excellence

Jayne L. Rock-Willoughby

B.S.Educ.Eng. (The Ohio State University)

M.D. (Ohio University)

Business Operational Excellence

Jack B. Springer II

B.S., M.B.A. (High Point University)

Business Operational Excellence

Katie Marie Baylor Tornow

Business Operational Excellence

Master of City and Regional Planning

Kevin Robert Block

B.S.Elec.Eng. (Bradley University)

City and Regional Planning

Julia Taylor Brooks

B.S.Bus.Adm. (The Ohio State University)

City and Regional Planning

Hayleigh Renee Coppenger

B.S.City.Reg.Plan. (The Ohio State University)

City and Regional Planning

Alicia Rose Gregory

B.S.Soc.Work (The Ohio State University)

City and Regional Planning

John Mangan

B.S.Env.Nat.Res. (The Ohio State University)

City and Regional Planning

Claire Mei

B.S.Geog.Info.Sci. (The Ohio State University)

City and Regional Planning

Brett Michael Wedding

B.S.Arch., M.Arch. (The Ohio State University)

City and Regional Planning

Master of Clinical Research

Shannon Lynn Cox

B.S.Nurs. (University of Tampa)

Clinical Research

Lanae Dailey

B.A. (West Virginia University at Parkersburg)

Clinical Research

Angela Racquel Dodson

B.A. (Kenyon College)

Clinical Research

Hallie Nicole Harris

B.S. (Morehead State University)

Clinical Research

Lisa Ann Held

B.S. (Towson University)

Clinical Research

Vince Iwuji

B.S.Nurs. (University of Texas)

Clinical Research

Dina Rose McGowan

Diploma (Providence Hospital School of

Nursing)

B.S.Nurs. (The Ohio State University)

Clinical Research

Ezinne Joan Nwaneri

B.S. (Haudegbe North Am Univ)

Clinical Research

Faustina Opoku

B.S. (Kent State University)

Clinical Research

Melanie Lynn Paglione

B.S.Nurs. (Mount Carmel College of Nursing)

Clinical Research

Master of Dietetics and Nutrition

Samantha Lyn Bernhardt

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Alicyn Patrice Dickman

B.S. (Southern New Hampshire University)

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Ilana Michelle Graifer

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Lauren Elizabeth Griffin

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Heather Marie Hadam

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Madison Elizabeth Houser

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Kara Elyse Johnson

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Shannon Amanda Knapp

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Aryana Aislinn Osborne

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Madeline Brooke Osborne

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Meg Delaney Sparks

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Mary Margaret Stoecklein

B.S.Nutrition (The Ohio State University)

Dietetics and Nutrition

Master of Education

Molly Marie Harshbarger

B.S.Agr. (Wilmington College)

Agriscience

Master of Engineering Management

Dira Melissa Delpech

Engineer (University of Rhode Island)

Engineering Management

Scott P. Ewonus

B.S.Mech.Eng. (The Ohio State University)

Engineering Management

Carole Elizabeth Fletcher

B.S.Agr.Eng. (The Ohio State University)

Engineering Management

Charles Edward Huse

B.S.Civ.Eng. (Valparaiso University)

Engineering Management

Raejean Amy Johnson

B.S.Mech.Eng. (University of Akron)

Engineering Management

Akilah Munirah Kafefe

Ind.Eng. (North Carolina Agricultural and

Technical State University)

Engineering Management

David Edward Keller

B.S. (University of Florida)

Engineering Management

Mickey Eujan Lutz

Bachelor's (Miami University)

Engineering Management

Melissa Marie Marple

B.S. (Rensselaer Polytechnic Institute)

Engineering Management

Mary Katherine Pakes

Engineering Management

Mathew Anthony Stredney

B.S. (Kent State University)

Engineering Management

Kristen Antoinette Uitenham

B.S. (North Carolina Agricultural and

Technical State University)

Engineering Management

Master of Environment and Natural Resources

Rollin Bresson

B.A. (The Ohio State University)

Environment and Natural Resources

August 16-18, 2022, Board of Trustees Meetings

Dana Mariola Castrejon

B.S. (Beloit College)
Environment and Natural Resources

Alexander Boyd Meyer

B.S. (Ohio University)
Environment and Natural Resources

Chloe Mae Welch

B.S.Env.Nat.Res. (The Ohio State University)
Environment and Natural Resources

Master of Fine Arts

Natalia Fontenele De Matos Rodrigues

B.S.Ind.Design (ESAD College of Art and Design)
Design

Rhys Dylan Gruebel

B.S.Design (The Ohio State University)
Design

Isaiah LaSean Harris

B.F.A. (State University of New York College at Brockport)
Dance

Raul Adrian Perales

B.F.A. (University of Wisconsin)
Design

Margaret Frances Valluri

B.F.A. (Kent State University)
Design

Master of Global Engineering Leadership

Benedict Philip DiMarco

B.S. (University of Akron)
Global Engineering Leadership

Anthony Joseph Gaughan

B.S.Aero.Astro.Eng., B.S.Aero.Eng. (The Ohio State University)
Global Engineering Leadership

Paul Kushiner

B.S. (University of Illinois at Chicago)
Global Engineering Leadership

Wade Richard McKain

B.S. (York College Pennsylvania)
Global Engineering Leadership

Master of Human Resource Management

Christopher Joseph Alfani

B.S.Bus.Adm. (The Ohio State University)
Human Resource Management

Renee Bishai

B.A. (The Ohio State University)
Human Resource Management

Chancellor D. Brunnerer

B.A. (Metropolitan State College of Denver)
Human Resource Management

Jenna Burse

B.S. (University of Houston)
Human Resource Management

Jacob T. Carroll

B.S. (Arizona State University)
Human Resource Management

Chianne Kacy Charles

B.S.Agr. (The Ohio State University)
Human Resource Management

Justin S. Cochran

B.A. (Youngstown State University)
Human Resource Management

Brooke Coverdale

B.A. (The Ohio State University)
Human Resource Management

Raahkema M. Cropper

B.A. (Christopher Newport University)
Human Resource Management

Terianne D'Egidio

B.A. (William Jewell College)
M.S. (University of Kansas)
Human Resource Management

Madison Nicole Dunn

B.S.Hum.Dev.Fam.Srv. (The Ohio State University)
Human Resource Management

Claudia Elizabeth Esqueda

B.A. (University of California, Los Angeles)
M.S. (California State University)
Human Resource Management

Bailey Marie Fenwick-Miller

B.S.Bus.Adm. (The Ohio State University)
Human Resource Management

Shalyn Michelle Foster

B.S. (Ohio University)
Human Resource Management

Tonya N. Frankart

B.A. (Ohio University)
Human Resource Management

Lauren Madison Fulmer

B.S.Bus.Adm. (The Ohio State University)
Human Resource Management

Karen Kathleen Gainer

B.S. (The Ohio State University)
Human Resource Management

Cameron Staley Gentilcore

B.S.Bus.Adm. (The Ohio State University)
Human Resource Management

Trevor J. Gillespie

B.Bus.Adm. (Texas Tech University)
Human Resource Management

Kaitlyn Marie Gilon

B.A. (The Ohio State University)
Human Resource Management

Mariana Angelica Gonzalez Morales

B.A. (Universidad de las Americas Puebla)
Human Resource Management

Katherine Griffiths

B.A. (Miami University)
Human Resource Management

Erin Rose Haggard

B.A., M.Educ. (The Ohio State University)
Human Resource Management

Aniya Hall

B.A. (University of Kentucky)
Human Resource Management

Lauren Nicole Howard

B.S.Bus.Adm. (The Ohio State University)
Human Resource Management

Angelina Marie Ingalls

B.S. (The Ohio State University)
Human Resource Management

Hayley E. Jacobs

B.A. (Chapman University)
Human Resource Management

Kurt Michael Johnson

B.A. (The Ohio State University)
Human Resource Management

Jacob Cameron Karg

B.S.Bus.Adm. (The Ohio State University)
Human Resource Management

Anthony Katsaounis

B.S.Bus.Adm. (The Ohio State University)
Human Resource Management

Elizabeth Shahrzad Kazemi

B.A. (The Ohio State University)
Human Resource Management

Arhana Shivani Kollí

B.S. (The Ohio State University)
Human Resource Management

Noya Lanzer

B.S. (The Ohio State University)
Human Resource Management

Hunter Elizabeth McCorkle

B.S.Hsp.Mgt. (The Ohio State University)
Human Resource Management

Steven Paul Mentz

B.S. (Bowling Green State University)
Human Resource Management

Angela M. Milano

B.S. (University of Tampa)
Human Resource Management

David Anthony Morris

B.S. (The Ohio State University)
M.A. (Boston College)
Human Resource Management

Lauren Alexis Motley

B.A. (The Ohio State University)
Human Resource Management

Abigail R. Myers

B.S. (Ohio University)
Human Resource Management

Rachel Nemeth

B.A. (George Mason University)
Human Resource Management

Taryn Marie Newton

B.A. (Texas State University)
Human Resource Management

Kelvina Ng

Human Resource Management

Mikah Jade' Oglesby

B.A. (The Ohio State University)
Human Resource Management

Thomas M. Olencki

B.S. (Kent State University)
Human Resource Management

Robert Edward Oswald

B.S.Bus.Adm. (The Ohio State University)
Human Resource Management

Giana Marie Parsons

B.S.Bus.Adm. (The Ohio State University)
Human Resource Management

Mikala M. Peters

B.A. (Ohio University)
Human Resource Management

Ashley Ramirez

B.Bus.Adm. (Midwestern State University)
Human Resource Management

Aidan I. Reickert

B.A. (The Ohio State University)
Human Resource Management

Robert J. Reynolds

Bachelor's (Central Michigan University)
M.S. (University of Akron)
Human Resource Management

Embrey C. Roberts

B.A. (Marietta College)
Human Resource Management

Yesarily Sanchez Rivera

B.Appl.Sci. (Youngstown State University)
Human Resource Management

Katherine G. Seifert

B.A. (Albion College)
Human Resource Management

Ethan Tyler Smith

B.S.Humn.Ecol. (The Ohio State University)
Human Resource Management

Jeanette Marie Smith

B.A. (State University of New York at Buffalo)
M.S. (Canisius College)
Human Resource Management

Angeli Stefani Tuesta Yangali
B.S. (Universidad del Pacifico)
Human Resource Management

Rocquel J. Waller
B.S., M.A. (The Ohio State University)
Human Resource Management

Lauren Caroline Ward
B.A. (The Ohio State University)
Human Resource Management

Paul Brent Williams
B.A. (Ouachita Baptist University)
Human Resource Management

Lauren Wisner
B.A. (Ohio University)
Human Resource Management

Sean Yao
B.S. (The Ohio State University)
Human Resource Management

Purca Rio Willy Joseph
Bachelor's (Indonesian National Police Aca)
Human Resource Management

Master of Learning Technologies

Jacqueline Nicole McCammon
B.Mus.Educ. (The Ohio State University)
Education

Andreea Moore
B.S. (Cleveland State University)
M.S. (University of Kentucky)
Education

Elizabeth Jordan Trolli
B.S., B.A. (The Ohio State University)
Education

Master of Plant Health Management

Jose Manuel Fernandez, Jr.
B.A. (Ohio Christian University)
Plant Health Management

Master of Public Administration

Ian James Brackett
B.S. (Beloit College)
M.S. (The Ohio State University)
Public Policy and Management

Rollin Bresson
B.A. (The Ohio State University)
Public Policy and Management

Noah Frey
B.A. (Miami University)
Public Policy and Management

Jillian Christine Newman
B.A. (The Ohio State University)
Public Policy and Management

Isabella Simone Tenenbaum
B.A. (University of Miami)
Public Policy and Management

Master of Public Administration and Leadership

Heavenly R. Berkley
B.A. (Kent State University)
Public Policy and Management

Daria A. da Cruz
B.A. (Brigham Young University-Idaho)
Public Policy and Management

Daniel Tyler Korte
B.S. (Bowling Green State University)
Public Policy and Management

Darby Lynn Mulligan
B.S. (Xavier University)
M.S. (University of Cincinnati)
Public Policy and Management

Master of Public Health

Tyler Beauregard
B.S. (University of Montana)
M.S. (Illinois State University)
Public Health

Meeta Bhardwaj
B.A. (Miami University)
Public Health

Deliaann R. Campbell
B.S. (The University of Findlay)
Public Health

Bailey Elizabeth DeBlasis
B.A., M.Soc.Work (The Ohio State University)
Public Health

Keye Paris Garman
B.S. (University of Arizona)
Public Health

Kaitlyn Renee Jones
B.S.Pub.Hlth. (The Ohio State University)
Public Health

Jamie Rae Macklin
B.S. (Millikin University)
M.D. (Tulane University of Louisiana)
Public Health

Mary Piela
B.A. (Stetson University)
Public Health

Amanda June Sabol
B.S.Pharm.Sci., Pharm.D. (The Ohio State University)
Public Health

Christopher John Skok
B.S. (Indiana University)
Doctorate (Midwestern University)
Public Health

Shelby Nichole Snodgrass
B.S. (The Ohio State University)
Public Health

Kyle Raymond Stinehart
B.S. (Ohio Northern University)
M.D. (West Virginia University)
Public Health

Emily Jacqueline Stonebrook
B.A. (College of Wooster)
M.D. (The Ohio State University)
Public Health

Master of Science

Mohamed Naguib Hussein Abdelrazek
B.S., M.S. (Military Technical College)
Electrical and Computer Engineering

Rabab H. Abu Alhasan
B.S. (Iowa State University)
Molecular Genetics

Kyle James Akred
B.S. (Michigan State University)
Entomology

Abdullah Mohammed A Aldosari
D.D.S. (King Saud University)
Dentistry

Omar F. Alfaour
B.S. (The Ohio State University)
Translational Pharmacology

Abdallah Ali Hassan Alshafey
B.S. (Zewail City of Science and Technology)
Physics

Mohammed Loay Alsowaigh
Nuclear Engineering

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B.S. (University of Kentucky)
Agricultural Communication, Education, and Leadership

Mohammad Mahmoud Ibrahim Awwad
B.S., M.S. (Military Technical College)
Electrical and Computer Engineering

Kamryn Dupri Babb
B.A. (The Ohio State University)
Human Sciences

Sophia Juliette Baez
B.S.Education (The Ohio State University)
Human Sciences

Goonmeet Kaur Rajpal Bajaj
B.S. (Wright State University)
Computer Science and Engineering

Cory William Baker
B.Engr. (University of Dayton)
Biomedical Engineering

Avishkek Banerjee
B.Engr. (Jadavpur University)
Computer Science and Engineering

Heather Renee Bangerter
B.S.Education (Wright State University)
Agricultural Communication, Education, and Leadership

Ruiya Bao
Bachelor's (Ocean University of China, Qingdao)
Food Science and Technology

Drake Charles Bater
B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering

Jeffrey Bates
B.S. (Purdue University)
Horticulture and Crop Science

Rachel Danielle Berger
B.S.Education (The Ohio State University)
Human Sciences

Kyle Gerard Binder
B.A. (Baylor University)
Mathematics

Clifford Charles Blanchard IV
B.S., D.D.S. (Hobart and William Smith Colleges)
Human Sciences

Benjamin Ryan Blumberg
B.S., D.D.S. (The Ohio State University)
Dentistry

Ross Hamilton Bockbrader, Jr.
B.S.Pharm.Sci. (The Ohio State University)
Pharmaceutical Sciences

Aishwarya Bokil
B.Engr. (Osmania University)
Computer Science and Engineering

Kalven Bonin
B.S. (University of Minnesota)
Physics

Austin Norman Brady
B.S.Ald.Hlth.Prof. (The Ohio State University)
Health and Rehabilitation Sciences

Dimetrius Brandon
B.S.Education (The Ohio State University)
Human Sciences

Judith Kathleen Brennan
B.S. (Georgia Institute of Technology)
Industrial and Systems Engineering

Darian Leigh Brooks
B.S.Agr. (The Ohio State University)
Agricultural Communication, Education, and Leadership

Alexander Robert Brown
B.S. (State University of New York at Fredonia)
Human Sciences

Daniel Steven Brunette
B.A. (Northwestern University)
Psychology

Vicente Vladimir Capito Ruiz
MechEngin (Escuela Politecnica Nacional)
Mechanical Engineering

Pallavi Chandna
B.S. (The Ohio State University)
Molecular Genetics

Djudelie Chasma
B.S. (The Ohio State University)
Translational Pharmacology

Chenglong Chen
B.Engr. (Xinyang Normal University)
Electrical and Computer Engineering

Jingwen Cheng
B.S. (Rochester Institute of Technology)
Industrial and Systems Engineering

Zhaoya Cheng
B.S. (Florida Institute of Technology)
Electrical and Computer Engineering

Chao Yi Chien
B.S. (National Chung Cheng University)
Electrical and Computer Engineering

Hyunjean Choi
B.S. (Sookmyung Women's University)
Computer Science and Engineering

Jacqueline Chow
B.S.Biomed.Eng. (University of Texas)
D.D.S. (University of Texas Health Science Center)
Dentistry

Robert Claassen
B.S. (University of Texas)
Physics

Allison Ann Clark
B.S.Agr. (The Ohio State University)
Translational Pharmacology

Kenneth Morris Clarke
B.S.Mech.Eng. (The Ohio State University)
Industrial and Systems Engineering

Simon F. Conover
B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Hayleigh Renee Coppenger
B.S.City.Reg.Plan. (The Ohio State University)
Civil Engineering

Audrey Ray Cowen
B.S.Mat.Sci.Eng. (The Ohio State University)
Materials Science and Engineering

George Billion Crowley
B.S.Mech.Eng. (The Ohio State University)
Mechanical Engineering

Rachel Danahy
B.A. (Wittenberg University)
Human Sciences

Ayotunde Daramola
D.V.M. (University of Ibadan)
Translational Pharmacology

Rachel Lucille DeWitte
B.A. (The Ohio State University)
Human Sciences

Rup M Dhakal
B.A. (Assumption College)
Translational Pharmacology

Ke Ding
B.S.Mech.Eng. (The Ohio State University)
Biomedical Engineering

Maria Christine DiVita
B.S.Biomed.Eng. (The Ohio State University)
Biomedical Engineering

Zheng Du
B.S.Elec.Eng. (Xian University of Technology)
B.S. (Oregon State University)
Computer Science and Engineering

Rongxian Duan
B.Engr. (Huazhong University of Science and Technology)
Computer Science and Engineering

Alison Emily Duck
B.S. (University of Maryland)
Astronomy

Stephanie Eve Duros
B.S.Ind.Sys.Eng. (The Ohio State University)
Industrial and Systems Engineering

Nathaniel Ben Dusseau II
B.S. (The Ohio State University)
Translational Pharmacology

Thomas Andrew Edgar
B.S. (Bowling Green State University)
Human Sciences

Abdelgwad Mohamed Abdelgwad Elashry
B.S.Elec.Cptr.Eng., M.S. (Military Technical College)
Civil Engineering

Ahmed Ayman Elsayed
B.S. (University of California)
Electrical and Computer Engineering

Paola Valeria Espinoza-Youn
B.S.Env.Eng. (The Ohio State University)
Civil Engineering

Devyn Harold Eting
B.S.Education (The Ohio State University)
Human Sciences

Matthew Daniel Ferree
B.S.Chem.Eng. (The Ohio State University)
Chemical Engineering

Hannah Ruth Field
B.S. (Appalachian State University)
Earth Sciences

Michelle Harriet Fischer
B.S.Ind.Sys.Eng. (The Ohio State University)
Industrial and Systems Engineering

Phillip Cole Fishbein
B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering

Simone K. Fishel
B.S.Food.Sci. (The Ohio State University)
Food Science and Technology

Melodie J. Floom
B.S. (Kent State University)
Food, Agricultural and Biological Engineering

Noah Frey
B.A. (Miami University)
Environmental Science

Nathaniel D. Frye
B.A. (Bucknell University)
D.D.S. (The Ohio State University)
Dentistry

Kacie Funk
B.S. (Ohio University)
Agricultural Communication, Education, and Leadership

Katherine Alice Galgozy
B.S. (Gannon University)
Pharmaceutical Sciences

Rashin Ghahreman
Bachelor's (Imam Khomeini International University)
Human Sciences

Jacob Thomas Goebel
B.A. (Vassar College)
Psychology

Joseph Robert Grunenwald
B.S.Education (The Ohio State University)
Human Sciences

Mia Rose Grunze
B.S.Education (The Ohio State University)
Human Sciences

Avantika Gupta
Materials Science and Engineering

Ahmad Hamad
B.S., M.D. (American University of Beirut)
Medical Science

Morgan Justine Hamilton
Physics

Karthikeyan Hariharan
B.Tech. (National Institutes of Technology, India)
Materials Science and Engineering

Megan Nicole Hartsfield
B.S.Mat.Sci.Eng. (Wright State University)
Materials Science and Engineering

Cameron Hayden
B.S. (Kansas State University of Agriculture and Applied Science)
Animal Sciences

Jiadi He
B.S. (Oregon State University)
Biophysics

Jessica Audreyanna Herstine
B.S. (The Ohio State University)
Molecular, Cellular, and Developmental Biology

Olivia Grace Hillrich
B.S.Biomed.Eng. (The Ohio State University)
Biomedical Engineering

Samuel Edward Houle
B.S. (Christopher Newport University)
Neuroscience Graduate Studies Program

Ching Wen Hsiao
B.S. (University of California)
Translational Pharmacology

Zeyu Hua
B.Engr. (Shanghai Jiao Tong University)
Electrical and Computer Engineering

MacKenzie Scott Gregory Hull
MechEngin (Miami University)
Environmental Science

Ahmed Saad Hussain
B.S. (Khulna University)
Environment and Natural Resources

Ngan Chuc Kim Huynh
B.S.Chem.Eng. (Michigan State University)
Materials Science and Engineering

Shaumya Jha
B.Tech. (University of Pune)
Electrical and Computer Engineering

Yunyao Jiang
B.Engr. (Nanjing Inst of Tech)
Industrial and Systems Engineering

Jaelyn Ann Johnson
B.S. (The Ohio State University)
Industrial and Systems Engineering

Tyler Johnson
B.S.Education (The Ohio State University)
Human Sciences

Vadzim Johnson
Master's (Belarusian St Pedagogical Univ)
Bachelor's (Polk State College)
Translational Pharmacology

Vinayak Mahableshwar Joshi
B.Dent.Surg. (Karnatak University)
M.Dent.Surg., Ph.D. (Rajiv Gandhi University of Health Sciences)
M.S. (State University of New York at Stony Brook)
Dentistry

<p>Rui Ju Bachelor's (Harbin Normal University) M.Ac.Q.R.Mgt. (The Ohio State University) <i>Agricultural, Environmental, and Development Economics</i></p>	<p>Tristan Justine Langley B.S.Elec.Cptr.Eng. (The Ohio State University) <i>Electrical and Computer Engineering</i></p>	<p>Demiree Leigh MacLennan B.A. (University of Central Florida) <i>Translational Pharmacology</i></p>	<p>Sean Michael Morrison B.A. (Northwestern University) <i>Chemistry</i></p>
<p>Soliana Kahassai B.S. (The Ohio State University) <i>Anatomy</i></p>	<p>Joseph Anthony Lanier B.S. (Xavier University) <i>Physics</i></p>	<p>Hannah Leigh Maggard B.S.Agr. (The Ohio State University) <i>Animal Sciences</i></p>	<p>Syed Mohammad Najib Hasan B.S. (Bangladesh University of Engineering and Technology) M.S. (Kwangju Institute of Science and Technology) <i>Electrical and Computer Engineering</i></p>
<p>Abhijit Manohar Kale B.Engr. (University of Pune) <i>Mechanical Engineering</i></p>	<p>David Kenneth Lankitus <i>Horticulture and Crop Science</i></p>	<p>Jenessa Vanessa Maharaj B.S.Pharm.Sci. (The Ohio State University) <i>Translational Pharmacology</i></p>	<p>Brianna Mariam O'Neil-Hankle B.S. (Allegheny College) <i>Civil Engineering</i></p>
<p>Anisha Karthyedath B.Tech. (University of Kerala) <i>Electrical and Computer Engineering</i></p>	<p>Ran Li Certificate (National I-Lan University) B.A. (China Agricultural University) M.S. (Louisiana State University, Baton Rouge) <i>Agricultural, Environmental, and Development Economics</i></p>	<p>Rawan Mohamed Salah Makkawi B.S. (Zewail City of Science and Technology) <i>Molecular, Cellular, and Developmental Biology</i></p>	<p>Jiayi Ouyang B.Engr. (Chongqing University of Technology) <i>Electrical and Computer Engineering</i></p>
<p>Navroop Kaur B.S.Nutrition (The Ohio State University) <i>Human Sciences</i></p>	<p>Xinwei Li Bachelor's (University of Science and Technology of China) <i>Physics</i></p>	<p>Rachana Reddy Mamilla B.Tech. (Indian Institute of Technology) <i>Computer Science and Engineering</i></p>	<p>Tai Yu Pan B.S. (National Taiwan University) M.S. (University of Washington) <i>Computer Science and Engineering</i></p>
<p>Akshay Kekuda B.Tech. (National Institute of Technology Karnataka) <i>Computer Science and Engineering</i></p>	<p>Yuan Li B.S. (Cornell University) Bachelor's (China Agricultural University) <i>Entomology</i></p>	<p>Nicholas Robert Marino B.S.Mech.Eng. (Wentworth Inst of Tech) <i>Welding Engineering</i></p>	<p>Ana Panic B.S. Biomed.Eng. (The Ohio State University) <i>Biomedical Engineering</i></p>
<p>Brendan John Kelly B.A. (College of The Holy Cross) <i>Entomology</i></p>	<p>Tian Liang Bachelor's (University of Electronic Science and Technology of China) <i>Industrial and Systems Engineering</i></p>	<p>Janine Matos Chevere B.A. (University of South Florida) D.D.S. (University of Detroit Mercy) <i>Dentistry</i></p>	<p>Aliki Katerini Pappas B.S. (University of Texas) <i>Human Sciences</i></p>
<p>Satvik Khuntia B.Tech. (Delhi Technological University) <i>Mechanical Engineering</i></p>	<p>Eli Aaron Lind B.S. (Lindenwood University) <i>Pharmaceutical Sciences</i></p>	<p>Ariel Manuel Mendoza B.S. (The Ohio State University) <i>Chemistry</i></p>	<p>Jongeeun Park B.A. (Konkuk University) Master's (KDI School of Public Policy and Management) <i>Agricultural, Environmental, and Development Economics</i></p>
<p>Yoon Ji Kim B.A., Bachelor's, Master's (Sungkyunkwan University) <i>Statistics</i></p>	<p>Renxiong Liu B.A., B.S. (Wuhan University) <i>Statistics</i></p>	<p>Andrew David Miller B.S. (The Ohio State University) <i>Agricultural, Environmental, and Development Economics</i></p>	<p>Zhiya Peng B.Engr. (Chongqing University of Post & Telecommunications) <i>Electrical and Computer Engineering</i></p>
<p>Paige Jacqueline Kluska B.S.Bus.Adm., B.S. (Northern Arizona University) <i>Human Sciences</i></p>	<p>Wenjie Liu B.Engr. (Hebei University of Technology) <i>Electrical and Computer Engineering</i></p>	<p>Cory Thomas Miller B.S.Mech.Eng. (The Ohio State University) <i>Mechanical Engineering</i></p>	<p>David Alexander Pochik B.S. (University of Tennessee) <i>Physics</i></p>
<p>Emily Anne Koivu B.A., B.S. (Emory University) <i>Physics</i></p>	<p>Jeffrey Ryan Lockwood B.S. (University of Connecticut) <i>Pharmaceutical Sciences</i></p>	<p>Jacob Andrew Miller B.S. Biomed.Eng. (The Ohio State University) <i>Biomedical Engineering</i></p>	<p>Colston Ross Pollard B.S.Mech.Eng. (The Ohio State University) <i>Electrical and Computer Engineering</i></p>
<p>Ayyappa Kolli B.Tech. (Vellore Institute of Technology) <i>Computer Science and Engineering</i></p>	<p>Madison Elizabeth Lowe B.S.Education (The Ohio State University) <i>Human Sciences</i></p>	<p>Saisree Reddy Miriyala B.Tech. (Indian Institute of Technology) <i>Computer Science and Engineering</i></p>	<p>Colston Ross Pollard B.S.Mech.Eng. (The Ohio State University) <i>Mechanical Engineering</i></p>
<p>Erika L. Kraus B.S. (Pennsylvania State University) <i>Agricultural Communication, Education, and Leadership</i></p>	<p>Zitong Lu B.Engr. (Northeastern University) M.S. (East China Normal University) <i>Psychology</i></p>	<p>Rishav Mishra B.Tech. (Sri Ramaswamy Memorial University) <i>Computer Science and Engineering</i></p>	<p>Omkar Vishwanath Prabhu B.Tech. (National Institutes of Technology, India) <i>Mechanical Engineering</i></p>
<p>Allison Katherine Krebs B.S. (Heidelberg University) <i>Anatomy</i></p>	<p>Reann Christine Lung B.S.Mech.Eng. (Ohio University) <i>Biomedical Engineering</i></p>	<p>Parth Ketankumar Modi B.Tech. (Nirma University) <i>Electrical and Computer Engineering</i></p>	<p>Sainath Prasanna B.Engr. (Anna University) <i>Computer Science and Engineering</i></p>
<p>Sonu Kumar B.Tech. (Indian Institute of Technology Roorkee) <i>Chemical Engineering</i></p>	<p>Paul John Lyda II B.S.Weld.Eng. (The Ohio State University) <i>Welding Engineering</i></p>	<p>Emma Jordan Montgomery B.S. (The Ohio State University) <i>Pharmaceutical Sciences</i></p>	<p>Sochiana Ranjit B.A. (College of Wooster) <i>Comparative and Veterinary Medicine</i></p>
<p>Conrad Kuz B.S. (Calvin College) <i>Physics</i></p>	<p>Charles Mace B.S. (University of North Carolina) <i>Physics</i></p>	<p>German Jose Mora Saenz Bachiller (Universidad de Costa Rica) <i>Mathematics</i></p>	

Molly Sarah Raque

B.S. (West Virginia University)
Comparative and Veterinary Medicine

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B.Tech. (National Institute of Technology
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Mechanical Engineering

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Translational Pharmacology

Alyssa Reynolds

B.S.Atms.Sci. (The Ohio State University)
Atmospheric Sciences

Wade Wesley Rich

B.S. (Purdue University)
Biomedical Engineering

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B.S. (Bob Jones University)
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Translational Pharmacology

Shlok Sah

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Physics

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*Integrated Biomedical Science Graduate
Program*

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B.Tech. (Indian Institute of Technology
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Development Economics*

Zachary Richard Shank

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Food, Agricultural and Biological Engineering

Ariana Elizabeth Shannon

B.A. (Capitol University)
Ohio State Biochemistry Program

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B.S.Mat.Sci.Eng. (Case Western Reserve
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Translational Pharmacology

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B.Engr. (Anna University)
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Bachelor's (Amir Kabir University of
Technology)
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B.Tech. (Institute of Chemical Technology)
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M.S. (International Institute Geografic-
Information Science)
M.S. (The Ohio State University)
Civil Engineering

Yixuan Wang

B.S. (Beijing Normal University)
*Agricultural, Environmental, and
Development Economics*

Skye Annah Wanstrath

B.A. (Ohio Wesleyan University)
Human Sciences

Huan Wei

B.S. (University of California)
Food Science and Technology

Jason Scott West

B.S.Pharm.Sci. (The Ohio State University)
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Whitney Morgan Whitted

B.A. (The Ohio State University)
Psychology

Alexandra E. Woo

B.A. (University of Maryland Baltimore County)
D.D.S. (Roseman University)
Dentistry

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Yining Wu

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Development Economics*

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B.S.Elec.Cptr.Eng. (The Ohio State University)
Electrical and Computer Engineering

Hao-Tong Yan

B.A. (Swarthmore College)
Mathematics

Yun Chen Yen

B.S. (National Chi Nan University)
Computer Science and Engineering

Stephanie W. Yencho

B.S. (The Ohio State University)
Pharm.D. (Northeastern Ohio Universities
Colleges of Medicine and Pharmacy)
Translational Pharmacology

Wei-Chieh Yu

B.S.Cptr.Sci.Eng. (National Chiao Tung
University)
Computer Science and Engineering

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B.Engr. (Shanghai Ocean University)
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Electrical and Computer Engineering

Hye Ryeong Yun

B.S. (Korea Advanced Institute of Science
and Technology)
Industrial and Systems Engineering

Shuoyu Zhang

B.Engr. (Jilin University)
Electrical and Computer Engineering

Tianyu Zhang

B.Engr. (Tongji University)
M.S. (Fordham University)
Psychology

Yunan Zhu

B.A., B.S. (Colorado State University)
B.S. (East China Normal University)
*Agricultural, Environmental, and
Development Economics*

Master of Social Work

Jennifer Marie Armbrecht
B.A. (Bowling Green State University)
Social Work

Lindsay Marie Breslin

B.S. (The Ohio State University)
Social Work

Madison Loraine Cahoon

B.S. (University of Kentucky)
Social Work

Emily Dickson

B.S. (University of North Carolina)
Social Work

Hannah Elizabeth Donofrio

B.A. (University of Akron)
Social Work

Bridget Early

B.A. (Western Illinois University)
Social Work

Ashley Danielle Flittner

B.A. (The Ohio State University)
Social Work

Kendal Glandorff

B.S.Soc.Work (The Ohio State University)
Social Work

Selesitila A. Harvey

B.S. (Brigham Young University)
Social Work

Kaithlyn Renee Jones

B.S.Pub.Hlth. (The Ohio State University)
Social Work

Jennifer Lynn Koffeman

B.Appl.Sci. (Siena Heights University)
M.Laws (University of Toledo)
Social Work

Jonida Leka

B.S.Soc.Work (The Ohio State University)
Social Work

Lori Ann Lycans

B.A., M.A. (The Ohio State University)
Social Work

Mary Susan Murphy

B.A. (Miami University)
Social Work

Chance Michelle Parker-Ray

B.A. (The Ohio State University)
Social Work

Samara Mellanie Prystowsky

B.A. (Humboldt State University)
Social Work

Sudarshan Pyakurel

B.A. (The Ohio State University)
Social Work

Madeline Diane Richardson

B.S.Soc.Work (The Ohio State University)
Social Work

Tara Rodriguez

B.A. (North Carolina State University)
M.A. (University of California)
Social Work

Alexis Rose Rogers

B.A. (The Ohio State University)
Social Work

Sarah Ashby Schiller

B.A. (Kenyon College)
Social Work

Mulki Mukhtar Sheick

B.S.Soc.Work (The Ohio State University)
Social Work

Caroline Emma Sippin

B.A. (Brandeis University)
Social Work

Ramona Smith

B.A., M.A. (University of Mary Hardin-Baylor)
Social Work

Daniel Steven Smithberger

B.A. (Capital University)
Social Work

Emily Ann Talbert

B.A. (The Ohio State University)
Social Work

Jastyn Nicole Wallace

Bachelor's (Ohio Christian University)
Social Work

Master of Sports Coaching

Allison Vickie Level

B.A. (University of California)
Human Sciences

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Autumn Semester 2022, as of 5:00 p.m., December 8, 2022, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

College of Arts and Sciences

Dean: David G. Horn

**Dana Renga, Divisional Dean
Arts and Humanities**

**Susan V. Olesik, Divisional Dean
Natural and Mathematical Sciences**

**Ryan D. King, Divisional Dean
Social and Behavioral Sciences**

Bachelor of Arts

- Abdullahi Ali Abdullahi
- Ammar Khalid Suliman Abupakr
- Kenneth Austin Adams
- Tabitha Renee Adkins
Summa Cum Laude
- Mindy Grace Agranoff
Summa Cum Laude
- Khadija Ahmed
- Brandon Alexander Alamo
- Alexandra Grace Albanese
- Sadiya Abdilahi Ali
- Rasha Alrifae
- Joshua Amponsah
Cum Laude
- Adam Christopher Zalewski Anders
- Joseph Randolph Anderson
Magna Cum Laude
- Cameron Anthony Anello
- Tyler Robert Applegate
- Hailey Danielle Arend
- Kayla Marie Arnold
Summa Cum Laude
- Kendra Nana Asamoah Asiedu
- Afia Awan
Magna Cum Laude
- Nolan Montana Babb
- Adam Chanler Baccam
- Larry Tyler Bacon
- Marliyatou Borie Bah
- Lazarina Jakel Baker
- Kayla Banks
- Brandi Bannerman
Cum Laude

- Chick Nasir-Ahmad Barber
- Courtney Lynn Barber
- Allison Marie Barr
- Alexandria Nicole Barrett
- Katelyn Elizabeth Barth
- Natalie Bartlett
Cum Laude
with Honors in the Arts and Sciences
- Jordan Barto
Magna Cum Laude
- Samantha Marie Bartone
- Grace Judith Beaverson
Magna Cum Laude
- Michael Sterling Beechler
- Griffith Osei Bempah
- Mackenzie Nicole Bennett
Summa Cum Laude
- Avery Elisabeth Bennington
Magna Cum Laude
- Madeleine Louise Berezansky
- Daniel Alexander Bernier
- Alessia Renee Bernon
- Gavin Bertaggia
- Hayden Martin Bidinger
Magna Cum Laude
- Cody Austin Boggs
- Katelynne N. Boggs
- Patrick Charles Booth
- Nathan Charles Borg
- Kyle Hunter Borley
- Sasha Borshhev
Magna Cum Laude
- Hannah Boseker
- Emma Marie Bowers
Summa Cum Laude
- Madison May Bowers
Cum Laude
- Sean Michael Bowman
- Dawson John Brehm
- Bryan Christopher Bresky
Cum Laude
- Avery Marie Brewer
Magna Cum Laude
- Morgan Leigh Brewer
- Tricia Joylynn Brewer Diangelo
with Research Distinction in Comparative Studies
- Alexa Leigh Bright
- Matthew Christian Brindisi Thielman
- Benjamin Garry Brown
- Madisynn Taylor Bryk
- Gabrielle Monique Buccino
Magna Cum Laude
- Christian Adrian Buchholz
- Hayden Kaid Bullard
- Maren Yoon Bullock
- Ryan Henry Burke
- Keira Lyn Burkhardt
- Anna Lee Butchko
Magna Cum Laude
- Hope Elizabeth Butler
Magna Cum Laude
- McKynna Paige Byrne
Cum Laude
- Isabel Elizabeth Cabalquinto
- Brandon Lee Cabral
- Parker Marie Caesar
- Qifeng Cai
Magna Cum Laude
- Samuel Raul Camacho
- Hannah Elise Cameron

- Irina Denise Cantos Siemers
Magna Cum Laude
- Emil Carrasco
- Harry Joseph Carroll
Magna Cum Laude
- Lucas Maxwell Carter
with Research Distinction in Earth Sciences
- Paige Carter
Cum Laude
- Ethan James Caruso
- Kylie Rene Casimir
- Riley Rose Castelli
Magna Cum Laude
with Honors in the Arts and Sciences
- Gavin Alexander Cave
- Maddison Elizabeth Chaffin
- Hunter Andrew Chapman
Cum Laude
- Corrine Elyse Chargo
Summa Cum Laude
- Cheng Che
Cum Laude
- Bingpei Chen
- Xiao Chen
Summa Cum Laude
- Xinyi Chen
- Angelo Bao-Kun Chin
- Daniel Wayne Chinn
- Katie Ray Chiodo
- Sunhyun Cho
Magna Cum Laude
- Chimsimidi Paschal-Mary Chudi-Nwankwor
- Jihoon Chung
Cum Laude
- Liana Rose Cirino
Magna Cum Laude
- Danielle Darlene Clady
- Luke Allen Clark
- Adrien Cariton Clarke
- Courtney Lee Clemens
- Michael Christopher Clement
- Kaitlyn Leann Coffman
- Abbey Louanne Cohen
- Jacob Cohen
- Matthew Collier
- Jacob Collins
- Samantha Marie Collins
- Chad Thomas Compton
- Joshua Micheal Comston
- Rebecca Renee Conley
- Evan Matthew Connelly
- Andrew Brian Coogle
- Andrew Joseph Copp
- Madalyn Paige Core
Magna Cum Laude
- Tristan David Corn
- Mitchell Joseph Corson
Cum Laude
- Juan Jose Cortes
- Devan Suzanne Costello
- Kailey Marie Costello
- Casey Patrick Coughlin
Summa Cum Laude
- Grace Zhanara Cousins
Cum Laude
with Honors in the Arts and Sciences
- Daniel Arthur Cowan
- Lindsay Criswell
- Todd Anthony Crowe II
- Emily Anne Croyle
Magna Cum Laude
with Honors in the Arts and Sciences

- Anthony Thomas Cua
- Kristen Nicole Cusick
- Anna Cutno
- Melissa Danner
Cum Laude
- Heather Allison Dantowitz
- Kamryn Leigh Davis
- Kelly Elyse Davis
Magna Cum Laude
- Lawren Davis
- Tyler Vance Deagan
- Kelsey Brooke Deane
Summa Cum Laude
- Blaine Allen Dearth
- Wyatt Deem
- Isabela Victoria DeJesus
- Samuel James Delfino
- Gabriel Jaelen Dent
- Rishi Dhanak
- Hailey Marissa Donatelli
- Kyle Doseck
- Jingxuan Du
Magna Cum Laude
- Samuel Robert Dudley
- Derek Lavar Dukes, Jr.
- Madeline Kennedy Dunlap
Magna Cum Laude
- Griffin Patrick Dunn
- Keane Hunter Dunn
- Brody Sharp Dutiell
Cum Laude
- Mica Rae Dwyer
Magna Cum Laude
- Alexis Noelle Dye
- Ricora Michelle Echols
Summa Cum Laude
- Jacob Alan Eckert
- Abigail Ann Eckman
- Sydney Taylor Edelstein
- Brianna Marie Ellis
- Farihya Abdi Elmi
- N'Keelah E. Elmore
- Sondor Enkhbold
- Lindsay Elizabeth Euans
- Janie Lynn Eyerman
Cum Laude
- Victoria Marie Farley
- Luke Fredrick Fassett
Magna Cum Laude
- Brittany Danielle Fate
- Devin Jermaine Fate
- Nicole Julia Favale
- Brenna Marie Fichtner
- Ramla Omar Fiqi
Magna Cum Laude
- Benjamin Edward Fletcher
- Abigail Elizabeth Ford
- Autumn Grace Forte
- Mitchell Lee Foster
- Blaec Ann Francis
- Zoe Devyn Frazer
Magna Cum Laude
- Lauren Victoria Frericks
- Maggie Theresa Fricker
Magna Cum Laude
with Honors in the Arts and Sciences
- Tyler Friday
- Madison Ashley Gabriel
Cum Laude
- Ruisi Gan
Summa Cum Laude
- Cassandra Garcia
- Nicholas Philip Garofoli

Gary William Gates
 Daniel Philip Gaudio
 Jane Hope Gemellaro
Cum Laude
 Evan Mathieu Gendreau
 Kelsey Ann Gengler
 Joseph Anthony Giangardella
 Brianna Michelle Gibson
 Kathleen Elizabeth Giffin
Magna Cum Laude
 Rachel Anne Giffin
Cum Laude
 Yuchen Gong
 Jeni Elizabeth Gonzalez
 Jacob Alan Good
 Arianna Margaret Goodrich
Summa Cum Laude
 Donald Scott Gower
 Lance Andrew Gower
Cum Laude
 Matthew Broderick Graham
 Sebastian Scott Gravelle
 Cayle W. Greer
 Cole Arthur Griffin
 Jarod Michael Griffith
Magna Cum Laude
 Garrett Michael Grills
 Makayla Elizabeth Grim
Cum Laude
 Lauren Ann Grothaus
 Nathan Carter Grunewald
 Ruiqun Gu
Cum Laude
 Lola Gueguen
Summa Cum Laude
with Honors in the Arts and Sciences
 Joseph Steven Guereña
 Xiaomin Guo
 Elise Marie Gutierrez
 Jordan Elizabeth Haas
Magna Cum Laude
 Elizabeth Hardy
Summa Cum Laude
with Honors in the Arts and Sciences
 Hannah Katherine Harig
 Kiley Nichole Harris
 Zachary Jacob Harrison
 Andrew Kent Harvey
Summa Cum Laude
 Ashlyn Olivia Harvey
 Newton Artemis Harvey
 Zeinab Ibrahim Hassan
 Adam Kurash Hassen
 Jared Tyler Haught
 Daniel Ward Havens
Summa Cum Laude
 Lauren Elizabeth Hayden
Summa Cum Laude
 Hannah Marie Haywood
 Yuchun He
 Sydney Hembree
Cum Laude
 Heriga
 Norma Hernandez-Sarmiento

Nicole Maria Hernandez Encarnacion
 Michelle Leigh Hetherington
 Gina Marie Hill
 Therese Rose Hinkley
Magna Cum Laude
 Sophie Lorayne Hippenmeyer
Magna Cum Laude
 Zoe Catherine Hiss
Magna Cum Laude
 Emily Hlad
 Sarah Kamei Hoffman
Summa Cum Laude
with Honors in the Arts and Sciences
 Julia Anne Hofmeister
 Claire Holland
 Oleksandr Mykolayovych Hordiychuk
Cum Laude
 Cory House
 Benjamin Douglas Howard
Cum Laude
 Hanlin Hu
Magna Cum Laude
 Kevin Lamaur Hughley, Jr.
 Mikori Huma
 Emily Monjed Humeidan
 Molly Elizabeth Hunt
with Research Distinction in Earth Sciences
 Allison Rae Hunter
Cum Laude
 Jack Timothy Hurd
 Triston Hutchinson
 Maria Victoria Ingaramo
Magna Cum Laude
 Julia Madeline Inster
 Christina Marie Intili
 Dakota Peyton Iocco
Magna Cum Laude
 Arianna M. Iosue
Cum Laude
with Research Distinction in History
 Mariah Katherine Iron Necklace
Cum Laude
 Erica Marie Janes
 Alex Jang
 Alison Hayes Jennings
Magna Cum Laude
 Chenhao Jia
 Zhongping Jia
 Zilong Jiang
 Sydney Michele John
 Alana Jordan Johnson
 Audrey Mae Johnson
 Brendan Eugene Johnson
 Christopher Jeremiah Johnson
 Dylan Jared Johnson
 Elizabeth Johnson
 Jazmine Lashae Johnson
 Michael Matthew Johnson
 Nyiana S. Johnson
 Sean G.L. Johnson II
 Ainsley Cheyenne Jones
Cum Laude
 Cameron Robert Jones
 Deja Shaquay Jones
 Rayhana Jones
 William Fredrick Jones
Cum Laude
 Gersam Getahun Jorga
 Lawrence Jung
Summa Cum Laude
 Sanjana Kakollu

Phillip Michael Kalafatis
Magna Cum Laude
 Alimayy Ansu Kamara
 Michael Joseph Kampman
 Dil Kumari Karki
 Angela Rae Kately
 John Francis Kavanagh
 Eyuul Kebede
 McKenna Keir
 Jenna Frances Keller
 Ira Naomi Kennard-Sheldon
Cum Laude
 Mackensy Marlowe Kenner-Aspery
 Tessa Margaret Kenney
 Udhav Kharel
 Alivia Chrissandra Kiefer
Cum Laude
 Carolyn Donal Killgore
 Soo Min Kim
Magna Cum Laude
 Cierra Lasha King
Cum Laude
 Ethan Samuel Klausner
Magna Cum Laude
with Honors in the Arts and Sciences
 Caroline Elizabeth Klette
 Casey Nicholas Klusman
 Gina Rose Kneidel
Cum Laude
 Sophie Kolibas
Magna Cum Laude
 Djene Komara
 Anna Komissarova
 Janie Elizabeth Kopus
Magna Cum Laude
 Delaney Joan Kramer
Summa Cum Laude
 Patrick Thomas Krebs
Magna Cum Laude
 Kylan Elyse Krupa
 Jasmine Kupisch
 Elizabeth Nicole Lambing
 Claire Elizabeth Langhenry
 Amanda Marie Langhurst
Summa Cum Laude
 Hannah Langmeyer
 Kennedy Lauren Latham
 Cyann Lattimore
 Ashley Renee Learned
Summa Cum Laude
 Hannah Lee
Magna Cum Laude
 Holly Noelle Lee
 Daren T. Lehman
 Zachary E. Lerman
Magna Cum Laude
 Ian Paul Leske
 Kyrin Lesley
 Ashtyn Joanne Ley
 Jingyi Li
Summa Cum Laude
 Jinyuan Li
Magna Cum Laude
 Shanshan Li
Magna Cum Laude
 Ava Lichter
 Joseph Cole Linville
 Qining Liu
 Nathan Joseph Locke
 Isaac Allen Loffing

Brydan Thomas Lohr
Magna Cum Laude
 Gabriel Tetley Lomotey
Magna Cum Laude
 Megan Elizabeth Long
Cum Laude
 Sydney Longbottom
 Tyler Longstreth
 Caitlyn Nicole Looby
Summa Cum Laude
 Alonna Christine Lopez
Magna Cum Laude
 Aleksai Raymond Losey
 Siming Lu
Cum Laude
 Alexa Marie Luc
 Samuel Andre Lucas
Summa Cum Laude
 Jared Robert Lucke
Magna Cum Laude
 Shreeyanka Luitel
 Rhiannon Nicole Lupton
Summa Cum Laude
 Caroline Daniele Lux
Summa Cum Laude
 *Joel Antonio Macias
 Megumi Mae
Summa Cum Laude
 Raina Marie Malas
Magna Cum Laude
 Anne Ryan Malone
 Kristina Phetnoi Manivanh
 Abdulrahman N. Mansour
 Asina Grace Marietta
Magna Cum Laude
 Andrew Stephen Markovich
 Claire Elizabeth Martin
 Jose Arturo Martinez Ramos
 Isabelle Rose Masters
Summa Cum Laude
 Taylor Marie Mawer
Magna Cum Laude
 Jonathan Mayes
Cum Laude
 Cara Marie Maze
Magna Cum Laude
 Mitchell Eric McCune
 Taylor Louise McCutcheon
Summa Cum Laude
 Katelyn Marie McKee
 Andrew Steven McManus
 Garrett S. McNally
 Yuntian Meng
Summa Cum Laude
 William Louis Michel III
 Taylor Ayn Mikesell
 Chedo Samuel Milkovich
Magna Cum Laude
 Hallie Noelle Miller
 Isabella Grace Miller
Summa Cum Laude
 Kathryn Claire Miller
Magna Cum Laude
 Luke Timothy Miller
 Noah Matthew Miller-Dakota
 Drew Thomas Mirgon
 Faduma Mohamed
 Hoda Ahmed Mohamed
 Samia Mohamed
 Lauren Moll
Magna Cum Laude
 Victoria Alexandra Mollenkopf
 Caleb Montgomery

*awarded posthumously

David Troy Moore II
 William George Migliore Morgan
 Anna Carine Moses
 Chala Dessalgn Mosissa
 Abigail Moutoux
Magna Cum Laude
 Jessica Nicole Mueller
Cum Laude
 Mariyam Muhammad
 Haley Rochelle Mulcahy
 Kaleigh Ann Murphy
Cum Laude
 Grace Elizabeth Musilli
 Muayad Mustafa
 George Mwangi
Cum Laude
 Scott Nadler
 Samuel Austin Nagle
Magna Cum Laude
 Armin Nariman
 Lisa Elizabeth Nazelli
Magna Cum Laude
 Dylan Cole Neate
 Bryce Nelson
Magna Cum Laude
 Preston Michael Thomas Newkirk
Magna Cum Laude
 Maya Sophia Neyman
Summa Cum Laude
with Honors in the Arts and Sciences
 Joseph William Ng Pack
 Taylor William Nisbet
 Daniel Alan Noll
Summa Cum Laude
with Research Distinction in Psychology
 Chloe Christine Noren
Cum Laude
 Leah Christine Nowe
Summa Cum Laude
 Matt Nuoffer
 Shanell Myia Nutt
 Timothy Donald O'Brien
 Erin Elizabeth O'Connor
Cum Laude
 Kerry Kathleen O'Donnell
 Kyrsten Nicole O'Donnell
 Kayla Marie O'Shelski
 Brandon Waller Oakes
 Sarah Omar
Summa Cum Laude
 Daniel Organ
 Joseph Daniel Orlovski
 Marylynn Andrea Orraca Stewart
 Mackenzie Paige Osman
 Haylee Elizabeth Ottman
 Amber Nicole Owens
 Mackenzie Taylor Owens
 Nicholas Robert Owens
 Francis I. Ozuloha
 Sabrina Maria Paoli
 Kyoung Min Park
 Anna Marie Parker
 Jordan Parrish
 Jane Katherine Parry
Summa Cum Laude
 Liam James Parsons
Magna Cum Laude
 Dipen Dilip Patel
 John Panayiotis Patitsas
Summa Cum Laude
 Cierra Marie Patrick

Daniel Thomas Patterson
Magna Cum Laude
 Emily Marie Pepin
 Katherine Maria Perez-Oviedo
Summa Cum Laude
 Jahir Arturo Perla Corea
 Marcella Ann Perretti
 Jessica Jane Phalen
Summa Cum Laude
 Kiet T. Phan
Cum Laude
 Isabella Jean Pihlstrom
Summa Cum Laude
 Matthew Christopher Pino
 Enis Plavsic
 Katrina Ann Pontius
 Seth Edward Porter
 Adria Elizabeth Powell
 Amirtha Varshini Prabu
Cum Laude
 Kathryn Marie Pratt
Magna Cum Laude
 Tatyana Paige Preston
 Ben Pretzinger
Magna Cum Laude
 Brant Owen Proffitt
 Stephen Pshyogios
 Surya Varma Pukazhenth
Magna Cum Laude
 Alexa Pullman
 Dylan Scott Purdy
 Nicholas M. Puruczky
 Zhongpei Qin
 Catherine Genevieve Quamme
Summa Cum Laude
 Angelica Quezada
 Heather Elise Radcliffe-Koehnlein
Magna Cum Laude
 Madison Michelle Rallis
Summa Cum Laude
 Abby Jane Ray
 Cassandra Carolyn Dawn Ray
Magna Cum Laude
 Madison Lynn Ray
 Abigail Nicole Reed
 Isaiah Quincy Reed
 Caell Megan Reese
Cum Laude
 Katherine Ann Reitter
 Yuxiang Ren
Magna Cum Laude
 Daniel Rich
Magna Cum Laude
with Research Distinction in Religious Studies
 Jack Gregory Richey
 Jesse Lin-nan Riecks
 Ethan Riepenhoff
 Megan Sheila Rioux
 Aliece Grey Risch
 Victoria Raie Rister
 Jenna Renee Rizzo
Summa Cum Laude
 Taylor Zane Roberts
 Camron Andrew Robinson
 Kaira Joy Robinson
Cum Laude
 Rakan Hussein Roda
 Megan Rodas
 Morgan Taylor Rodgers
Magna Cum Laude
 Ciarra Rose Rogers

Joseph Peyton Rogers
Magna Cum Laude
 Vincent Avery Rollins
 Darby Kit Routh
 Julianne Barbara Rowland Miller
 Jessica Inez Routh
 Christine Frances Rutkowski
Magna Cum Laude
 Zachary Sabath
 Jose Eduardo Sabillon Acosta
 Zachary Salinas
 John Sampson
 Nishanth Sanakari
 LeeAnn Sapp
 Divine Sarpong
 Anna Marie Sauer
 Ilyssa Saunders
 Aibek Sazanov
 Molly Elizabeth Schmitz
 Gareth Thomas Schreiner
 Gustav Steven Schuster
Summa Cum Laude
 Abby Claire Schwaderer
Magna Cum Laude
 Alec Braden Schwartz
 Jeremy Denard Scott
 Davina Charlene-Nicole Seaton
 Johnny Sengkhamvilay
 Madison Paige Shackelford
Cum Laude
 Alexander Ryan Shafer
 Zachary Richard Shapiro
Summa Cum Laude
 Aaron Paul Sharp
Magna Cum Laude
 Veronica Lynn Shaw
 Melinda Sierra Shay
 Hannah Nicole Sheets
 Gretchen Shevenaugh
 Zining Shi
Summa Cum Laude
 Alexa Nicole Shin
Magna Cum Laude
 Alaya Simmons
 Jagmeet Singh
 Tagumpay Apacible Sison
 Clayton Lee Sloan
 Haiden Nicole Smith
 Michael Joseph Smith
 Nicklaus Randel Smith
 Saqqira Olivia Smith
Summa Cum Laude
 Luis Smith Alvarado
 Summer Grace Snyder
 Eliana Hannah Schlein Sosin
Summa Cum Laude
 Jenna Kristine Spees
Summa Cum Laude
 Mark Speros
 Suzi Q St. Serpico
Summa Cum Laude
 Elizabeth Claire Stadler
 Andrew William Stallings
 Gage Michael Stanley
 Vincent Stepien
 Rowan M. Stilwell
 Elena Stojanovski
Cum Laude
 Jeffrey Connor Stone

Sufi Haidar Sufi
 Fatim Amalia Binti Suhaimi
 Yifan Sun
Cum Laude
 Justin Tyler Sutherland
 Aidan William Sweet
Summa Cum Laude
 Regan Baylee Swisshelm
 Omar Shemaz Syed
Magna Cum Laude
 Kirsten Renee Talley
Magna Cum Laude
 Yuchen Tang
 Aleatha Monae Terrell
 Jamie Lee Theis
 Hannah Marie Thellian
Magna Cum Laude
 Cora Ashley Thomas
 Kristofer Anthony Thomas
 Alexander Case Thompson
 Andrew Frederick Thompson
 Samuel Thompson
 Tyler Michael Thornton
 Shuo Tian
Cum Laude
 Ana Victoria Toribio
 Lourdes Milana Torres
 Robrick N. Trinity
 Sarah Rose Trombetti
Summa Cum Laude
 Dylan Tulloch
Magna Cum Laude
with Honors in the Arts and Sciences
 Aairyana Lovlie Monique Turner
 Cole Murphy Tysinger
 Connor Stephen Underwood
 Lydia Susan Unklesbay
Cum Laude
 Sofia Urbaniak
Magna Cum Laude
 Mozie Ann van Raaij
 Joshua Vanecko
 Andrew Charles Vasulka
 Corbyn Griffin Vawter
 Molly Hennessy Vincent
Cum Laude
 Alexis Marion Visser
 Angela Volcensek
Summa Cum Laude
with Research Distinction in History
 Olivia Erin Voorhies
 Emily Wagner
Magna Cum Laude
 Guoquan Wang
Cum Laude
 Anne Rose Ware
 Zelma Ong'Injo Wasao
Magna Cum Laude
 Bryn Eifion Watkins
 Cheyenne Mae Watkins
 Riley Anne Weaver
 Zachary Dennis Weaver
 AJ Weber
 Grace Elizabeth Weems
Summa Cum Laude
 Zachary Welly
Magna Cum Laude
 Robert Jeffrey Wetmore II
 Nicholas Kevin Whaley
 John Francis White
 Dakota Nicole Whittington

Scott W. Wilder
Grace Will
Carter Williams
Devin Patrick Williams
Michael Anthony Williams
Sydney Williams
Emily L. Williamson
Lawrence Kim Williamson II
Ashlyn Nicole Wilson
Cum Laude

Brayanna Jean Wilson
Emma Catherine Winn
Hali Jordan Woken
Imani SaMone Womack
Summa Cum Laude

Addison Elizabeth Wood
Magna Cum Laude

Zachary Cole Woofter
Ryan David Wright
Summa Cum Laude

Tajah Marie Wright
Shuyang Wu
Magna Cum Laude

Zhenbo Wu
Summa Cum Laude

Emma Rose Wurst
Magna Cum Laude

Guangan Xu
Summa Cum Laude

Andrew George Gordon Yakubik
Boyang Yan
Zijun Yang
Brian Anthony Yannone
Cum Laude

Zetao Yao
Nharee Tiffany Yoon
Summa Cum Laude

Alexander Armani Young
Kingsley Bradford Young
Weiheng Yu
Xingyi Yu
Cum Laude

Noor Zaki
Ethan James Zaller
Cum Laude

Chuqi Zhang
Magna Cum Laude

Lewen Zhang
Cum Laude

Ruidong Zhang
Shirley Chi Ching Zheng
Wenhan Zhou
Magna Cum Laude

Annabelle Zile
Cum Laude

A.J. Zippay

Bachelor of Arts in Journalism

Kyle James Bucklew
Denise Lashaun Cameron
Cum Laude

Meron Desta
Andrew J. Horne
Paris Johnson
Mariyam Muhammad
Michael Nicholas Napolitano
Brody Anthony Serravalli

Bachelor of Fine Arts

Madeline Lisa Denman
Cum Laude
with Distinction in Dance
Summer Christine Dobrava
Cum Laude

Kaily Selena Drake
Summa Cum Laude

Maria Annette Fritsch
Magna Cum Laude

Amanda Mingshuan Hsieh
Abigail Lee Kreider
Laura Ann Kruczynski
Jessica Katherine Lieber
Cum Laude

Olivia Ying Luo
Summa Cum Laude

Xinhe Lyu
Sifei Miao
Shawn Middle Novak
Rachel Nicole Smith

Bachelor of Music Education

Nicholas Anand Berkebile
Magna Cum Laude

Ruth Ann Bonnice
Ryan Christopher Burdick
Noah William Jockett
Mathew Cory Kinnear
Summa Cum Laude

Bachelor of Science in Atmospheric Sciences

Ethan Mangette
Magna Cum Laude

Bachelor of Science in Geographic Information Sciences

Amine Ait Helal
Brandon Scott Brown
Logan Timothy Brust
Sophie Renae Gallucci
Magna Cum Laude

Rebecca Arien Hamman
Jamie Lee Hodge III
Rebecca Ann O'Keeffe
Victor Ugochukwu Okafor
Khalid Yusuf

Bachelor of Science

Mohamed Haider Abdi
Cum Laude
Aisha Abdawahid Abdullahi
Moizah Ahmad
Cum Laude

Julie Sophia Marie Ahrens
Summa Cum Laude

Aditi Ashish Akolkar
Summa Cum Laude

Logan Aldrich
Ahmed Muaiad Alfaysale

Sara Alqasem
Colin Amirault
Virginia Elizabeth Anderson
Semuede Andreis
Maya Francine Archambault
Chandler Ashman
Summa Cum Laude

Isabella Anna-Lisa Aviles
Cum Laude

Samir Balraj
Cum Laude

Jarrett LeCount Bates
Parker Lee Bauman
Magna Cum Laude

Rithika Bayipati
with Honors in the Arts and Sciences

Catherine Alexandra Beavers
Magna Cum Laude

Devanshi Jayesh Bhavsar
Summa Cum Laude

Ayat Iman Bhutta
Luke Biancalani

Victoria Boals
Cum Laude
with Honors in the Arts and Sciences

Jacob Caylor Bolton
Nicola Bonderer

Emma Mary Brackman
Magna Cum Laude

Maria Bradbury
Cum Laude

William Albert Branch
Dylan James Brown
Kali Lane Bruns
Summa Cum Laude
with Honors in the Arts and Sciences

Isabella Catherine Bryan
Dane Andrew Bryant
with Research Distinction in Earth Sciences

Noah Paul Bungart
with Research Distinction in Astronomy and Astrophysics

Sophia Mae Ahn Buskirk
Magna Cum Laude

David Boyuan Cai
Magna Cum Laude
with Honors in the Arts and Sciences

Linna Cai
Cum Laude

Xinchen Cai
Roberto Calderon Gutierrez
Justin Matthew Campbell
Kori Lynn Campbell
Garrett Leeland Carr
Riley Rose Castelli
Magna Cum Laude
with Honors in the Arts and Sciences

Samantha Marie Castelli
with Honors in the Arts and Sciences

Anna Chen
Xinyi Chen
T-Kern Cheng
Cum Laude

Brittany Leanne Christmas
Cum Laude

Katherine Elizabeth Clark
Magna Cum Laude
with Research Distinction in Molecular Genetics

Taylor Bree Anne Clift
Jamie Dabis
Samantha Jane Dalton
Angela Hsung Dang
Arijit Das

Joel Jason David
Cassandra Marie Davis
Magna Cum Laude
with Research Distinction

Taylor Faith Dawson
Eliane Suzanne de Jong
Summa Cum Laude
with Honors in the Arts and Sciences

Zachary Ramon de Mesa
Shana-Monique De Wet
Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Neuroscience

Joshua Deffenbaugh
with Honors in the Arts and Sciences
with Honors Research Distinction in Microbiology

Veronica Dellerba
John Kenneth Demos
Magna Cum Laude

Roderick Myron Devaraj
Lezhi Ding

Nicholas Matthew DiSanto
Summa Cum Laude

Runxian Du
Magna Cum Laude

Maggie Kathryn Dunlap
Summa Cum Laude

David Durban
Magna Cum Laude

Cameryn Elisabeth Dyer
Magna Cum Laude

Kiara Renee Eby
Rawan Ghassan Eldadah
Summa Cum Laude

Kerri Lynn Ellerbrock
Summa Cum Laude

Kathryn Grace Ezell
Spencer Farthing

Jordan Anthony Fernald
Magna Cum Laude

Deanna Joy Fiejdasz
Caleb Taylor Fine
Cum Laude

Samantha Joy Flanagan
Summa Cum Laude

Jordyn Baillie Foos
Cum Laude
with Honors in the Arts and Sciences

Emily Kathrine Frank
Wenjin Fu
Cum Laude

Brendan Anthony Gagnon
Summa Cum Laude

Leeling Patricia Gannon
Julio Cesar Garcia
Summa Cum Laude

Elizabeth Rose Geil
Magna Cum Laude

Jacob Spencer Gerken
Magna Cum Laude

Abigail Joy Gerty
Cum Laude
with Honors in the Arts and Sciences

Morgan Sylvia Gillespie
Summa Cum Laude

Joseph Anthony Glodick
Emma Kathryn Goldean
Gardenia Gomez
Cierra Annalise Gonzales
Arianna Margaret Goodrich
Summa Cum Laude

- Orla Catherine Goss
Magna Cum Laude
- Isabella Jordan Gray
Cum Laude
- Lucas Donald Grieshop
Cum Laude
- Tingwei Guan
Summa Cum Laude
- Varshini Guhan
with Honors in the Arts and Sciences
- Emmanuel Boateng Gyasi
- Colton Michael Haas
- Carlton M. Hadebe
- Kayla Marie Hamm
Cum Laude
with Honors in the Arts and Sciences
- Ethan Hamp
Magna Cum Laude
- Sarah Evelyn Haskins
Cum Laude
- Ikram Hassan
- Kaden Nathan Havener
- Jenna Hays
Magna Cum Laude
- Jialin He
Magna Cum Laude
- Christian Combs Henderson
- Kyle Henderson
- Nicholas Hess
- Destiny Denise Hill
- Hudson Hill
- Abigail Hilvers
- E. Broderick Lloyd Hinton
- Hunter Hires
- Madison Kay Hitzeman
Magna Cum Laude
- Rachel Catherine Holland
Cum Laude
- Seth Richard Holway
Summa Cum Laude
with Honors in the Arts and Sciences
- Brittany Anne Hoopingartner
Magna Cum Laude
- Richard Lee Hrycyk
- Irene Hsu
- Ricky J. Hsu
Magna Cum Laude
- Eric Scott Hutmiere
Cum Laude
- Ayat Ibrahim
- Roosmiin Isaaq Ibrahim
- Piotr Antoni Ignatik
Cum Laude
- Ruby Im
- Nowshin Islam
Summa Cum Laude
- Shrenik Jain
Cum Laude
- Ismahaan Jafar Jama
- Alison Hayes Jennings
Magna Cum Laude
with Research Distinction in Biology
- Abby Ray Johnson
Cum Laude
- Madelyn Mae Johnson
Magna Cum Laude
- Anna Elizabeth Jones
- Michael Joo
Cum Laude
- Souadou Doussou Kaba
- Jade Kajatroka
- Patrick Kakungulu
- Jasdeep Singh Kang
Summa Cum Laude
- Smayan Kapur
- Zachary Joseph Kasson
- Ana Kasumova
with Honors in the Arts and Sciences
- Asish Katta
Magna Cum Laude
- Sukhleen Kaur
Cum Laude
- Hannah Kathleen Keffler
Cum Laude
- Carlee Adelaide Keller
- Sebrina Kempf
- Alyssa Kim
- Ja Young Kim
- Pearl Kissi
- Sally Katherine Kolp
Cum Laude
- Anne Marie Koppenhoefer
Magna Cum Laude
- Tyler Kotaka
- Alexandria Mae Kreuser
Cum Laude
- Hassan Lamei
- Zoe Katherine Lawler
Cum Laude
- Kenneth Kah Chun Lee
- Sela Leng
- Joshua Robert Lenk
- Amoni Simone Lewis - Hughes
- Ang Li
Summa Cum Laude
- Dailin Li
Summa Cum Laude
- Hejing Li
Magna Cum Laude
- Wuge Li
- Yang Li
Summa Cum Laude
- Yiran Li
- Hongzhen Liang
Magna Cum Laude
- Lillian Grace Lin
Magna Cum Laude
with Honors in the Arts and Sciences
- Shengyu Lin
- Gabrielle Nicole Lindenmayer
- Zhi Ling
- Hongxi Liu
- Jinghao Liu
- Jingyi Liu
- Lijia Liu
Cum Laude
- Ryan Christopher Lodter
- Israel Francisco Lorenzana
Cum Laude
- Haoran Ma
Magna Cum Laude
- David William Mahan
- Hassan Mansaray
- Ryan Thomas Mark
Magna Cum Laude
- Layne Boyd Marshall
- Ky Griffith Mattingly
- Anna Maria Matzko
Magna Cum Laude
- Allison Joy McAdams
Magna Cum Laude
with Honors in the Arts and Sciences
- Jenna Elizabeth McCloskey
Summa Cum Laude
- Jayden Astraeus McGreer
Cum Laude
- Abdelrahman Nasser Megahed
- Aaron James Meixner
Cum Laude
- Leah Michelle Melchior
Magna Cum Laude
- Hannah Nicole Miller
- MacKenzie Elise Morton
- Brandon John Mowery
- Matthew Keith Moye
- Dayna Murati
Cum Laude
- Michael Victor William Nahhas
Cum Laude
- Phi Hoang Nguyen
- Martha Edison Niles
Magna Cum Laude
- Erin Elizabeth O'Connor
Cum Laude
- Riley Olivia Ogrean
Summa Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Molecular Genetics
- Natalie Olsen
- Eva Osorio-Sanders
Cum Laude
- Ashleigh Otto
- Jeffrey David Outcalt
- Pranav Padmanabhan
Magna Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Geography
- Corinne Parker
- Elijah Devon Parker
- Joshua Aaron Parker
Magna Cum Laude
- Sierra Alexis Parsons
Magna Cum Laude
- Maitri Patel
Magna Cum Laude
with Honors in the Arts and Sciences
- Tirthkumar Hiteshbhai Patel
- Ameya Gunendra Patil
Summa Cum Laude
with Honors in the Arts and Sciences
- Matthew John Patterson
Magna Cum Laude
- Alina Josephine Pecci
Summa Cum Laude
- Zhenke Peng
- Anthony Charles Petrella
- Haley Sutida Phillips
- Isabelle Rose Phillips
Cum Laude
- Caroline Elizabeth Pier
Magna Cum Laude
with Honors in the Arts and Sciences
- LeAnn Carmen Pieri
Summa Cum Laude
with Honors in the Arts and Sciences
- Christian Boyd Pool
- Jacob Benjamin Powell
Magna Cum Laude
- Jiaming Qu
Summa Cum Laude
- Amanthi Nisalka Ranatunga
Magna Cum Laude
- Anagha Rameshwarabandi Rao
- Corey Allen Reed
- Cindy Ren
Cum Laude
- Yuxiang Ren
Magna Cum Laude
- Alana Grace Reske
Magna Cum Laude
- Jacob Rich
- Jordyn Lynn Richardson
- Joshua Charles Riebe
- Allen Jeffrey Robinette
Cum Laude
- Alayah Simone Robinson
- Peter Daniel Rollins
- Justin Bryan Rooks
- Delaney Mae Rotterman
- Zehong Ruan
Magna Cum Laude
- Nevin Mohan Sachar
- Nicole Claire Sammons
with Research Distinction
- Luca Cameron Sanchez
Summa Cum Laude
- Hannah Marie Santantonio
- Andrew Robert Sarmir
- Alexis Rocchio Sauer
Magna Cum Laude
- Aidan Lane Sauls
Magna Cum Laude
- Noah Thomas Sawyer
- Ryan Michael Scantland
Cum Laude
- Alyssa Victoria Schantz
- Jenna Shalash
Magna Cum Laude
- Ashley Lauren Shamp
Summa Cum Laude
- Jianxin Shen
Cum Laude
- Chase Robert Shiells-Webb
- Ian Andrew Shiells-Webb
- Christine Shih
Magna Cum Laude
- Joseph Shih
- Andrew Roy Shisler
- Matvey Mikhailovich Shmukler
Summa Cum Laude
- Savannah Qingxuan Shuai
Cum Laude
- Shalvi Shubham
- Adam Christopher Shuler
Summa Cum Laude
- Devin Singh
- Alexander Peterson Smith IV
Magna Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Molecular Genetics
- Lily Olivia Rose Smith
- Samual Alan Smith
Magna Cum Laude
- Mallory Reanne Snyder
- Scott Allen Sommers
- Tingang Song
- Charlee Rose Sparr
Cum Laude
- Inaya Himani Spradley
Magna Cum Laude
- Praghatha Srikantan
Summa Cum Laude

Prahadish Srinivasan
 Athena Irene Stamos
Cum Laude
 Emily Ann Steele
 Severon Spencer Sterling
Cum Laude
 Julia Elizabeth Stoffiere
Cum Laude
 Nicholas Avery Streicher
 Jacqueline Noel Stroup
 Jeremy Lev Sussman
 Rita Madison Suzawa
Summa Cum Laude
with Research Distinction
 Ali Tahanpour Ardakani
 Caitlin June-Marie Taliaferro
 Qi Hao Tan
 Zhiping Tang
Magna Cum Laude
 Ran Tao
Cum Laude
 Jamal Anthony Taylor
 Michael Edward Taylor II
 Natnael Rezene Tewelde
 Liam Xavier Thacker
 Zachary Edward Thomas
Cum Laude
 Collin Todd
Magna Cum Laude
 Ethan Michael Trenka
 Rong Tuo
 Clark Anthony Van Lieshout
Magna Cum Laude
with Honors in the Arts and Sciences
 Eleni Maria Volas
 Roger Caleb Wagner
 Rachael Eileen Waite
Magna Cum Laude
 Paxton K. Waits
Cum Laude
 Fan Wang
Magna Cum Laude
 Jianxiang Wang
 JiaZhi Wang
 Jingyi Wang
Cum Laude
 Qihang Wang
Cum Laude
 Zoe Watson
 Caroline Gracie Watts
Magna Cum Laude
with Honors in the Arts and Sciences
 Christine Welder
 Carli Marie Werner
Magna Cum Laude
 Jana Sophia Wheat
 Elizabeth Ann Whetstone
Magna Cum Laude
 Chase Whitehair
 Fauna Whitesell
Cum Laude
 Nathaniel James Williams
Cum Laude
 Jarrett Michael Carl Wilson
with Research Distinction in Biochemistry
 Conor Lennon Wince
Summa Cum Laude
 Dax W. Woodruff
 Sydney Elizabeth Wurth
Summa Cum Laude
 Difan Xiong

Xianlong Xu
Magna Cum Laude
 Shuqi Xue
Magna Cum Laude
 Jiaxin Yang
Magna Cum Laude
 Lixi Yang
Cum Laude
 Ruochen Yang
 Xuemeng Yang
 Linnan Yu
 Yue Yu
Cum Laude
 Ximing Yuan
Magna Cum Laude
 Yaoyi Zeng
 Songcheng Zhang
Magna Cum Laude
 Ting Zhang
 Xiaoya Zhang
 Yan Zhang
Summa Cum Laude
 Yiwen Zhang
Cum Laude
 Yuxuan Zhang
 Ziyi Zhang
Magna Cum Laude
 Qidong Zhao
 Yongfang Zhao
 Wenhan Zhou
Magna Cum Laude
 Yawen Zhou
Magna Cum Laude
 Siyuan Zhu
Cum Laude
 Ziyi Zhu
Cum Laude

Associate of Arts

Karmel Muhammad Abdulhafiz
 Abraham Dibu Abera
 Madison Elizabeth Abt
 Alexis Achor
 Lydia Ann Ackerman
 Elizabeth Decora Rose Adams
 Matthew David Adams
 Mayra Aguirre Lugo
 Badriya Mohamed Ahmed
 Zarek Aaron Ahmed
 Anas Al homsi
 Bahja Osman Ali
 Omolkar Osman Ali
Cum Laude
 Mustafa Hayder Aljuboori
 Abbey Nicole Ambroza
Summa Cum Laude
 Legend Andoh
Magna Cum Laude
 Azra Rejwana Antara
 Rachel Renee Antauer
 Evan Scott Arnold
 Paige Abagail Artz
 Avery Lauren Austin
Cum Laude
 Temidayo Kabiru Babarinsa Aderibigbe
 Issaga Bah
 Jacob Alexander Bandong
 Binta Barry

Jacqueline Anne Beaver
Cum Laude
 Dustin L. Belcher
 Kade Belmer
 Savannah Grace Benedetti
 Varun Bhardwaj
 Hannah Black
Cum Laude
 Lucas Blaufuss
 Carrie Ann Boak
Magna Cum Laude
 Korey Bosart
Magna Cum Laude
 Matthew Wayne Bowling
 Hope Bowman
 Emily Nicole Braunstein
 Jaret Ryan Bricely
 Charles David Britt
 Leanne Marie Brown
Cum Laude
 Tori Nicole Buggert
 Madalyn Michelle Bunjevack
 Alana Grace Burkhardt
 Tajay Burton
 Alejandro Cabungcal
 Aiden Parker Cannon
 Kevin Cardoso
 Garrett Leeland Carr
 Arielle Castle
 Faith Morgan Cellar
 Catherine Cervantez
 Eleanor Lavelva Chandler
 Nathan Russell Chapman
 Krosbi Ryne Clark
Magna Cum Laude
 Piper Marie Clark
Summa Cum Laude
 Samantha Nicole Cleveland
Magna Cum Laude
 Nicole Rene' Cline
Cum Laude
 Rylee Eryn Closser
 Sydney Renee Cogar
Cum Laude
 Evan Tobias Cohen
 Jennifer Marie Coleman
 Michelle Coleman
 McKinsey Marie Collins Hall
Cum Laude
 Delaney Conley
 Breonna Renee Cook
 Nicole Danielle Cornelius
 Abigail Marie-Anne Costides
 Miranda Isabella Cotto
 Emily Jean Coutts
 Jackson Thomas Crawford
Cum Laude
 Emily Grace Cuffaro
 Aissatou Dabo
 Diana Daneile Darkoaa
 Eliana Dean
 Parker Reed Deering
 Christian J. DeFine
 Savanna Rae'Chelle Deibert
 Emma Deitering
 Jacob Paul Denney
 Mati D. Desissa
 Ganga Dhital
 Mamadou M'Bello Diallo
 Maimouna Dieng
 Linh Ngoc Do

Edward Clyde Doerring
 Alaura Joyce Dowe
 Austin John Dues
Cum Laude
 Hannah Elizabeth Duncan
 Tej Dunganani
 Alexis A. Dwyer
 Lucas Elijah Ebert
Cum Laude
 Jared Wesley Ellis
 Isabel Khotan Emadi
 Toree Enderle
 Meredith Marie Engelke
 Jacob Daniel England
Cum Laude
 Zachary Ernest
Cum Laude
 Madison Adora Euton
 Natalie Ann Ewing
 Sydney Amelia Eyerly
 Isabel Maria Falbo
 Leah Nichole Fanello
 Mason Walter Faux
 Noelle Janai Ferguson
 Eve Figueroa
Cum Laude
 Danielle Jaymz Fink
Cum Laude
 Nathan Wyatt Fliger
 Claire Elizabeth Ford
 MacKenzie Rochelle Foss
 Brandon Jermaine Foster
 Joseph Anthony Frate
Magna Cum Laude
 Eliza Lorelei French
 Lydia Eileen Marie Fritter
 Jaxon Thomas Fulwider
 Madeline Galloway
 Tyler Alan Garner
 Olivia Rose Garr
 Alanna Meredith Garver
 Madison Jean Geiger
 Kacie Marie George
Magna Cum Laude
 Joshua Wayne Gerda
 Niisa Elylah Gilbert
 Alaska Jennie Gilmore
 Evan Miller Gitt
Magna Cum Laude
 Kelly Marie Godfrey
Cum Laude
 Sydnee Kae Golden
 Chloe Jane Xiao Goldsberry
Cum Laude
 Evan Gongwer
 James Everrett Goodall
Cum Laude
 Leah Elizabeth Grieco
 Hanna Elizabeth Grover
 Hobo Gudeta
 Nathaniel Allen Hall
 Elijah Kenneth Hammer
 Haylie Grace Hamons
 Kimberly Lynn Hardison
Cum Laude
 Ryan Michael Hardy
 Shekinah G. Harmon
 Marcella Mae Harper
 Megan Elizabeth Harper
 Keely Marie Harra

Ashtin Hart
Cum Laude
Layne Hart
Magna Cum Laude
Regan Kennedy Hartz
Rayan Hassan
Taylor Nicole Helbig
Emily Loraine Hendrickson
Drew Michael Henery
Thaddeus Eugene Hensel
Sharmarke Hersi
Bailey Brianna Hill
Jenna Jolan Hill
Magna Cum Laude
Justin Thomas Hill
Rhett Hobbs
Cum Laude
Sydney Brook Hooker
Jennifer Jane Hopton
Robyn Nicole Horison
Ryan Douglas Huneck
Ayat Ibrahim
Magna Cum Laude
Autumn Rachel Imhoff
Amier Jaber
Stephanie Dawn James
Gavin Chase Jean
Jansen Daniel Jenkins
Heath Gustaf Johnson
Cum Laude
Noel Peter Johnson
Spencer Wesley Jones
Trevor Jones
Montserrat Juarez
Cire Mariama Kaba
Anna Kanoski
Matthias Kaylor
Magna Cum Laude
Sydney Rose Kelley
Leah Elizabeth Kenne
Haben Belay Kidanemariam
Victoria L. Kilpatrick
Brian Clifton King
Daniel Bismarck Kishler
Alexandrea Francis Kitzmiller
Benjamin Mark Klaethn
Chris Albert Knoth
Michael Francis Knox
Seth Myron Kohli
Dana Kelly Kozan
Katarina Martha Kozlowski
Lauren Jessica Kucharski
Belinda P. Kumi
Taylor Kunkel
Jarod Allen Kurfiss
Noah Patrick LaCommare
Braden Andrew Ladd
Courtney Kayla Landin
Cum Laude
Tara Colleen Lang
Rebekah Large
Kennedy Lauren Latham
Mya Shay Lepley
Danielle Lynn Levi
Reuben Lovinsky
Hanna Louise Lucas
Diana Violeta Lugo-Garza
Magna Cum Laude
James Henry Magoun
Magna Cum Laude
Joshua Connery Marek

Takezeionna Marsh
Hope Erin Martin
Kayla Lynn Martin
Lila Mattaridi
Caisha Maxamad
Elizabeth Grace Mayton
Summa Cum Laude
Tadiwanashe Mazivanhanga
Madison Taylor McAlear
Lauren Michelle McCarron
Blair Duncan McClenathan
Magna Cum Laude
Aidan McClure
Kaylee Dawn McCormick
Michael Richard McDaniel
Samantha Ann McDonald
Summa Cum Laude
Orin Craft McElroy
Zoe Marie McGowan
Cum Laude
David James McKeag
Lauren Elizabeth McKinney
Mackenzie Sharon McLean
Collin Michael Meadows
Garth Austin Medors
Jason Kulukpolley Mensah
Clarisseanna Mercer
Alivia May Merkel
David Michael Messmer
Dylan Miller
Trey Evan Miller
McKenzie Claire Milligan
Magna Cum Laude
Noah Andrew Mines
Thierry Jude Mirville
Kristen Nicole Mitchell
Magna Cum Laude
Julie Mlynek
Sumaya Abdinur Mohamed
Amin M. Mohammed
Bethany Lynn Montey
Chancellor Killian Montgomery
Kiarah Moody
Grace Moore
Kelsey Ann Moore
Jaida Leondrea Moorer
Alyssa Paige Moran
Meghan Moran
Tahlayah Monet Morrow
Peyton Moyler
Morgan Jane Murphy
Zane Thomas Nelson
Ian Andrew Newcomer
Mandolyn Newell
Shayna Newsom
Grace Nyamungusha
Alexandria Nicole Oates
Taylor Denise Obenour
Cum Laude
Eric Richard Oberholtzer
Ali Omar Omar
Hunter Gabriel Opheim
Ashley Nicole Overs
Kacie Rose Pappas
Cum Laude
Trew Samuel Papuga
Harshil Patel
Vaansh Patel
Kaitlynn Marie Pfeifer
Rachel Phillips
Tyron James Pickens
Jacob Matthew Pierce

Connor David Pooley
Isabella Denise Porfeli
Ethan Hudson Porter
Victoria DeAnna Pounds
Jarrod Douglas Queen
Sydney Morgan Ray
Madison Reed
Maxwell Aaron Renner
Hudson Gregory Reuter
Jordan Elijah Rhodes
Caleb Allen Richardson
Magna Cum Laude
Emily Alexandria Richardson
Randall David Rickel
Rosario Da'Quan Riggs
Ashley Nicole Risher
Summa Cum Laude
Rachel Annabelle Ritzhaupt
Magna Cum Laude
Corey Ramar Roach II
Clare Christine Robertson
Coral Robinson
Cristian Robinson
Maggie Lou Rohrer
Samantha Renae Roth
Cum Laude
Ayana Majesta Rowe
Cum Laude
Rain Ruffin
Eduardo Sanchez
Lesly Lilibeth Sanchez
Yadira Sanchez
Thryambika Sankarraman
Kelsy Santana
Maya Samir Sara
Candace Schneider
Lydia Anne Schramm
Jeremiah Vaughn Schultz
Mary S. Schwartz
Aminata Seck
Emma Katrine Senter
Joseph Sexton
Omar Mohamed Shaaban
Cassandra Ellen Shafer
Omar Shalash
Brennan Fitzpatrick Shanesy
Savanna Nicole Sheppard
Cum Laude
Evan Thomas Shook
Rehna Renee Shook
Benjamin Noah Shutts
George James Sicaras
Jaden Sickmiller
Alec Sifferlin
Cum Laude
Colton Brasher Skal
David Smith
Kylie Smith
Nasrin Leila Khaleel Smith
Summa Cum Laude
Rachael LeeAnn Smith-Yates
Cum Laude
Isabella Katherine Snider
Olivia Mae Shuang Spiegel
Layne Joseph Stephens
Gabrielle Cate Stern
Allison Marian Stith
Cheyanna Marie Straight
Magna Cum Laude
Naomi Kristine Strickland
Mathias Nathaniel Swackhammer

Jay Alan Swainhart
Emma Ruth Swartz
Cum Laude
Logan Garrett Tackett
Alyssa Jane Thompson
Nathan David Thompson
Allison Marie Thornberry
Summa Cum Laude
Ruby Joy Tracy
Magna Cum Laude
Keith Michael Travis
Joshua Everett Turner
Abigail Grace Twaddell
Noah Alexander Uirey
Aspen Lee Vatke
Jitesh Vidhani
Colin Michael Voorhis
Alison Rose Walker
Heather Lynn Walsh
Angelina HaeLee Wandzel
Cum Laude
Kyle Spellman Ward
Cole Isaac Warman
Alizah Jevon-Keith Watson
Cum Laude
Nathaniel Evan Webster
Nicholas James Welsheimer
Grant Westfall
Erica Danae Westfield
Mary Kate Whalen
Cum Laude
Jacob Michael White
Stephanie Nicole White
Elizabeth Caymen Wichterman
Aegeas Bach Wiertel
Isaiah Amaru Wilford
Cum Laude
Dajia I. Williams
Jacqueline Rose Williams
Kirstie Wilson
Sarah Ashlynn Wilson
Magna Cum Laude
Samantha Wint
Nicholas Anthony Wunderlin
Lance Kevin Wyatt
Samuel Ray Wyne
Cum Laude
Ebony Mae Wynn
Ciera Elizabeth Yamarick
Magna Cum Laude
Katelyn Noel Yoder
Abdulrahman Ahmed Youssef
Kyle Rhodes Yuhas
Kymtra Palmera Zahn

The Max M. Fisher College of Business

Dean: Anil K. Makhija

Bachelor of Science in Business Administration

Mohammad Abdelqader
John Theodore Achkar
Julia Aeppli

Magna Cum Laude

Parinaz Aga
Cum Laude

Matthew Agriesti
Jacob Aaron Aidlen
Summa Cum Laude

Evan Robert Akers
Magna Cum Laude

Daniel Edward Alexander
Ahmed Burhan Ali
Toni Jo Allen
Iman Hakim Alwani
Armonie Andrews
Amal Anwar
Caleb Chandler Argyle
Parker Maxwell Ashley
Reese Andrej Babuder
Paul Bacher
Yasir Shahriyar Baig
Ashley Suzanne Baird
Summa Cum Laude

Suman Bajagai
Luke Walters Ballard
Magna Cum Laude

Austin Parker Barok
Magna Cum Laude

Tyler Joseph Barone
Jack Bartucci
Magna Cum Laude

Nicholas Gregory Baumer
Nicholas Brian Bautsch
Cum Laude

Jared Thomas Bedlion
Summa Cum Laude

Isaac Belcher
Magna Cum Laude

Nicholas Kris Berry
Priya Kaur Bhattal
Kayden Elizabeth Birney
Nathan Riley Blum
Cum Laude

Nadine Cantano Bocian
Cum Laude

Reid Nicholas Bondy
Magna Cum Laude

Cole Palmer Borowitz
Cum Laude

Mason Raymond Bowers
Cum Laude

Amy Page Brahler
Loren Lee Brimage
Keith R. Broermann
Summa Cum Laude

Hudson Tyler Brown
Matthew Cole Burns
Gabriella Elizabeth Calleri
Cum Laude

Molly Olivia Calvert
Tyler Matthew Camerucci
Natalia Bryanna Campos
Nina Mikela Carifa
Magna Cum Laude

Qiong Chen
Summa Cum Laude

Yuxiang Chen
Magna Cum Laude

T-Kern Cheng
Cum Laude

Kelie Cheung
Gabriella Christoff
Philip Matthew Chu

Hunter Christopher Ciberek
Magna Cum Laude

Chase Douglas Coady
Caroline Rose Coburn
Spencer Hart Cogan
Mason Tod Coleman
Cum Laude

Matthew Warren Cooper
Olivia Annette Corder
Meredith Ann Covault
Bryan Edward Cox
Cum Laude

Jordain Elizabeth Craig
Frank Raphl Crisafi II
Autumn Marie Crum
Summa Cum Laude

Jordi Daniel Cuaulte
Andrew Thomas Cuellar
Tyler David Cummin
Summa Cum Laude

Kyler Matthew Cummins
Summa Cum Laude

Ismail Noorgul Dada
Cum Laude

Ryan Nicholas Dadich
Ryan James Dahlinghaus
Nathaniel John Dahnke
Luke Allen Dargay
Chuanxue Deng
Magna Cum Laude

Jack James DeSantis
Amanda Diane Dillon
Cum Laude

Alexander Robert Dobrowsky
Mason Michael Anthony Doll
Thomas Andrew Dover
Magna Cum Laude

Christopher Thomas Dowling
Magna Cum Laude

Rayanna Monet Drafton
Yufan Duan
Cum Laude

Joseph Aaron Dutton
Magna Cum Laude

Alexander Cade Edelen
Magna Cum Laude

Benjamin Fields Eicholtz
Yishai Elran
Troy Ray Farley
Luke Fedders
Mitchell Feiler
Summa Cum Laude

Gregory William Fisher
Magna Cum Laude

Tyler Shane Fitch
Damon Sebastian Flores
Irma Frausto Rodriguez
Magna Cum Laude

Charles Joseph Starr Freeman
Cum Laude

Gage Alexander Fridley
Cum Laude

Seanquez Frye
Gabriel Alan Galbraith
Cum Laude

Clint Kenneth Gannon
Kyle Bryce Garrett
Luke David Gearhart
Cum Laude

Collin Alexander Gibson
John Edward Gilbride
Alec McKenzie Gilmore
Tyler Matthew Goldstein
Yi Gong
Summa Cum Laude

Kennedy Glenis Gosell
Magna Cum Laude

Caroline Faith Grady
Summa Cum Laude

Andrew Paul Greenberger
Summa Cum Laude

Gabriel Greening
Hunter Daniel Grim
Xinya Gu
Summa Cum Laude

Ziwen Guan
Magna Cum Laude

Maxwell Thomas Gutentag
Jacob Emery Hall
Philip Huber Hall
Trent Duil Han
Joshua David Harlett
Cum Laude

Scott Thomas Hartman
Cum Laude

Marion Sabina Hauser
Evan Gabriel Hazen
Ytang He
Sylvia Noel Heffley
Matthew Robert Hiller
Tyler Steven Hoffmann
Cade Bennett Hooper
Cum Laude

Austin Leonard Horstman
Halle Nicole Howard
Cum Laude

Yimeng Hu
Ziyun Huang
Cum Laude

Michael Steven Hull
Filistine Ibrahim
Joel Elijah Jackson
Syed Bilal Jafri
Anna Jamal
Mark Janowski
Nabeel Jasim
Chase Allan Jenkins
Branson Tripp Jessel
Zhirui Ji
Summa Cum Laude

Ryan William Johnson
Summa Cum Laude

Adam H. Kadro
Brendan Michael Kearns
Nathan Charles Kenney
Nicholas Jeffrey Keron
Magna Cum Laude

Eamon Richard Kerrigan-Krodell
Cum Laude
with Honors in Accounting

Ha Jin Kim
Ji-hoon Kim
Paul Sungsoo Kim
Connor Shultz King
Magna Cum Laude

Logan Thomas King
Benjamin Lucas Kirsch
Magna Cum Laude

Logan Craig Kizer
Cum Laude

Riley Addison Kizer
Brandon Knisely
Emily Marie Knoer
Magna Cum Laude

Justin Thomas Kocan
Jacob Andrew Kratzman
Jake Scott Kromer
Charles Joseph Kubicki III
Conner Thomas Kuhlman
Corey Ellis Lackey II
Luke Jeffrey Lammers
Andrew Jordan Lamoureux
Avi J. Lampel
Summa Cum Laude

Semaj Lampton
Joseph Mathieu Landry
Serra Therese LaPerna
Jordan Law
Connor Brayden Layne
Magna Cum Laude

Dongwon Lee
Jake Andrew Lewman
Nathaniel Jacob Lewis
Sarah M. Lewis
Hanke Li
Cum Laude

Hejing Li
Magna Cum Laude

Jiahua Li
Cum Laude

Jiayang Li
Magna Cum Laude

Yuxing Li
Magna Cum Laude

Hongze Lin
Summa Cum Laude

Qimao Lin
Magna Cum Laude

Yi Lin
Cum Laude

Yu Shuan Lin
Magna Cum Laude

Yu Tien Lin
Magna Cum Laude

Junwei Liu
Ruixi Liu
Summa Cum Laude

Xinyu Liu
Summa Cum Laude

Yang Liu
Isaac Allen Loffing
Nathaniel Marion Long
Summa Cum Laude

Leonardo Vincent LoPresti
Joshua Caleb Luebbe
Jacob Wesley Lumbatis
Magna Cum Laude

Junyuan Luo
Magna Cum Laude

Parker Talbott Luse
Cum Laude

Andrew Martin Lutschauing
Junyue Ma
Matthew Basil Macrides
Summa Cum Laude
with Honors in Accounting

Siddharth Madhavan
Ammad Tariq Mahmood
Beatrice Ann Maloney

Dzmitry Pavlovich Mandryka
 Casey John Maniglia
 Yuqi Mao
Cum Laude
 Spencer Robert Marshall
 Scott Amer Martin
 Zachary Elan Marton
Cum Laude
 Rachelle Simone Mason
 Samuel Charles Mason
 Kathryn Grace Matis
Cum Laude
 Stephanie Nicole Mazurek
Cum Laude
 Zachary Allen McGue
 Ryan James McLain
 Jocelyn M. McLaughlin
 Julia Susan McParland
Magna Cum Laude
 Tamrat Hailu Mendera
Cum Laude
 Trent Meyer
Magna Cum Laude
 Jacob Anthony Micheli
 Maxwell John Middendorf
Cum Laude
 James Miller
Summa Cum Laude
 Nathan Andrew Miller
 Sarah Elizabeth Miller
Magna Cum Laude
 Anthony Michael Milner
 Elyse Jolie Mirgon
Magna Cum Laude
 Kalpana Mishra
 Madan Mishra
 Joseph Lee Moran
 Lindsay Shay Moran
 Luca Andrea Mormina
Cum Laude
 Zachary Jason Morris
 Elaine Nichole Moss
 Charles Joseph Mullen
 Khalyn Mullins
 Shania Mahesh Munagekar
 Cameron Jeffery Myers
 Daniel Ruhl Myers
 Umera Nabi
 Madhaba Naidu
 Tyler Ryan Nerone
 Kelvina Ng
Summa Cum Laude
 Hunter Nguyen
 Ada Louise Nichols
 Jacqueline Grace Nichols
Cum Laude
 Sean O'Brien
 Daniel James O'Rourke
 Vincent Emmanuel Ocran
 Michael Sullivan Oetgen
 Jacob Oglesbee
Summa Cum Laude
 Kacie Lynne O'Leary
 Bryce Scott Omiecinski
 Connor Orzen
 Ji Hyun Park
 Mihir Dhananjay Parmar
Summa Cum Laude
 William Emerson Parris
 Aanchal Ajay Patel
 Nidhi Patel
Magna Cum Laude

Nisargkumar Kamleshkumar Patel
 Shrinai Patel
Cum Laude
 Uday Hitesh Patel
Cum Laude
 Jacob William Peace
 Thomas James Pedersen
 Bowen Peng
 Christopher Heath Percell
 Christian Olyntho Kerner Pereira
 Christopher Michael Phillips
 Joel Ryan Pickering
Magna Cum Laude
with Honors in Finance
 Tanya Amy Pidgorodetskiy
 Ryan Ashton Pollak
Magna Cum Laude
 Juan Manuel Ponce
Magna Cum Laude
 Grant Alan Powelson
Summa Cum Laude
 Jonathan Robert Preddice
Magna Cum Laude
 Katie Michelle Priest
Cum Laude
 Nicholas Schiel Proskovec
Magna Cum Laude
 Shangyi Pu
Magna Cum Laude
 Zhengze Qi
Magna Cum Laude
 Danyi Qing
Summa Cum Laude
 Okko David Quayy
 Auttiana Rackley
Cum Laude
 Tyler Wesley Rardin
 Kyle Ethan Rasp
Cum Laude
 Tamir Benjamin Rastetter
 Jalal Raza
 Michael Andrew Reardon
 Jason Miles Reddock
Cum Laude
 Josue Jacob Rendon
 Abigail Louise Renteria
Cum Laude
 Ethan Thomas Ritchey
 Delaney Rito
 Colin Rittenhouse
 Michael Scott Robson
Cum Laude
 Zachary Michael Roe
 Gavin Phillip Rogers
Summa Cum Laude
 Lucas Aidan Rohling
Magna Cum Laude
 Hailey Rebekah Rolph
 Yuehua Rong
Magna Cum Laude
 Derek Douglas Ruhenkamp
 Moustapha Saab
 Christianah Damilola Salako
 Avery Grace Salyer
 Elizabeth Anne Sampson
Magna Cum Laude
 Lawrence Harrison Sandy
 Nathaniel Colton Santiago
 Carson Sayavich
Magna Cum Laude
 Alex John Scampitilla

Ryan Michael Scantland
Cum Laude
 Jared William Schaefer
Summa Cum Laude
 Peter Joseph Schuh
 David Graham Schwertfager
 Miles Joseph Sciandra
 Evan Keith Scott
 Christopher Seat
 Gauri Prashant Shah
Cum Laude
 Kiran Shanker
 Michael Philip-Ian Shcharber
 Farida Gelani Sheikh Mohammed
 Nicholas John Sheldon
Magna Cum Laude
 Jiaxin Shen
 Jingyan Shen
 Haokang Sheng
Magna Cum Laude
 Olivia Grace Shroyer
 Caroline Marie Smith
Summa Cum Laude
 Katherine Olivia Smith
Cum Laude
 Christopher Solander
Summa Cum Laude
 Christopher Michael Solomon
 Zachary Thomas Sopher
Magna Cum Laude
 Abdoulaye Sow
Cum Laude
 Jack Donovan Spellacy
 Adhitya Sreeram
 Hunter James Stabley
 Evan James Stapleton
Magna Cum Laude
 Zoe Alexandra Stenholm
 Matthew Eric Stritar
 Megan Ann Sullivan
Cum Laude
 Haiyan Sun
 Samuel Joseph Szyperski
Magna Cum Laude
 Adam Christopher Tamer
Cum Laude
 Haochen Tang
 Ran Tao
Cum Laude
 Benjamin Michael Taylor
Cum Laude
 Nathan Naz Thanadabouth
 Chaise R. Thiel
 Samuel Sveth Thompson-Graves
 Brandon Newell Thornborough
 Zach Alan Tillman
 Dominic John Tokar
 Zachary Tomford
 Estephany Yanet Torres
 Alex M. Treboni
Cum Laude
 Jacob Ernest Tregoning
 Nguyetminh Le Truong
Magna Cum Laude
 Dugan Turnbull
 Austin James Luke Turner
Magna Cum Laude
 Grace Anne Turner
Cum Laude
with Honors in Integrated Business and Engineering

Chloe Marie Turner-Jones
 Shane David Tyson
 Manuel George Tzagournis
 Jonathan Ugarte
 Briana Alice Vargas
 Anthony Thomas Velotta
 Brandon Nicholas Vidourek
Cum Laude
 Vybhav Sreevatsa Vydula
Cum Laude
 John Robert Wadden
 John Raymond Wallace
Magna Cum Laude
 Chase Donald Walter
 Siyu Wan
 Bingchen Wang
Cum Laude
 Hengyi Wang
 Tiantian Wang
Magna Cum Laude
 Zhehao Wang
Cum Laude
 Hannah Karolyn Watkins
 Myles Erik Weaver
Cum Laude
 Brian Leonard Wedig
Summa Cum Laude
 Jacob Weer
Magna Cum Laude
 Shijun Wei
Summa Cum Laude
 Carly Renee Wendel
Magna Cum Laude
 Parker John Wereb
 William Scott Wertz
 Brea Nikol White
Cum Laude
 Jack David Whitney
 Thomas Michael Whitty
 Kole A. Wilbur
Cum Laude
 Jabrii Madhii Williams
 Noah Tauber Williams
Summa Cum Laude
 Nicholas Kane Wolverton
 Chun Lam Wong
 Christa Lynn Woolever
 Siyuan Wu
 You Wu
Magna Cum Laude
 Yuhang Wu
Summa Cum Laude
 Longze Xu
 Xinran Xu
Magna Cum Laude
 Shihao Xue
Summa Cum Laude
 Xun Yang
Magna Cum Laude
 Yitao Yang
Summa Cum Laude
 Zijie Yao
Cum Laude
 Clara Yau
Magna Cum Laude
 Xiaotong Yin
Magna Cum Laude
 Cyrus Jerome Young
 Ethan Michael Young
 Samuel William Young
 Siyang Yu

Vincent Kang Yu
Yibo Yu
Cum Laude
Ethan Robert Yudovich
Summa Cum Laude
Nawal Zaheer
Aaron D. Zeller
Magna Cum Laude

Jinmeng Zhang
Pudong Zhang
Magna Cum Laude
Xinyue Zhang
Cum Laude

Yizhe Zhang
Magna Cum Laude
Ziqian Zhang
Cum Laude

Jingjing Zhou
Cum Laude
Wenhao Zhou
Magna Cum Laude

Jingtong Zhu
Summa Cum Laude

Jonathan Zhu
Yingtong Zhu
Magna Cum Laude

Trip Daniel Zinni
Joseph James Zolnieriek

College of Dentistry

Dean: Carroll Ann Trotman

Doctor of Dental Surgery

Zusha Sami Chaudhary
B.S. (University of Michigan)

Jenny Huynh
B.S. (The Ohio State University)

Bachelor of Science

Mackenzie Williamson

Bachelor of Science in Dental Hygiene

Phoebe Rose Carr

College of Education and Human Ecology

Dean: Donald B. Pope-Davis

Bachelor of Science in Health Promotion, Nutrition, and Exercise Science

Brooke Michelle Caplinger
Shrushti Pradip Desai

Grace Marie Hildebrand
Cum Laude
Joseph Leo
Devon Alexander Stoehr
Chelsey Elaine Talbot
Dawson Lee Taylor
Anna Grace Walter

Bachelor of Science in Human Development and Family Science

Raiyaanah Abdul-Malik
Nicholas Azbell
Ki'Asia Ty'nise Bagley
Talani Barnett
John Nathan Carley
Hannah Elizabeth Carruthers
Magna Cum Laude
Megan Danielle Colby
Summa Cum Laude

Marcus Crowley
Megan Cunningham
John Gardiner Desilmar
Ryleigh Elizabeth Evans
Magna Cum Laude

Amber Paige Gilkey
Mackenzie Lee Granato
Rikki B. Harris
Ronnie K. Hickman
Lauren Olivia Kitchen
Ciana Jean Lawhead
Allison Marie Marchese
Summa Cum Laude

Francesca Angela McNeill
Magna Cum Laude

Analia Morales
Mikayla Rianne Morrison
Iman Mukhtar
Joshua Darnell Proctor
Drew Bradley Reckart
Jovana M. Ruzic
Connor Michael Staten
Alec Russell Taylor
Ethan Scott Tsai
Tiffany Vernon
Thomas Maximilian York

Bachelor of Science in Human Ecology

Kevin Ansong
Shaun Barket
Samantha Basalyga
Katherine Felice Bebinger
Jack Mitchell Bossart
Oliver Christian Cope
Danielle Amber Dirkman
Jackson Murphy Eyink
Beckett Douglas Fant
Olivia Freeman
Julia Nicole Fugedy
Cum Laude
Rylan Leila Gubesch
Thomas Montgomery Harmon
Peyton Marie Heatwole

Cade Dustin Hepner
Cum Laude
Donnie James
Sompong Diana Keohanam
Janae Taiiang Kutanon
Austin Khang-Ho Lee
Rachel Evonna Lee
Jaylen Malik Locke
Brittany Elise Marcum
Erin Nicole McCarthy
Jessica Marie Meldrum
Alexis Patrisha Marie Mickens
Natalie Marie Moran
Myah Now
Charles Kwaku-Buabin Quansah, Jr.
Jacqueline Rader
Marjorie Rhinehart
Angelo Alexander Samour
Jessica Ann Santalucia
Summa Cum Laude
with Honors in Education and Human Ecology

Paige Avalon Schwepe
Magna Cum Laude

Maria Christine Snow
Alexa Sposit
Magna Cum Laude

Angelique Rae Taylor
Iris Nicole Wallace
Kathleen Elaine Wenk
Dajja I. Williams
Samuel Thomas Wilson
Abigail Frances Wunderlich

Bachelor of Science in Hospitality Management

Logan Scott Black
Samaira Mikkil Colon
Camille Josie Derby
Sreekirithi Kasichainula
Jamie Lee
Cum Laude

Cecilia Lanell Lykens
Micaela Ann Powell
Corinne Rice
Cum Laude

Daniel Tanchevski
Peter William West
Taylor Caitlin Zuber

Bachelor of Science in Nutrition

Brianna Inez Belle
Deena Goldman
Curtis Matthew Graue
Rebecca Grace Gromley
Christen Leigh Hohman
Summa Cum Laude

Nadine Jane Jones
Magna Cum Laude

Sarah Light
Magna Cum Laude
with Honors Research Distinction in Human Nutrition

Dahlia Jaquelin Moore
Charles Bliss Rutonesha II
Deepika Wahi

Bachelor of Science in Education

Lucca Michael Abate
Magna Cum Laude
Tristan Anderson
Summa Cum Laude
Dorcus Baagala
Ethan Braden Richard Backensto
Kaya Cheyenne Barnett
Cum Laude

Avery Suzanne Black
Cum Laude

Justin Paul Blythe
Brittany Nicole Bowron
Ciara Marie Brewer
Magna Cum Laude

Brandon Michael Bridges
Cam'Ren Brooks-Blanshaw
Mariah Nikole Brown
Cayla Dawn Buchanan
Danitza Rossana Bygrave
Donald Steven Cameron

Michael Patrick Clark
Madison Nicole Coffey
Magna Cum Laude

Calvin Robert Collins
Summa Cum Laude

Abigail Jo Crabtree
Mitchell Aaron Crouse
Kyra Paige Davis
Magna Cum Laude

Lauren Michelle Davis
Tara Loren Dawkins
Danielle Marie Day
Magna Cum Laude

Anthony Dujmovic
Summa Cum Laude

Brendan Giles Eagan
Katherine Joyce Eldred
Magna Cum Laude

Joshua Eric Farson
Magna Cum Laude

Aidan Elise Garling
Summa Cum Laude

Brianna Lynn Gogan
Mackenzie L. Gray
Summa Cum Laude

Michael Fector Haddad
Prova Hasan

Shelby Nichole Hawkins
Courtney Helser
Melissa Diana Herrick
Magna Cum Laude

Tyler Steven Hoffmann
Erin Simmon Holsinger
Magna Cum Laude

Brady Andrew Hootman
Mark Allen Jankowski
Presley K. Jarrell
Cum Laude

Kevin Alan Jefferis
Keaton Thomas Jones
Cum Laude

John Lee Kerns III
Blake Alexander Klaus
Allison Renee Kolva
Magna Cum Laude

Cole Robert Komlosi
Dana Kelly Kozan
Brandon Lee Lam
Magna Cum Laude

Kylie Jo Lauth
 Taylor Rochelle Lawrence
 Qingyi Li
Cum Laude

Kiara Kay Lindsay
Magna Cum Laude

Chelsi R. Lohr
Cum Laude

Reilly Catherine MacNeill
 Hallie Lane Mayabb
Cum Laude

Heather Lynn McCann
Magna Cum Laude

Kailey Alexis McCluer
Summa Cum Laude

Ashley Marie McCoubrey
 Zoe Marie McGowan
Cum Laude

Cade Wayne McKnight
 Andrew Jacob Miller
 Braxtin Ali Miller
 Benjamin John Milton
 Francesca Marie Missella
Cum Laude

Eduardo Munoz-Gonzalez
 Hamza Museitif
 Hannah Marie Musick
Cum Laude

Madison Renee Norman
 Kaitlyn Kay O'Connors
Magna Cum Laude

Praise Daramola Olatok
 Evelyn Serwaa Otu-Danquah
 Matthew David Parker
Cum Laude

Gene Joseph Pasquale
 Caleb Joshua Ramey
 Kelsey Renee Roberts
 Logan Andrew Robinson
 Hailey Marie Rodriguez
Cum Laude

Noah Joseph Antonio Roebuck
 Keaton Gerald Royce
 Theresa Kay Scheurer
Cum Laude

Zoe Schweitzer
Magna Cum Laude

Noah Jacob Segall
 Abigail Elizabeth Sexton
Summa Cum Laude
 Michael Phillip-Ian Shcharber
 Clark Edward Sima
Magna Cum Laude

Roxanna Tracee-Skye Smith
Magna Cum Laude

Ryan Castle Smith
 Matthew William Soileau
 Stephen Michael Sommer
 Tiffany Renee Stadelman
Cum Laude

Taylor Dawn Starcher
Magna Cum Laude

Mason Steele
 Kurtis Brandon Steinmetz
 Jonathan David Stull
Cum Laude

Joshua Alexander Szabo
 Sydney Michelle Thom
Summa Cum Laude

Gary Louis Thonen II
 Allison Marie Thornberry
Summa Cum Laude

Austin Steven Vanderkooi
 Matej Vocel
 Julia Christine Walker
Cum Laude

Naomi Elizabeth Wall
 Mackenzie Ann Weaver
 Grace Christine White
Magna Cum Laude

Mason Montgomery Wright
 Taylor Morgan Yuhas
Summa Cum Laude

College of Engineering

Dean: Ayanna Howard

Bachelor of Science in Aerospace Engineering

Nathan Michael Altier
Cum Laude

Matthew Holden Fortner
 Kevin Matthew Helfrich

Bachelor of Science in Aviation

Matthew John Weiant Duncan
Magna Cum Laude

James Huston Duvve
Summa Cum Laude

Daniel James Moran
 Justin Alexander Ross
 Jonathan David Skaruppa
 Evan Harrison Tait

Bachelor of Science in Biomedical Engineering

Dimitra Bibidakis
Summa Cum Laude

Kimberly Michelle Browske
Cum Laude

Ashwin Pratheep Chidambaram
Magna Cum Laude

John Daniel Driscoll
 Elizabeth Ruth Guilfoyle
Summa Cum Laude

with Honors in Integrated Business and Engineering

Joshua Jenne
Magna Cum Laude

Taylor Louise Kaeser
Cum Laude

Pranav Murali
Magna Cum Laude

Ethan James Pozy
Magna Cum Laude

with Honors in Engineering

with Honors Research Distinction in Chemical Engineering

Olivia Roseana Severyn
Summa Cum Laude

Jacob Smerdel
Summa Cum Laude

Keagen Brodrick Sqrow
Summa Cum Laude

Yuxin Wang
Summa Cum Laude

Bachelor of Science in Chemical Engineering

Rawad Raphael Almhana
 Ikra Anwar
Summa Cum Laude

Thomas Aaron Banker
Summa Cum Laude

Jonathan Michael Brecht
 Ryan Charles Burrows
Summa Cum Laude

Christopher Stephen Calkins
 Boyuan Chen

William Anthony Crump
 Bianca DeSimone
Cum Laude

Dylan Tyler Fulco
 Paul Gallo

Judy Marie Garzanich
Summa Cum Laude

with Honors in Engineering

with Honors Research Distinction in Chemical Engineering

Reese Alan Heckman
Cum Laude

Tianrui Hou
 Lindsay Marie Isom
Magna Cum Laude

Jayda Cashey Jackson
 Rachael Victoria Jarzempa
Magna Cum Laude

Minji Jeong
 Heewon Kim

Lauren Olivia Kinsey
Summa Cum Laude

Louann Carol Kovach
Cum Laude

Mark A. Kunkel
Magna Cum Laude

Hannah Liu
Cum Laude

Sean Thomas Martin
 Kaila Marie Oberhaus
Magna Cum Laude

William H. Oyler
 Divya Anant Patel
Magna Cum Laude

Erin Elizabeth Patterson
 Dylan Thomas Pickryl
 Alejandro David Pimentel

Hattie Elizabeth Poling
Magna Cum Laude

Benjamin Theodore Pung
 Zachary James Richards

Ryan Frederick Roshon
 Matthew Clayton Ryan

Zachary Alexander Schoolcraft
Cum Laude

Michael Spencer Shope
Cum Laude

with Honors in Integrated Business and Engineering

Hadden Spencer Smith

Mukund Tarimala
Summa Cum Laude

Anjali Tewari
 Allan Tian
Summa Cum Laude

Lillian Vagedes
Cum Laude

Nicole Christine Varga
Cum Laude

Hien Lap Vo
 Asher Evan Vokoun
Cum Laude

Jake Tyler Walsh
 Kyle Austin Walter
Cum Laude

Jessica Margaret Whitman

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

Kirsten Ember Amos
 Letitia Cetina
Cum Laude

with Honors in City and Regional Planning

Edward Armando Donis Madison
 Marcus Nathaniel Duemmel
Magna Cum Laude

Victoria Judith Murguia
 Samuel Austin Nagle
Magna Cum Laude

Eian Lee Stuart Patel
 Anisa Grace Thaci
Magna Cum Laude

Austin Lee Workman
Cum Laude

Bachelor of Science in Civil Engineering

Steven James Alexopoulos
 David Gerald Ater
Magna Cum Laude

Nicholas Bame
 Mackenzie Nicole Bennett
Summa Cum Laude

Joshua Boamah
 Andrew Bryant
Magna Cum Laude

Linus Uziah Clair-Schafer
 Jackson Aaron Clark
Cum Laude

Charles Matthew Allen Crain
 Danielle DeMarzo
 John Edward Friedl
 Stephane Lisa Frink
Magna Cum Laude

Thomas Edward Fuqua III
 Jack Gallucci

Michael Scott Gaskey
 Ryan Joseph Greve
 Jin Yao Koay
Cum Laude

Michael Enoch Kopechek
Cum Laude

Thomas Maxwell Krock
 Babacar Mbaye Mbow

Darwn Mustafa Mergaye

Andrew John Murray
 Preston Michael Thomas Newkirk
Magna Cum Laude
 Madeline O'Connor
 Igbinoso E. Oriakhi
 Adriana Melissa Pinero
Magna Cum Laude
 Logan Carrick Reasch
 Fady Salama
 Nathan Robert Savino
 Grace Zofia Schuppe
Summa Cum Laude
 Cameron Gregory Schwartz
 James Walker
 Chandrika Ambika White
 Jacob Whitford
 John Philip Yakovac

Bachelor of Science in Computer Science and Engineering

Jason Michael Ahern
Summa Cum Laude
 Nikhil Anand
 Daniel Will Attia
Cum Laude
 John Alexander Bardo
Cum Laude
 Nisab Basher
Magna Cum Laude
 Ryan Dorsey Baxter
 Greyson Elizabeth Brett
 Johnathan William Browning
 Chaobo Cai
Magna Cum Laude
 Wu Cai
 Ziheng Cai
Magna Cum Laude
 Michael Robert Chapman
Magna Cum Laude
 Guoping Chen
 Shiyong Chen
Magna Cum Laude
 Ray Chung
Summa Cum Laude
 Jonathan Christopher Croxton
 Alberto Alfredo Cruz Raygada
 Nicholas Knoebber Denson
 Benjamin Phillip Dollenmayer
Cum Laude
 Octavian Alexandru Donca
Magna Cum Laude
with Honors Research Distinction in Mechanical Engineering
 Lily Chantry Driscoll
 Natalie Misaki Eisenhauer
Cum Laude
 Louise Rossi Fabris
 Demiana Faragalla
 Maggie May Feng
Summa Cum Laude
 Michael Alexander Barias Fornes
 Katherine Hayley Goldstein
 Qinglan Guan
 Martin Alexander Haas
 Cedric Joseph Harfouche

Joshua Michael Harper
Cum Laude
 Maxwell Scott Hathaway
Cum Laude
 Alexander Herridge
Cum Laude
 Matthew Alexander Hu
Magna Cum Laude
 Owen Joseph Huston
 Srujan Kalva
Cum Laude
 Zane Kaminski
 Taeyoung Kim
 Tyler Chas Kneffler
 Julia Kolnicki
Cum Laude
 Elise Kosmides
Cum Laude
 Zachary Thomas Laprise
 Jason Li
 Xin Lian
 Kang Wei Lim
 Brian Patrick Longo
Summa Cum Laude
 Xingyuan Luo
Cum Laude
 Eric Thomas Maher
 Noah Marsteller
 Isaac Tate Mattern
Magna Cum Laude
 Alyssa Rachael May
 Suleman Aziz Mazzar
 Madeline Jane McGee
Magna Cum Laude
 Daniel Mogilevsky
 Jibril Ahmed Mohamed
 Maxim Peter Joseph Murphy
 Derek Edward Nelson
Summa Cum Laude
 Henry Niermann
Cum Laude
 Srujan Pandari
 Dev Manish Patel
Summa Cum Laude
 Shrey B. Patel
Magna Cum Laude
 Julia Valerie Patzak
Cum Laude
 Dylan James Penka
Magna Cum Laude
 Glen Tian Qin
 Jerry Qiu
Cum Laude
 Caden Matthew Rice
Magna Cum Laude
 Jacob William Riffel
Cum Laude
 Robert Daniel Rogers
 Matthew Richard Rosivack
 Hady Sameh Adib Salama
 Anthony Gaetano Sallustro
 Noah Keing Say
Cum Laude
 Nicholas Schauer
Magna Cum Laude
 Moid Ahmer Shafi
 Yeyhenii Shyptsyn
 Michael William Sidenstick
Magna Cum Laude
 Jonah Benjamin Silsdorf

Michael Christopher Silverii
 Jacob Andrew Slivka
Summa Cum Laude
 Stephen Southard
 Hezhuang Tian
Cum Laude
 Nicholas Riley Unkefer
Cum Laude
 Arian Useini
Cum Laude
 Darshit Vachhani
Cum Laude
 Alexander James Valentine
Cum Laude
 Justin Paul Van Hoose
 Dave Carl Verano
 Kevin Hai Tian Wang
Summa Cum Laude
 Yuanshen Wang
Magna Cum Laude
 Jacob Benjamin Whitley
 Madelyn Cecilia Whyte
 Kyle Michael Williams
Magna Cum Laude
 Alexander James Wimmel
Summa Cum Laude
with Honors in Engineering
 Jiahui Xu
Cum Laude
 Michael Richard Yamokoski
Magna Cum Laude
 Sheng Yao
Magna Cum Laude
 Elijah Daniel Yates
Cum Laude
 Jared Matthew Zahn
 Jiachen Zhang
 Jake Zhong
Magna Cum Laude

Bachelor of Science in Electrical and Computer Engineering

Ryan Kristopher Alesna
 Christian Michael Alexander
 Egemen Atak
 Matthew Burton Bagley
 Adrian Yan-Ying Bailey
 Andrew Langston Bennett
 Alexander Berman
 Bushra Bonkiye
 Nicholas John Brendle
Magna Cum Laude
 David Chen
 JinHong Chen
Summa Cum Laude
 Jacob Quenton Covert
 Kevin Richard Crossland
 Seth Michael Davis
 Eric Richard DeVore
Summa Cum Laude
 Jillian Grace Erml
 Michael Ferrone
Magna Cum Laude
 Cameron Robert Foster
 Benjamin Ross Freeman
 Palwinder Singh Gill
 Cameron Matthew Glowacki
Magna Cum Laude

Elizabeth Ann Gower
Cum Laude
 Amber Green
 Kameron Hartman
 Joseph Heiser
 Kyle Herold
Magna Cum Laude
 Andrew David Himes
 Henry Richard Hinton
 Grayson Jay Holloway
Magna Cum Laude
 Chase Christopher Jadrzych
 Shujian Jin
Magna Cum Laude
 Nathan Ryan Johnson
 Gavin Matthew Kallas
 Jacob Collins Kiley
Cum Laude
 Jeong Ho Kim
Cum Laude
 Jacob Tyler Krymow
 Brian Anthony Laustsen
 Jason Lee
 James Leland
Magna Cum Laude
 Michael Robert McCormick
 Bradley Robert Moyer
 Matej Nujic
 Ababakar Okieh
 Tej Hareshbhai Patel
 Noah Alexander Perkins
 Evan Ray Poling
Cum Laude
 Kenneth Walter Polta
 Ankit Prachi
 Seth Eric Ramsey
Summa Cum Laude
 Wilson Brown Reynolds IV
Cum Laude
 Qadr-Rifky Ruzbihan
Cum Laude
 Shobitha Sai Sanjeevan
 Andrew Schueler
Summa Cum Laude
 Sim Sealy
 Robert Anthony Serafin
 Dakota Thomas Shaeffer
 Heejae Song
 John William Speasmaker
Summa Cum Laude
 Damon Hayes Steinhauser
 Su Fern Tan
Summa Cum Laude
 Thomas Karl Tauer
Summa Cum Laude
 Evan Charles Turner
Cum Laude
 Ali Arif Usmani
 Yizhi Wang
Cum Laude
 Isaac Aedan Wise
 Jian Teng Yan
Summa Cum Laude
with Honors Research Distinction in Electrical and Computer Engineering
 Yixin Zang
Magna Cum Laude
 Yuja Zhou

Bachelor of Science in Engineering Physics

Connor Lee Cummins
 Andrew Gerald Dalton
 Jackson David McClellan
Magna Cum Laude
 Evan Anthony Philipp
Magna Cum Laude
 Simon Mulu Robso
 Drew Spanfellner
Cum Laude

Bachelor of Science in Environmental Engineering

Jessica Anne A. Asuncion
 Devon Brandt
 Victor Manuel Caraballo III
 Toni Raye Chinchar
 Katherine A. Clark
 Terra Michelle Forsythe
 Julia Christine Gwin
Cum Laude
 Samir Raj Jain
Magna Cum Laude
 Megan Brooke Modie
 Evan Patrick Myers
 Enzo Alesandro Nieto
 Allison Leigh Sachwitz
 Christopher James Travers
Magna Cum Laude
 Sydney Victoria Vitt
with Research Distinction in Environmental Engineering
 Sergio Zarate Montes De Oca

Bachelor of Science in Food, Agricultural, and Biological Engineering

Alyssa Anne Bowles
 Hannah Marie Carlisle
 Thomas Ryan Cunliffe
 Zachary Daniel Cyr
 Gianna Marie Hatheway
 Jinwoo Kang
 Logan Thomas Kreinbrink
 Margaret Andra Lashutka
 Alexander David McCann
 Jared Isaac Musci
Magna Cum Laude
 Samantha Sanyu Nakayiza
 Jason Robert Scharenberg
 Kelly Sprangel
 Abigail Katherine Stewart

Bachelor of Science in Industrial and Systems Engineering

Zachary Mark Assel
 William Clayton Bennett
 Mohammed Jameel S Bondagji
Cum Laude
 Lucas Christian Bower
 Chloe Elizabeth Bresch
 Blake Hugh Brewer

Caleb Kojo Buafal
 Brady Patrick Cavanaugh
Cum Laude
 Sara Catherine Derge
 Ryan Ian Evans
 Kylan Matthew Franz
Cum Laude
 Genna Christine Gillis
 Sarabeth Clarissa Hewa
 Abhishek Kashaboina
 Musa Khan
 Oxana Kimbrell
Magna Cum Laude
 Taylor Anne Klunk
Summa Cum Laude
with Honors in Integrated Business and Engineering
 John Christopher Kukla
 Rainsu R. Kumbhani
 Ernest Jon Manke
Cum Laude
 Alexandra Markus
 Andy Nguyen
 Nathan Lawrence Repucci
Magna Cum Laude
 Yucheng Shen
 Jake Tyler Stein
 Hunter Alan Stemple
 Ben Tal
 Alfonso Tinoco Lopez
 Jacqueline Sierra Winding
 Paul Joseph Wittmann
 Isabel Katherine Young
 You Zuo
Cum Laude

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

Isabella Claire Bertolini
Cum Laude
 Austin James Gilkey
Magna Cum Laude
 Muyao Zhou
Cum Laude

Bachelor of Science in Materials Science and Engineering

Alexandria Biondo
with Research Distinction in Materials Science and Engineering
 James Edward Braun
 Matthew Christopher Cain
 Graham Clark
 Alex P. Danesh
 Bailey Nichole Dillick
Cum Laude
 Xuanyi Fei
Cum Laude
 Samuel Joseph Gillespie
 Ariel Rose Gluck
 Toren James Hobbs
Cum Laude
 Gregory Scott Janas
 Mark Allan Kimbrell
 Daniel Vaughn Krueckeberg
 Chase Jonathan Lanier
 John Joseph Meyer II

Liam Matthew Powis
 Lakshmi Surag Singavarapu
with Research Distinction in Mechanical Engineering
 Ryan Christopher Stark
 Luke Allen Swauger
Summa Cum Laude

Bachelor of Science in Mechanical Engineering

Mohammad Farouk Aboukar
Magna Cum Laude
 Saffilla Teneh Allie
 Nolan James Armbruster
 Mahamud Mohamed Barood
 Yusef Salem Baryoun
Magna Cum Laude
 Ridgeden Malcolm Beam
Cum Laude
 Joseph David Bertrand
Magna Cum Laude
 Trent Matthew Bohman
Summa Cum Laude
 Colin Thomas Bruce
 Ian Campbell
Magna Cum Laude
 Brady Matthew Cannon
Magna Cum Laude
 Nathan James Cathell
Magna Cum Laude
 Garrett Alexander Coffee
 Ethan Neal Cox
 Corey Matthew Dennis
Cum Laude

Blythe Brianna Dumerer
with Research Distinction in Mechanical Engineering

Steven Alexander Dupont
 Joseph Alan Fekete
Cum Laude
 Freeman Du Gao
Magna Cum Laude
 Jack Howard Garner
Cum Laude
 Joseph Gorsuch
Summa Cum Laude
with Honors in Integrated Business and Engineering

David James Hammerschmidt
 Scott Leonard Hilfer
Magna Cum Laude
 Jackson Emory Hise
Cum Laude
with Honors Research Distinction in Mechanical Engineering

Kodi Brian Hostettler
Cum Laude
 Madison Elizabeth Kile
 Benjamin Joseph Lewan
Summa Cum Laude
with Honors in Engineering
 Mustafa Mahmoud
 David Kimani Maina
 Daniel Mikrut
 Benjamin Matthew Miller
Cum Laude
 Mohammed Ashraf Mohammed
 Hossam Osama Montasser
 Cade Zachary Mottice
 Patrick Justin Mulligan
Summa Cum Laude

David Michael Persiani
Cum Laude
 Andrew Thomas Quakenbush
Cum Laude
 Caleb Matthew Robbins
 Joel Sisco Robinson
Magna Cum Laude
 Nathan Alexander Robinson
 Corey Nathan Rosenberg
 Ethan John Santiccioli
 Tyler Nathan Schimmoller
Magna Cum Laude
 Robert William Scites IV
Summa Cum Laude
 Dylan Stephen Seng
Cum Laude
with Honors in Integrated Business and Engineering
 Noah Patrick Sheridan
Magna Cum Laude
 Sean M. Starrett
Magna Cum Laude
 Isaac William Stewart
 Maria Rachel Stewart
Magna Cum Laude
 Kamal Sunchurey
 Blake Christopher Swoll
 Victoria Ann Thimmes
 Caleb Alexander Tincher
 Connor James Trout
Summa Cum Laude
 Daniel Tylak
 Caleb Montgomery Young
Magna Cum Laude

Bachelor of Science in Welding Engineering

Ian Carlos Lagman Borromeo
 Emma Kathryn Brunst
 Jordan Deluse
 Dallas Steven Finley
 Zachary Ian Hale
Cum Laude
 Kelly Robert Orsborn
 Jacob Popham
 Kyle Allen Rigglesman
 Simran Singh
 Christian Jay Wloszczyna
 Maxwell Richard Zawodny

College of Food, Agricultural, and Environmental Sciences

Dean: Cathann A. Kress

Bachelor of Science in Agriculture

Katherine Irene Althouse
Cum Laude
 Parker Baney
Cum Laude
 Laura Barie
Summa Cum Laude
 Brittanie Nicole Beddow

Avery Marie Brewer
Magna Cum Laude
 with Research Distinction in Sustainable Plant
 Systems

Melissa Marie Cayton
 Jared James Chambers
 MacKenzie Nicole Chapman
 Lirui Chen
 Yiming Chu
 Ryan Clevenger
Summa Cum Laude

Ethan Colt Cockerill
Cum Laude

Holly Lyn Crandall
 Alexander J. Cszmadia
 Bryant Ekow Dickson
 Madison Hope Diehl
 Sarah Ann Doner
 Jared Arthur Draeger
 Kaston Gregory Eichenauer
Magna Cum Laude

Keegan James Feeman
 Megan Ann Ferrari
 Shauna Bree Fiebing
 William Joseph Gase, Jr.
Cum Laude

Megan Melynn Gibboney
Cum Laude

Austin Tyler Gruber
 Hannah Gump
 Luke Richard Haerr
 Kasandra Estrella Hernandez
Magna Cum Laude

Stephanie Marie Hopfinger
 Brandon James Horgan
 Trenten Justys Hunt
 Victor Kasinec
 Tierney Elizabeth Kauffman
 Haley Ann Keyser
 Breona Marie Kucinski
 McKenna E. Kuhlman
 Calvin Lindquist
 Lauren Elyse Maines
Cum Laude

Josh Ryan Maloche
 Austin Joseph McCafferty
 James Samuel McCaughan
 Derek Jacob McNutt
 Julia Katherine Melaragno
Cum Laude

Joseph Rocco Metcalf
 James Michael Moore
 Alexis Nicholson
 Gabrielle Oliver
 Elianis Gisselle Osorio
 Zane Edwin Parrott
 Aerianna Beth Porter
 Sarah C. Quallen
 Ty Raines
 Lesa Louise Ramsburg
Magna Cum Laude

Emily Rose Reer
 Kacey Jo Reinhart
 Allison Robbins
Cum Laude

Coltin Jacob Rose
 Thomas Donald Rothgerly
 Lucas George Sarko
Cum Laude

Madalyn Jane Schupp

Morgan Claire Sedjo
Cum Laude

Connor Joseph Shell
 Rachel Nicole Sievers
Summa Cum Laude

Jesse Ryan Smith
 Noah Alexander Smith
Magna Cum Laude

Tabitha Rose Spreng
 Carley Shae Stone
Cum Laude

Michelle K. Summers
 Tiffany R. Sunday
 Haley Victoria Tomko
 Sydney Treglia
Cum Laude

Athena Tsai
 Samani Kei'Daura Wallace
 Molly Elizabeth Welton
Magna Cum Laude

Stephanie Lee White
 Casey Stephen Williams
 Peyton Nicole Williams
 Matthew Wilson
 Claudia Winslett
Cum Laude

Carl Lee Yaney
Cum Laude
 Brianna Jamie Yonley

**Bachelor of Science in Construction
 Systems Management**

Hamza Ahmed Abubakar
 Kareem Bajes Aljakhsi
Magna Cum Laude

Bradley Scott Ashford
 Calvin Jeffrey Beck
 Noah Hunter Blazek
 Maxwell Scott Cochrane
 John Marcus Crawford
 Nicholas Roman Drozd
 Connor John Forrestal
 Tanner Scott Gorman
 Kyle Moran Harvey
 Andrew David Henderson
Cum Laude

Dustin P. Highnote
Cum Laude

Henry M. Huber
 John Marvin Hyre IV
 Cody Jay
Cum Laude

Cory Lawrence Johnson
 Sterling Drew Jones
 Clayton Kresser
Cum Laude

Conor James Mackrell
 Jarod Allen Mayberry
Cum Laude

Jack Rankin O'Donnell
 Tanner Edward Plaugher
 Isaiah De'Von Pryce
 Garrett Gregory Raney
 Eric Nicholas Sarantou
 Nathan Snopik

Chase Jacob Stickdom
 Elliot Lawrence Sudberry
 Kylie Kay Troxel
Cum Laude

Luke Vitko
 Nicolas Joseph Zara
 Daniel Joseph Zitello
Cum Laude

**Bachelor of Science in Environment
 and Natural Resources**
(School of Environment and Natural Resources)

Shanvanth Rayal Arnipalli
 with Honors Research Distinction in Environmental
 Science

Rhianna Ciera Noelle Bergman
Magna Cum Laude

Jack Michael Blattner
 Zachary Austin Coman
 Natalie Cook
 Zoe Michelle Bay Crist
 Stevie Jordan Damon
Cum Laude

Hali Shoshana Fliegelman
 Aaron Freedman
 Madelene Elizabeth Gackenbach
 Emerson John Gifford
 Xavier Thomas Robinson Green
 Alexandra Areti N. Haritos
Cum Laude

Heather K. Harper
 Ethan Hendershot
 Madeline Elaine Herman
Magna Cum Laude

Chloe Hoang
Summa Cum Laude

Kyle Andrew Houston
 Kayla Lachelle Jacobs
 Ellen Marie Kieser
Magna Cum Laude

with Honors Research Distinction in Environmental
 Science

Cassie Kneeland
Magna Cum Laude
 Isabella Christiana Lause
 Meredith Jane Levin
 Ainsley Rae Lightcap
 Samuel Robert Lorio
 Liam Edward McGinn
 Chedo Samuel Milkovich
Magna Cum Laude

Alexander Francis Miu
 Robert Evan Neuhauser
 William Richard Novotny
Cum Laude

Michael Charles Price
 Molly Anne Rambeau
 Lois Reynolds
 Molly Marie Ridge
Summa Cum Laude

Erin Rose Riebel
 Chelbeigh Linden Routte
Magna Cum Laude
 Hannah Faith Ruscin
 Natalie Anne Ruth
Magna Cum Laude

Jason Thomas Schorr
 Allison Marie Schultz
Magna Cum Laude

Kelsey Elizabeth Sharp
Magna Cum Laude

Mackenzie Paige Shelton
 Derek Anthony Stacy
 Trevor Douglas Stotlar
 Kevin Raymond Streaker
 Virginia Rose Marie Whalen
Cum Laude

Eugene Robert Zappitelli IV

Bachelor of Science in Food Science

Annabelle Elizabeth Adkins
 Naomi Chongsiriwatana
Magna Cum Laude

Associate in Applied Science
(Agricultural Technical Institute - Wooster)

James Anderson
 Grant David Avey
 Savannah Rose Brooks
 Courtney Renee Espenschied
Summa Cum Laude

Dana Michelle Frank
 Daniel Robert Haller
 Corben Lee Hastings
 Alexis Paige Montgomery
 Russell Alan Pack
 Alex Mathew Pletcher
 Cameron Taylor Spencer
 Mackenzi Warren
 Dallas Faith Wright

Associate of Science
(Agricultural Technical Institute - Wooster)

Josephine Abigail Armstrong
 Emma Grace Bower
 Tara Danielle Creech
 Alexandria Grace Cunningham
 Ian Thomas Diven
 Elizabeth Eaton
 Megan Melynn Gibboney
Cum Laude

Brendan Good
 Tanner Scott Gorman
 Logan Xavier Johnson
 Melody Lozano
 Kayla Lauren Mercy
 Eryn Olivia Oldham
 Zane Edwin Parrott
 Bailey Pittenger
 LeAnn Elizabeth Regula
 Thomas Rindfuss
 Kymber Ann Sand
 Andrew William Settlemyre
 Rachel Nicole Sievers
Summa Cum Laude

Jesse Ryan Smith
Jonathan James Soltis
Kaitlyn Sue Spette
Benjamin Thomas Wagner
Robert Williams
Brooke Riley Wyss

**Michael E. Moritz
College of Law**

Dean: Lincoln L. Davies

Juris Doctor

Sarah Aidan Adams

Laura M. Loya

Nihal Olgun Cevik
B.Laws (Ankara University)

Chloe Quin

Master of Laws

Chioma Chisom Elizabeth Abangwu-
Iwenofu
B.Laws (University of Nigeria)
M.Laws (American University, Washington,
DC)

College of Medicine

Dean: Carol R. Bradford

Doctor of Medicine

Joshua Harold Conner
B.S. (The Ohio State University)

John Patrick Mickley
B.S.Hlth.Reh.Sci. (The Ohio State University)

**School of Health and
Rehabilitation Sciences**

**Bachelor of Science in Athletic
Training**

Robert Garnet Clarke IV

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

Priscilla N. Adomako
Emilyn Antony
Maryella Kate Atkinson
Cum Laude
Lexis Siara Augustine
Morgan Elizabeth Baker

Ja'Leel Tamik Barnes
Eman Amgad Barri
Summa Cum Laude
Maiya LaShay Beane
Yuyi Bei
Cum Laude
Angela Benhard
Abigail Bennington
Cum Laude
Payten Kelley Bergman
Jack Ambrose Valentine Berrow
Cum Laude

Sarah Blair
MaKenzie Leigh Bowen
Kevida Bowry
Alaina Terese Carione
Magna Cum Laude
Rachel Catherine Louise Carter
Magna Cum Laude
Qur'an Renee Colvin
Caitlyn Elizabeth Corpman
Cum Laude

Abigail Marie-Anne Costides
Jillian Clarann Dalton
Cum Laude
Alicia Esbenshade
Kadra Mohamed Farah
Stacy Jean Flint
Julia Grabill
Emily Joyce Gramza
Cum Laude

Susannah Dagenbach Halsey
Emma Kay Harold
Magna Cum Laude
Sarah E. Harrington
Cum Laude

Kyle Joseph Harris
Magna Cum Laude
Macinzey Shae Harvey
El Mehdi Hattabi
Madelyn Hayden
Jena Reese Hickman
Cum Laude

Kayla Marie Hildebrand
Cassandra Hogan
Isanina Huang
Catherine E. Ide
Cum Laude

Abigail Elizabeth Jesenko
Homa Kattel
Bailey B. Kerstetter
Summa Cum Laude

Ashan Kharzai
Margaret Ruth Kohlman
Jacob Dylan Kraus
Magna Cum Laude

Cody S. Lam
Amanda Elizabeth Lanham
Kéji Latio
Magna Cum Laude

Jevin Chase Litwiler
Summa Cum Laude
with Honors in Health and Rehabilitation Sciences
with Research Distinction in Health Sciences

Sophia Rose Lorenzetti
Magna Cum Laude
Kaci Mariah Martir
Corbin Tyler Mash
Lydia Marie Mattingly
Magna Cum Laude
Delaney Marie McGranahan

Eleanor Alice McQuillen
Magna Cum Laude
Mina George Metyas
Jennifer Jade Middtlien
Cum Laude

Nicholas Robert Moorman
Dawson Wade Moreland
Annie Catherine Neff
Ahlam Abdullah Omar
Jay Patel
Yash Patel
Isabel Perez
Parker Rieske
Bryanna Marie Robinson
McKinsey Schmahlenberger
Madison Amber Sherman
Paige L. Shonk
Nicholas Patrick Spencer
Caitlin Anne Speyer
Zachary Thompson
Magna Cum Laude

Elly Biak Chin Tial
Gillian Alyssa Tyree
Gwyneth Elizabeth Whitcomb
Magna Cum Laude
Kylee Marie Wieging
Magna Cum Laude

Trisha Leigh Wilhelm
Vienna Rae Windisch
Magna Cum Laude
Bailey Winner
Magna Cum Laude

Natalie Michele Wolf
Summa Cum Laude

College of Nursing

Dean: Bernadette M. Melnyk

Bachelor of Science in Nursing

Kahlia Nicole Anderson
Brenda A. Batsyke
LeAndre Lamaar Blakely
Max Daniel Brush
Allison Ann Coleman
Stephanie Elizabeth Davis
Heather N. Fracasso
Brianna Gingerich
Jamie L. Groves
Eunice Jin
Justine Kiebre
Dylan Thomas Koch
Allison Emma Kunzen
Magna Cum Laude

Gina Marie Lowry
Amber M. Maag
Trevor D. Poole
Lainey Rae Ratliff
Samantha Rosa
Catherine Anne Schlom
Tad Anthony Semons
Elisabeth Joy Sjordal
Cristina Diane Streng
Jessica Agnes Weber

College of Pharmacy

Dean: Henry J. Mann

**Bachelor of Science in
Pharmaceutical Sciences**

Ava Catherine Barone
Magna Cum Laude
Tyler Charles Baughman
Cameron Ann Benassi
Mariah Elizabeth Bradley
Lou Gestine Coronado Dayan
Kevin Matthew DeRose
Isabelle Feng
Louisa Manu Gyamfi
Annalise Kathleen Harm
Ibraax Ibrahim
Mujeebah Ajoke Kamal-Muili
Cum Laude

Jizhou Lei
Leyan Li
Michael Gordon Makarov
Sura Mohammed Mustafa
Allison Lauren Newlove
Elizabeth Nicole Nguyen
Qianqian Peng
Gashbeen Shirwan Saeed
Magna Cum Laude

Dominic Serapiglia
Preet Bharat Shah
Cum Laude
Megan Ann Smith
Magna Cum Laude

Simon Testagaber
Lyann Trinh
Cum Laude
Kristen Wang
Magna Cum Laude

with Distinction in Pharmaceutical Sciences

**John Glenn College of Public
Affairs**

Dean: Trevor L. Brown

Bachelor of Arts

Bahja Osman Ali
Mitchell Reed Ament
Devin Taylor Baum
Kennedy Marie Billups
Anna Elyse Connors
Courtney Lynn Craft
Cristina Maze
Summa Cum Laude
Grace Elizabeth Momene
Summa Cum Laude
Leticia Adjevwah Nketiah
Summa Cum Laude
Esha Sharma
Lauren Alexa Sutherland
Magna Cum Laude
with Honors in Public Affairs
Lauren Elizabeth Willson
Magna Cum Laude

Bachelor of Science

Grace Judith Beaverson
Magna Cum Laude
 Evelyn Grace Bull
Magna Cum Laude
 Matthew Cardello
 Kenneth L. Davy, Jr.
 Rose Louisa Pophal
Magna Cum Laude
with Honors in Public Affairs

College of Public Health

Dean: Amy L. Fairchild

Bachelor of Science in Public Health

Jazmine M. Drakes
Cum Laude
 Eve Elizabeth Horrigan
Cum Laude
 Tyler Jacob Hutzler
Cum Laude
 Ander P. Jackson
 Sidney Marie Kadlic
 Lacy Hope Lendon
 Tyler Jahne Moon
Cum Laude
 Amanda Paige Seiffert
Summa Cum Laude
with Honors in Public Health
 Maryama Warsama
Cum Laude

College of Social Work

Dean: David A. Jenkins

Bachelor of Science in Social Work

Grace Kpamanya Alpha
 Ali D. Bates
 Elizabeth Nicole Brown
 Nataysha Marie Brown
 Maryonna Cathey
 McKinsey Marie Collins Hall
Cum Laude
 Grace Diana Edwards
 Shanay Patrice Gaiter
 Ayanna Harris
 Alyssa Ann Higle
 Destiny Bernae Hill
 Amadea Shantal Jennings
 Nicolette Juby
 Kayla Marie Klotz
 Abrielle LaRoche
 Mohammad Abdullah Mahmood
 Erin Jean McKelvin
 Arin Justine Miller
Cum Laude
 Jasper Miguel Orozco-Trowbridge
 Amber Jean Protopopov
 Marland Edward Rivers, Sr.
 Kirsten Ann Schultz
 Caley Utter
 Phillip Yu

Candidates to be Commissioned in the Armed Forces

United States Army

**Second Lieutenant
 United States Army**

Corps of Engineers
 David G. Ater*

Medical Services
 Jenna R. Hickman

**Second Lieutenant
 United States Army Reserves**

Military Intelligence
 Michael Hull

Corps of Engineers
 Cody Jay

**Second Lieutenant
 United States Army National Guard**

Medical Services
 Lauren E. Maines
 Isabel Perez

United States Air Force

**Second Lieutenant
 United States Air Force**

Olivia A. Corder
 Kevin M. Helfrich
 Connor J. Hill

**Second Lieutenant
 United States Space Force**

Nicholas J. Brendle

United States Navy

**Ensign
 United States Navy**

Colin Joseph Amirault

**Second Lieutenant
 United States Marine Corps**

Kaila Marie Oberhaus

*denotes Distinguished Military Graduate
 **denotes Distinguished Air Force Graduate
 ***denotes Distinguished Naval Graduate

Graduates with Honors

Criteria for graduating with honors are listed below. Grade-point averages (GPA) are based on the student's penultimate semester.

Summa Cum Laude designates those who earned a 3.9 GPA or better.

Magna Cum Laude designates those who earned a 3.7 GPA or better.

Cum Laude designates those who earned a 3.5 GPA or better.

With Honors in the Arts and Sciences requires successful completion of the Arts and Sciences Honors Contract and graduation with a 3.4 GPA or better.

With Honors in Business/Accounting requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Education and Human Ecology requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Engineering requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Food, Agricultural, and Environmental Sciences requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Medicine denotes successful fulfillment of the College of Medicine Honors Program tenets and a 3.4 cumulative GPA or better.

With Honors in Public Affairs requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Public Health requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Social Work requires successful completion of a prescribed honors program of study and graduation with a 3.4 GPA or better.

With Distinction requires successful completion of an undergraduate thesis and a 3.4 GPA or better.

Summary of Degrees and Certificates

Autumn Semester Commencement – 2022

College	Degree/Certificate	Degree/Cert. Total	Autumn Semester 2022 College Total	
Graduate School	Ph.D.	171	Doctor 171	
	Au.D.	1		
	Ed.D.	4		
	D.N.P.	6		
	D.P.T.	1		
	M.Stdy.Law	1		
	M.Ac.Q.R.Mgt.	1		
	M.Appl.Econ.	2		
	M.Appl.Neurosci.	4		
	M.Appl.Stat.	1		
	M.A.	35	Professional 12	
	M.B.A.	16		
	M.Bus.Op.Exc.	27		
	M.C.R.P.	7		
	M.Clin.Res.	10		
	M.Diet.Ntrm.	12		
	M.Ed.	1		
	M.Eng.Mgt.	12		
	M.E.N.R.	4		
	M.F.A.	5		
	M.Glb.Eng.Ldr.	4	Masters 479	
	M.Hum.Res.Mgt.	62		
	M.Learn.Tech.	3		
	M.Pint.Hlth.Mgt.	1		
	M.Publ.Adm.	5		
	M.Publ.Adm.Ldrshp.	4		
	M.Pub.Hlth.	13		
	M.S.	221		
	M.Soc.Work	27		
	M.Sprt.Coach.	1		
	Arts and Sciences, College of	Cert.Biom.Inf.	3	Certificates 19
		Cert.Crim.Just.Adm.	1	
		Cert.Env.Assmt.	1	
Cert.Hlth.Wlins.Coach.		10		
Cert.Nurs.Coach.		2		
Cert.Publ.Mgt.		2		
B.A.		652	1416	
B.A.Jour.		8		
B.F.A.		13		
B.Mus.Ed.		5		
B.S.Atmos.Sci	1			
B.S.Geog.Info.Sci.	9			
B.S.	345			
A.A.	371			
Cert.Div.Eq.Incl.	11			
Cert.Nat.Hist.Mus.Cur.	1			
Business, Fisher College of	B.S.Bus.Adm.	417	417	
Dentistry	D.D.S.	2	4	
	B.S.	1		
	B.S.Dent.Hyg.	1		
Education and Human Ecology	B.S.Hlth.Pro.Nutr.Ex.Sci.	8	208	
	B.S.Hum.Dev.Fam.Srv.	31		
	B.S.Humn.Ecol.	41		
	B.S.Hsp.Mgt.	11		
	B.S.Nutrition	10		
	B.S.Education	107		
	B.S.	10		
Engineering	B.S.Aero.Eng.	3	439	
	B.S.Aviation	6		
	B.S.Biomed.Eng.	13		
	B.S.Chem.Eng.	49		
	B.S.C.R.P.	9		
	B.S.Civ.Eng.	35		
	B.S.Cptr.Sci.Eng.	100		
	B.S.Elec.Cptr.Eng.	68		
	B.S.Eng.Physics	6		
	B.S.Env.Eng.	15		
	B.S.Food.Ag.Bio.Eng.	14		
	B.S.Ind.Sys.Eng.	32		
	B.S.Lndscp.Arch.	3		
	B.S.Mat.Sci.Eng.	19		
B.S.Mech.Eng.	56			
B.S.Weld.Eng.	11			
Food, Agricultural, and Environmental Sciences	B.S.Agr.	81	203	
	B.S.Con.Sys.Mgt.	33		
Environment and Natural Resources, School of Agricultural Technical Institute	B.S.Food.Sci	2	27	
	B.S.Env.Nat.Res	47		
	A.A.S.	13		
Law, Michael E. Moritz College of	A.Science	27	5	
	J.D.	4		
Medicine Health and Rehabilitation Sciences, School of	LLM	1	86	
	M.D.	2		
	B.S.Ath.Trng.	1		
	B.S.Hlth.Rehab.Sci.	80		
	Cert.Asst.Rehab.Tech.	2		
Nursing	Cert.Usabil.User.Exp.Hlt.	1	29	
	B.S.Nurs.	24		
Pharmacy	Cert.Reg.Nurs.Primry.Care	5	25	
	B.S.Pharm.Sci.	25		
Public Affairs, John Glenn College of	B.A.	13	18	
	B.S.	5		
Public Health	B.S.Pub.Hlth.	9	9	
Social Work	B.S.Soc.Work	24	24	
Total Degrees and Certificates		3,564	3,564	
Total Degrees this Semester		(not including certificates)	3,525	
Total Degrees since 1878		(not including certificates)	850,714	
Total Degrees during Last Decade		(not including certificates)	166,121	

THE ACADEMIC COSTUME

The colorful ceremonies of The Ohio State University commencements derive from practices originating in the Middle Ages. When European universities were taking form in the 12th and 13th centuries, the scholars were usually clerics, and consequently they adopted costumes similar to those of their monastic orders. Cold halls and drafty buildings called for caps and floor-length capes with attached hoods, and the sobering influence of the church probably resulted in the staid character of the caps and gowns.

As the control of the universities gradually passed from the church, some

aspects of the costumes took on brighter hues. Old prints and engravings, however, reveal a strong similarity between the regalia worn in early universities and that of the present day.

In light of our nation's English heritage, academic costume has been in use in the United States since colonial times. To establish a standard of uniformity in regard to the practice, an intercollegiate commission was formed to prepare a code for caps, gowns and hoods that has since been adopted by all academic institutions.

Originally round, the shape of the cap is now the familiar mortarboard square —

a shape that, according to ballad folklore, resembles a scholar's book. Legend also has it that the privilege of wearing a cap was the initial right of a freed Roman slave; the academic cap, therefore, has become a sign of the freedom of scholarship. The flowing gown has become symbolic of the democracy of scholarship, for it covers any dress that might indicate rank or social status. The hood, reserved at The Ohio State University for those receiving doctoral and master's degrees, not only indicates the type of degree, but also is lined with the official colors of the university.

The Gown

Bachelor: The bachelor gown is black, full-cut with long pointed sleeves.

Master: The master gown is black, long or short sleeves, with an arc-shaped panel extended for each sleeve.

Doctor: The Ohio State University Doctor of Philosophy gown is scarlet with gray velvet panels on the front and three velvet bars on each sleeve. Other doctor gowns are black with velvet panels and bars, the color of which is distinctive of the field of study.

Honors Emblem

The Ohio State University honors emblem is a scarlet and gray tasseled braid worn over the gown. Students eligible for this curricular honor are those graduating *summa cum laude*, *magna cum laude*, *cum laude*, *with distinction* and *with honors*.

The Hood

Bachelor: Three feet long with a two-inch-wide velvet edging.*

Master: Three and one-half feet long with a three-inch-wide velvet edging.

Doctor: Four feet in length with a five-inch-wide velvet edging and panel at the sides.

The lining of all hoods, which is folded out, bears the official colors of the institution granting the degree. The color of the velvet indicates the field of study.

* Not usually worn by candidates for a degree.

Cap and Tassel

Candidates for degrees at The Ohio State University wear the black mortarboard with a tassel whose color is distinctive of the degree being received. The tassel colors are as follows:

Graduate School (PhD)	Gray
(Others).....	Black
College of Arts and Sciences	
BA.....	White
BA Journalism	Crimson
BAE, BFA.....	Brown
BM, BME.....	Pink
BS, BS Design, BS Atmos.Sci., BS Geog.Info.Sci. ...	White
Fisher College of Business	Drab
College of Dentistry.....	Lilac
College of Education and Human Ecology	
Education.....	Light Blue
Human Ecology.....	Maroon
College of Engineering.....	Orange
Knowlton School of Architecture	Blue-Violet
College of Food, Agricultural, and	
Environmental Sciences.....	Maize
School of Environment and	
Natural Resources.....	Blue-Green
Moritz College of Law	Purple
College of Medicine	Green
School of Health and Rehabilitation Sciences	Green
College of Nursing	Apricot
College of Optometry	Seafoam Green
College of Pharmacy.....	Olive Green
John Glenn College of Public Affairs.....	Peacock Blue
College of Public Health	Salmon
College of Social Work	Citron
College of Veterinary Medicine.....	Gray

The gold tassel is worn frequently by those holding the doctoral degree and by college and university administrative officers.



Board of Trustees

(The expiration date of each trustee's term is given in parentheses.)

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Abigail S. Wexner, *vice chair* (2023)
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Alan A. Stockmeister (2025)
John W. Zeiger (2026)
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Juan Jose Perez (2031)
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Taylor A. Schwein, *student trustee* (2024)
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Jessica A. Eveland, *secretary*

Photography

Photographs may be taken from the stands at any time during the ceremony. However, only press photographers are permitted on the arena floor. Guests are asked to be courteous and respectful of all those wishing to take photographs.

Complimentary Programs

A limited number of programs are available on a first-come, first-served basis. Requests should be sent to the Office of Commencement and Special Events, 1060 Blankenship Hall, 901 Woody Hayes Drive, Columbus, OH 43210-4016.

PRESIDENT'S CABINET

Kristina M. Johnson
President

Jay Anderson
Interim Co-Leader and Chief Operating
Officer
Wexner Medical Center

JR Blackburn
Chief of Staff, Office of the President

Michael C. Eicher
Senior Vice President for Advancement
President, The Ohio State University
Foundation

Jessica A. Eveland
Secretary of the Board of Trustees

Anne K. Garcia
Senior Vice President for Legal Affairs
and General Counsel

Melissa L. Gilliam
Executive Vice President
and Provost

Jay D. Kasey
Senior Vice President for Administration
and Planning

Michael Papadakis
Senior Vice President for Business and
Finance and Chief Financial Officer

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Senior Vice President for Marketing and
Communications

Stacy Rastauskas
Vice President for Government Affairs

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Senior Vice President for Talent, Culture
and Human Resources

Melissa S. Shivers
Senior Vice President for Student Life

Gene D. Smith
Senior Vice President and
Wolfe Foundation Endowed
Athletic Director

Andrew M. Thomas
Interim Co-Leader and Chief
Clinical Officer
Wexner Medical Center
Senior Associate Vice President
for Health Sciences

Grace Wang
Executive Vice President, Enterprise for
Research, Innovation and Knowledge

COUNCIL OF DEANS

Eric M. Anderman
Interim Dean and Director, Ohio State
Mansfield

Carol R. Bradford
Dean, College of Medicine
Vice President for Health Sciences

Trevor L. Brown
Special Advisor to the Provost
Dean, John Glenn College
of Public Affairs

Lincoln L. Davies
Dean, Moritz College of Law

Amy L. Fairchild
Dean, College of Public Health

Melissa L. Gilliam
Executive Vice President and Provost

David G. Horn
Dean, College of Arts and Sciences

Ayanna Howard
Dean, College of Engineering

Damon E. Jaggars
Vice Provost and
Dean of University Libraries

David A. Jenkins
Dean, College of Social Work

Norman W. Jones
Vice Provost and Dean for
Undergraduate Education

Cathann A. Kress
Vice President for Agricultural
Administration
Dean, College of Food, Agricultural,
and Environmental Sciences

William L. MacDonald
Dean and Director, Ohio State Newark

Anil K. Makhija
Dean, Fisher College of Business

Henry J. Mann
Dean, College of Pharmacy

Bernadette M. Melnyk
Vice President for Health Promotion
Chief Wellness Officer
Dean, College of Nursing

Peter J. Mohler
Vice President for Research

Rustin M. Moore
Dean, College of Veterinary Medicine

Michael Papadakis
Senior Vice President for Business and
Finance and Chief Financial Officer

Donald B. Pope-Davis
Dean, College of Education and
Human Ecology

Timothy A. Rehner
Dean and Director, Ohio State Lima

Gregory S. Rose
Dean and Director, Ohio State Marion

May E. Stromberger
Vice Provost for Graduate Studies
Dean, Graduate School

Carroll Ann Trotman
Dean, College of Dentistry

Karla Zadnik
Dean, College of Optometry



Pomp, circumstance, and other songs of a lifetime

(continued from inside front cover)

I say, rather, the richness of us,
precious difference, the grand multiplicity
of selves that balance this globe
and enable it to spin true. Grandson
of peasant immigrants, I was given

the opportunity to earn a doctorate
in English literature from Ohio State—
because my family labored long nights
around the kitchen table trying to learn
this arduous English. I sat where

you're sitting twenty-six years ago.
Bob Dylan and Smokey Robinson got me
through. Yes, it took a prophet and Miracles!
My son earned an OSU Ph.D. in history.
Now you, graduates, are being honored—

by degrees. We've all come together
around the kitchen table of Ohio State.
Ohio, Round on the ends and high
in the middle. For the years to come
we'll sing together. Beautiful Ohio,

in dreams again I see, Visions of what
used to be. These psalms, sacred thoughts
of our tribes, 78's and 33's, tapes,
CD's—they take up space in shelves
of our skulls, our hearts. They remind us

we want a song beyond the run-
of-the-mill thrill, the moment throbbing
with pleasure or bathed in the blues.
We ache for something grander than
pure selfishness. Songs sung for one

alone are not true music. Arias shared
are music of the spheres, ways of saying
to another something from the soul.
Of course the Buckeye Battle Cry
is there. Drive, drive on down the field,

Men (and women!) of the Scarlet
and Gray. Well, you drove on down
the field, and you drove up and down
the streets, around and around
crowded lots, looking for a place to park,

and you searched our dark, ancient library
for a decent place to study. My wife,
Mary's, father marched in the first
"Script Ohio," in 1936. He's here today
with us, blowing his horn, I can't help

but feel, as is the sweet mother
I lost last year, the one who gave me
the stars. Today's music makes us think
of the debts we owe, and never can repay.
So many of us would not be here

were it not for the lullabies and songs
of dear parents, their parents, theirs.
Some are here today in the flesh.
Many are not. We mourn them with cadence
of our hearts. Think how many people

sang before us, gave us a name, a voice,
taught us the right words. We must
cherish them by remembering every song.
When we sing to others, we honor
our fathers and mothers, thank them

for this day of profound scarlet and gray
pomp and circumstance. O, come
let's sing Ohio's praise, And songs
to Alma Mater raise. Alma mater.
Ohio State is our sweet, nurturing mother.

We came of age here, with her help.
Well, Mother, we love you, but, like,
it's time we moved out, got a place
of our own. You're standing there,
Mom, gray hair, eyes scarlet

from crying. We won't forget you.
Now, even though this ceremony
means we're being weaned, taken off
the nipple, let's take care to cherish her
all our days. Let's remember

the words to the songs she taught us,
and pass them on. We'll remember
always, Graduation Day. Summer's heat,
and winter's cold, The seasons pass,
the years will roll, Time and change

will surely show How firm thy friendship,
O-hi-O. We call that little number
Carmen Ohio. Carmen means song
in Latin. You've worked hard; she
is your reward; today is your reward.

You're filled to overflowing with
the notes, the poems we've written
together. You know the score.
Continue to work hard for yourselves,
and one another. Find the ones who need

you to sing to, for them, in the world.
Graduates, this joyful litany, this hymn
our ancestors collaborated on with us,
the calling of your name today is music
to our ears. Sing that name proudly

all your days, as if your life depended
on it. It does, you know. It has been
an honor for me to speak—and sing—
to you today. Thank you, graduates,
and, again, Congratulations.



**THE OHIO STATE
UNIVERSITY**

APPENDIX XVIII

FY2023-2027 Capital Investment Plan

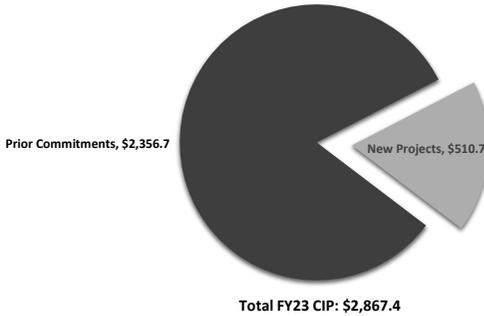


Table 1 - Prior Commitments - Remaining Spend

All \$ in Millions

Line	Capital Priority	Projected Capital Expenditures					Total
		FY2023	FY2024	FY2025	FY2026	FY2027	
1	A&S - Arts District	\$ 32.4	\$ 18.5	\$ 4.2	\$ -	\$ -	\$ 55.0
2	A&S - Celeste Lab Renovation	\$ 3.4	\$ 0.9	\$ -	\$ -	\$ -	\$ 4.2
3	Athletics - Lacrosse Stadium	\$ 17.1	\$ 3.0	\$ -	\$ -	\$ -	\$ 20.1
4	Energy Advancement and Innovation Center	\$ 24.3	\$ 10.9	\$ 2.7	\$ -	\$ -	\$ 38.0
5	Engineering - BMEC Phase 2	\$ 2.5	\$ 2.5	\$ 2.5	\$ 1.2	\$ -	\$ 8.7
6	FAES - Controlled Environment Agriculture Research Complex	\$ 5.8	\$ 2.0	\$ -	\$ -	\$ -	\$ 7.8
7	FAES - Wooster - Boiler #3 Replacement	\$ 3.4	\$ 3.4	\$ 1.3	\$ -	\$ -	\$ 8.1
8	FOD - Cannon Drive Relocation - Ph. 2	\$ 15.1	\$ 24.5	\$ 9.3	\$ 1.4	\$ -	\$ 50.3
9	Interdisciplinary Health Sciences Center	\$ 46.7	\$ 34.3	\$ 6.9	\$ 5.0	\$ -	\$ 92.8
10	Interdisciplinary Research Facility	\$ 76.9	\$ 10.3	\$ -	\$ -	\$ -	\$ 87.3
11	Libraries - Library Book Depository Phase 3	\$ 1.1	\$ 13.5	\$ 3.7	\$ -	\$ -	\$ 18.4
12	Nursing - Jane E. Heminger Hall and Renovation of Newton Hall	\$ 14.9	\$ 2.3	\$ -	\$ -	\$ -	\$ 17.2
13	SL - North Residential - HVAC Modifications Phase 2	\$ 4.9	\$ 1.2	\$ -	\$ -	\$ -	\$ 6.1
14	Vet Med - Equine Arena	\$ 5.9	\$ 1.5	\$ -	\$ -	\$ -	\$ 7.4
15	West Campus Infrastructure Phase 1	\$ 6.1	\$ 1.2	\$ -	\$ -	\$ -	\$ 7.3
16	WMC - Dodd - Parking Garage	\$ 6.5	\$ 5.0	\$ -	\$ -	\$ -	\$ 11.5
17	WMC - East Hospital Dock Expansion	\$ 1.8	\$ 1.8	\$ 1.3	\$ -	\$ -	\$ 4.9
18	WMC - Inpatient Hospital	\$ 405.0	\$ 346.2	\$ 270.8	\$ 202.0	\$ 61.3	\$ 1,285.3
19	WMC - James - Halcyon Linear Acc	\$ 4.0	\$ 0.7	\$ -	\$ -	\$ -	\$ 4.8
20	WMC - Loading Dock Expansion and Renovation	\$ 9.9	\$ 3.6	\$ 2.0	\$ 0.0	\$ -	\$ 15.6
21	WMC - Martha Morehouse Facility Improvements	\$ 4.9	\$ 15.4	\$ 9.3	\$ 4.4	\$ -	\$ 33.9
22	WMC - Outpatient Care Dublin	\$ 52.0	\$ 4.5	\$ -	\$ -	\$ -	\$ 56.5
23	WMC - Outpatient Care New Albany	\$ 21.2	\$ 1.0	\$ -	\$ -	\$ -	\$ 22.2
24	WMC - Outpatient Care West Campus	\$ 143.0	\$ 20.5	\$ 4.5	\$ -	\$ -	\$ 167.9
25	WMC - Ross - OPR/OR Expansion	\$ 4.4	\$ 1.3	\$ -	\$ -	\$ -	\$ 5.7
26	Roll Up Other Projects	\$ 134.6	\$ 125.4	\$ 43.5	\$ 13.3	\$ 2.9	\$ 319.7
27	Subtotal	\$ 1,047.8	\$ 655.5	\$ 362.0	\$ 227.3	\$ 64.2	\$ 2,356.7

FY2023-2027 Capital Investment Plan

Table 2 - New Projects Beginning in FY2023

Line	Capital Priority	Projected Capital Expenditures					
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
1	Anticipated Spend for CIP Changes	\$ 10.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 10.0
2	Roll up of Small Infrastructure RDM Projects	\$ 11.5	\$ 35.5	\$ 17.3	\$ 0.0	\$ 0.0	\$ 64.2
3	Small Programmatic Cash Ready	\$ 23.8	\$ 24.1	\$ 10.3	\$ 5.7	\$ 0.8	\$ 64.7
4	WMC - Roll up of Multiple Cash Ready	\$ 176.5	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 176.5
5	New Major Projects						
6	A&P - Buckeye Village Demolition	\$ 0.3	\$ 2.8	\$ 2.0	\$ 0.0	\$ 0.0	\$ 5.0
7	CAS - Celeste Lab - Completion of General Chemistry Lab	\$ 0.0	\$ 7.0	\$ 7.0	\$ 4.7	\$ 0.0	\$ 18.6
8	ENG - BMEC Phase 2	\$ 6.6	\$ 19.9	\$ 19.9	\$ 18.3	\$ 1.5	\$ 66.2
9	EHE - Campbell Hall Renovation	\$ 24.2	\$ 12.1	\$ 0.0	\$ 0.0	\$ 0.0	\$ 36.2
10	ENG - CAR Bus Testing Facility	\$ 3.7	\$ 7.3	\$ 0.0	\$ 0.0	\$ 0.0	\$ 11.0
11	FOD - CHP Exteriors	\$ 3.8	\$ 4.5	\$ 3.5	\$ 0.3	\$ 0.0	\$ 12.0
12	NEW - Founders Hall Renovation - Phase 2	\$ 5.6	\$ 6.7	\$ 5.2	\$ 0.4	\$ 0.0	\$ 18.0
13	WMC - Outpatient Care Powell	\$ 0.8	\$ 5.5	\$ 7.8	\$ 7.1	\$ 1.0	\$ 22.2
14	WMC - Inpatient Hospital, Increase	\$ 3.1	\$ 3.1	\$ 0.0	\$ 0.0	\$ 0.0	\$ 6.1
15	Grand Total	\$ 269.7	\$ 128.4	\$ 72.8	\$ 36.5	\$ 3.4	\$ 510.7

Line	Unit	Local	State	Fundraising	Grant	Partnership Funding	University Debt	Grand Total	% By Unit	DM Funding	% DM Funding	% of Total
1	Academic Support	\$ 66.7	\$ 42.5	\$ 3.9	\$ 21.2	\$ 0.0	\$ 23.7	\$ 158.1	31.0%	\$ 27.9	18.0%	17.7%
2	Athletics	\$ 11.9	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 2.0	\$ 13.9	2.7%	\$ 11.4	7.3%	82.3%
3	Infrastructure	\$ 31.6	\$ 24.4	\$ 22.8	\$ 0.0	\$ 1.0	\$ 4.0	\$ 83.7	16.4%	\$ 55.6	35.8%	66.4%
4	Regional Campuses	\$ 2.0	\$ 6.8	\$ 0.0	\$ 13.8	\$ 3.8	\$ 0.4	\$ 26.7	5.2%	\$ 19.6	12.7%	73.4%
5	Student Life	\$ 23.6	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 23.6	4.6%	\$ 23.6	15.2%	100.0%
6	Wexner Medical Center	\$ 201.5	\$ 0.0	\$ 0.0	\$ 0.0	\$ 3.2	\$ 0.0	\$ 204.7	40.1%	\$ 17.0	11.0%	8.3%
7	Grand Total	\$ 337.2	\$ 73.7	\$ 26.7	\$ 35.0	\$ 7.9	\$ 30.2	\$ 510.7	100.0%	\$ 155.1	100.0%	30.4%

APPENDIX XIX

BACKGROUND

TOPIC: Approval of Ohio State Energy Partners’ (“OSEP”) Utility System Capital Improvements Plan for Fiscal Year 2023 and Approval of a Change in Cost of a Previously Approved Capital Improvement Project

CONTEXT: Pursuant to the First Amended and Restated Long-Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018, and as amended (the “Agreement”), OSEP will fund and implement capital improvements to the Utility System.

Proposed capital projects are evaluated for alignment with applicable strategic, financial, and physical plans and to ensure continued reliability, safety, and compliance.

Approval of these projects will be pursuant to the project scopes, schedules, cost breakdowns, and total project costs outlined below, any applicable university directives, applicable project approval request forms, and supporting documentation submitted pursuant to the Agreement.

OSEP capital projects are categorized as one of four types:

1. Life-Cycle Renovations, Repair, and Replacement Projects (“LFC”): LFC projects are capital improvements to existing utility system plants and distribution networks.
2. Expansion Projects (“EXP”): EXP projects expand or extend the capacity of the campus utility systems.
3. Energy Conservation Measure Projects (“ECM”): ECM projects improve the energy efficiency of the campus buildings, utility plants, and utility distribution networks.
4. Special Projects (“SPC”): SPC projects are utility system projects that do not fit well into the other three categories and/or are subject to special conditions.

SUMMARY:

Utility System Replacements and Upgrades – Cockins Hall Vault and Tunnel 122-22-LFC

Scope: The university is upgrading portions of the tunnel and vault at Cockins Hall (OSU-200328). These upgrades require abatement, demolition, removal, realignment, replacement, and insulation of OSEP utility system piping within the vault and tunnel. This project was previously approved for design.

Construction Cost Request: \$ 1.190 M

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.260 M
FY 2023 – Construction	\$ 0.719 M
FY 2024 – Construction	\$ 0.471 M
Total Project Cost	\$ 1.450 M

Utility System Replacements and Upgrades – 19th Avenue Tunnel 123-22-LFC

Scope: The university is upgrading portions of the 19th Avenue tunnel (OSU-200328). These upgrades require abatement, demolition, removal, realignment, replacement, and insulation of OSEP utility system piping within the vault and tunnel. This project was previously approved for design.

Construction Cost Request: \$ 0.603 M

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.135 M
FY 2023 – Construction	\$ 0.480 M
FY 2024 – Construction	\$ 0.123 M
Total Project Cost	\$ 0.738 M

Electrical Maintenance at Building Interfaces 127-23-LFC

Scope: Design of upgrades and replacements to electrical equipment at the building interfaces of several campus buildings identified during OSEP’s high voltage distribution system project (31-20-LFC).

Design Only Cost Request: \$ 0.911 M

Project Cost Breakdown	Cost
FY 2023 – Design	\$ 0.911 M
FY 2024 – Construction Estimate	\$ 0.612 M
FY 2025 – Construction Estimate	\$ 1.885 M
Total Project Cost Estimate	\$ 3.408 M

McCracken and Water Treatment Building Improvements 130-23-LFC

Scope: Upgrades to the passenger and freight elevators to ensure effective operation and ADA compliance, installation of a locker room for female staff, emergency lighting upgrades, and repair to structural building mortar.

Design and Construction Cost Request: \$ 5.872 M

Project Cost Breakdown	Cost
FY 2023 – Design and Construction	\$ 1.273 M
FY 2024 – Construction	\$ 3.837 M
FY 2025 – Construction	\$ 0.762 M
Total Project Cost	\$ 5.872 M

OSU Substation Upgrades – Phase II 134-23-LFC

Scope: Design of the necessary replacements and upgrades in the OSU substation to maintain operational reliability, safety, and code compliance.

Design Only Cost Request: \$ 0.192 M

Project Cost Breakdown	Cost
FY 2023 – Design	\$ 0.192 M
FY 2024 – Construction Estimate	\$ 1.618 M
Total Project Cost Estimate	\$1.810 M

Buckeye Village Natural Gas System Demolition and Rerefed 148-23-LFC

Scope: Demolition of natural gas piping in support of the university's Buckeye Village demolition project (OSU-220925). This project will also install a new gas line to serve the Community Center and the Athletic Maintenance Building.

Design and Construction Cost Request: \$ 0.629 M

Project Cost Breakdown	Cost
FY 2023 – Design and Construction	\$ 0.629 M
Total Project Cost	\$ 0.629 M

Campbell Hall Renovation Utility System Service 150-23-LFC

Scope: Installation of new electrical system duct bank, building transformer, and relocation of an existing electricity switch in support of the university's project to renovate Campbell Hall (OSU- 210281)

Design and Construction Cost Request: \$ 0.246 M

Project Cost Breakdown	Cost
FY 2023 – Design and Construction	\$ 0.050 M
FY 2023 – Construction	\$ 0.196 M
Total Project Cost	\$ 0.246 M

Combined Heat and Power and District Heating and Cooling 16-19-EXP

Scope: Cost increase related to the modification of the exterior design of the Combined Heat and Power Plant (CHP). The university will directly reimburse OSEP for these increased costs which equal the net increase in costs for the exterior of the CHP after deducting the original allowance for the exterior costs of \$66 per square foot.

Additional Construction Cost Request: \$ 12.086 M

Project Cost Breakdown	Cost
FY 2023 – Construction Estimate	
Design Costs	\$ 0.615 M
Building Skin	\$ 10.665 M
Building Exterior Installation	\$ 4.063 M
Structural Steel Modifications	\$ 1.000 M
Subtotal	\$ 16.343 M
Allowance in Prior Approved Costs	\$ (4.257) M
Total Project Cost Increase Estimate	\$ 12.086 M

South Chiller Plant Partial Build-out 78-23-EXP

Scope: Design and installation of an additional 2,500-ton chiller and associated equipment in the South Campus Central Chiller Plant necessary to serve the projected increased cooling load from the Wexner Medical Center Inpatient Hospital (OSU-180391).

Design and Construction Cost Request: \$ 16.943 M

Project Cost Breakdown	Cost
FY 2023 – Design & Construction	\$ 12.816 M
FY 2024 – Construction	\$4.127 M
Total Project Cost	\$ 16.943 M

Midwest Heating and Cooling Building Conversion – Phase I 79-22-EXP

Scope: Connecting the Agricultural Administration and Agricultural Engineering buildings to the new District Heating and Cooling (DHC) loop that will be connected to the Combined Heat and Power plant. The project will also convert the Frank Stanton Veterinary Spectrum of Care Clinic from its temporary utility supply to the DHC. This project was previously approved for design. The total project budget is \$7.1 million, of which \$1.5 million is the university scope that will be delivered by OSEP.

Construction Cost Request: \$ 4.503 M

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 1.108 M
FY 2023 – Construction OSEP Scope	\$ 4.503 M
FY 2023 – Construction OSU Scope	\$ 1.496 M
Total Project Cost	\$ 7.107 M

Campus Natural Gas – Building Systems Upgrades 100-22-EXP

Scope: Upgrades to the natural gas systems (including gas entrances, building meters, and regulators) for the 42 buildings connected to gas master meters #3, #4, and #6. These upgrades are necessary to comply with codes and/or the university's Building Design Standards. This project was previously approved for design.

Construction Cost Request: \$ 1.709 M

Project Cost Breakdown	Cost
FY 2022 – Design	\$ 0.775 M
FY 2023 – Construction	\$ 1.453 M
FY 2024 – Construction	\$ 0.256 M
Total Project Cost	\$ 2.484 M

Building Energy Systems Optimization Phase V 61-23-ECM

Scope: Design and construct energy system improvements for 18 university buildings. Guided by building energy audits performed in 2022, measures will include heat recovery chillers, air-handling optimizations, and controls optimizations. This project is projected to improve the overall energy efficiency of the Columbus campus by 3%.

Design and Construction Cost Request: \$ 19.385 M

Project Cost Breakdown	Cost
FY 2023 – Design & Construction	\$ 2.776 M
FY 2024 – Construction	\$ 8.107 M
FY 2025 – Construction	\$ 8.502 M
Total Project Cost	\$ 19.385 M

Energy Advancement and Innovation Center – Solar rooftop infrastructure 151-23-SPC

Scope: Construction of the solar photovoltaic roof canopy on the Energy Advancement and Innovation Center. Construction costs will be added to the Utility Fee pursuant to the Concession Agreement and the associated University Directive. These costs will not be subject to the variable fee component of the Utility Fee.

Construction Cost Request: \$ 3.725 M

Project Cost Breakdown	Cost
FY 2023 – FY 2047 annually	\$ 0.149 M
Total Project Cost	\$ 3.725 M

REQUESTED OF THE MASTER PLANNING & FACILITIES AND THE FINANCE & INVESTMENT COMMITTEES: Approval of the resolution.



Board of Trustees Review and Approval of Facilities Improvement Projects, Planning Studies, and Real Estate Transactions

University Policy

Applies to: All customers and coordinators of facilities improvements projects, planning studies, and real estate transactions.

Responsible Office: Office of Administration and Planning

POLICY

Issued: 02/01/2008
Revised: 08/30/2022

The Ohio State Board of Trustees desires to ensure that the university has the flexibility to undertake **facilities improvement projects**, planning studies, and/or real estate transactions in an expeditious manner while preserving the authority and ability of the Board of Trustees to review and approve projects, studies, and transactions as the Board of Trustees determines appropriate.

The university must provide for Board of Trustees review in any case in which the provisions of this policy are unclear or subject to varying interpretation.

This policy is not intended to limit Board of Trustees review of any project or action as the Board of Trustees determines appropriate.

Purpose of the Policy

To provide for the flexibility needed to ensure the timely completion of facilities improvement projects, planning studies, and real estate transactions while ensuring that the Board of Trustees retains the authority and ability to exercise appropriate oversight.

Definitions

Term	Definition
Capital Executive Sponsor Group	Senior leadership group responsible for the approval and oversight of campus plans, facilities improvement projects, planning studies, and real estate transactions.
Concessionaire facilities improvement projects	Any improvement to or replacement or expansion of the components of the university's utility facilities on the Columbus campus, that is capital in nature; any energy conservation measure on the Columbus campus intended to increase the efficiency of the university's utility system or reduce energy use intensity, whether capital in nature or not, and whether on the university's utility facilities or non-utility facilities; and any material change in the dimensions, character, quality or location of any part of the university's utility system that is not otherwise covered in this definition.
Facilities improvement projects	Any initiatives undertaken on behalf of the university that improve the physical environment in support of the academic mission, other than concessionaire facilities improvement projects . Projects covered under this policy would include, but may not be limited to, activities that involve design, land acquisition, repair, maintenance, construction, reconstruction, renovation, demolition, landscaping, roads and grounds improvements/maintenance, building and systems repairs/replacement, client-specific projects, major emergency responses and any capital improvement project.
Public exigency	An injury or obstruction that occurs in any university property that materially impairs its immediate use or places in jeopardy property adjacent to it, or an immediate danger of such an injury or obstruction.
Unit	College or administrative unit.



Board of Trustees Review and Approval of Facilities Improvement Projects, Planning Studies, and Real Estate Transactions

University Policy

Applies to: All customers and coordinators of facilities improvements projects, planning studies, and real estate transactions

Policy Details

- I. The Board of Trustees retains sole authority with respect to university facilities improvement projects, planning studies, and real estate transactions unless otherwise delegated and subject to state law.
- II. The senior vice president for administration and planning, in consultation with the Board of Trustees, is responsible for the coordination of the implementation of this policy.

PROCEDURE

Issued: 02/01/2008
Revised: 08/30/2022

- I. Facilities Improvement Projects
 - A. All facilities improvement projects must follow all applicable university policies regardless of funding source except when a **public exigency** is declared by the Board of Trustees or as otherwise authorized by this policy.
 - B. All facilities improvement projects estimated to cost \$200,000 or more must be in the university's capital plan and must adhere to the following:
 1. Proposed facilities improvement projects with multiple funding sources must complete a Project Funding Agreement and satisfy all funding requirements as set forth in the University Debt policy.
 2. Any facility improvement project estimated to cost \$200,000 and not exceeding \$1 million with all funds (cash or auxiliary) available may proceed to design and construction services.
 3. Any facilities improvement project estimated to cost more than \$1 million but less than \$4 million, regardless of funding source, requires specific project funding review and approval by the senior vice president for business and finance and chief financial officer as well as the senior vice president for administration and planning prior to any approval for contracting for design or construction services. This approval constitutes complete approval for the project, including site selection, design, construction, and any other services needed.
 4. Any facilities improvement project estimated to cost at least \$4 million but less than \$10 million requires specific project review and approval by the Board of Trustees. This approval constitutes complete approval for the project, including site selection, design, construction, and any other services needed, except as specifically noted in the approving resolution.
 5. Any facilities improvement project estimated to cost \$10 million or more requires separate project review and approval by the Board of Trustees for both design and construction, except as specifically noted in the approving resolution. Additionally, separate review and approval may be required for site selection and other services needed, as noted in the approving resolution.
 - C. Once a facility improvement project has been approved by the Board of Trustees, the Office of Administration and Planning must ensure the project costs (including costs for design, construction, construction management, or other services) do not exceed the approved amount presented to the Board of Trustees at the time of approval without specific Board of Trustee review and approval except as follows:
 1. For projects under \$4 million, the university may increase the total project budget as long as the increase is approved by the requesting department and funding for the increase is secured.
 2. For projects of \$4 million or more, the university may increase the total project budget cumulatively by no more than 10% of the total project budget or \$1 million, whichever is less, so long as funding for the increase is secured.



Board of Trustees Review and Approval of Facilities Improvement Projects, Planning Studies, and Real Estate Transactions

University Policy

Applies to: All customers and coordinators of facilities improvements projects, planning studies, and real estate transactions

3. All project cost increases over \$200,000 must be approved by the Integrated Physical Planning Liaison Group (IPPLG) and the Integrated Capital Planning Group (ICPG).
 - D. In the intervening periods between regularly scheduled meetings of the Board of Trustees, the chair of the Master Planning and Facilities Committee, in consultation with the chair of the Audit, Finance and Investment Committee and in consideration of any necessary information provided by the senior vice president for administration and planning, may take any of the actions outlined below. Any such action will then be reported to the Board of Trustees at its next regularly scheduled meeting.
 1. Authorize any facilities improvement project that otherwise would require review and approval by the Board of Trustees;
 2. Authorize any increase in the total project budget of any facility improvement project that otherwise would require review and approval by the Board of Trustees; and
 3. Request that the executive director of the Ohio Facilities Construction Commission issue a declaration of a public exigency affecting university property in accordance with Ohio Revised Code Section 123.10.
 - E. The Office of Administration and Planning must report annually to the Board of Trustees on all projects estimated to cost \$4 million or more that were completed during the previous year. The report will include determination as to whether the project was on time and on budget.
 - F. The Office of Administration and Planning must report at each board meeting the status of each facilities improvement project of \$20 million or more and annually on any other facilities project as required by the Board of Trustees. The report will include determination as to whether the project is on time and on budget and include appropriate metrics.
- II. Planning Studies and Project Siting
- A. Any planning study (including any feasibility, technical, siting, or other planning study) estimated to cost \$250,000 or more requires Board of Trustees review and approval. Any planning study originally estimated at less than \$250,000 that goes over that amount requires Board of Trustees review and approval. Any planning study estimated to cost less than \$250,000 and more than \$50,000 requires review and approval by the senior vice president for administration and planning.
 - B. Any proposed changes to the approved University Master Plan and District Plans require review and approval by the **Capital Executive Sponsor Group** and Board of Trustees.
 - C. Site selection requires review and approval by the Capital Executive Sponsor Group and Board of Trustees if not in compliance with the approved University Master and District Plans.
- III. Real Estate Transactions
- A. Any easement, other than an easement for street, roadway, or highway purposes, to be granted to another party for use of university property for a term of not more than 25 years requires review and approval by the senior vice president for administration and planning. Such an easement for a term greater than 25 years requires review and approval by the Board of Trustees.
 - B. Approval of replacement or renewal easements for existing agreements that benefit the university and that were previously approved by the Board of Trustees as outlined in item III.A may be granted for a like term by the university through the review and written approval of the senior vice president for administration and planning.
 - C. Any sale or purchase of real property in the name of the Board of Trustees or the university, or acceptance of the gift of real property, requires review and approval by the Board of Trustees. See the [Gift Acceptance policy](#) for more information regarding gifts of real property.



Board of Trustees Review and Approval of Facilities Improvement Projects, Planning Studies, and Real Estate Transactions

University Policy

Applies to: All customers and coordinators of facilities improvements projects, planning studies, and real estate transactions

- D. All leases of real property by the university with a present lease value greater than \$10 million require review and approval by the Board of Trustees. Leases of real property between the university and a significant interest affiliate of the university do not require review and approval of the Board of Trustees.

IV. Energy or Water Saving Contracts, Including Performance Contracts

- A. Any request for proposals for energy or water saving contracts must follow the requirements of Ohio Revised Code, Sections 3345.61-.66.
- B. In addition to the Ohio Revised Code, non-concessionary and/or non-Columbus contracts may be subject to additional performance guidelines to ensure alignment with Ohio State’s sustainability goals.

Responsibilities

Position or Office	Responsibilities
Office of Administration and Planning	<ol style="list-style-type: none"> 1. Ensure that project costs do not exceed approved amount without written approval from the senior vice president for administration and planning or Board approval. 2. Report annually to the Board on all projects estimated to cost \$4 million or more that were completed during the previous year. 3. Report at each Board meeting the status of each major facilities improvement project of \$20 million or more and annually on any other facilities project as required.
Board of Trustees (Board)	<ol style="list-style-type: none"> 1. Retain sole authority with respect to university facilities improvement projects, planning studies, and real estate transactions unless otherwise delegated and subject to state law. 2. Review and approve any facilities improvement project estimated to cost \$4 million or more. 3. Provide separate project review and approval for any facilities improvement project estimated to cost \$10 million or more. 4. Review and approve increases in project costs totaling the lesser of 10% of the total project budget or \$1 million, whichever is less, so long as the funding for the increase is secured. 5. Review and approve any planning study estimated to cost \$250,000 or more. 6. Review and approve any planning study originally estimated to cost less than \$250,000 that goes over that amount. 7. Review and approve, with Capital Executive Sponsors Group, any proposed changes to the approved University Master Plan, and District Plans. 8. Review and approve, with Capital Executive Sponsors Group, requests for site selection not in compliance with University Master and District Plans. 9. Review and approve any easement, other than an easement for street, roadway and highway purposes, to be granted to another party for use of university property for a term greater than 25 years. 10. Review and approve any sale or purchase of real property in the name of the Board of Trustees or the university, or the acceptance of the gift of real property. 11. Review and approve all leases of real property with a present lease value greater than \$10 million except those between the university and a significant interest affiliate.
Capital Executive Sponsors Group	<ol style="list-style-type: none"> 1. Approve and provide oversight of campus plans, facilities improvement projects, planning studies, and real estate transactions. 2. Review and approve, with the Board, any proposed changes to the approved University Master Plan and District Plans. 3. Review and approve, with the Board, requests for site selection not in compliance with University Master and District Plans.
Chair of the Master Planning and Facilities Committee	<ol style="list-style-type: none"> 1. Between regularly scheduled Board meetings, authorize any facilities improvement projects and increases in total project budgets that otherwise would require review and approval by the Board. 2. Between regularly scheduled Board meetings, request that the executive director of the Ohio Facilities Construction Commission issue a declaration of a public exigency affecting university property.



Board of Trustees Review and Approval of Facilities Improvement Projects, Planning Studies, and Real Estate Transactions

University Policy

Applies to: All customers and coordinators of facilities improvements projects, planning studies, and real estate transactions

Position or Office	Responsibilities
Chair of the Audit, Finance and Investment Committee	Consult with chair of the Master Planning and Facilities Committee on any actions taken between regularly scheduled Board meetings.
Integrated Capital Planning Group (ICPG)	Approve all increases in project costs over \$200,000, as appropriate.
Integrated Physical Planning Liaison Group (IPPLG)	Approve all increases in project costs over \$200,000, as appropriate.
Senior vice president for administration and planning	<ol style="list-style-type: none"> 1. Review and approve, with the senior vice president for business and finance and CFO, any facilities improvement project estimated to cost more than \$1 million but less than \$4 million prior to any approval for contracting for design or construction services. 2. Provide necessary information to chair of Master Planning and Facilities Committee and chair of the Audit, Finance, and Investment Committee if action(s) are required between regularly scheduled Board meetings, and report any actions taken at the next scheduled Board meeting. 3. Review and approve any planning study estimated to cost more than \$50,000 and less than \$250,000. 4. Review and approve any easement other than an easement for street, roadway, and highway purposes, to be granted to another party for use of university property for a term of not more than 25 years. 5. Review and approve, in writing, replacement or renewal easements for existing agreements that were previously approved by the Board as set forth in the policy.
Senior vice president for business and finance and chief financial officer (CFO)	Review and approve, with the senior vice president for administration and planning, any facilities improvement project estimated to cost more than \$1 million but less than \$4 million prior to any approval for contracting for design or construction services.

Resources

Ohio Revised Code

- Chapter 153 – Competitive Bidding Procedures, codes.ohio.gov/ohio-revised-code/chapter-153
- Chapter 4115 – Prevailing Wage Law, codes.ohio.gov/ohio-revised-code/chapter-4115
- Section 123.10 – Declaration of Public Exigency, codes.ohio.gov/ohio-revised-code/section-123.10
- Section 3345.65 – Request for proposals – awarding of contract, codes.ohio.gov/ohio-revised-code/section-3345.65
- Section 3345.61 (B)(8) – Energy conservation measures definitions, codes.ohio.gov/ohio-revised-code/section-3345.61

Governance Documents

- Fiscal Stewardship policy, go.osu.edu/fiscal-stewardship-policy
- Gift Acceptance policy, go.osu.edu/giftacceptancepolicy
- Performance Guidelines for nonconcessionaire and/or non-Columbus Energy or Water Savings Contracts, go.osu.edu/performance-guidelines
- Policy on Purchasing and Competitive Bidding, go.osu.edu/bppcb-policy
- Purchasing policy, go.osu.edu/purchasing-policy
- University Debt policy, go.osu.edu/university-debt-policy



Board of Trustees Review and Approval of Facilities Improvement Projects, Planning Studies, and Real Estate Transactions

University Policy

Applies to: All customers and coordinators of facilities improvements projects, planning studies, and real estate transactions

Contacts

Subject	Office	Telephone	E-mail/URL
Planning studies and project siting, Real estate transactions	Planning Architecture and Real Estate	614-688-3715	pare.osu.edu
Facilities improvement projects, Energy-savings contracts	Facilities Operations and Development, Administration and Planning	614-292-0257	fod.osu.edu
General policy questions	Administration and Planning	614-292-3080	ap.osu.edu

History

Issued:	02/01/2008	Approved by Board of Trustees, 02/01/2008, Resolution #2008-81
Edited:	01/01/2009	Approved by Board of Trustees, 11/01/2008, Resolution #2009-45
Revised:	06/05/2009	Approved by Board of Trustees, 06/05/2009, Resolution #2009-99
Revised:	09/01/2014	Approved by Board of Trustees, 04/05/2013, Resolution #2013-88
Revised:	08/30/2022	Approved by Board of Trustees, 08/18/2022, Resolution #2022-XX

APPENDIX XXI

Project Data Sheet for Board of Trustees Approval

Bus Testing Facility

OSU-210555 (REQ ID# ENG20000019, ENG22ERA0041)

Project Location: Kinnear Rd (behind Center for Automotive Research building)

- **approval requested and amount**
 professional services \$1.5M
- **project budget**
 professional services TBD
 construction w/contingency TBD

 total project budget TBD
- **project funding**
 other – grant funds
- **project schedule**
 BoT professional services approval 08/22
 design 11/22 – 07/23
 BoT construction approval 08/23
 construction 09/23 – 08/24
 facility opening 11/24



- **project delivery method**
 Construction Manager at Risk
- **planning framework**
 - Funding for the project awarded to the univeristy’s Center for Automotive Research by the Federal Transit Administration in support of the Low and No Emissions Component Assessment Program.
 - This project is included on the FY 2021 and FY 2023 Capital Investment Plans
- **project scope**
 - The project will construct a new ~13,500 square feet facility for a bus test center to house the new bus dynamometer systems for testing, a bus prep area, hydrogen generation plant, conference spaces, offices, and electrical and storage spaces.
 - Once complete, capabilities will include full chassis testing, battery pack evaluation and emulation, electric machine evaluation, full vehicle evaluation and durability, and autonomous test and standards development – all supporting the transit and heavy-duty industries.
- **approval requested**
 - Approval is requested to enter into professional services contracts.

-
- **project team**
 University project manager: Hyde, Carrie
 AE/design architect: TBD
 CM at Risk: TBD

Project Data Sheet for Board of Trustees Approval

Doan - Roof Replacement

OSU-200598 (CNI #WMC22000001)

Project Location: Doan Hall (089)

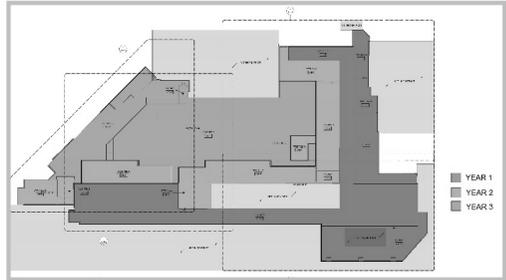
- **approval requested and amount**
 professional services \$1.1M

- **project budget**
 professional services \$1.1M
 construction w/contingency TBD

 Total project budget TBD

- **project funding**
 auxiliary funds

- **project schedule**
 BoT professional services approval 08/22
 Design 06/21 – 01/23
 BoT construction approval 11/22
 Construction 08/23 – 10/25
 Facility opening 10/25



- **project delivery method**
 Construction Manager at Risk

- **planning framework**
 - This project is included in the FY 2023 Capital Investment Plan.

- **project scope**
 - The project will design the replacement of 16 roof areas totaling 91,000 square feet. This project is being proposed as a 3-year, 3-phase project.
 - Phase 1 will replace 5 of the oldest roof areas at +25 years old and will be completed in 2023.
 - Phase 2 will include the replacement of 8 roof areas in 2024.
 - Phase 3 will include replacement of the final 3 roof areas in 2025.
 - Final budget will be validated during design and a phased construction schedule will be developed.

- **approval requested**
 - Approval is requested to enter into professional services contracts

-
- **project team**
 University project manager: Brett Boyce
 AE/design architect: Legat Architects
 CM at Risk: Barton Malow

Project Data Sheet for Board of Trustees Approval

Ohio State East Hospital - Emergency Generator

OSU-220156 (REQ ID# EAS220003)

Project Location: East Hospital - Main (398)

- **approval requested and amount**

professional services	\$0.6M
-----------------------	--------

- **project budget**

professional services	\$0.6M
construction w/contingency	TBD
<hr/>	
total project budget	TBD

- **project funding**
 - auxiliary funds

- **project schedule**

BoT professional services approval	08/22
Design	11/22 – 04/23
BoT construction approval	05/23
Construction	05/24– 05/25
Facility opening	05/25



- **project delivery method**
 - Design Build

- **planning framework**
 - The project is based on an initial study by WMC Facilities completed in 2021.
 - The project is included in the FY 2023 Capital Investment Plan.

- **project scope**
 - The project will provide backup power to chillers, pumps, and other equipment providing cooling in the hospital.
 - Final size of the generator, budget, and schedule will be validated during design.

- **approval requested**
 - Approval is requested to enter into professional services contracts

-
- **project team**

University project manager:	Ben Trick
AE/design architect:	TBD
Design Builder:	TBD

Project Data Sheet for Board of Trustees Approval

Emergency Response Radio System

OSU-200613 (CNI #WMC22000001)

Project Location: **Site-see project information

- **approval requested and amount**

professional services	\$1.4M
-----------------------	--------

 - **project budget**

professional services	\$1.4M
construction w/contingency	TBD
<hr/>	
total project budget	TBD

- **project funding**

 - auxiliary funds

- **project schedule**

BoT professional services approval	08/22
Design	10/22 – 03/23
BoT construction approval	05/23
Construction	09/23– 11/24
Facility opening	11/24

- **project delivery method**

 - Construction Manager at Risk

- **planning framework**

- The criteria for the installation of these systems are based on the National Fire Protection Association (NFPA) and Ohio Fire Code (OFC) guidelines.
- The project is included in the FY 2023 Capital Investment Plan.

- **project scope**

- The project will provide needed life safety communication coverage for first responders in the campus hospital buildings.
- Provide study to determine scope of coverage needed across campus hospital buildings to meet NFPA requirements for Emergency Response Radio Systems.
- Final budget will be validated during design. Construction will be phased.

- **approval requested**

- Approval is requested to enter into professional services contracts



- **project team**

University project manager:	Ben Trick
AE/design architect:	TBD
CM at Risk:	TBD

Project Data Sheet for Board of Trustees Approval

Celeste Lab Renovation

OSU-180868 (REQ ID# 13000179, CAS220018)

Project Location: Celeste Laboratory of Chemistry (371)

- **approval requested and amount**

professional services - increase	\$2.1M
construction w/contingency - increase	\$16.5M
<hr/>	
total increase	\$18.6M

- **project budget**

professional services	\$6.2M
construction w/contingency	\$43.5M
<hr/>	
total project budget	\$49.7M

- **project funding**
 - fundraising
 - university funds
 - state funds

- **project schedule**

BoT professional services approval	08/18
design	02/19 – 10/22
BoT construction approval	02/20
BoT construction incr approval	08/22
construction	06/20 – 08/24
facility opening	08/24

- **project delivery method**
 - Construction Manager at Risk

- **planning framework**
 - This project is included on FY 2019 and FY 2023 Capital Investment Plans.

- **project scope**
 - This project provided upgrades to building mechanical, electrical, plumbing systems, and improved exterior envelope.
 - Seven organic and two general chemistry laboratories and support spaces have been renovated.
 - The project increase will complete the remaining 10 general chemistry laboratories, corridors, and restrooms.

- **approval requested**
 - Approval is requested to increase professional services and construction contracts



-
- **project team**

University project manager:	Hyde, Carrie
AE/design architect:	BHDP
CM at Risk:	Elford, Inc

Project Data Sheet for Board of Trustees Approval

Martha Morehouse Tower HVAC Infrastructure & Interior Upgrades

OSU-220060 (REQ ID# FAC220001)

Project Location: Morehouse Medical Plaza - Tower (881)

- approval requested and amount**
 professional services - increase \$0.5M
 construction w/contingency \$1.0M

- project budget**
 professional services TBD
 construction w/contingency TBD

 total project budget TBD

- project funding**
 auxiliary funds



- project schedule**
 BoT professional services approval 08/21
 Design 01/22 – 02/23
 BoT construction approval 02/23
 Construction 05/23– 05/25
 Facility opening 06/25

- project delivery method**
 Construction Manager at Risk

- planning framework**
 - In 2021, \$2.5M was approved for professional services through design development for HVAC infrastructure for the Tower. It also included programming scope for ADA compliance and finish upgrades for all floors.
 - This project is included in the FY 2022 Capital Investment Plan

- project scope**
 - The project will provide HVAC infrastructure upgrades for critical systems on floors 1-6, 9 and 10.
 - Requesting additional professional services increase to complete design through construction documents for ADA and finish upgrades for all floors.
 - The construction approval requested is to procure long lead time Air Handling Units.
 - Final scope and budget will be validated during design, and a phased construction schedule will be developed to maintain operations during the project.

- approval requested**
 - Approval is requested to increase professional services and enter into construction contracts

-
- project team**
 University project manager: Alexandra Radabaugh
 AE/design architect: Wellogy
 CM at Risk: Barton Malow

Project Data Sheet for Board of Trustees Approval

Wexner Medical Center Inpatient Hospital

OSU-180391 (REQ ID#)

Project Location: James Cancer Hospital (375), Medical Center Tower (870), Parking Garage - Cannon Dr N and S (172), Ross Heart Hospital (353)

- **approval requested and amount**

professional services	\$0.1M
construction w/contingency	\$6.0M

- **project budget**

professional services	\$163.2M
construction w/contingency	<u>\$1656.5M</u>
total project budget	\$1819.7M

- **project funding**
 - university debt
 - fundraising
 - auxiliary funds
 - partner funds

- **project schedule**

BoT professional services approval	02/18
design	02/18 – 01/22
BoT construction approval	08/20
construction	09/20– 10/25
facility opening	03/26

- **project delivery method**
 - Construction Manager at Risk

- **planning framework**
 - This project is included in the FY 2018, FY 2020, and FY 2023 Capital Investment Plan.

- **project scope**
 - This project will design and construct a new Inpatient Hospital Tower with up to 820 private-room beds and 60 bassinets replacing and expanding on the 440 beds in Rhodes and Doan Hall. The project will include state-of-the-art diagnostic, treatment and inpatient service areas including imaging, operating rooms, critical care and progressive care beds and leading-edge digital technologies to advance patient care and teaching.
 - Requested increase is to build out four ORs on level 5 and to upgrade the exhaust system on level 10. The exhaust system upgrades will be funded by Franklin County.

- **approval requested**
 - Approval is requested to increase professional services and construction contracts.



-
- **project team**
 - University project manager: Fallang, Ragan
 - AE/design architect: HDR
 - CM at Risk or Design Builder: Walsh-Turner Joint Venture

Project Data Sheet for Board of Trustees Approval

Interdisciplinary Health Sciences Center

OSU-180354 (CNI#: 18000021, 18000077)

Project Location: Fry Hall (059), Hamilton Hall (038), Starling Loving Hall (176)

- **approval requested and amount**
 construction w/contingency \$1.1M

- **project budget**
 professional services \$20.5M
 construction w/contingency \$136.5M

 total project budget \$157.0M

- **project funding**
 fundraising
 university funds
 auxiliary funds
 state funds

- **project schedule**
 BoT professional services approval 11/17
 design 06/18 – 03/20
 BoT construction approval 11/18
 construction 11/19– 11/23
 facility opening 01/24

- **project delivery method**
 Construction Manager at Risk

- **planning framework**
 - Consistent with the strategic plans of the University and Wexner Medical Center to provide transformational research and learning environments.
 - This project is included in the FY 2018 FY 2023 Capital Investment Plans

- **project scope**
 - Multi-phase renovation of 120,000 sf and addition of 100,000 sf to create a collaborative campus for inter-professional education throughout the health sciences, including the College of Medicine, Optometry, Nursing, and the School of Health & Rehabilitation Sciences. Program spaces include classrooms, anatomy labs, research labs, administrative and building support.
 - The requested increase will equip all of the classrooms in Phases 2 & 3 with AV equipment needed to make all of them distance learning capable. Additional scope related to tunnel waterproofing between Hamilton and Newton Halls, site lighting, and other minor infrastructure upgrades will be added to and delivered by the project.

- **approval requested**
 - Approval is requested to increase to construction contracts



-
- **project team**
 University project manager: Derick Stadge
 AE/design architect: Acock
 CM at Risk: Gilbane

APPENDIX XXII

**APPROVAL FOR LEASE OF REAL PROPERTY
TAYLOR AND ATCHESON STREETS
NEAR OUTPATIENT CARE EAST – WEXNER MEDICAL CENTER
COLUMBUS, FRANKLIN COUNTY, OHIO**

Background

The Ohio State University seeks to ground lease approximately 2.375 acres of land located on the Near East Side of Columbus and adjacent to Outpatient Care East for future medical center utilization and development.

Location and Description

The affected property is located adjacent on the south to Outpatient Care East. The site is identified as Franklin County parcel numbers 010-039612 and 010-039613 at Taylor and Atcheson Streets. It is located within the City of Columbus and zoned CPD (Commercial Planned Development District) and R3 (Residential) respectively.

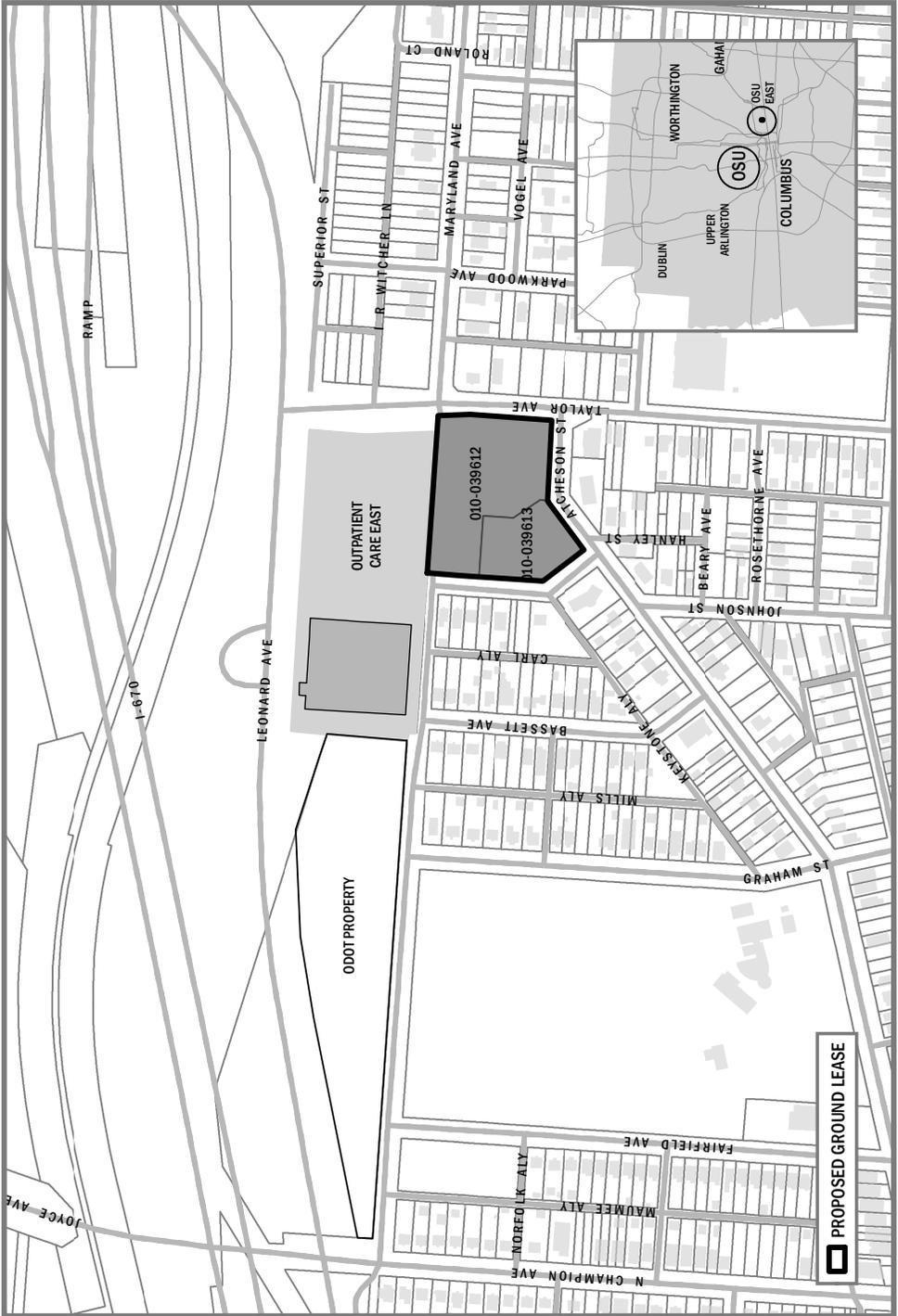
Property History

The site is comprised of two parcels: a 1.600-acre parcel acquired in 2020 from Blueprint Community Development LLC (Blueprint) approved in OSU Board Resolution No. 2019-11; and a 0.775-acre parcel acquired in 2022 from Blueprint approved in OSU Board Resolution No. 2022-30. The property is titled to the State of Ohio for the use and benefit of The Ohio State University.

The ground lease will be contingent upon approval to acquire land on Leonard Avenue from the Ohio Department of Transportation (ODOT) for the purpose of expanding parking options in support of the medical center operations.

Recommendation

Any land lease requires Board of Trustees approval. Planning, Architecture and Real Estate, together with the Wexner Medical Center, recommends that the Board of Trustees authorize the leasing of approximately 2.375 acres of real property to a future tenant under terms and conditions that are in the best interest of the university.



**PROPOSED GROUND LEASE AT TAYLOR AND ATCHESON STREETS
ADJACENT TO OUTPATIENT CARE EAST
PID 010-039612 AND PID 010-039613
COLUMBUS, FRANKLIN COUNTY, OHIO 43203**

Prepared By: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: December 14, 2021
The Ohio State University Board of Trustees



APPENDIX XXIII

**APPROVAL FOR LEASE OF REAL PROPERTY
AT DON SCOTT AIRPORT, FRANKLIN COUNTY, OHIO**

Background

The College of Engineering requests to ground lease approximately 1.5 acres of unimproved real property to Labcorp at The Ohio State University Don Scott Airport (OSU Airport). Labcorp will construct an airplane hangar to house its aircraft. The ground lease will be through Ohio Department of Administrative Services, subject to the provisions of Ohio Revised Code Section 123.17.

Location and Description

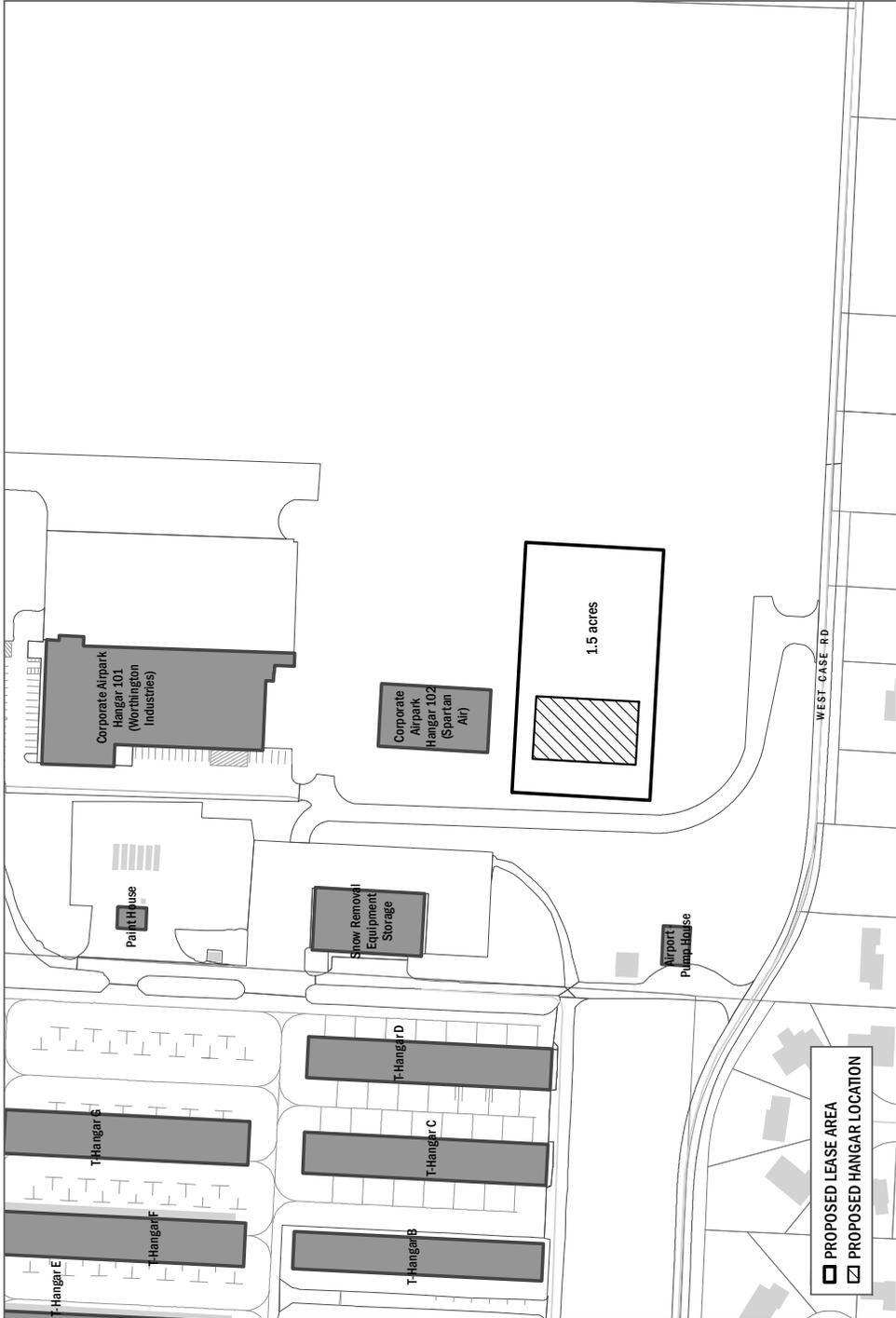
The proposed site is located at the OSU Airport at 2160 West Case Road, Columbus, Franklin County, Ohio. The property is titled to the State of Ohio for the use and benefit of The Ohio State University. The site is located in a portion of Don Scott Airport that has been identified as suitable for general aviation hangar development. The use is consistent with OSU and FAA planning processes. The site is determined to meet preliminary requirements of ORC 123.17.

Property History

In May 1942, the university purchased property in northwest Columbus for the development of the airport in support of its aviation academic program. The OSU Airport is the nation's premier university owned and operated airport, supporting interdisciplinary teaching and research and is essential to the university's core mission. It is the primary teaching and research laboratory serving the Center for Aviation Studies in the College of Engineering, as well as other units throughout The Ohio State University. The OSU Airport has evolved in the 75+ years since its inception from a pure training facility to Ohio's premier aviation center, providing students access to a full-service airport in operation for learning purposes. The airport is the primary facility serving The Ohio State University and the surrounding central Ohio general aviation community. It provides students with a dynamic, high quality teaching and research laboratory to prepare them for careers in aviation.

Recommendation

Pursuant to Ohio Revised Code Section 123.17, the Ohio Department of Administrative Services may lease land belonging to or under the control or jurisdiction of a state university. Ohio Revised Code 123.17 requires Board of Trustees approval. Planning and Real Estate, together with the College of Engineering, recommends that the Board of Trustees authorize the leasing of approximately 1.5 acres of unimproved real property to Labcorp for development of an airplane hangar under terms and conditions that are in the best interest of the university.



**PROPOSED LABCORP AIRPORT HANGAR LEASE
THE OHIO STATE UNIVERSITY AIRPORT
WEST CASE ROAD
COLUMBUS, FRANKLIN COUNTY, OHIO 43235**

Prepared By: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: July 11, 2022
The Ohio State University Board of Trustees



APPENDIX XXIV

APPROVAL FOR DISPOSITION OF REAL PROPERTY COLLEGE OF FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES MULTIPLE LOCATIONS IN WAYNE AND COSHOCTON COUNTIES, OHIO

Background

The College of Food, Agricultural, and Environmental Sciences (CFAES) performed a strategic review of property holdings and has determined that several properties in Wayne and Coshocton Counties no longer align with their current and future planned programmatic needs. The properties have been deemed excess and may be sold. The sale proceeds will be used to fund acquisition of other strategic properties that are aligned with CFAES' current and future research and academic goals and to support infrastructure improvements across the college.

Locations and Descriptions

Wayne County

1. Mellinger Farm: This is a 313+ acre farm with improvements in Wayne County located at 6723 West Old Lincoln Way, Wooster, Ohio that is approximately 7 miles west of Wooster campus. The land was acquired in 2001 and is subject to agricultural deed restrictions that will remain in place at the time of sale. The county parcel id is 42-00151.000.
2. Grosjean East: This is a 38+ acre farm property with improvements in Wayne County located at 2145 Millersburg Road, Wooster, Ohio. The property is located approximately ¼ mile from campus, is surrounded by non-OSU land, and was originally acquired in 1945. The county parcel id is 56-02497.000.
3. Grosjean West: This is a 31+ acre property of undeveloped, wooded, land in Wayne County located on Prairie Lane Road, Wooster, Ohio. The property is approximately ¾ mile from Wooster campus, is surrounded by non-OSU land, and was originally acquired in 1945. The county parcel id is 56-02396.000.
4. Apple Creek Village: This is sale of up to +/-26 acres of undeveloped land in Wayne County located off/near Millborne Road, Apple Creek, Ohio. The property is contiguous to other CFAES property but bordered on three sides by land within the Village of Apple Creek. The area was part of a 1,725-acre acquisition from the State of Ohio in 2001. The proposed sale acreage will be split from county parcel id's 27-01879.000, 27-01880.000, and 28-00466.000. Final acreage to be determined by survey.
5. 1427 Dover Road (State Route 83): This is a 3.9 +/- acre property in Wayne County located at 1427 Dover Road, Wooster, Ohio. This site was a dormitory for ATI/Wooster campus until the building was demolished in 2018. The site is the sole OSU property on the south side of this portion of State Route 83. It was originally acquired in 1983. The county parcel id is 66-00108.000.
6. Dover Road Excess Parcel: An adjacent landowner in Wayne County has expressed interest in purchasing approximately 3 acres from a larger 35-acre tract located on Dover Road, Wooster, Ohio. This acreage may be split without affecting any CFAES operations, and OSU will retain sufficient access rights to maintain service to the remaining property. The land was originally acquired in 1954. The proposed sale acreage will be split from county parcel id 30-01372.000. Final acreage to be determined by survey.

7. Hawk's Nest: This is an existing 197-acre 18-hole golf course in Wayne County located at 2800 East Pleasant Home Road, Creston, Ohio that was donated to the university in 2007. There are no gift restrictions that prohibit sale of the site. The county parcel id is 07-00180.000.

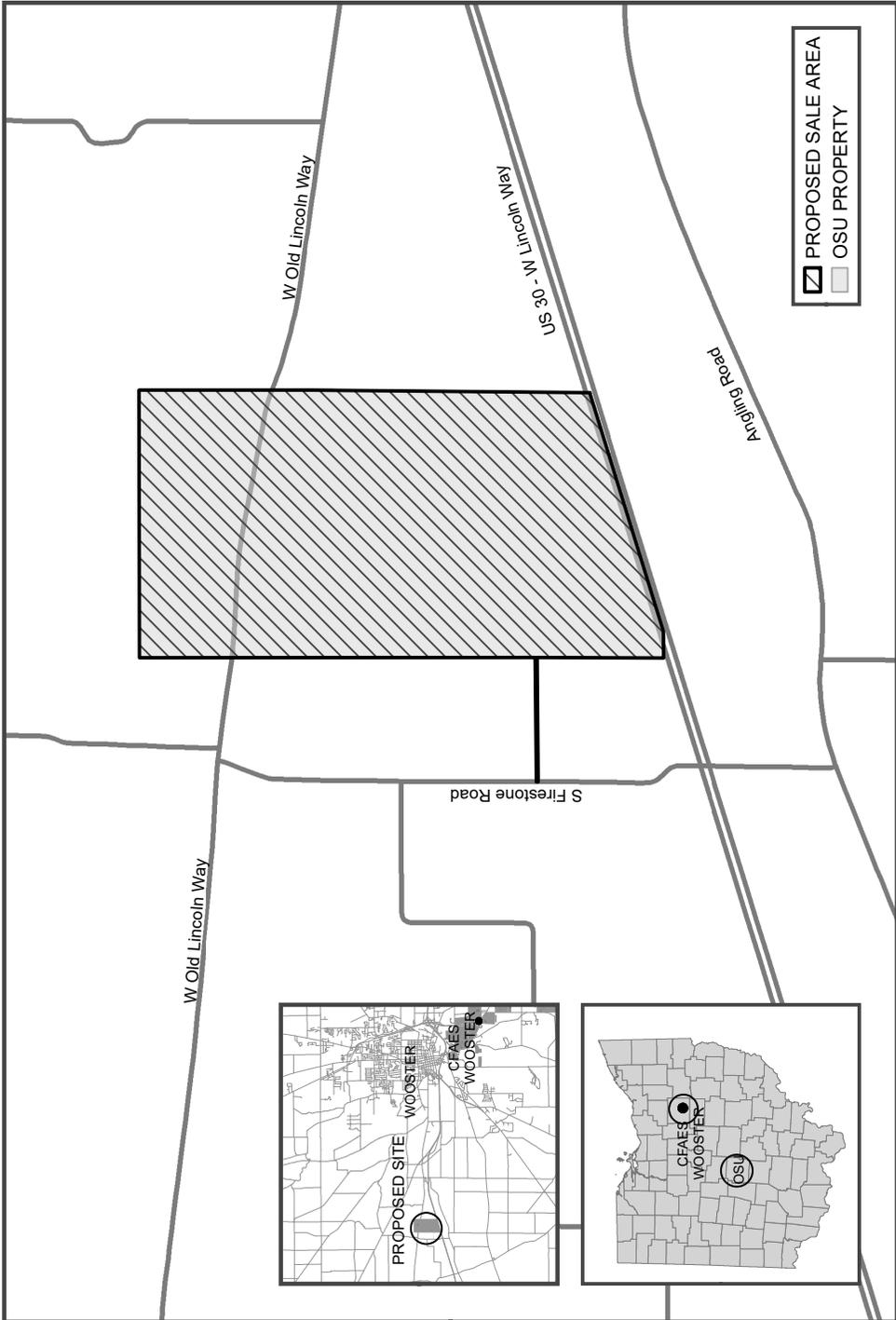
Coshocton County

8. State Route 621: This is an approximately 10-acre property of undeveloped land in Coshocton County, located on State Route 621, Coshocton, Ohio. The property is 30 miles south of Wooster campus and surrounded by non-OSU land. At one time the land was adjacent to a site leased by CFAES, but the lease was terminated several years ago, and this land no longer serves a programmatic need. The land was originally acquired in 1941. The county parcel id's are 0420102000100 and 0090530005400.

Disposition of Properties

Planning, Architecture and Real Estate (PARE), together with CFAES, recommend disposition of the identified properties under terms and conditions that are deemed to be in the best interest of the university. Significant due diligence, including but not limited to area market conditions and independent appraisals, will be obtained and reviewed for each property before terms are finalized.

The disposition of sale proceeds will be to CFAES to fund acquisition of other strategic properties that are aligned with CFAES' current and future research and academic goals and to support infrastructure improvements across the college. This action is being brought before the Board of Trustees because sale of real property in the name of the Board of Trustees or the State of Ohio for the university's use shall be subject to the review and approval of the Board of Trustees.

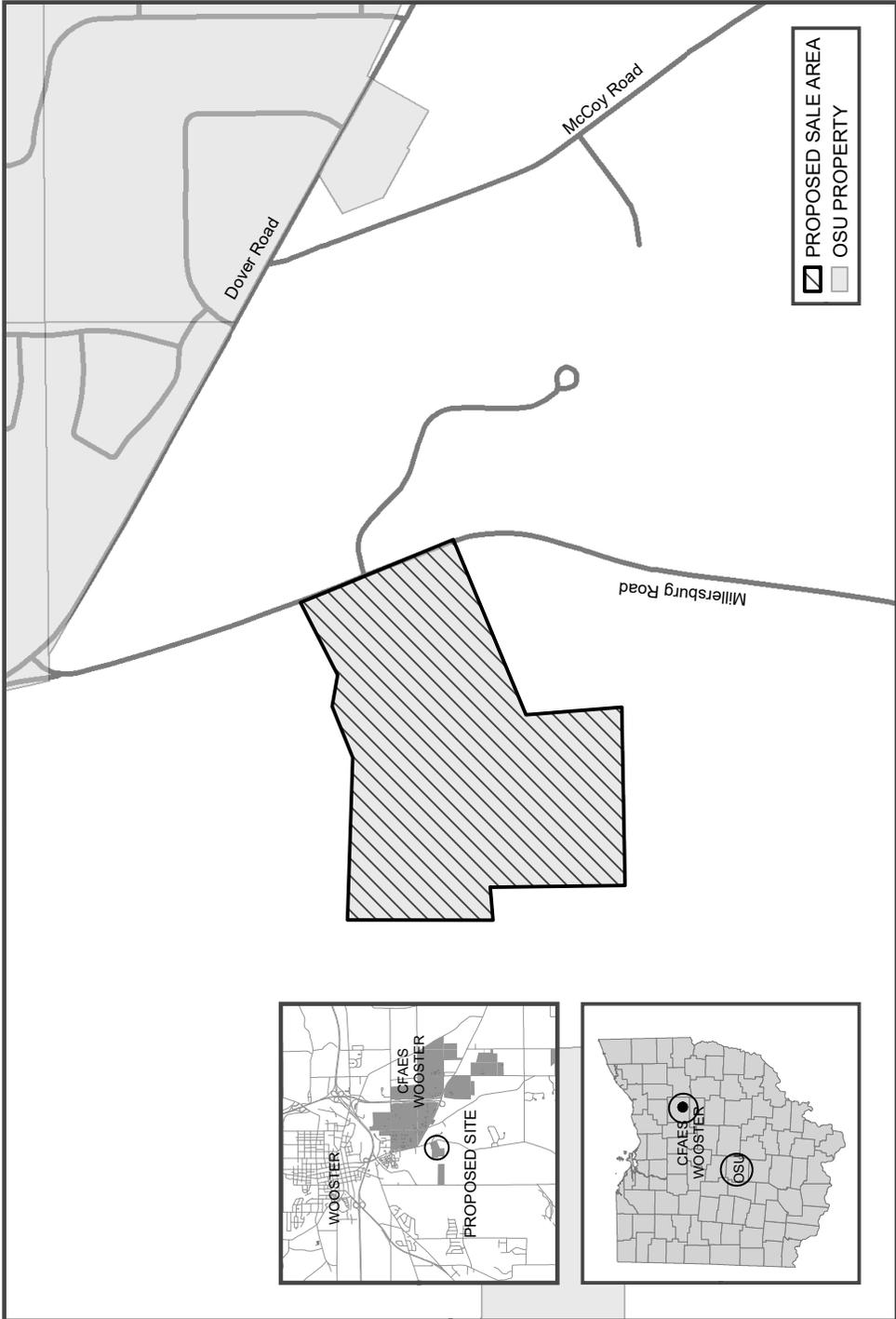


PROPOSED SALE AREA
 OSU PROPERTY

MELLINGER FARM - 313+ ACRE
PARCEL ID 42-00151.000
W OLD LINCOLN WAY
WOOSTER, OHIO

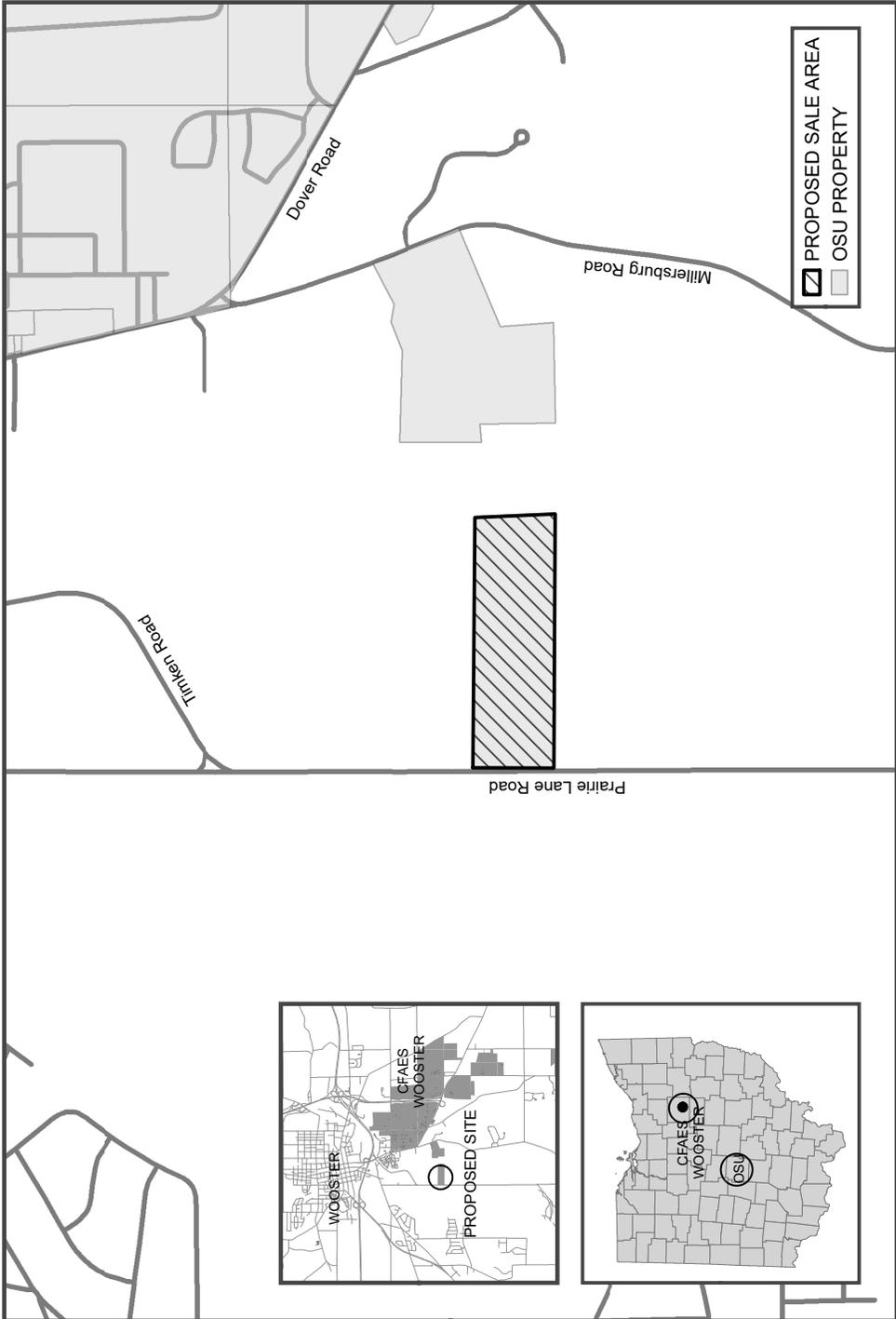
Prepared By: The Ohio State University
Office of Planning, Architecture, and Real Estate
Issue Date: August 1, 2022
The Ohio State University Board of Trustees





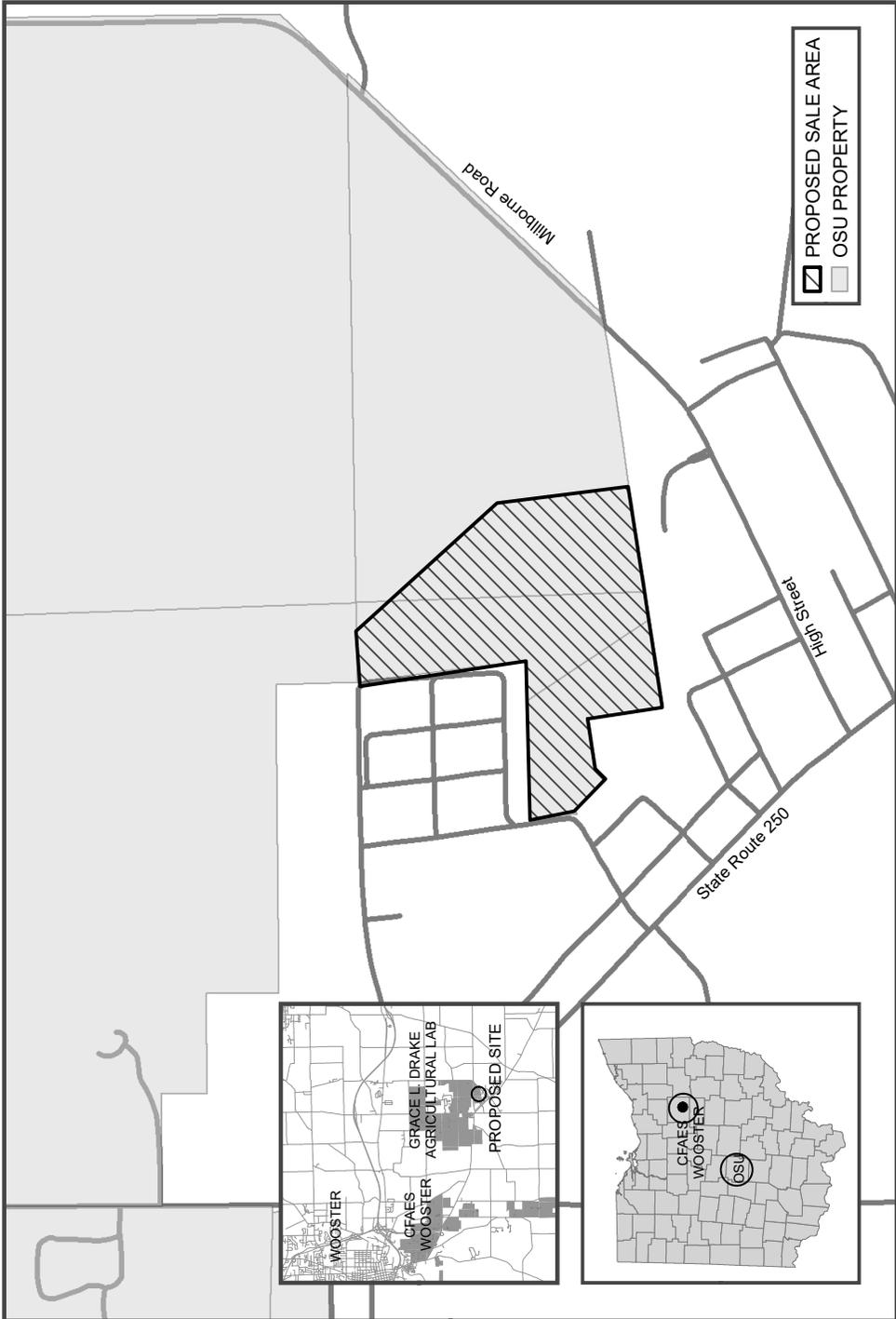
GROSJEAN EAST - 38+ ACRES
PARCEL ID: 56-02497.000
2145 MILLERSBURG ROAD
WOOSTER, OHIO

Prepared By: The Ohio State University
Office of Planning, Architecture, and Real Estate
Issue Date: August 1, 2022
The Ohio State University Board of Trustees



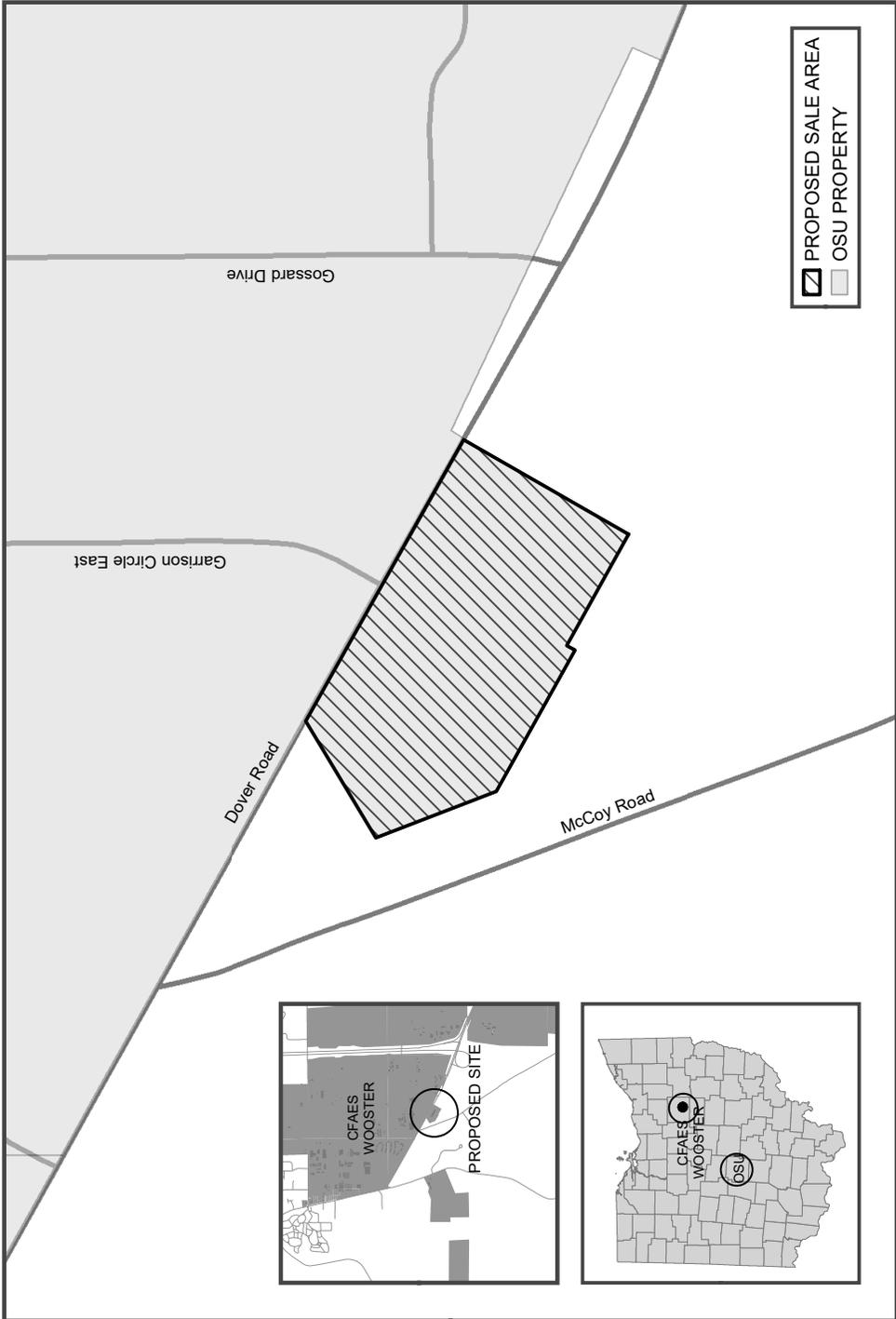
GROSJEAN WEST - 31+ ACRES
PARCEL ID 56-02396.000
PRAIRIE LANE ROAD
WOOSTER, OHIO

Prepared By: The Ohio State University
Office of Planning, Architecture, and Real Estate
Issue Date: August 1, 2022
The Ohio State University Board of Trustees



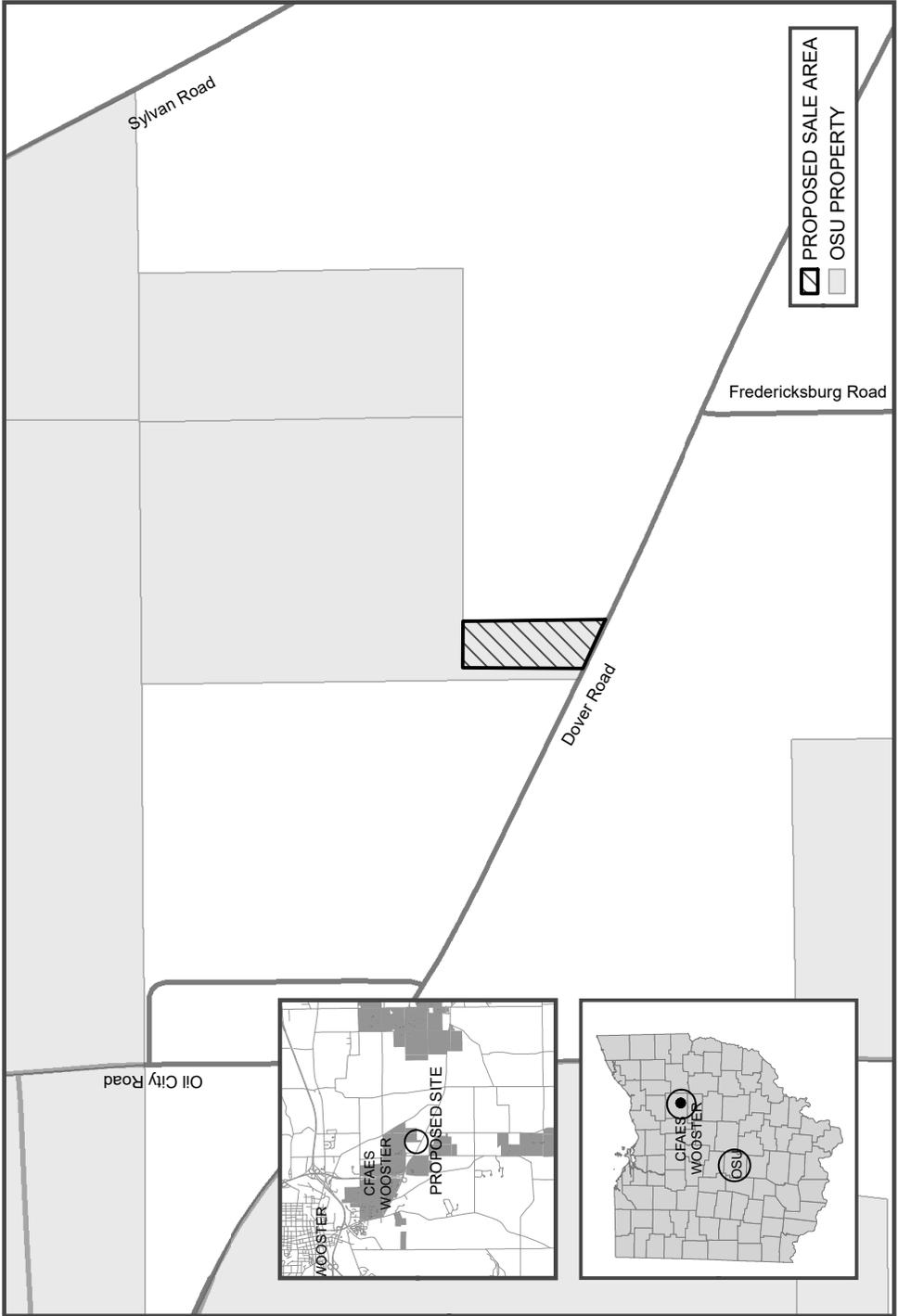
Prepared By: The Ohio State University
Office of Planning, Architecture, and Real Estate
Issue Date: June 17, 2022
The Ohio State University Board of Trustees

PARCEL ID 28-00466.000, 27-01880.000, & 27-01879.000
MILLBORNE ROAD
APPLE CREEK, OHIO



Prepared By: The Ohio State University
Office of Planning, Architecture, and Real Estate
Issue Date: August 1, 2022
The Ohio State University Board of Trustees

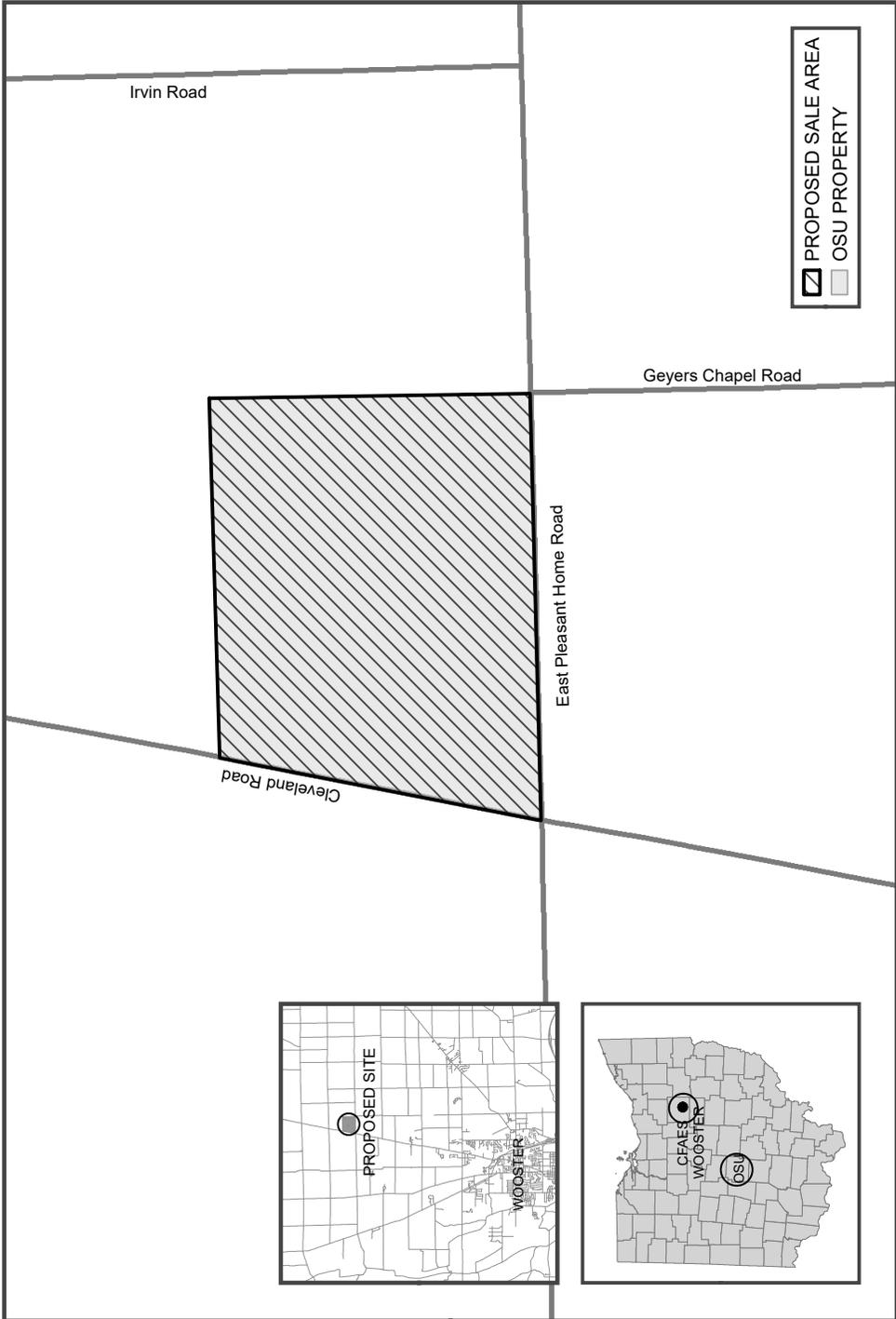
3.9+/- ACRES
PARCEL ID 66-00108,000
1427 DOVER ROAD
WOOSTER, OHIO



Prepared By: The Ohio State University
Office of Planning, Architecture, and Real Estate
Issue Date: August 11, 2022
The Ohio State University Board of Trustees

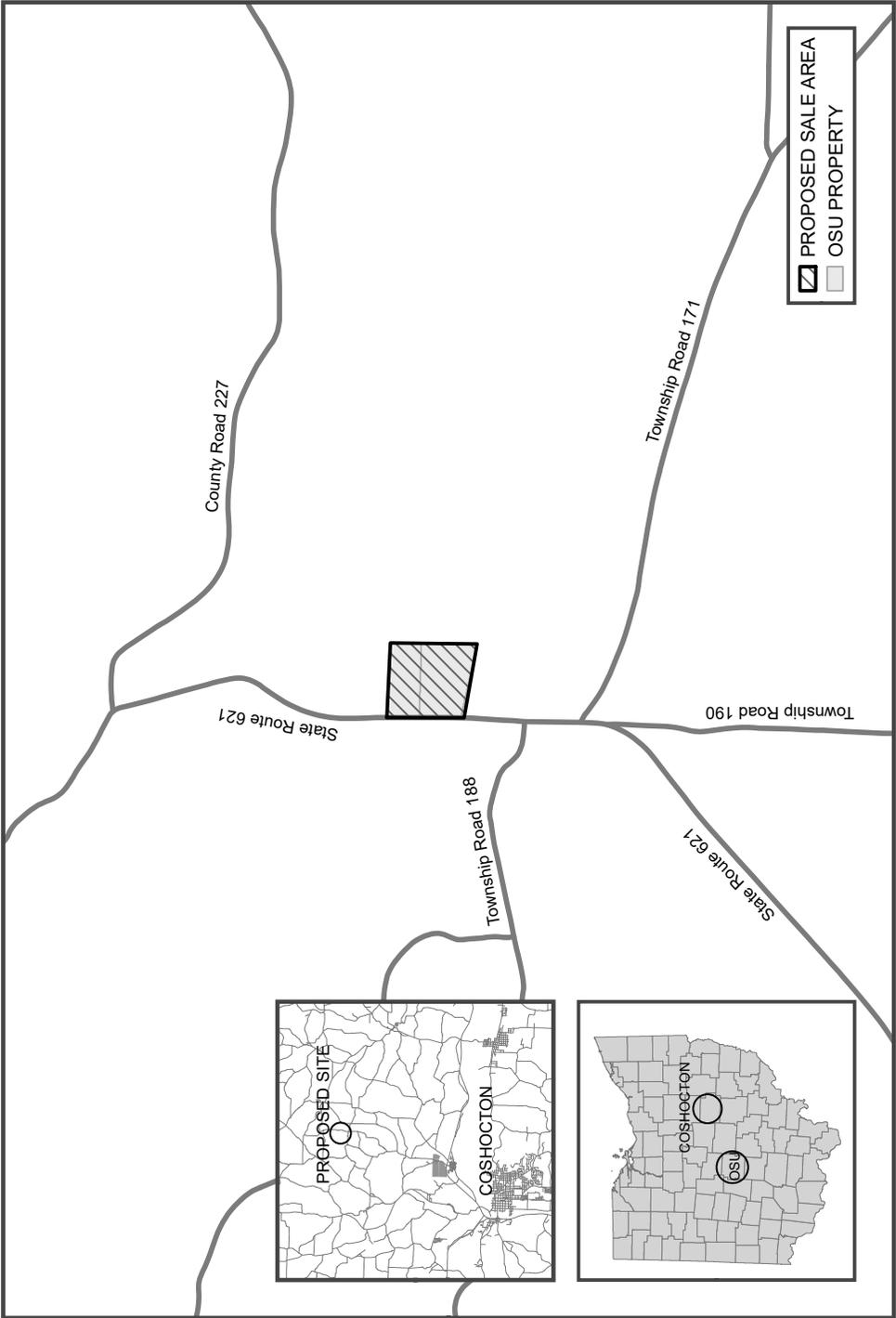
3+/- ACRES
PARCEL ID 30-01372.000
DOVER ROAD
WOOSTER, OHIO





HAWK'S NEST - 196.876 ACRES
 PARCEL ID 07-00180.000
 2800 EAST PLEASANT HOME ROAD
 CRESTON, OHIO

Prepared By: The Ohio State University
 Office of Planning, Architecture, and Real Estate
 Issue Date: August 1, 2022
 The Ohio State University Board of Trustees



 PROPOSED SALE AREA
 OSU PROPERTY

Prepared By: The Ohio State University
Office of Planning, Architecture, and Real Estate
Issue Date: August 1, 2022
The Ohio State University Board of Trustees

10+/- ACRES
PARCEL ID 0420102000100 & 0090530005400
STATE ROUTE 621
COSHOCKTON, OHIO





Prepared by: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: July 29, 2022
The Ohio State University Board of Trustees

**JOINT USE AGREEMENT BETWEEN
THE OHIO STATE UNIVERSITY AND KNOX COUNTY REGIONAL AIRPORT
6481 KINNEY RD
MT VERNON, OHIO 43050**

APPENDIX XXVI

APPROVAL OF DIGITAL TEXTBOOK FEES

BACKGROUND

Topic:

Fiscal Year 2023 Digital Textbook Pass-through fees

Context:

The university collects certain fees, known as pass-through fees, that are used to pay a third party for the cost of goods and services that directly benefit students. The university does not seek to financially benefit from these fees, but collects them because Ohio State's involvement benefits students by reducing their costs, simplifying billing, or other means.

The university's use of digital textbook pass-through fees has dramatically expanded because of the CarmenBooks affordability initiative, which reduces the cost of course materials, often by 80 percent or more. By using CarmenBooks, the university charges a digital textbook fee that covers the cost of significantly discounted course materials. The Board of Trustees previously approved a pilot in Spring semester 2019 in nine courses and this program has expanded to 279 courses in Autumn semester 2022 which is projected to save students more than \$3.0 million.

Requested of The Board of Trustees:

Approval of the attached resolution.

APPROVAL OF DIGITAL TEXTBOOK FEES

The CarmenBooks textbook affordability initiative is expected to save students more than \$3.0 million during its Autumn semester 2022. The university utilizes its membership in the Unizin consortium to access digital textbooks that on average cost nearly 60% less than traditional textbooks. Students pay a digital textbook fee, which is a pass-through fee that covers the cost of these materials.

The university does not set the rates for pass-through fees, although it can make the cost more affordable as in the case of digital textbooks offered through the CarmenBooks program (by utilizing the Unizin consortium). A list of digital textbook pass-through fees by course is provided below:

Details: CarmenBooks Autumn Semester 2022

Course Number	Number of Sections	Number of Students	List Price	Discounted Price	Student Savings	Course Savings
ACCTMIS 3200	4	144	\$100.00	\$60.00	\$40.00	\$5,760
ACCTMIS 3200H	1	28	\$100.00	\$60.00	\$40.00	\$1,120
ACCTMIS 3300	3	108	\$99.99	\$79.99	\$20.00	\$2,160
ACCTMIS 3400	1	40	\$168.00	\$103.99	\$64.01	\$2,560
ACCTMIS 4200	2	72	\$137.50	\$60.00	\$77.50	\$5,580
ACCTMIS 4510	2	36	\$236.95	\$55.80	\$181.15	\$6,521
AEDECON 2001	2	120	\$130.00	\$69.00	\$61.00	\$7,320
AEDECON 2105	2	140	\$99.99	\$79.99	\$20.00	\$2,800
AEDECON 2400	1	80	\$249.95	\$50.94	\$199.01	\$15,921
AEDECON 3102	1	60	\$84.99	\$67.99	\$17.00	\$1,020
AEDECON 4106	1	40	\$223.67	\$38.00	\$185.67	\$7,427
AEROENG 2200	1	120	\$144.75	\$38.00	\$106.75	\$12,810
AEROENG 3560	1	80	228.96	\$38.00	\$190.96	\$15,277
ANTHROP 2200	4	105	\$65.00	\$52.00	\$13.00	\$1,365
ANTHROP 2201	6	240	\$45.00	\$36.00	\$9.00	\$2,160
ANTHROP 2201H	1	20	\$82.50	\$36.00	\$46.50	\$930
ANTHROP 2202	1	28	\$60.00	\$27.00	\$33.00	\$924
ARTEDUC 2700	12	280	\$100.00	\$43.00	\$57.00	\$15,960
ASTRON 1101	1	385	\$64.99	\$47.49	\$17.50	\$6,738
BIOCHEM 2210	1	56	\$69.99	\$55.99	\$14.00	\$784
BIOCHEM 4511	5	575	\$94.99	\$75.99	\$19.00	\$10,925
BIOCHEM 5613	2	40	\$322.99	\$43.00	\$279.99	\$11,200
BIOCHEM 5721	2	120	\$213.32	\$27.80	\$185.52	\$22,262
BIOLOGY 1101 (Marion)	4	76	\$239.99	\$27.80	\$212.19	\$16,126
BIOLOGY 1110	1	172	\$90.00	\$60.00	\$30.00	\$5,160
BIOLOGY 1113.01	2	35	\$72.08	\$39.04	\$33.04	\$1,156
BIOLOGY 1113.01 (Interactive)	4	965	\$69.99	\$55.99	\$14.00	\$13,510
BIOLOGY 1113.01 (Textbook only)	2	74	\$273.32	\$27.80	\$245.52	\$18,168
BIOLOGY 1113H	1	48	\$69.99	\$55.99	\$14.00	\$672
BIOLOGY 1114.01	4	24	\$273.32	\$27.80	\$245.52	\$5,892
BIOLOGY 1114H	1	675	\$273.32	\$27.80	\$245.52	\$165,726
BUSFIN 3120	1	336	\$99.99	\$79.99	\$20.00	\$6,720
BUSFIN 3220	5	842	\$140.00	\$89.50	\$50.50	\$42,521
BUSFIN 3500	2	128	\$130.00	\$60.00	\$70.00	\$8,960
BUSFIN 4211	7	250	\$160.00	\$55.00	\$105.00	\$26,250
BUSFIN 4221	1	36	\$309.33	\$38.00	\$271.33	\$9,768

APPROVAL OF DIGITAL TEXTBOOK FEES

Course Number	Number of Sections	Number of Students	List Price	Discounted Price	Student Savings	Course Savings
BUSFIN 4250	1	368	\$140.00	\$91.00	\$49.00	\$18,032
BUSFIN 4255	2	72	\$140.00	\$89.25	\$50.75	\$3,654
BUSMHR 2000	5	820	\$84.99	\$67.99	\$17.00	\$13,940
BUSMHR 2500	2	360	\$125.00	\$50.00	\$75.00	\$27,000
BUSMHR 3100	1	264	\$250.00	\$50.00	\$200.00	\$52,800
BUSMHR 4020	1	36	\$100.00	\$43.00	\$57.00	\$2,052
BUSMHR 4490	3	555	\$125.00	\$50.00	\$75.00	\$41,625
BUSMHR 4490H	1	24	\$125.00	\$50.00	\$75.00	\$1,800
BUSML 2223	1	36	\$142.95	\$91.77	\$51.18	\$1,842
BUSML 3150	2	240	\$84.99	\$67.99	\$17.00	\$4,080
BUSML 3250	2	400	\$125.00	\$50.00	\$75.00	\$30,000
BUSML 3250	2	400	\$84.99	\$67.99	\$17.00	\$6,800
BUSML 4201	5	180	\$100.00	\$65.00	\$35.00	\$6,300
BUSML 4202	5	180	\$249.95	\$46.04	\$203.91	\$36,704
BUSML 4223	2	64	\$142.95	\$91.77	\$51.18	\$3,276
BUSML 4252	2	32	\$100.00	\$40.00	\$60.00	\$1,920
BUSML 4254	1	36	\$84.99	\$67.99	\$17.00	\$612
BUSOBA 2320	5	850	\$99.99	\$55.00	\$44.99	\$38,242
BUSOBA 3230	4	850	\$130.00	\$60.00	\$70.00	\$59,500
BUSTEC 2232T	1	36	\$50.00	\$32.50	\$17.50	\$630
BUSTEC 2240T	1	16	\$135.00	\$87.75	\$47.25	\$756
BUSTEC 2241T	1	28	\$120.00	\$78.00	\$42.00	\$1,176
BUSTEC 2244T	1	32	\$120.00	\$78.00	\$42.00	\$1,344
CHEM 1100	1	32	\$219.99	\$27.80	\$192.19	\$6,150
CHEM 1110	8	560	\$94.99	\$75.99	\$19.00	\$10,640
CHEM 1110	4	125	\$75.00	\$40.50	\$34.50	\$4,313
CHEM 1205	2	80	\$74.99	\$55.99	\$19.00	\$1,520
CHEM 1210 (Primary Text)	18	2120	\$74.99	\$55.99	\$19.00	\$40,280
CHEM 1210 (Text & Lab Manual)	7	245	\$75.00	\$40.50	\$34.50	\$8,453
CHEM 1220 (Primary Text)	5	625	\$74.99	\$55.99	\$19.00	\$11,875
CHEM 1220 (Text & Lab Manual)	1	20	\$75.00	\$40.50	\$34.50	\$690
CHEM 1610	1	160	\$74.99	\$55.99	\$19.00	\$3,040
CHEM 1910H	2	118	\$99.99	\$74.99	\$25.00	\$2,950
CHEM 2210	1	44	\$99.99	\$74.99	\$25.00	\$1,100
CHEM 2310	1	140	\$339.90	\$74.04	\$265.86	\$37,220
CHEM 2510	8	1430	\$99.99	\$74.99	\$25.00	\$35,750
CHEM 2510 (Wooster)	1	20	\$333.32	\$27.80	\$305.52	\$6,110
CHEM 2520	2	468	\$99.99	\$74.99	\$25.00	\$11,700
CHEM 2610	1	80	\$99.99	\$74.99	\$25.00	\$2,000
CIVILEN 2060	1	80	\$100.00	\$60.00	\$40.00	\$3,200
CIVILEN 2410	1	78	\$109.99	\$87.99	\$22.00	\$1,716
CIVILENG 2050	1	56	\$79.99	\$63.99	\$16.00	\$896
COMM 1100	3	450	\$90.00	\$50.00	\$40.00	\$18,000
COMM 1101	1	24	\$90.00	\$50.00	\$40.00	\$960
COMM 2110	8	190	\$135.33	\$38.00	\$97.33	\$18,493
COMM 2131	2	56	\$90.00	\$38.00	\$52.00	\$2,912
COMM 2331	1	160	\$312.67	\$38.00	\$274.67	\$43,947
COMM 3440	1	160	\$84.95	\$53.97	\$30.98	\$4,957
COMM 3444	1	160	\$85.00	\$37.00	\$48.00	\$7,680

APPROVAL OF DIGITAL TEXTBOOK FEES

Course Number	Number of Sections	Number of Students	List Price	Discounted Price	Student Savings	Course Savings
COMM 4820	1	40	\$49.95	\$32.97	\$16.98	\$679
COMM 7927	1	12	\$150.00	\$63.00	\$87.00	\$1,044
CRPLAN 5001	2	30	\$85.00	\$60.00	\$25.00	\$750
CSE 1110	2	152	\$109.99	\$87.99	\$22.00	\$3,344
CSE 2111	13	950	\$115.50	\$65.00	\$50.50	\$47,975
CSE 2112	1	64	\$99.99	\$28.00	\$71.99	\$4,607
CSFRST 2100	1	25	\$99.99	\$79.99	\$20.00	\$500
CSHPMG 2700	1	39	\$124.99	\$95.99	\$29.00	\$1,131
CSHSPMG 2100	1	25	\$99.99	\$79.99	\$20.00	\$500
CSHSPMG 2990	1	48	\$93.32	\$27.80	\$65.52	\$3,145
CSHSPMG 4610	1	48	\$146.65	\$27.80	\$118.85	\$5,705
ECE 2060	1	360	\$208.95	\$46.04	\$162.91	\$58,648
ECE 3010	3	80	\$213.32	\$27.80	\$185.52	\$14,842
ECE 3030	3	80	\$253.32	\$27.80	\$225.52	\$18,042
ECE 3551	1	50	\$253.32	\$27.80	\$225.52	\$11,276
ECE 3561	1	80	\$208.95	\$46.04	\$162.91	\$13,033
ECE 6010	1	20	\$250.95	\$88.80	\$162.15	\$3,243
ECON 2001.01 (Buser)	1	430	\$112.00	\$72.00	\$40.00	\$17,200
ECON 2001.01 (Hartman)	1	60	\$75.00	\$60.00	\$15.00	\$900
ECON 2001.01 (Kalbus)	2	64	\$130.00	\$69.00	\$61.00	\$3,904
ECON 2001.01 (Mirzaie)	1	430	\$107.00	\$60.00	\$47.00	\$20,210
ECON 2001.03H (Hartman)	1	28	\$75.00	\$60.00	\$15.00	\$420
ECON 2001.03H (White)	1	28	\$303.99	\$79.00	\$224.99	\$6,300
ECON 2002.01 (Buser)	1	480	\$124.99	\$90.00	\$34.99	\$16,795
ECON 2002.01 (Hartman)	2	525	\$75.00	\$60.00	\$15.00	\$7,875
ECON 2002.01 (Kalbus)	3	96	\$130.00	\$69.00	\$61.00	\$5,856
ECON 2002.03H (Hartman)	1	28	\$75.00	\$60.00	\$15.00	\$420
ECON 2002.03H (Mirzaie)	1	28	\$107.00	\$60.00	\$47.00	\$1,316
ECON 4001.01	2	64	\$99.99	\$79.99	\$20.00	\$1,280
ECON 4200	1	96	\$99.99	\$79.99	\$20.00	\$1,920
ECON 4300	1	72	\$249.95	\$50.94	\$199.01	\$14,329
ECON 4560	1	20	\$99.99	\$79.99	\$20.00	\$400
ECON 5700	2	48	\$180.00	\$111.00	\$69.00	\$3,312
ENGLISH 2263	1	28	\$80.00	\$50.00	\$30.00	\$840
ENGLISH 3271	1	24	\$153.32	\$27.80	\$125.52	\$3,012
ENGR 1138	3	40	\$75.95	\$36.00	\$39.95	\$1,598
ENGR 1182.01	3	108	\$98.00	\$38.00	\$60.00	\$6,480
ENGR 1186.01	1	44	\$98.00	\$38.00	\$60.00	\$2,640
ESEPSY 1259	19	320	\$199.95	\$26.24	\$173.71	\$55,587
ESEPSY 2059	5	70	\$103.36	\$39.75	\$63.61	\$4,453
ESEPSY 2309	7	140	\$93.32	\$27.80	\$65.52	\$9,173
ESSPED 2251	1	16	\$99.99	\$27.80	\$72.19	\$1,155
FABENG 5160	2	78	\$87.00	\$60.00	\$27.00	\$2,106
FDSCTE 2200	1	760	\$29.99	\$23.99	\$6.00	\$4,560
FRENCH 1101.01	8	120	\$88.00	\$57.20	\$30.80	\$3,696
FRENCH 1101.21	3	45	\$88.00	\$57.20	\$30.80	\$1,386
FRENCH 1101.61	4	82	\$88.00	\$57.20	\$30.80	\$2,526
FRENCH 1102.01	6	106	\$88.00	\$57.20	\$30.80	\$3,265
FRENCH 1102.21	3	45	\$88.00	\$57.20	\$30.80	\$1,386

APPROVAL OF DIGITAL TEXTBOOK FEES

Course Number	Number of Sections	Number of Students	List Price	Discounted Price	Student Savings	Course Savings
FRENCH 1102.61	4	82	\$88.00	\$57.20	\$30.80	\$2,526
FRENCH 1103.01	9	136	\$88.00	\$57.20	\$30.80	\$4,189
FRENCH 1103.21	4	60	\$88.00	\$57.20	\$30.80	\$1,848
FRENCH 1103.61	4	82	\$88.00	\$57.20	\$30.80	\$2,526
FRENCH 1155.01	4	60	\$88.00	\$57.20	\$30.80	\$1,848
FRENCH 1155.21	1	16	\$88.00	\$57.20	\$30.80	\$493
GENMATH 1141T	1	20	\$135.00	\$87.75	\$47.25	\$945
HDFS 2420	1	40	\$85.57	\$27.80	\$57.77	\$2,311
HIMS 5648	2	48	\$136.50	\$70.00	\$66.50	\$3,192
HISTART 2001	3	330	\$173.95	\$41.49	\$132.46	\$43,712
HISTART 2001 (Marion)	1	28	\$193.32	\$27.80	\$165.52	\$4,635
HISTART 2001H	1	20	\$173.95	\$41.49	\$132.46	\$2,649
HISTART 2002	2	320	\$173.95	\$41.49	\$132.46	\$42,387
HISTORY 1211	1	48	\$262.94	\$87.74	\$175.20	\$8,410
HISTORY 2250	2	64	\$100.99	\$33.30	\$67.69	\$4,332
HTHRHSC 2500	3	540	\$90.00	\$58.50	\$31.50	\$17,010
HTHRHSC 3500	2	160	\$90.00	\$50.00	\$40.00	\$6,400
HTHRHSC 3500.01	1	16	\$90.00	\$50.00	\$40.00	\$640
HTHRHSC 5500	3	250	\$125.99	\$91.19	\$34.80	\$8,700
HTHRHSC 5500.01	1	24	\$125.99	\$91.19	\$34.80	\$835
HTHRHSC 5510	3	88	\$119.99	\$27.80	\$92.19	\$8,113
HTHRHSC 5510.01	1	16	\$119.99	\$27.80	\$92.19	\$1,475
HTHRHSC 5650	2	32	\$54.95	\$35.97	\$18.98	\$607
HUMNNTR 2310	2	480	\$91.00	\$60.00	\$31.00	\$14,880
HUMNNTR 2410	7	945	\$91.00	\$60.00	\$31.00	\$29,295
HUMNNTR 3506	1	120	\$113.00	\$73.45	\$39.55	\$4,746
HUMNNTR 5611	1	33	\$371.90	\$86.08	\$285.82	\$9,432
INTSTDS 4560	1	20	\$99.99	\$79.99	\$20.00	\$400
ITALIAN 1101.03	5	68	\$150.00	\$70.00	\$80.00	\$5,440
ITALIAN 1101.71	8	32	\$150.00	\$70.00	\$80.00	\$2,560
KNSFHP 1104	4	144	\$129.95	\$46.04	\$83.91	\$12,083
KNSFHP 1150.01	1	48	\$80.00	\$50.00	\$30.00	\$1,440
KNSFHP 1150.02	1	48	\$80.00	\$50.00	\$30.00	\$1,440
KNSFHP 3312	1	48	\$227.33	\$38.00	\$189.33	\$9,088
MATH 1050	20	320	\$80.00	\$52.00	\$28.00	\$8,960
MATH 1075	6	436	\$99.00	\$65.00	\$34.00	\$14,824
MATH 1138	1	16	\$75.95	\$36.00	\$39.95	\$639
MATH 1156	2	105	\$69.99	\$55.99	\$14.00	\$1,470
MBA 6211	1	40	\$131.50	\$60.00	\$71.50	\$2,860
MBA 6223	1	50	\$140.00	\$91.00	\$49.00	\$2,450
MBA 6253	3	120	\$306.65	\$27.80	\$278.85	\$33,462
MDN 6000	1	33	\$371.90	\$86.08	\$285.82	\$9,432
MICROBIO 4000.01	3	555	\$94.99	\$75.99	\$19.00	\$10,545
MICROBIO 4000.02	1	86	\$94.99	\$75.99	\$19.00	\$1,634
MOLGEN 4500.01	3	480	\$94.99	\$75.99	\$19.00	\$9,120
MOLGEN 4500.02	1	180	\$94.99	\$75.99	\$19.00	\$3,420
MOLGEN 4500E	4	60	\$94.99	\$75.99	\$19.00	\$1,140
MOLGEN 4606	1	60	\$255.99	\$67.00	\$188.99	\$11,339
MOLGEN 5650	2	32	\$92.99	\$69.74	\$23.25	\$744

APPROVAL OF DIGITAL TEXTBOOK FEES

Course Number	Number of Sections	Number of Students	List Price	Discounted Price	Student Savings	Course Savings
MUSIC 2250	1	80	\$85.00	\$55.25	\$29.75	\$2,380
PHYSICS 1200	8	775	\$119.99	\$45.00	\$74.99	\$58,117
PHYSICS 1200 (Marion)	1	20	\$37.95	\$24.67	\$13.28	\$266
PHYSICS 1201	3	350	\$119.99	\$45.00	\$74.99	\$26,247
PHYSICS 1250	19	1280	\$85.00	\$40.00	\$45.00	\$57,600
PHYSICS 1251	5	715	\$40.00	\$20.00	\$20.00	\$14,300
PHYSIO 3200	1	212	\$110.00	\$60.00	\$50.00	\$10,600
POLITSC 1300	1	92	\$83.75	\$31.96	\$51.79	\$4,765
PORTGSE 1101.01	1	13	\$99.99	\$38.99	\$61.00	\$793
PORTGSE 1102.01	1	13	\$119.99	\$38.99	\$81.00	\$1,053
PORTGSE 1103	1	13	\$119.99	\$38.99	\$81.00	\$1,053
PSYCH 1100 (Columbus)	30	1450	\$95.00	\$40.00	\$55.00	\$79,750
PSYCH 1100 (Hadeed)	1	32	\$79.99	\$59.99	\$20.00	\$640
PSYCH 1100 (Hupp/Okdie)	2	64	\$169.96	\$46.04	\$123.92	\$7,931
PSYCH 1100 (Jones)	3	96	\$278.99	\$72.75	\$206.24	\$19,799
PSYCH 1100 (Lima)	2	32	\$79.99	\$63.99	\$16.00	\$512
PSYCH 1100 (Mansfield)	2	64	\$95.00	\$61.75	\$33.25	\$2,128
PSYCH 1100 (Marion)	3	96	\$65.00	\$52.00	\$13.00	\$1,248
PSYCH 1100 (Miser)	2	64	\$95.00	\$40.00	\$55.00	\$3,520
PSYCH 1100 (Weiss)	1	64	\$144.00	\$38.00	\$106.00	\$6,784
PSYCH 1100E	1	16	\$79.99	\$63.99	\$16.00	\$256
PSYCH 1100H	7	120	\$283.99	\$38.00	\$245.99	\$29,519
PSYCH 2220 (Interactive)	6	470	\$99.99	\$74.99	\$25.00	\$11,750
PSYCH 2220 (Textbook only)	1	16	\$189.99	\$46.04	\$143.95	\$2,303
PSYCH 2300	6	420	\$65.00	\$52.00	\$13.00	\$5,460
PSYCH 2333	1	28	\$85.53	\$27.80	\$57.73	\$1,616
PSYCH 2367.01	1	20	\$180.00	\$38.00	\$142.00	\$2,840
PSYCH 3310	3	188	\$169.95	\$46.04	\$123.91	\$23,295
PSYCH 3313 (Columbus)	4	325	\$189.95	\$46.04	\$143.91	\$46,771
PSYCH 3313 (Mansfield)	1	28	\$79.99	\$63.99	\$16.00	\$448
PSYCH 3331 (Columbus)	7	360	\$85.53	\$27.80	\$57.73	\$20,783
PSYCH 3331 (Lima)	1	24	\$95.00	\$61.75	\$33.25	\$798
PSYCH 3331 (Newark)	1	20	\$90.00	\$50.00	\$40.00	\$800
PSYCH 3331E	1	8	\$90.00	\$50.00	\$40.00	\$320
PSYCH 3331H	1	24	\$85.53	\$27.80	\$57.73	\$1,386
PSYCH 3340 (Columbus)	1	112	\$90.00	\$50.00	\$40.00	\$4,480
PSYCH 3340 (Newark)	1	20	\$150.00	\$63.00	\$87.00	\$1,740
PSYCH 3340E	1	8	\$150.00	\$63.00	\$87.00	\$696
PSYCH 3375	1	28	\$85.00	\$37.00	\$48.00	\$1,344
PSYCH 3513	2	208	\$65.00	\$52.00	\$13.00	\$2,704
PSYCH 3530	1	120	\$65.00	\$52.00	\$13.00	\$1,560
PSYCH 3550 (Columbus)	1	64	\$79.99	\$63.99	\$16.00	\$1,024
PSYCH 3550 (Newark)	1	28	\$246.65	\$27.80	\$218.85	\$6,128
PSYCH 4508	1	60	\$100.00	\$43.00	\$57.00	\$3,420
PSYCH 4531	1	28	\$70.00	\$38.00	\$32.00	\$896
SOCIOL 1101 (Lopez)	1	420	\$100.00	\$49.00	\$51.00	\$21,420
SOCIOL 1101 (Martin)	1	50	\$149.95	\$41.49	\$108.46	\$5,423
SOCIOL 3487	1	80	\$149.95	\$41.49	\$108.46	\$8,677
SOCWORK 1120	9	215	\$149.95	\$41.49	\$108.46	\$23,319

APPROVAL OF DIGITAL TEXTBOOK FEES

Course Number	Number of Sections	Number of Students	List Price	Discounted Price	Student Savings	Course Savings
SOCWORK 1130	10	240	\$199.95	\$41.49	\$158.46	\$38,030
SOCWORK 1130H	1	24	\$199.95	\$41.49	\$158.46	\$3,803
SOCWORK 3101	9	192	\$149.95	\$41.49	\$108.46	\$20,824
SOCWORK 3201	1	24	\$135.00	\$57.00	\$78.00	\$1,872
SOCWORK 3301	2	48	\$233.32	\$27.80	\$205.52	\$9,865
SOCWORK 3401	11	215	\$100.00	\$43.00	\$57.00	\$12,255
SOCWORK 3401H	1	24	\$100.00	\$43.00	\$57.00	\$1,368
SOCWORK 3501	12	264	\$149.95	\$41.49	\$108.46	\$28,633
SOCWORK 3502	1	24	\$133.32	\$27.80	\$105.52	\$2,532
SOCWORK 3597	4	100	\$169.95	\$46.04	\$123.91	\$12,391
SOCWORK 3600	5	120	\$199.95	\$41.49	\$158.46	\$19,015
SOCWORK 4501	10	240	\$149.95	\$41.49	\$108.46	\$26,030
SOCWORK 4502	10	240	\$179.99	\$27.80	\$152.19	\$36,526
SOCWORK 4503	1	24	\$174.95	\$41.49	\$133.46	\$3,203
SOCWORK 5014	2	48	\$100.00	\$43.00	\$57.00	\$2,736
SOCWORK 5015	6	120	\$174.95	\$41.49	\$133.46	\$16,015
SOCWORK 5806	2	48	\$100.00	\$43.00	\$57.00	\$2,736
SOCWORK 6301	13	312	\$85.57	\$27.80	\$57.77	\$18,024
SOCWORK 7512	4	96	\$199.95	\$41.49	\$158.46	\$15,212
SOCWORK 7530	3	72	\$85.00	\$37.00	\$48.00	\$3,456
SOCWORK 7621	2	48	\$173.32	\$27.80	\$145.52	\$6,985
SOCWORK 7630	6	144	\$199.95	\$41.49	\$158.46	\$22,818
SPANISH 1101	18	216	\$99.99	\$38.99	\$61.00	\$13,176
SPANISH 1102	37	400	\$99.99	\$38.99	\$61.00	\$24,400
SPANISH 1103	43	400	\$99.99	\$38.99	\$61.00	\$24,400
SPANISH 1155	14	112	\$99.99	\$38.99	\$61.00	\$6,832
SPANISH 2202	7	70	\$99.99	\$79.99	\$20.00	\$1,400
STAT 1350.01	8	538	\$92.99	\$69.74	\$23.25	\$12,509
STAT 1350.02	2	458	\$92.99	\$69.74	\$23.25	\$10,649
STAT 1430.01	6	575	\$99.99	\$55.00	\$44.99	\$25,869
STAT 1430.02	2	284	\$99.99	\$55.00	\$44.99	\$12,777
STAT 1450.01	4	224	\$92.99	\$69.74	\$23.25	\$5,208
STAT 1450.02	1	128	\$92.99	\$69.74	\$23.25	\$2,976
STAT 2450.01	1	232	\$92.99	\$69.74	\$23.25	\$5,394
STAT 2480.01	3	130	\$92.99	\$69.74	\$23.25	\$3,023
STAT 2480.02	1	80	\$92.99	\$69.74	\$23.25	\$1,860
STAT 3201	4	154	\$199.95	\$46.04	\$153.91	\$23,702
STAT 3440	3	62	\$283.00	\$38.00	\$245.00	\$15,190
STAT 3450.01	1	162	\$100.00	\$60.00	\$40.00	\$6,480
STAT 3450.02	1	180	\$100.00	\$60.00	\$40.00	\$7,200
STAT 3470.01	4	475	\$90.00	\$58.50	\$31.50	\$14,963
STAT 3470.02	1	320	\$90.00	\$58.50	\$31.50	\$10,080
STAT 4201	1	120	\$186.65	\$27.80	\$158.85	\$19,062
STAT 4202	1	96	\$186.65	\$27.80	\$158.85	\$15,250
STAT 5301	2	48	\$199.95	\$46.04	\$153.91	\$7,388
THEATRE 2100	2	480	\$149.95	\$41.49	\$108.46	\$52,061
THEATRE 2100H	1	20	\$149.95	\$41.49	\$108.46	\$2,169
TOTALS	926	51,467				\$3,047,185

APPENDIX XXVII



CHARTER

Finance and Investment Committee

The Finance and Investment Committee is a fiduciary oversight arm of the Board of Trustees. Its oversight responsibility includes analyzing and monitoring, and then reporting to the Board, on the financial, investment, business and administrative management of the University, the Wexner Medical Center and their affiliated entities (collectively, the "University"). The Committee will:

- Review and recommend approval of the annual operating budget, including related tuition and other student fees.
- Review and recommend approval of annual capital expenditure budgets.
- Monitor, review and recommend the long-range financial plans and monitor the long-range financial health of the University.
- Provide policy oversight of the investment function of the University and monitor its performance.
- Provide policy oversight of the advancement function of the University and monitor its performance.
- Monitor and encourage efficiency and cost-saving efforts.

Although the Committee has the powers and responsibilities articulated in this charter, the Committee's core function is oversight. It is not the duty or responsibility of the Committee to determine that the organization's financial statements present fairly the organization's financial position and results of operations in accordance with applicable accounting standards, laws and regulations. Management is responsible for the quality, accuracy and integrity of the organization's accounting practices, financial statements and reporting, and system of internal controls.

Committee Authority and Responsibilities

The Committee will carry out these responsibilities:

Finance

- Provide oversight of the University's financing plans, financial condition, borrowing and investment policies, annual operating budgets, insurance, capital investment and financial reporting practices.
- On an annual basis, review and approve the University's operating budget and capital investment plan, including the approval of the utility system capital improvement plan.
- On an annual basis, review and approve tuition and fees, including room and board rates.
- On an annual basis, approve the Athletic fees for men's football, men's basketball, and the Ohio State Golf Course.
- Review University long-range financial planning and monitor the long-term fiscal health of the University in alignment with the overall University strategic plan.
- Approve University issuance of debt and authorize approvals associated with Bonds, Commercial Paper Notes, and Subordinated Indebtedness.
- Review and approve the University real property transactions and their financing.
- Approve funding plans for major capital projects of the University, including leases.
- Authorize professional services and construction contracts.
- Periodically review the University's major insurance policies and coverage issues.
- Review on an annual basis the Waiver of Competitive Bidding Report and the Internal Bank Report.



Investments

- Monitor and provide oversight of the University's Investment Program including the operating fund and long-term investments.
- Review and approve changes to the University's investment policy.
- Review investment strategy.
- Approve benchmarks and asset allocation.
- Monitor the investment funds' performance and related risk management.

Advancement

- Assess annually the status of donated endowment accounts and recommend to the Board an appropriate rate of withdrawal of endowment assets.
- Annually establish Advancement objectives consistent with University's strategic plan.
- Monitor and evaluate progress and performance of fundraising efforts against established objectives.
- Provide policy oversight of gift acceptance and approval.
- Oversee and approve naming of University buildings and other spaces.
- Assess integration of advancement efforts and alumni relations.

Authority

- The Committee has full authority to conduct or authorize inquiries or investigations into all matters within its scope of responsibility, including authority to:
 - Review all budget, financial reporting, accounting and investment operations and decisions of the University.
 - Perform any other activities consistent with this charter, the University's Bylaws, and governing law, as the Committee or the Board of Trustees deems necessary or appropriate.
 - In performing its functions, all employees of the University shall cooperate fully and timely with any Committee request.

Administrative Responsibilities

- Report to the Board of Trustees, at least annually, regarding the Committee's activities in discharge of its duties as described in this Committee charter.
- Undertake a self-assessment of the Committee's and individual members' performance annually.
- Review and assess the adequacy of this Committee charter every other year, requesting approval of the Board of Trustees for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.

Committee Meetings

The Committee shall meet in conjunction with the regularly scheduled meetings of the full Board, and at such other times and places as the Chair of the Committee deems necessary to carry out its responsibilities. Meeting agendas will be prepared and provided in advance to Committee members, along with the appropriate briefing materials.



A majority of the voting members of the Committee shall be present in person, or as otherwise permitted under Ohio law, at any meeting of the Committee in order to constitute a quorum for the transaction of business at such meeting.

Committee Membership

All members of the Committee, as well as the Committee Chair and Vice Chair, shall be appointed by the Chair of the Board. The Chair and Vice Chair of the Committee shall be trustees or charter trustees. Trustees, student trustees, charter trustees and non-trustee Committee members that are appointed as members of the Committee shall all have voting privileges on all matters.

The composition of the Committee may include one student trustee and up to three additional non-trustee members, with majority membership by trustees at all times. Each member of the Committee shall serve for such term or terms as the Chair of the Board may determine.

All Committee members must be independent of management. In order to be deemed independent, the Committee member:

- a. Does not directly have a business relationship with the University.
- b. Is not an executive of another corporation/university where any of the corporation's/university's executive officers serve on that corporation's/university's compensation committee; and
- c. Does not have an immediate family member who is an executive officer of the University.

Staff and Other Support

Primary staff support for the Committee shall be provided by the Office of Business and Finance and the Office of Advancement.

University Bylaws

The provisions of this charter are intended to comport with the Bylaws of the University. To the extent that these provisions conflict, the University Bylaws shall control.



CHARTER

Audit, Finance and Investment Committee

The Audit, Finance and Investment Committee is a fiduciary oversight arm of the Board of Trustees. Its oversight responsibility includes analyzing and monitoring, and then reporting to the Board, on the financial, investment, business and administrative management of the University, the Wexner Medical Center and their affiliated entities (collectively, the "University"). The Committee will:

- Review and recommend approval of the annual operating budget, including related tuition and other student fees.
- Review and recommend approval of annual capital expenditure budgets.
- Monitor, review and recommend the long-range financial plans and monitor the long-range financial health of the University.
- ~~Monitor and discuss with management the financial operations of the University including the effectiveness of internal control over financial reporting.~~
- ~~Focus on maintaining the integrity of the University's financial statements, the external auditor's qualifications and independence and the performance of the internal audit function and the external auditors.~~
- Provide policy oversight of the investment function of the University and monitor its performance.
- Provide policy oversight of the advancement function of the University and monitor its performance.
- Monitor and encourage efficiency and cost-saving efforts.
- ~~Interface with administration, outside auditors and internal auditors to evaluate financial integrity of University operations and resolve any issues raised by the University's auditors.~~

Although the Committee has the powers and responsibilities articulated in this charter, the Committee's core function is oversight. It is not the duty or responsibility of the Committee ~~to plan or conduct audits or to determine that the organization's financial statements present fairly the organization's financial position and results of operations in accordance with applicable accounting standards, laws and regulations. Management is responsible for the quality, accuracy and integrity of the organization's accounting practices, financial statements and reporting, and system of internal controls. The external auditor is responsible for performing an audit of the organization's financial statements.~~

Committee Authority and Responsibilities

The Committee will carry out these responsibilities:

Financial Statements

- ~~Review with management and the external auditors the results of the audit and resolve any disagreements.~~
- ~~Review and discuss the University's annual audited financial statements with management and the external auditors prior to submission to the appropriate regulatory officials.~~
- ~~Evaluate annually the external auditor's qualifications, performance, and independence, including a review and evaluation of the lead partner, taking into account the opinions of the University's management and the internal audit director, and report its conclusions to the Board of Trustees.~~
- ~~Review with management and the auditors the status of the University's internal control over financial reporting, including reports on significant findings and recommendations, together with management's response.~~



Internal Audit

- ▲ Internal audit reports directly to the Committee.
- ▲ Approve the internal audit charter and assure the independence of the internal audit function.
- ▲ Review annually with the director of internal audit the guidelines, plans, activities, staffing, and organizational structure of the internal audit function.
- ▲ Review the effectiveness of the internal audit function, including conformance with the Institute of Internal Auditors' Definition of Internal Auditing, Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing.
- ▲ Have final approval authority regarding the appointment, review, and removal of the director of internal audit. At least once per year, review the performance of the internal audit director and concur with the annual compensation and salary adjustment.
- ▲ At each meeting of the Committee, provide the director of internal audit an opportunity to report significant findings and management's response and, if needed, discuss privately with the Committee any matters that the Committee or internal audit believes should be raised.

External Audit

- ▲ The external auditors report directly to the Committee and provide all required audit communications to it.
- ▲ Approve the contract with the external auditor for the annual audit of the University, subject to ultimate approval of the Auditor of State.
- ▲ Pre-approve all auditing and non-audit services to be provided by the external auditor and/or delegate this authority to the Committee Chair.
- ▲ Review and approve the external auditor engagement letter.
- ▲ Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit.
- ▲ Review the performance of the external auditors, and with input from the administration, determine appointment or discharge of the external auditors.
- ▲ Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the University, including non-audit services.
- ▲ Provide oversight for the rotation of the lead external audit partner.
- ▲ At each meeting of the Committee, provide the external auditors an opportunity to discuss privately with the Committee any matters that the Committee or auditors believe should be raised.

Finance

- Provide oversight of the University's financing plans, financial condition, borrowing and investment policies, annual operating budgets, insurance, capital investment and financial reporting practices.
- On an annual basis, review and approve the University's operating budget and capital investment plan, including the approval of the utility system capital improvement plan.
- On an annual basis, review and approve tuition and fees, including room and board rates.
- On an annual basis, approve the Athletic fees for men's- football, men's basketball, and



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the Ohio State Golf Course.

- Review University long-range financial planning and monitor the long-term fiscal health of the University in alignment with the overall University strategic plan.
- Approve University issuance of debt and authorize approvals associated with Bonds, Commercial Paper Notes, and Subordinated Indebtedness.
- Review and approve the University real property transactions and their financing.
- Approve funding plans for major capital projects of the University, including leases.
- Authorize professional services and construction contracts.
- Periodically review the University's major insurance policies and coverage issues.
- Review on an annual basis the Waiver of Competitive Bidding Report and the Internal Bank Report.

Investments

- Monitor and provide oversight of the University's Investment Program including the operating fund and long-term investments.
- Review and approve changes to the University's investment policy.
- Review investment strategy.
- Approve benchmarks and asset allocation.
- Monitor the investment funds' performance and related risk management.

Advancement

- Assess annually the status of donated endowment accounts and recommend to the Board an appropriate rate of withdrawal of endowment assets.
- Annually establish Advancement objectives consistent with University's strategic plan.
- Monitor and evaluate progress and performance of fundraising efforts against established objectives.
- Provide policy oversight of gift acceptance and approval.
- Oversee and approve naming of University buildings and other spaces.
- Assess integration of advancement efforts and alumni relations.

Authority

- The Committee has full authority to conduct or authorize inquiries or investigations into all matters within its scope of responsibility, including authority to:
 - Review all budget, financial reporting, accounting and investment operations and decisions of the University.
 - ~~Institute and oversee special financial or fraud investigations as needed and obtain accountants or other expertise to advise the Committee or assist in the conduct of an investigation.~~
 - Perform any other activities consistent with this charter, the University's Bylaws, and governing law, as the Committee or the Board of Trustees deems necessary or appropriate.
 - In performing its functions, all employees of the University shall cooperate fully and timely with any Committee request.



Administrative Responsibilities

- Report to the Board of Trustees, at least annually, regarding the Committee's activities in discharge of its duties as described in this Committee charter.
- Undertake a self-assessment of the Committee's and individual members' performance annually.
- Review and assess the adequacy of this Committee charter every other year, requesting approval of the Board of Trustees for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.

Committee Meetings

The Committee shall meet in conjunction with the regularly scheduled meetings of the full Board, and at such other times and places as the Chair of the Committee deems necessary to carry out its responsibilities. ~~The Chair of the Committee may request members of management, the director of internal audit and representatives of the external auditor to be present at any meeting of the Committee.~~ Meeting agendas will be prepared and provided in advance to Committee members, along with the appropriate briefing materials.

A majority of the voting members of the Committee shall be present in person or as otherwise permitted under Ohio law, at any meeting of the Committee in order to constitute a quorum for the transaction of business at such meeting.

Committee Membership

All members of the Committee, as well as the Committee Chair and Vice Chair, shall be appointed by the Chair of the Board. The Chair and Vice Chair of the Committee shall be trustees or charter trustees. Trustees, student trustees, charter trustees and non-trustee Committee members that are appointed as members of the Committee shall all have voting privileges on all matters.

The composition of the Committee may include one student trustee and up to three additional non-trustee members, with majority membership by trustees at all times. Each member of the Committee shall serve for such term or terms as the Chair of the Board may determine.

All Committee members must be independent of management ~~and the external auditor.~~ In order to be deemed independent, the Committee member:

- a. Does not directly have a business relationship with the University.
- b. Is not an executive of another corporation/university where any of the corporation's/university's executive officers serve on that corporation's/university's compensation committee; and
- c. Does not have an immediate family member who is an executive officer of the University.

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

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



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e. ~~An understanding of audit committee functions.~~

Staff and Other Support

Primary staff support for the Committee shall be provided by the Office of Business and Finance and the Office of Institutional Advancement.

University Bylaws

The provisions of this charter are intended to comport with the Bylaws of the University. To the extent that these provisions conflict, the University Bylaws shall control.

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APPENDIX XXVIII

	<u>Amount Establishing Endowment*</u>	<u>Total Commitment</u>
<u>Establishment of Named Endowed Professorship (University)</u>		
College of Arts and Sciences Alumni Professorship 3 Established August 18, 2022, with a fund transfer by the College of Arts and Sciences of an unrestricted gift from the estate of Eugene Bernard (BA 1949) and gifts from other donors; used for a professorship position in the College of Arts and Sciences. The highest ranking official in the college or his/her designee shall determine the focus of the position and may revise the focus every five years or if the position becomes vacant.	\$1,000,000.00	\$1,000,000.00
<u>Establishment of Named Endowed Fund (University)</u>		
Lisa Cisco Fund in Cancer Research Established August 18, 2022, with gifts from friends and colleagues of Lisa Cisco and Buckeye Cruise for Cancer supporters; used to support cancer research and related programs at The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute.	\$194,537.80	\$194,537.80
The Class of 1986 Endowed Scholarship Fund Established August 18, 2022, with gifts from members of the College of Veterinary Medicine Class of 1986; used to provide one or more scholarships to students who are enrolled in the College of Veterinary Medicine.	\$100,902.13	\$100,902.13
The Marilyn Johnson Scholarship Fund Established August 18, 2022, with a fund transfer by the College of Education and Human Ecology of a gift from the estate of Marilyn S. Johnson-Masters (BS 1960) and additional gifts given in her memory, including her daughter, Dr. Julie Ann Johnson (BS 1985); used to provide one or more scholarships to students who are enrolled in the college and majoring in elementary education. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college.	\$100,309.10	\$100,309.10

<p>BEWEL Leadership in Innovation Award Fund Established August 18, 2022, with gifts from Buckeye Engineering Women in Executive Leadership (BEWEL). BEWEL is an allied community of influential leaders and trusted advisors who advocate for women in the College of Engineering and encourage their growth as leaders who shape our world. BEWEL works with the college to ensure The Ohio State University is recognized as the destination of choice for women in engineering – students and faculty alike. Used to provide award(s) in as significant amount(s) as possible to junior or mid-career faculty members in the College of Engineering who demonstrate excellence in innovation, research and/or scholarship and commitment to the advancement of women in engineering. The intent of this fund is to recognize faculty whose work exemplifies the mission of BEWEL, or its successor, with cash awards to be used at the discretion of the recipients.</p>	<p>\$100,248.94</p>	<p>\$100,248.94</p>
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<p>Dr. Robert S. and Ollie M. Anthony Endowed Scholarship Fund Established August 18, 2022, with gifts from Dr. Robert Stephen Anthony (BS 1969, DDS 1974); used to provide scholarship support for students who are enrolled in the College of Dentistry with first preference given to students from Shelby County, Ohio. Second preference shall be given students from the contiguous counties. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college who are from the state of Ohio.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
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Change in Name and Description of Named Endowed Fund (University)

From: The Friends of Delaware Center Endowment Fund
 To: Friends of The Ohio State University at Marion Endowment Fund

Change in Description of Named Endowed Fund (University)

The Ernest R. "Ernie" Biggs Athletic Training Scholarship Fund

The Ashley Brittany Calhoon (ABC) 4-H Leadership/Scholarship Fund

The Donna Sell Kohlhepp Endowed Scholarship Fund in Advance Practice Nursing

Mitsugi Satow-Rakuno Gakuen Scholastic Endowment Fund

Establishment of Named Endowed Chair (Foundation)

<p>Jeffrey Schottenstein Endowed Chair of Psychiatry and Resilience Established August 18, 2022, with gifts from Jay L. Schottenstein and Jean R. Schottenstein (BS 1978); used to support a chair position in the Department of Psychiatry and Behavioral Health. The holder of the position shall be focused on addressing mental health challenges including, but not limited to, reducing stigma and cultivating stress resilience.</p>	<p>\$3,500,000.00</p>	<p>\$3,500,000.00</p>
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Establishment of Named Endowed Professorship Fund (Foundation)

<p>The Daniel Tanner Foundation Endowed Professorship Fund in Curriculum Studies on Adolescence and Democracy Established August 18, 2022, with a gift from the Daniel Tanner Foundation, Inc. If the gifted endowment principal balance reaches \$1,000,000 by March 31, 2027, shall be used to support a professorship position in the College of Education and Human Ecology, Department of Educational Studies, Department of Teaching and Learning, or a department or program of curriculum studies (in the event that such a department or program is established in the future), or the equivalent departments. Candidates should focus on research and programmatic advancement in the field of curriculum studies on adolescence education, which may include, but is not limited to, the scientific investigation of problems of democracy, school violence, and community influence. If the position is vacant, the annual distribution shall be added to the endowment principal. If full funding is not reached, used to support faculty in the College of Education and Human Ecology, Department of Educational Studies and/or the Department of Teaching and Learning, or a department or program of curriculum studies (in the event that such a department or program is established in the future), or the equivalent departments.</p>	<p>\$102,346.90</p>	<p>\$1,000,000.00</p>
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Establishment of Named Endowed Fund (Foundation)

<p>James L. (BS, MS '71) and Anita Y. Balthaser Integrated Systems Engineering Endowed Scholarship Fund Established August 18, 2022, with gifts from James L. and Anita Y. Balthaser and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program; used to provide one or more scholarships to undergraduate students who are enrolled in the Department of Integrated Systems Engineering. First-time recipients must be second-year students who have a minimum 3.3 grade point average on a 4.0 scale and demonstrate financial need. Scholarships are renewable for up to two additional years as long as recipients maintain a minimum 3.3 grade point average on a 4.0 scale. Once a recipient graduates or no longer meets the eligibility criteria, scholarships will be open to additional eligible second-year students. The donors desire to award the maximum number of scholarships possible in amounts equal to 40% of the cost of in-state tuition at that time. Scholarships may be awarded in varying amounts based on student enrollment, available funding, and other factors.</p>	<p>\$674,713.01</p>	<p>\$674,713.01</p>
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<p>The Robert and Mary Fund for Morrow County Established August 18, 2022, with gifts from Lee Ann Leonhard (1971 BS) and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program; used to provide one or more scholarships to undergraduate students enrolled in the University who are attending any campus at the University (including ATI), are former Ohio 4-H or Ohio FFA members for at least two years and have a minimum 3.0 grade point average. First preference shall be given to students from Morrow County, Ohio. Second preference shall be given to students from Crawford County, Ohio. It is the donor's desire to award no more than three scholarships annually. Scholarships may be awarded in varying amounts based on student enrollment, available funding, and other factors. Scholarships are renewable as long as recipients remain in good academic standing. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate students who are enrolled in the University.</p>	<p>\$200,000.00</p>	<p>\$200,000.00</p>
<p>Claribel Wilcox Parker Nursing Scholarship Fund Established August 18, 2022, with gifts from Claribel Wilcox Parker (BS 1950) and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program; used to provide one or more scholarships to undergraduate students who are enrolled in the College of Nursing and demonstrate an interest in community health nursing.</p>	<p>\$200,000.00</p>	<p>\$200,000.00</p>
<p>The Mark Freeland Smith Memorial Scholarship Fund Established August 18, 2022, with gifts from Ashley Smith (BS 2008), Mathew Focht and David Kass and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program; used to provide one or more scholarships to undergraduate students who are enrolled in the Max M. Fisher College of Business, studying real estate or finance and demonstrate academic achievement. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college. It is the Donors' desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. Scholarships are renewable up to four years as long as the recipients are in good standing with the University and meet the selection criteria.</p>	<p>\$200,000.00</p>	<p>\$200,000.00</p>
<p>William D. Squires Scholarship Fund Established August 18, 2022, with gifts from The William D. Squires Educational Foundation and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program; used to provide one or more scholarships to undergraduate students from the state of Ohio who are enrolled in the College of Nursing, demonstrate financial need, and are in strong academic standing. It is the donor's desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients.</p>	<p>\$200,000.00</p>	<p>\$300,000.00</p>

<p>David A. Rismiller Sr. International Scholarship Fund Established August 18, 2022, with gifts from David A. Rismiller Sr. (BS 1958), as part of the Joseph A. Alutto Global Leadership Initiative; used to provide scholarships to undergraduate or graduate students enrolled in the Max M. Fisher College of Business pursuing critical, action-based, learning experiences around the world.</p>	<p>\$185,000.00</p>	<p>\$185,000.00</p>
<p>Valentine IPF Endowed Research Fund Established August 18, 2022, with gifts from Julia D. Valentine; used to support research or related activities that lead to new discoveries in idiopathic pulmonary fibrosis at The Dorothy M. Davis Heart & Lung Research Institute, with preference for research projects under the direction of the highest ranking officials in University Hospital East and the Institute or their designees.</p>	<p>\$100,385.99</p>	<p>\$100,385.99</p>
<p>Health Equity Fund for Health Services Management and Policy Established May 19, 2022, with gifts from Reed Fraley (MS 1975) and Mel Fraley (BS 1992); used to promote health equity through support of students in the Division of Health Services Management and Policy, with due consideration of underrepresented populations. While usage should remain flexible, the fund should focus on addressing health equity and/or leadership development for those who wish to advance populations underrepresented in health care leadership roles. Expenditures may be used for activities including, but not limited to, sponsoring student attendance at conferences such as the National Association of Health Services Executives (or successor), subsidizing summer residencies, supporting Association for Future Healthcare Executives (or successor) health equity initiatives, and/or providing scholarships to students. Revised to restricted purpose August 18, 2022.</p>	<p>\$100,191.41</p>	<p>\$100,191.41</p>
<p>John N. King Fund for the Center for Medieval and Renaissance Studies Established August 18, 2022, with gifts from Pauline G. King; used to support initiatives and priorities of the Center for Medieval and Renaissance Studies at the discretion of the highest ranking official in the center or his/her designee. Expenditures may include, but are not limited to, student education, the University's membership with The Folger Shakespeare Library, and future programming.</p>	<p>\$100,100.00</p>	<p>\$100,100.00</p>
<p>Shannon and Rob Crane Family Scholarship Fund Established August 18, 2022, with grants through a donor-advised fund at The Columbus Foundation advised by Dr. Robert S. Crane III and Shannon L. Crane (BA 2004) and matching funds as part of the Scarlet and Gray Advantage Endowed Matching Gift Program; used to provide one or more scholarships to Pell-eligible undergraduate students who are enrolled in the College of Arts and Sciences and are from Chillicothe, Ohio. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate students who are enrolled in the college, demonstrate financial need, and are from Ross County, Ohio. If no candidates can be identified, the scholarship may be awarded to undergraduate students who are enrolled in the college and demonstrate financial need.</p>	<p>\$100,000.00 As of July 12, 2022</p>	<p>\$100,000.00</p>

<p>Dr. Earl D. Dietz Endowed Fund Established August 18, 2022, with gifts from Kerry Leigh Dietz; used to provide one or more scholarships to third or fourth-year undergraduate students studying a major in the Department of Materials Science and Engineering. Preference shall be given to candidates studying ceramic engineering. The donor desires that when awarding this scholarship special consideration be given to candidates who are members of organizations recognized by the University that are open to all but whose missions seek to advance the need of underrepresented engineering students and actively contribute to nurturing a more diverse and inclusive community. It is the donor's desire to provide as significant financial support as possible to no more than three recipients per year, with preference for one or two recipients per year. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate students studying a major in the department.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>The Ruberg Family Educational Fund Established August 18, 2022, with gifts from Dr. Robert Lionel Ruberg; used to support The Norman and Yetta Ruberg Endowed Lectureship as part of the Robert L. Ruberg Symposium. If at any time the symposium ceases to exist, may support the Department of Plastic and Reconstructive Surgery at the discretion of the highest ranking official in the department or his/her designee.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>Stanton Foundation Spectrum of Care Clinic Activities Endowed Fund Established August 18, 2022, with gifts from the Stanton Foundation; used to support clinical and research activities that advance Spectrum of Care (SOC) in veterinary medicine and help establish the College of Veterinary Medicine as a national presence in SOC. Activities may include: hiring of SOC private practitioner adjunct instructors, outreach, including SOC lecture series and seminars, SOC clinical research pilot studies, support for visiting fellows, or other SOC activities beyond the normal operation of the SOC-PCC.</p>	<p>\$100,000.00</p>	<p>\$7,000,000.00</p>
<p>Michael and Kelly Jach Dean's Innovation Fund Established August 18, 2022, with gifts from Michael Joseph Jach (BS 1992) and Kelly Anne Jach; used at the discretion of the highest ranking official in the Max M. Fisher College of Business.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>

David and Dina Shirk Family Endowed Fund Established August 18, 2022, with gifts from David J. Shirk (BS 1991) and Dina Shirk (BA 1988). Seventy percent (70%) supports programs at the Nisonger Center at The Ohio State University Wexner Medical Center, such as Transition Options in Postsecondary Settings (TOPS), to improve the lives of people with developmental disabilities and their families through quality services, education/training, research, dissemination and related activities, and general adult transition programming. This support includes, but is not limited to, supplies, staffing expenses and grant procurement. May also provide tuition and fees assistance to students. Thirty percent (30%) provides scholarships for students attending Ohio State Marion who demonstrate financial need. In the future, if the gifted principal balance of this fund is sufficient at that date, the balance may be re-designated to create two endowed funds as follows: seventy percent (70%) for The David and Dina Shirk Family Endowment Fund for the Nisonger Center and thirty percent (30%) for The David and Dina Shirk Endowed Scholarship Fund for OSU Marion	\$50,000.00	\$50,000.00
Lawrence Memorial Fund Established August 18, 2022, with gifts from his wife, Vicki L. Lawrence, family, and friends; used to support the Department of Marketing and Logistics at the Max M. Fisher College of Business.	\$34,431.35	\$34,431.35

Change in Name and Description of Named Endowed Fund (Foundation)

From: Hrusovsky Family Internship Fund
To: Hrusovsky Family Scholarship Fund

From: The Terence J. Sullivan Endowed Scholarship Fund
To: The Deborah L. and Terence J. Sullivan Endowed Scholarship Fund

Change in Description of Named Endowed Fund (Foundation)

- George C. and Ruby Biehl Honors Accounting Fund
- Cloyd Veterinary Medicine Endowed Scholarship Fund
- The Jack and Barbara Cochran Endowed Scholarship Fund
- The Linda Weber Daniel Athletic Training Scholarship Fund
- The Douglas and Ethel-Marie D'Luzansky LeVasseur Travel Abroad Fund
- The Arun Singh Real Estate Scholarship Fund
- The Jimmy Warfield Athletic Training Scholarship Fund

Total \$7,693,166.63

*Amounts establishing endowments as of June 30, 2022, unless notated otherwise.



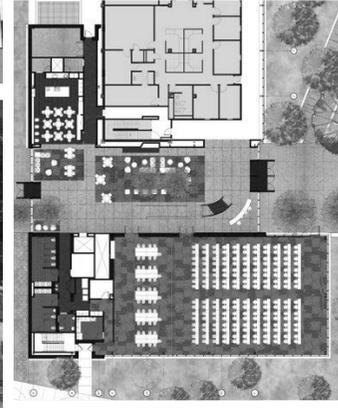
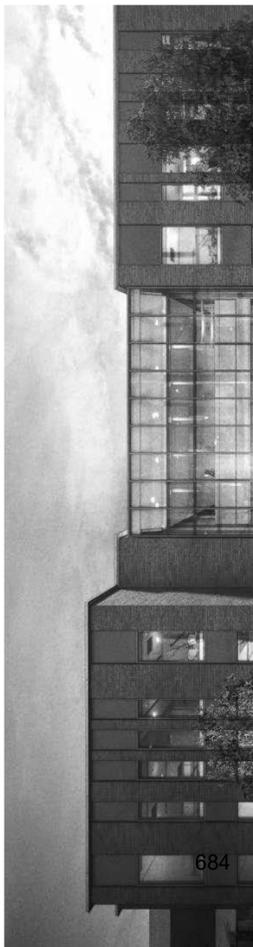
University Trustees

Public Session

President Kristina M. Johnson, PhD

Board of Trustees
August 18, 2022

Jane E. Heminger Hall



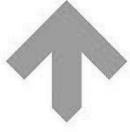
Outpatient Care Dublin Timashev Family Music Building



Commencement

Awarded **1,805 diplomas and certificates** to our new graduates at commencement in the Schottenstein Center





Pelotonia



THE PELOTONIA COMMUNITY HAS RAISED
**MORE THAN
\$250
MILLION**
FOR CANCER RESEARCH AT
THE OSUCCC-JAMES

State Tour

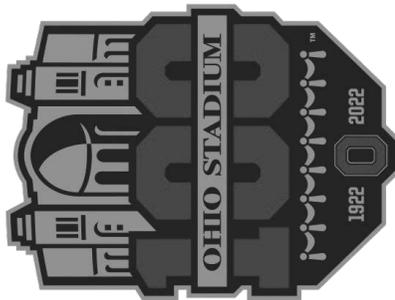




Welcome Week



100 Years of Ohio Stadium



Educational Program on Drug, Tobacco and Alcohol Misuse Prevention

New student education program supports drug and alcohol misuse prevention

Modules build on Ohio State's commitment to health, wellness and safety



The Ohio State
University

The Ohio State University is instituting a new educational requirement for all first-year and transfer undergraduate students targeting drug, tobacco and alcohol misuse.

The new online educational modules will cover alcohol and other drug misuse prevention, mental wellness and prescription drug misuse. The program will be used on all Ohio State campuses and begin this fall.

Nina and Ryan Day Resilience Fund



Safe and Healthy



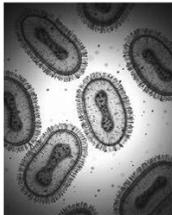
THE OHIO STATE UNIVERSITY

Safe and Healthy Buckeyes

HOME INFORMATION FOR... DASHBOARD RESOURCES PAGES ABOUT



COVID-19 Vaccine Information



Monkeypox



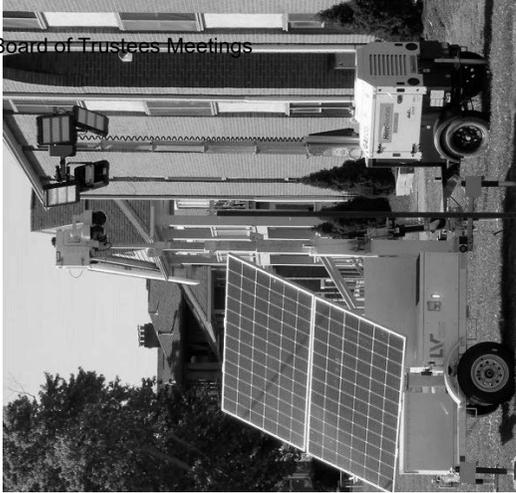
Mental Health and Wellness

Safe and Healthy protocols

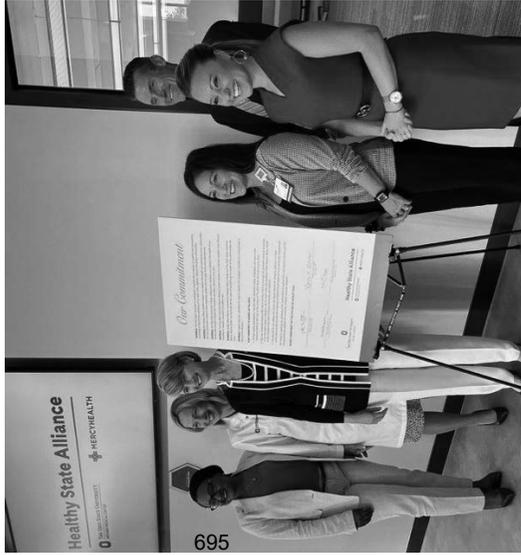
Accommodations Related to COVID-19

Campus Readiness

Contact Tracing, Isolation and Quarantine



New Community Medicine track in our College of Medicine



Hybrid Autonomous Manufacturing, Moving from Evolution to Revolution

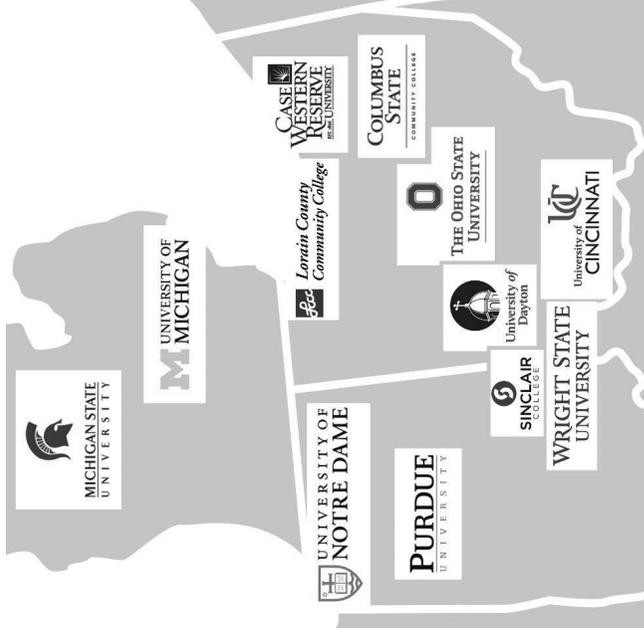
HAMMER - \$52 million in NSF ERC funding over 10 years



Dr. Glenn S. Daehn

Midwest Regional Network to Address National Needs in Semiconductor and Microelectronics

- The Ohio State University
- Case Western Reserve University
- Columbus State Community College
- Lorain County Community College
- Michigan State University
- Purdue University
- Sinclair Community College
- University of Cincinnati
- University of Dayton
- University of Michigan
- University of Notre Dame
- Wright State University



CHIPS Act



STEAMM Rising



Wexner Medical Center

Interim Co-Leader and Chief Financial Officer



Wexner Center for the Arts

RETROSPECTIVE JULY 7-AUG 18

Federico Fellini

701





Buckeye Shoutouts



Dr. James L. Moore, III



Karen Dennis



Jill Clark



Brandi Wooten

Taco-Bot



State Fair







Thank you

