

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

Columbus, Ohio, November 3-4, 2016

The Board of Trustees met on Thursday, November 3, 2016 at Longaberger Alumni House and Friday, November 4, 2016, at Curl Hall of the North Residential District in Columbus, Ohio, pursuant to adjournment.

**

**

**

Minutes of the last meeting were approved.

November 4, 2016 meeting, Board of Trustees

The Chairman, Mr. Shumate, called the meeting of the Board of Trustees to order on Thursday, November 3, 2016 at 2:00pm.

Present: Alex Shumate, Chairman, Linda S. Kass, Michael J. Gasser, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Timothy P. Smucker, Cheryl L. Krueger, Brent R. Porteus, Erin P. Hoeflinger, Alex R. Fischer, Abigail S. Wexner, Hiroyuki Fujita, Corbett A. Price, Alan VanderMolen, James D. Klingbeil, Halie M. Vilagi, and Lydia A. Lancaster. Clark C. Kellogg was absent.

Mr. Shumate:

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

Dr. Thompson:

A quorum is present, Mr. Chairman.

Mr. Shumate:

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

May I have a second?

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

Dr. Thompson:

Motion carries, Mr. Chairman.

The Chairman, Mr. Shumate, reconvened the meeting of the Board of Trustees on Friday, November 4, 2016 at 9:59am.

Mr. Shumate:

Thank you for being here this morning. It is my pleasure to reconvene the meeting of the Board of Trustees and ask the secretary to note the attendance.

Dr. Thompson:

A quorum is present, Mr. Chairman.

Mr. Shumate:

Thank you. Again, welcome to everyone and it is certainly a pleasure to be in this wonderful facility at Curl Hall and we will hear more about this North Residential District further into our meeting. It is great to see everyone this morning and we look forward to the discussion with the board. So we are able to conduct the business of this meeting in an orderly fashion, I would ask that the ringers on all cell phones and other communication devices, be turned off at this time and I would like to ask all members of

November 4, 2016 meeting, Board of Trustees

the audience to please observe rules of decorum proper to the conducting of business at hand. I will now call on one of our student trustees, Dr. Lydia Lancaster, to present the student recognition awards.

STUDENT RECOGNITION AWARDS

Dr. Lancaster:

Thank you, Mr. Chairman. I would like to call Robin Smith and Daniel Leach up to the table. First, I would like to introduce Robin. Robin Smith is a senior honors student in the College of Arts and Sciences - Behavioral and Social Sciences. She has maintained a 3.88 cumulative GPA while pursuing a double major in Political Science and Russian.

Robin has been the recipient of several awards from various Ohio State departments, including the 2015 Jacobina Aman Award for best undergraduate research paper in International Relations. Additionally, she was awarded the U.S. Department of State's Critical Language Scholarship, as well as the National Security Language Initiative for Youth scholarship, and she has spent time studying in Russia for both programs.

During her time on campus, Robin has been a very involved student. She is an associate editor for the Alger Magazine, OSU's undergraduate foreign affairs magazine, works for the Mershon Center for International Security Studies, and serves as a grader for the Political Science Department. Robin has also been involved in Buck-I-Serv, Collegiate Council on World Affairs, and the Mountaineers club. She is also a member of the Honors Collegium and Phi Beta Kappa.

As for the future, Robin has accepted a position with the Department of Defense as a language analyst and will be moving to Anchorage, Alaska upon graduation. When not almost seeing Russia from the comfort of her apartment at Joint Base Elmendorf-Richard, she plans to spend time rock climbing, hiking, and avoiding frostbite. Robin, we wish you the best, and we are certain you will represent the Buckeye nation exceptionally in your future endeavors. Please join me in congratulating Robin!

Ms. Smith:

Thanks, Lydia. Good morning, everyone. I have been instructed to give remarks now, I have never had to do this before, so hopefully it goes okay. First, thank you for presenting me with this award. It was a complete surprise and I am very humbled. The credit truly goes to my professors, especially Professor Gerry Hudson from Political Science and Professor Angela Brintlinger from Slavic and East European Languages and Cultures. Unfortunately, neither could be here today, and of course, to Professor Herrmann for the initial conversation that helped me make the choice to attend Ohio State. Also, thank you to my friends, two of whom are here today, for supporting me and making me laugh through the past seven semesters of limited sleep and high amounts of caffeine.

Although I am not your typical buckeye, I do my grocery shopping during football games and still mess up the verses to Carmen, I am deeply appreciative of the opportunity to have spent these past seven semesters at Ohio State pursuing a liberal arts education in the College of Arts and Sciences. When I came to Ohio State, I was terrified of being swallowed up in large lecture halls, but I have been privileged to be in the honors program, as well as in a small department, Russian, where I have become close with my fellow students and professors. These small and engaging classes have challenged my way of viewing the world, particularly a seminar on the Soviet version of World War II and a critical security studies seminar analyzing alternative theories of international conflict. Additionally, I have loved the experience of bouncing around from department to department taking classes for fun. I have been in the Spanish department, taken

November 4, 2016 meeting, Board of Trustees

classes in contemporary dance, rock climbing, and even taking a class in Gospel Choir, in addition to classes for requirements, which have been, let's be honest for a nerd like me, also fun. Because of the breadth of this liberal arts education, I have been able to explore how different disciplines connect to and enrich each other. By extension, I have been able to be exposed to many different, yet still valid ways of knowing that exist in the world. Thank goodness, I have another semester left.

Finally, to conclude I would like to thank my parents and grandmother for understanding the value of this liberal arts education Ohio State has provided. For understanding that yes, I can get a job with a degree in Russian and Political Science, but more importantly I thank them for understanding how a liberal arts education has helped me become an analytical thinker, eager to explore and question the world around me. Thank you.

Dr. Lancaster:

Thank you so much, Robin. Our next student to be recognized is Dr. Daniel Leach from the College of Dentistry, which is my home turf. Dr. Daniel Leach is a chief Oral and Maxillofacial Surgery (OMFS) resident in the College of Dentistry. He obtained a bachelor of science degree in biology at the University of South Carolina and he received his doctorate of dental medicine from the Medical University of South Carolina, College of Dental Medicine.

OMFS, or Oral Surgery, is the one of the nine specialty programs offered in the College of Dentistry and is a true bridge between dentistry and medicine. From wisdom teeth extractions to removing head and neck cancers, this specialty provides diagnoses and surgical treatment of diseases, injuries, and defects involving the oral and maxillofacial regions. In addition to providing care in the oral surgery clinic at the College of Dentistry, Dr. Leach also spends a large portion of his residency operating and treating patients in the Wexner Medical Center as well as Nationwide Children's Hospital.

When not in the operating room, Dr. Leach is involved in research and volunteerism. He has presented his research on bone regeneration at the national level and has given various lectures to dental students and those in other academic arenas. Dr. Leach has been involved in dental community outreach and has served as a dental faculty advisor during the PODEMOS (Partnership for Ongoing Development, Education, and Medical Outreach Solutions) Honduras health mission trip, which is organized by Ohio State health professional students. He is a member of the American Dental Association and the American Association of Oral and Maxillofacial Surgeons.

After graduation, Daniel will serve as a practicing oral surgeon in South Carolina, and also plans to serve as an OMFS adjunct faculty member at the Medical University of South Carolina with hopes to share his exceptional OSU training back in his home state. Please join me in congratulating my fellow dental colleague, Dr. Daniel Leach!

Dr. Leach:

Thank you very much, Lydia. First, I would like to thank my beautiful wife, Sarah, for all her love and support throughout my training. I honestly do not think I would be sitting here receiving this award if it were not for her. She truly is my motivation.

Thank you to Dr. Larsen, the chairman of my program, sitting behind me, for giving us the opportunity to achieve the highest level of training anywhere. I also want to thank Dean Lloyd for his thoughtful consideration of me in nomination for this award. It really means a lot to me after pouring my heart and soul into everything I have done here at Ohio State. OSU is a place like no other. Sarah and I both came here from Charleston, South Carolina for an internship in OMFS, as well as a general practice residency in dentistry for her, both one year obligations, but the moment we arrived, she looked at me and said, I think we are going to be here for a while, and we both just had that feeling that this is the place for us. I was accepted in the Oral and Maxillofacial Surgery program

November 4, 2016 meeting, Board of Trustees

that year and she was accepted into the dental anesthesia program. I feel like the luckiest person in the world to be serving the community, here at Ohio State.

I have spent countless nights on call for facial trauma here and at Nationwide Children's Hospital, sometimes staying up all night to repair complex facial lacerations, especially dog bites at the Children's hospital. I have had the opportunity to take dental students to Honduras with the PODEMOS group to provide dental extractions to people who would otherwise have nowhere to go and this has been a truly rewarding experience. I am absolutely honored and humbled to be receiving this award and proud to be a Buckeye. We plan to continue to make Ohio State proud and hope to take our superior education and training back with us to South Carolina where our goal is to establish dental care for special needs patients who could benefit from our specialized training, only afforded here at The Ohio State University. Thank you very much to the board for inviting us today, I am forever indebted to OSU for making me the person that I am.

Dr. Lancaster:

Thank you. Both you and Robin had wonderful comments. Next we are going to present the award and photos. We will start with Robin's photo first.

Mr. Shumate:

How about another round of applause for Robin and Daniel? Speaking on behalf of the Board, we wish you great success in your future endeavors and we are confident that you will have full and successful lives and careers because of what you have learned and experienced here at The Ohio State University. Let's congratulate them once again.

As I said earlier, we are certainly pleased to be in this wonderful facility and thank you for hosting our board meeting for this month. We have a special opportunity to hear from our students and our Senior Vice President for Student Life, Dr. Adams-Gaston on the residential approach to student success and see where this dynamic program actually occurs. With that, Dr. J., I understand you have an action packed agenda and presentation for us.

STEP AND NORTH RESIDENTIAL DISTRICT TRANSFORMATION

Dr. Adams-Gaston:

I do indeed. Thank you so much for having us here today, and providing the time for us to acknowledge and celebrate what is really a great advancement for Ohio State in the student experience and that has happened over several years.

Many of you will remember when we came before you in 2012 to discuss a signature project, the Second Year Transformational Experience Program, which we call STEP, was in pilot and then the North Residential District Transformation and Construction plan that would enable and support STEP. Today is a celebration to a community of scholars. It is a whole campus endeavor and I will thank those members of the campus later, but it really was born by this Board of Trustees and their vision and their commitment. This is our opportunity to express our thanks to you and to give you a little sense of what you have, in fact, created. I remember many years ago, when I first came here, and we were talking about a second year live-in opportunity for students. It was this Board of Trustees that said, show me a program worthy of the investment of this university. What we were able to do as a full university was to create something that stands as a national presence and a national model for the second year experience. What we were able to do was to use the research that told us that the predictors of success for second year students were interaction with faculty, living on campus, interaction with peers, formally and informally, engagement in campus activities at a high level, and institutional

commitment. That research informed what we put together as a university to meet the commitment of our Board of Trustees.

It is interesting that the research that we got back from Gallup on our alumni actually supported these predictors, not only in their success when they were students but their success through their lives. Those individuals who captured the importance of the in the classroom experience and the out of classroom experience were much more likely to have lifelong wellness and a tendency to thrive in the workplace. This really is about transforming lives. We have had a comprehensive approach and a commitment to the second year student experience. We had a first year experience that was thriving, we needed something in the second year, at a time when many students are trying to determine, is this for me, am I good enough, does this work. Something that changed their trajectory and something that got them engaged. What we able to build was an inside and an outside of the classroom seamless experience where we have brought this together in a way that our peers come to us and say, how did you do that? Why is that working? How can we do this? Over the past years, beginning with the STEP pilot in the Fall of 2012, we have accomplished great things. Over 6000 students have participated in STEP, over 175 faculty mentors have been a part of STEP. There have been countless learning opportunities and 10 new buildings. STEP is not a facility and it is not simply a program, it is a construct about how a program can be facilitated by the environment. We brought faculty where students live and they have integrated their experiences in a way that I can only call transformational. That said, I hope you will enjoy your time today in the North Residential District. I hope you get a chance to explore the many things that are innovative, not only here in the north district but in the south area, and what we have done to improve the western area. I am going to tell you that this will be like unlike any meeting that I have been at in the Board of Trustees. We hope to engage you, we hope we invite you to experience with our students their experience of STEP and I am going to ask; however, if you could wait until the end to ask questions, I know you'll have lots of questions because you will be so engaged, so if you can wait until the end if you can, I would appreciate it.

Mr. Shumate:

Well, Dr. J, let me quickly abide by that rule, I would like to ask Linda Kass who has been Chair of our Academic Affairs and Student Life committee, heavily engaged in the STEP program, working with you and other leaders in your division to make this a reality, just to make a couple of comments if that is okay? I know I am catching you off guard.

Mrs. Kass:

A lot of places talk about what they are going to do, and this is about what we have done and this is a national model of best practice. As you will hear, there were a number of universities that were visited when they were going to construct the second year experience here and I think they found these supposedly best practices to be missing something and what they were missing, they brought here at Ohio State. I think that all of those involved across the university, our students, faculty, and student life and academic affairs team, everyone on the facilities, etc., deserve our admiration and our gratitude, and that is all I will say right now.

Mr. Shumate:

Thank you.

Dr. Adams-Gaston:

Thank you, Chair, and thank you, Mrs. Kass. I would be remised if I did not say that this would not have happened without Linda's commitment and care and leadership and friendship. Thank you so very much.

November 4, 2016 meeting, Board of Trustees

To help provide a bit more information about the north district and our overall approach to the project, I am going to welcome Molly Ranz-Calhoun who is the Associate Vice President for Student Life. After Molly speaks, Dr. Linda Martin will talk about STEP and the faculty experience. Linda is the Faculty Director for STEP as well as the Associate Dean and Director of Academic Programs for the College of Food, Agricultural, and Environmental Sciences and then you will hear from the students.

Ms. Ranz-Calhoun:

Thank you, Dr. J, and thank you for the opportunity to be here this morning. As we discussed briefly yesterday, the North Residential District Transformation has truly been a phenomenal collaboration among virtually every department at the university. Of course, this includes the obvious ones, Administration and Planning, Business and Finance, and the Office of Legal Affairs, but it should be noted that we hosted many opportunities for faculty members to provide input, particularly because of their involvement with STEP. In my more than 30 years here at the university, I have never been involved in a more collaborative project and that is because of the Board's support and emphasis for us to look at this as a comprehensive project, not just as pieces and parts, not just as bricks and sticks, but as a project where facilities follow program.

Accordingly, the construction decisions were driven by the pillars of STEP: access to academic resources, which involve academic engagement and curricular; community, and this is how our students who live in the residence hall communities learn to function as a part of the larger whole; and self-awareness which encapsulates individual development in many aspects with application for career growth and how students grow as global citizens. To give an example, because community building is so important to student development, one of our decisions we made was not to allocate additional resources to creating living spaces which would encourage students to stay in their rooms; rather, we worked hard to ensure that the common areas were places where students would be drawn to, complete with lots of natural light, wireless capabilities, and furniture that would encourage the students to come together, both formally and informally. In addition, dining options were intentionally placed on Woodruff Avenue, next to the academic core, based on faculty suggestions that that would make it easier to grab a cup of coffee or take a student to lunch. Likewise, research suggests that campus access to green space is supportive of students' perception of higher quality of life and opportunities to relieve stress. That information, along with student feedback pushed us to more than double the amount of green space in the north district. Again, having a broad range of stakeholders input, data, and guiding principles allowed us to have very targeted decisions. We also took advantage of the thousands of students we already have living with us and they often give us great feedback. We used the data from our user surveys from the south district to help us make decisions about the north district. For instance, the south students love the lounge areas that we had created but they suggested that the furniture needed to be more mobile so that they could use it for different things and they told us that the desk chairs did not work very well for short students. In the north, we put the lounge chairs on casters so they can move it around and we added an adjustable height desk chair. I know those are simple but from a student experience, it made their day. I could truly talk about this project for hours but it will help even more for you to experience through the eyes of the students.

(Video Presentation)

Dr. Martin:

While those that envisioned STEP, took great care to visit a number of institutions and get best practices, when they put it together to form STEP, it really was the best of those and more. As it was said before, STEP has become the gold standard for second year programs around the nation. I think one of the things that has been most remarkable for me is how STEP has captured the imagination of the university. Even our prospective students and their families, when they come here, they ask questions about our second

year program and not only has that been the case, but we have folks from around the country who are asking us how we do what we do and how we are able to create an experience that has had the impact that STEP has had.

Some of the really great parts of STEP that make it unique is that it is a true partnership between the Office of Academic Affairs and the Office of Student Life. That interface and the place where those two come together are the greatest opportunity for student growth. That is where the other transformation occurs for our students. There are diverse backgrounds for each of our cohorts. Cohorts are a combination of 20 students that are paired with a faculty mentor and the diversity that exists in that cohort brings together students of all different backgrounds from different majors, and from different academic disciplines with faculty that have an academic background very different than the students in their cohort. That diversity brings great richness from what we are able to provide in the way of STEP. One of the real plusses of STEP is all the work we have put into not making it one size fits all. With 2,500 students, you might assume that that is not the case but no two cohorts are the same, and no two experiences for the students within a cohort are exactly the same and that is because of our faculty mentors. Our faculty mentors will work with each of the students to take them from where they are to where they want to be, to think about the opportunities, and think about the possible transformations that can take place during that second year. Faculty mentors work with our students all during that second year. The first semester, they work more in cohorts and work on building community and a sense of peer interaction within the cohort. Then in the spring, they work much more one-on-one with each of the students in their cohort to help them develop their proposal for their STEP signature project. Each part of STEP has been transformational for students, whether they are completing their professional development co-curriculars, doing their financial literacy, participating in their peer group, their cohorts, each part of it is designed to be transformational. STEP was purposefully created, not only to meet the academic needs of students in the second year, but more importantly to address the personal development needs of second year students on our campus. At the onset, students will tell us, I participated in STEP because I wanted to do a signature project that allowed me to study abroad or do an undergraduate internship or do an undergraduate research, an artistic and creative endeavor, or leadership or community service, and that is certainly something that is still a highlight of their STEP experience. When they are finished with their second year, they say, what they didn't expect, is that strong close relationship that they were able to build with their faculty mentor, somebody who believed in them, their ability to achieve success, and had guided them through that second year. I think the real surprise for me is that it was not only transformational for our students, but our faculty are telling us that it has been transformational for them as well. Our faculty mentors say that they are better teachers, that they are more engaged in the classroom, that they understand the needs of our second year students, and they understand the resources that are available for our students on campus and even better, they are telling us that they are able to interact with a community of scholars who are passionate about making a difference in the lives of our students.

Our faculty mentors help our students explore more, think bigger, think more about opportunities, and really think about that transformation that could happen. I would say that as Director of STEP and watching it grow from 900 to over 2,500 students, I can assure you that it has not only been transformational for the students and the faculty but it has been transformational for this campus. Today, you will have a chance to see a little bit of that as you see through the eyes of our students and our faculty mentors, a little bit about what that experience is like. At this time, it's my privilege to introduce Danielle DiScala, a senior from Aliso Viejo, California, majoring in political science and her faculty mentor, Patty Cunningham. Patty has been a faculty mentor for three years now with STEP. Daniel Rodriguez, a senior, from North Canton, Ohio, majoring in theater and communication and his faculty mentor, Bernadette Vankeerbergen and she has been a faculty mentor for two years with STEP. Callie Lacinski, a senior from North Royalton, Ohio, majoring in dance, and her faculty mentor, Shashi Matta. Shashi has

November 4, 2016 meeting, Board of Trustees

been a faculty mentor with STEP for four years. So, at this time, it is my privilege to introduce our faculty mentors and our students.

Mr. Shumate:

Before they come, let me just see at this point, from the board's perspective, because we do want this to be interactive and a dialogue and discussion, are there any questions for the administrators who lead the program before we go to the students and the faculty mentors. Any questions?

Mrs. Hoeflinger:

Quick question for you. Thank you. The excitement is so lovely to see. I went here way too many years ago to say. It is great to see how we are combining student life in all aspects. When you think about the STEP program, do we have a certain number sign up, and is there enough room for everybody? Or do we have any concerns about that as we move forward?

Dr. Adams-Gaston:

Great question. Thank you so much. When we envisioned STEP, we envisioned it as a program that could facilitate all students' second year experience. If you will recall in 1965, over 50 years ago, the Board of Trustees said that all first and second year students needed to live on campus, but we could not accommodate them for many, many years. With the addition of the North Residential District, we have been able to accommodate that second year live in requirement with the support of the STEP program. At this point, the STEP program is available to all students and we do have the capacity for all students to be engaged.

Mr. Gasser:

Dr. J, I have another question. It is along the same lines as Erin. Do we have any statistics that have shown how students who are in STEP have done compared to students who were not in STEP, or is it too early in that process?

Dr. Adams-Gaston:

We do. One of the things that we were fortunate to do was three years of pilot program and we have had assessment through the Center for the Study of Student Life for the entire time. We do have data that tell us that students who are engaged in STEP are more successful in terms of academics and grades, but they are also more engaged, they have a better sense of self and the sense that they belong in the university. Those are the things that we had hoped for and our data does give us that information.

President Drake:

But the sample would be, before there were data on that, you would have to have a sample that was randomized.

Dr. Adams-Gaston:

We do, and we have been able to do that, particularly, with the beginning, but not the last two years, so the first year we did.

Mr. Shumate:

Can you just very briefly describe for us the difference between our first year program, and again, Dr. Martin or Dr. Calhoun feel free to comment, but what is the basic difference between the first year experience and the second year experience?

November 4, 2016 meeting, Board of Trustees

Dr. Martin:

We work very closely with FYE because that is important in terms of the transition. First year experience really focuses on helping students be successful as students, so meeting academic needs and helping students understand the academic resources that are available to help them be successful as a student. During the second year, the STEP program, really helps them start to develop the kinds of skills, the kinds of competencies that will allow them to be successful beyond graduation. It is building that sense of self, self-awareness, opportunity for reflection, thinking about where they are headed, their life goals, and how the things that they can choose to do and the activities in which they engage can help move them toward those goals.

Mr. Shumate:

Thank you. Any other questions? Again, thank you and now we will have our students and faculty mentors.

Ms. DiScala:

Hi everyone, my name is Danielle DiScala. I am a fourth year political science major and current Vice President of Undergraduate Student Government. I am here today with my cohort leader, Dr. Patty Cunningham who is the director of the Department of Social Change.

Seeing as I voluntarily lived on campus my second year at Ohio State, joining the STEP program was a no brainer for me. I did not think too much into it, I simply checked a box on my housing application. Little did I know at the time, just how transformative this program would be for me, in both my personal and professional life. As I mentioned, I am majoring in political science so I knew I wanted my project to be centered around government and policy. Other than that, however, I had no specific idea of what I wanted to do. Thankfully, I was paired with Dr. Patty who took a genuine interest in my interests and goals. She encouraged me to think outside the box, gave me unwavering guidance, and helped me realize my potential in politics. After extensive research, deliberation and reflection, I was accepted to participate in Ohio State's Canadian Parliamentary Internship Program, a combination of both a study abroad and internship program. Not only did my experience expose me to another culture and country's governmental system, it developed my inter-professional skills in a way that no class held in a lecture hall could ever do. As an intern, I was challenged to oversee constituent correspondence, drafting speeches for my member of parliament, and even attend functions with her. Additionally, I was able to assist my office in their successful and groundbreaking initiative to end the taxation of feminine hygiene products in Canada. Needless to say, the STEP program was a critical supplement to my extraordinary education at The Ohio State University. I firmly believe that it was my time as a parliamentary intern that prepared me to land an internship in a congressional office in Washington D.C. the following summer. Post-graduation, I hope to return to that same congressional office as a full time staff member and I truly feel that I have the STEP program to thank for that. Because of STEP, I can look confidently and fearlessly toward my future.

Dr. Cunningham:

Good morning! Danielle was in my first cohort and a part of me feels kind of bad because she was the guinea pig cohort, but you can see that she is excellent, right? What I did with this group, on the onset, I noticed she is out of state. So many students are coming from all of the country and so we started many field trips. If you have ever been to Grandview, there is this really great chocolate café and that was our first field trip and it really sealed our cohort as like a group, as a team that were just folks that were actually going to talk to each other and not be awkward all the time. That was really great for me. What I also did was encourage students to take classes that they were interested in.

November 4, 2016 meeting, Board of Trustees

Being a faculty member, you are actually coaching students and you can see where their fit is, and you are like, you know if you are in political science, you probably want to take something with Dr. Herb Asher because he is the eminent scholar in his field. Relationships, letters of recommendations, classes, experiential learning opportunities, and involvement, and civic engagement, these are all things that I think faculty mentors have to put in their tool box and be prepared to give to students when they need it. Now, several of these cohort members are preparing for graduation, so our relationship has really changed and helping some of them through the graduate school process or bringing post-grad ideas to them that they have maybe never thought about before, or that we know some new relationships that we can connect them to.

This year's cohort just finished making an NPR Tiny Desk concert. We made this video and laughed the whole time playing random music and if you know anything about music and playing music, it is really good for your brain, it works both sides, it is really good for de-stressing. Hopefully you catch our video on YouTube soon. These memories with karaoke, dinners, and building community provide a type of support that, without STEP, would not be happening. STEP allows me to be on the pulse of the student experience, making me better in the classroom as a professor. What is great about Danielle is she took one of my women's leadership courses and when you get a student who already has talent and all you have to do is develop some of those talents and just move out of the way, it makes you feel like a full faculty member in all honesty. For me, I think as a faculty mentor, something that I have also tried to be better at is students have conglomerate interests; I have three students, for example, who want to be pre-med, or still thinking that they are pre-med, and one of the things that I have never done before was, why don't we have dinner with actual young MDs that are in the area so that you guys can really see, residency is like this and really getting the opportunity to have something that is outside of the classroom. The same thing with social work students. I have six social work students and they are going to have dinner with clinical social workers, different types of social workers in the field, again, using relationships to provide students with an experience that is more than just their every day, this is what I am doing. I think that when you have someone like Danielle, a critical thinker, someone who is ready to sort of take the world by storm, you use that as, here is the opportunity and this is how I can do other students better, so thanks for being a guinea pig but I think now in my third year, I am such a better faculty mentor, so thank you.

Mr. Shumate:

Thank you. Any questions for Danielle or Dr. Cunningham? Nice, thank you.

Mr. Rodriguez:

Hi, good morning. My name is Daniel Rodriguez. I am a senior studying communication and theater and this is my STEP advisor, Bernadette Vankeerbergen and she is the program director for curriculum and assessment for the College of Arts and Sciences.

This is the story of a story, how it came to mind, how it came to be, and how it came to change how the world looked to me. Combining aspects of the aesthetic and the realistic, my STEP project culminated with the writing and publication of *The Peregrine Muse*, an anthology comprised of short stories and poems. This undertaking allowed for creative expression and growth, as well as an opportunity to practice effective communication, both of captivating stories and of salient societal issues. The book and its theme changed immensely from the first page to the last and I have changed alongside of it. I examined the intermachinations of my mind and fostered ideas that had previously been foreign to me. Furthermore, I took a heavy look at society and found ways to distill the chaos of living into stanzas of poetry, into vivid metaphors in my prose. My faith in people never wavered but my perspective on the world inherently changed and this will undoubtedly color and continue to color the rest of my future works. I put myself into the particularly vulnerable position of not only placing my deepest thoughts on public exhibition but they were also uncensored. I worried that people would not want to read

such things, that what I had written would not be relatable, and this could not have been further from the truth. The response has been overwhelming. I have sold nearly 200 copies in under two months and I brought copies for the board today, if anyone is so interested. The book is now on sale at the Book Loft in the German Village and it will be on Amazon by the end of the year.

Most importantly though, what has had the greatest impact on me, is the feedback that has essentially reaffirmed why I do what I do and I could not be happier about the difference that my muse is making. Going one step further, this reassures me in my aspirations for the future. In the same way that I was once writing to please others, I was also searching for careers that fit the mold that others had crafted for me. No more. I'm incredibly attune with what I love in life, more so now than ever, and I have faith that this will undoubtedly lead me to discover an incredibly rewarding professional path. STEP afforded to me the opportunity to live out a dream and to help me realize the inherit power of my words as I move forward in life. I will never ever forget this experience and I only hope that my journey and my stories may inspire others to find themselves in their own time, too. And now, and excerpt from my short story, Burgundy Beach:

"Passionate was the storm that night. Every thunderclap was like a cannon blast and every lightning strike lit up the black in an instant. The visual display was raw and spectacular, crashing and weaving with a barrage of waves below. Not surprisingly, the day had been long and humid, so it was only a matter of time before the rains began. Once it started to pour, the deluge continued well into the morning, drenching the landscape and flooding the valleys. Elegantly, beads of water rolled down from clouds and pelted the earth like ceaseless gunfire. As it fell, each droplet struck a cord and made a sound, however small. Some orbs slammed against the stones and ricocheted into the ground while others landed among the trees and nestled in the leaves. Unfortunately, neither sound was all that attractive. There were, however, a lucky few raindrops that pitter-pattered against the tiles of the rooftop. Here they would dance and bounce about, creating a peaceful rhythm among the dissonance of the downpour. It was these such notes that lulled the lovers to sleep." Thank you.

Dr. Vankeerbergen:

Thank you, Daniel. Daniel was my STEP student two years ago and early on that semester, he indicated that he loves to write short stories and poems and he had always wanted to write and publish a book. This is remarkable because not only is he a creative writing major, he majors in communication, but also his first language is actually not English, it is Spanish. Daniel's grandfather, who still lives in Mexico, had written several books in the past, in Spanish, and Daniel felt that if he too, could write a book, that would bring him experientially, emotionally, and intellectually, closer to his grandfather. Daniel's STEP proposal was exceedingly well written and talked about the process of writing in very nuanced ways. I nominated it to be featured as a best of the best STEP proposal. Daniel is very self-driven and had the self-discipline to bring his project to conclusion. In addition to writing all of the poems and stories, he also had to take care of finding a publisher, doing all of the editing, copy-editing, graphics works, and even market his own book. As we know, he has now sold over 200 copies. In essence, I believe that STEP's transformative experience has not only turned him into a published author, but also an entrepreneur. STEP has very much contributed to enriching my work at Ohio State. It is an excellent opportunity to be involved with students in a co-curricular experience, it is a lot of fun to go with them to a fitness class at the rec center, like we did last week, and I look forward to volunteering with them in the underserved parts of Columbus as we will do next week. It is extremely rewarding to be able to help students develop a project that has unique significance to them. I also have found STEP to be a very nice way to meet faculty from around the university. In short, STEP has made me feel more connected to the university community at large. Thank you.

November 4, 2016 meeting, Board of Trustees

Mr. Shumate:

Thank you. Excellent. Any questions for Daniel or Dr. Vankeerbergen? I assume you will be around after the meeting for a book signing? Okay, very good. Thank you so much.

Ms. Lacinski:

My name is Callie Lacinski and I am a fourth-year, obtaining a BFA in Dance. Under the fostering instruction of Dr. Matta, my incredible STEP faculty mentor, I had the opportunity of touring dance throughout several schools and performance venues in Salvador, Brazil. I worked with Dr. Matta for almost two years and spent a semester and a half in intense rehearsals and classroom course preparation to depart on a thirteen-day tour, an educational experience through Salvador. Without STEP, I would have never had this experience. It has left me overwhelmingly changed as a professional in my career and as an everyday human. Professionally, I learned how to collaborate with others, be selfless in teamwork, and have flexibility and performance ability. More personally, I have learned how to accept another's culture, without imposing my own, embrace diversity on a deeper level, and expand my perspective to that of others. STEP has allowed me to experience the giving and kind nature of Brazilians and I try to carry that kindness into my every day actions with strangers, family, and friends, alike. Today, I will be performing a short dance to a piece of Samba music by Clara Nunez, inspired by my experiences with the OSU Brazil tour. I invite the board to stand to see better, if they so wish.

(Dance Presentation)

Dr. Matta:

Good morning. Callie Lacinski, ladies and gentlemen. Isn't she breathtaking? Full of life? She came to me in the Fall of 2014 as a member of my STEP cohort. One of the first exercises I make my students do in my STEP cohort is that of self-discovery. I make them articulate or find inspiration to state a point of view. I ask them, what do you stand for? What's your world view? I force them to articulate that and in October 2014, Callie, inspired by Vivian Green, wrote and shared with me and the rest of her cohort, "Life is not about waiting for the storm to pass, it is about learning to dance in the rain". Now having seen her, for two years, having mentored her, I can assure you, she can dance in a hurricane. I have been with STEP since the beginning. I have been a STEP mentor for four years. I do a lot of things at the business school. I direct MBA programs, I teach, I consult, I speak nationally, I train executives, but apart from all of those things the thing that gives me most joy has been to spend time with my STEP cohort each year. Every week in the fall and perhaps every other week in the spring. I have been a faculty member here at Ohio State for 10 years and like many of my faculty colleagues will tell you, every day we receive at least a couple of emails from students we have taught previously who will say thank you, who will express gratitude. Gratitude that of students towards educators is well documented and we all experience that being at Ohio State. Perhaps what is less known, less documented and less thought of, is the gratitude, that we, as professors, as educators, have for students. I will tell you why. I wake up each day and I come to the university fully knowing that I am touching the future. Fully knowing that I am shaping the next generation of artists, of business leaders, of technical minds, of entrepreneurs. My heart therefore is full of gratitude for the opportunity to do that. STEP has made me more empathetic, has opened up my mind, and has forced me to think like a millennial sometimes. I very much enjoyed this opportunity, so thank you.

Mr. Shumate:

Any questions or comments from Board members?

November 4, 2016 meeting, Board of Trustees

Mrs. Wexner:

I do not think we as a board have really had the chance to see how this program operates on a very personal and daily basis and I am overwhelmed and so appreciative.

Mr. Shumate:

Dr. Reid, I am sure you have some comments.

Dr. Reid:

Rarely, do I not have words. I have a particular heart for students, I think everyone knows that. To see the transformation that these students bring to the STEP mentors is just pretty astounding to me. I also want to thank you Dr. J, for bringing the students and the mentors forward. This is a board meeting like no other and I really do appreciate that.

Mr. Gasser:

Mr. Chairman, I think we also owe a deep amount of gratitude to the professors for all the time and effort they are putting into this too because just listening to them, there is extra time and I think we want to thank you for that also.

Ms. Vilagi:

I think it is worth noting all the work that has been done on the buildings, of brick and mortar. When I was a freshman, only three some years ago, south campus was the place to live and that has completely changed. The north campus is absolutely gorgeous to walk through. It's well lit at night, it feels safe, it feels like home, so I am very grateful for the transformations in the buildings as well.

Mr. Shumate:

Absolutely. Any other comments, Alex?

Mr. Fischer:

For me, being a newbie around this table, this is a real reminder of the impact that we have for generations. I often heard Les Wexner and Bobby Schottenstein and one of the visionaries, Gordon Gee talking about this, years and years ago, and to now see a manifestation of it is a reminder that the work that we do today really has important consequences long after we are gone.

Mr. Shumate:

Absolutely. I would be remised if I did not mention Ron Ratner who took a leadership role in terms of the facilities and really ensuring that each of our facilities would be experiential and that would bring to life what we do here at Ohio State in terms of the impact we have on our students. We talk a lot about our incoming class and we are very proud of the statistics and the numbers but this is clear evidence, first-hand experience for us as board members, on what happens to students while they are here and we are certainly not only impressed but very proud and will continue as a board to be very supportive of these efforts. We look forward to hearing more about this in the future. Let's give them all a great round of applause. Thank you.

Dr. Adams-Gaston:

As we discussed earlier, this was not a one-unit success. This really was a success of the entire university. Student Life, the Provost, Dr. McPheron and the Provost before him but all of OAA, and Jay Kasey and Administration and Planning, Geoff Chatas, as

November 4, 2016 meeting, Board of Trustees

the CFO. This is the first time that a CFO had ever taken me to the bond raters to talk with them and they were clearly, clearly surprised at what we were intending to do. Chris Culley in the Legal Office and the Research Office with the leadership there and Advancement with Mike Eicher and communications. This was unlike any other program we have ever done. I thank our President, Dr. Drake, for all that he has done to be supportive and to make sure that this program took the wings that we thought it could take. Again, Linda, I do not have words enough to thank you for all that you have done and all that you continue to do to keep us on track and to give us the spirit of success. Thank you so very much. At this time, we want to thank the whole board for your support of the North Residential District and we are going to let our students, faculty, and staff members share their own gratitude. You are going to see a short video and after the video has concluded, if you would like to stand, we have a little treat for you.

(Video Presentation)

Mr. Shumate:

It is going to be hard to have the business meeting after a start like this. Again, we thank all of you, Dr. J, your team, and thank you to our students and our faculty. Let me also thank the Board Office for working to get us in this venue and really coordinating behind the scenes our activities this morning. What a great way to start our meeting and to remind us of the critical importance of our students and our focus on prioritization of the learning experience here at The Ohio State University.

The minutes of the September meeting of the board were distributed to all board members. If there are no additions or corrections, the minutes are approved as distributed. Now, President Drake, we will turn to you for your report.

PRESIDENT'S REPORT

President Drake:

A wonderful presentation and appreciate it. Thank you, Alex and good morning to everyone. Many comments have been made but I would like to echo very much the board's comments about our students and the great things that they do. I would say to some of the faculty, I know some are still here, I was thinking as we were talking about mentors and mentoring and if you are in my office, I have a photograph of one of my first professors from many, many years ago and when he and I were both younger. He is gone now but I also have photographs of myself with students who I met when they were very young who are themselves professors now. It is great to see how the continuum goes on and we hear the discussions or the stories about the relationships that are built. I think that it was not clear to me that these were relationships that would last for the rest of my life, and in turn, almost like grandparents and grandchildren into new generations. It is a wonderful thing to be able to establish and actually why I still teach a seminar all these years later. It is a great part of the privilege of being a part of the university like this so thank you for all the work. Applause again for Dr. J. I really appreciate, Alex, that you mentioned Gordon and Joe and the people who years ago had the vision to say, gosh, here is an investment that will make a difference. I saw Gordon just last week and he was asking how things were going and I said things were going great. Things go great when you have the right foundation and that is often planted years in the past so another round of applause for the group.

We do a lot of things here that are focused on trying to provide greater value in education and one of the things that we are trying to do is to make the path to graduation as efficient and effective as possible. We have several new programs that we are unveiling to try to help us do a better job of that. One is to bring predictive analytics into the student advising process. This will allow us to better understand student performance, what is

working and what is not, so advisers will know with more precision when and how to provide support and be able to provide that support earlier. We have already implemented this approach at our Newark campus and, by December, expect that all of our academic advisors will use this more scientific, data-driven system. This past August, as you know, the University Institute for Teaching and Learning begun. The goal is to advance academic excellence for our students while increasing support for faculty. We expect this institute to create national best practices in the classroom and we have been very excited to watch its early progress. One example is the institute's FIT program, which stands for Foundation, Impact, and Transformation, a word that we like. We now have 70 faculty enrolled in the pilot FIT program, as well as 20 of our outstanding and experienced faculty engaged as mentors. We are bringing together new hires, who bring their own exciting methods to campus, and joining them with many of our most effective and respected faculty, all to the ultimate benefit of student teaching. Another important thing that we are doing, and something that receives press in a lot of different ways is working on our student success outside the classroom.

This fall, we unveiled our One Day-One Week program for psychological support and counseling. If a student calls our counseling center, a person receives, the phone is answered within two or three rings and then the person on the telephone assesses the situation. If it is an emergency, emergency care is made available. If it is a non-emergency circumstance the student has an opportunity to have a telephone conversation with a counselor that day and then that counselor and the student look for the best possible in-person counseling later on and in general within a week, sometimes actually just within a few days. If there is a specific type of counselor the person wants, it might take a week and a half or two but generally it is within a week. The idea of One-Day One-Week is if you call, you get referred to an intake person that day and you have an appointment within a week. To test this, it was up and running, I, about three weeks ago, one day, just picked the phone up and called and said that I was a professor and, which is mostly true, but I had a student who might need psychological services and that was mostly true too. I tried to experience it for myself and my call was picked up just after the second ring and the person I talked to on the phone said that there were appointments available for, on telephone, 10 or 15 minute appointments that afternoon and the student just had to call and figure out what time would be best for her and that there were appointments later on that week or into the next week depending on what she would need. It really was a great thing to see and this is to try to make less of a barrier between need and perceived need and the ability to be able to move that forward. It also gives us a chance to work on making sure that we are modernizing and developing the responses that we have and so we are trying to learn from what we are doing to make sure that the outcomes are better, the programs are more efficient. Now, at least, if you pick the phone up, you get answered right away and directed towards someone who is there to help which is terrific.

Veteran's Day is approaching and I want to acknowledge our many Buckeyes who serve or continue to serve, and those who have served. We have 2,100 students on our campus with a military connection; these are veterans, active duty, National Guard, Army Reserve, or ROTC. We have 1,200 faculty and staff who are veterans. It is very important that we provide the resources and services necessary to help our veterans succeed and I am very pleased to note Ohio State was ranked number one among the best institutions for veterans in 2016, number one nationally and that is a measure of our support services, flexibility, affordability, and graduate success. We have to pause for a second to applaud that. In fact, the Secretary for Veterans' Affairs was here a couple of years ago and congratulating us for being ranked number five and since then we have moved up so it is great.

Today, we can actually look out the window and see buildings in our North Residential District named for veterans who were once Ohio State Buckeyes, but are no longer with us. We are very proud to be a welcoming and inclusive university, particularly for those who have sacrificed so much for their country. When we were opening Torres Hall, I was able to be there and able to meet with members of his family to see the memorabilia that

we have from one of our recent graduates who lost his life defending our country. To know that the buildings are named for people who have sacrificed and meant something to us, and who have been pioneers, is something that makes the students who live there proud and makes us proud as well.

Student support comes in many forms, including the generosity of our alumni and friends around the world. As you all know, the But for Ohio State Campaign concluded this fall with more than 750,000 donors. We believe this is the most ever for a higher education campaign. Buckeye Nation gave \$520 million to support students, including 39,000 scholarships, providing a new generation of students with their own But for Ohio State stories. We heard many of those today. That is in addition to the \$100 million that the university is now committing to affordability grants for low and middle income students between now and 2020. As you know, funding from these grants comes from university wide efficiencies and revenue generation efforts that are now well underway. We have already provided \$35 million of these grants just in the first 18 months and we are looking forward to doing more. Another factor vital to raising Ohio State's academic profile is faculty research and I mentioned the \$520 million of scholarship support that we received during the campaign, our donors committed \$852 million to faculty and academics, including 96 new endowed chairs and professorships. Overall, \$1 billion will go to support scientific research at The Ohio State University. Our faculty continue to be recognized and supported by national and international scientific organizations. Through the first quarter of fiscal year 2017, research funding from federal and non-federal institutions is up 40% over the same period last year. This includes two significant funding agencies: the National Institutes of Health and the National Science Foundation, and they are among our two largest sources of federal awards.

I would like to close my remarks by saying that really our momentum has never been stronger. In the past several months, we have seen several things happen. We have had a record in our applications. We have admitted the most outstanding and diverse class in our history. We have had records in alumni and donor giving. We have received national recognition for the work we are doing in student support, faculty research, and community engagement programs. The STEP program being another example of that. Our continuing aspiration is to be a nationally competitive flagship institution, an exemplar for the country in all that we do. At Ohio State, we do quite a lot. From this experience, I can tell you that what starts at Ohio State often becomes an exemplar for the country. It gives us a unique opportunity to help set the course for solving the most important issues of the day. When we at Ohio State are at our best, the result is meaningful impact for everyone. I look forward to continuing to work with all of our partners in continuing our momentum forward. Thank you.

Mr. Shumate:

Thank you for your report, Dr. Drake. At this time, we will hear our committee reports and we will start with the Wexner Medical Center Board, Abigail?

COMMITTEE REPORTS

Mrs. Wexner:

Thank you, Mr. Chairman. The Wexner Medical Center Board met on Wednesday. We began our meeting by introducing our new Dean for the College of Medicine, Dr. Craig Kent. Dr. Kent joins us from the University of Wisconsin and he has just been an unbelievably welcome addition. He rounds out the leadership team that the medical center is developing and hit the ground absolutely running, in terms of reaching out to faculty and really getting right down to the business of the work so we are thrilled to have Dr. Kent with us.

November 4, 2016 meeting, Board of Trustees

Dr. Retchin provided the board with his CEO update. We reviewed the new enterprise scorecard and discussed those metrics coded as red. We are creating a broader scorecard to contemplate many more things and these are things that range from financial performance to quality metrics and so we are close to monitoring the real progress of the medical center. Dr. Retchin also shared with the board recent awards that the medical center has received from Vizient and Leapfrog, which celebrate the high quality of care that our team of physicians and nurses provide to our patients every day. These are really significant awards, one in particular noting our excellence in nursing care. Monitoring and understanding the quality work that goes on at the medical center is probably the most important work that we do. This is what determines patients' outcomes and the quality of care that we are providing to our citizens. We are so grateful to see that work and to receive that kind of recognition.

Mr. Larmore then shared the financial summary for the first quarter of the fiscal year. Overall, the medical center is performing well and the leadership continues to track key areas such as expenses.

Dr. Retchin reviewed the Wexner Medical Center Clinical Quality Management, Patient Safety, and Service Plan. Per Joint Commission requirements, we are required to review and approve this plan annually. This plan covers the University Hospitals, Richard M. Ross Heart Hospital, Harding Hospital, University Hospital East, and the Arthur G. James Cancer Hospital and was approved by the Wexner Medical Center Board at our meeting.

We concluded our meeting with a really fascinating presentation by Dr. Kent and Dr. Rebeca Jackson regarding Clinical and Translational Science. The board was most impressed with the high impact research that is conducted through the Center for Clinical and Translational Science. This center is multi-college, although it is centered at the College of Medicine. It is a partnership with Ohio State, Nationwide Children's Hospital, and Battelle Memorial Institute. This collaborative and translational research is having real impact on patients' lives. Just to very briefly describe, it is the center where we take basic science that our researchers are working on and figure out the application to our patients. Where these processes often take decades to make real for our patients, at this center, we are absolutely shortening that time. Our researchers are able to see and actually have impact on our patients and the work is nothing short of remarkable. We also met in executive session. That concludes my report Mr. Chairman.

(See Appendix XVI for background information, page 351)

Mr. Shumate:

Thank you and indeed, the medical center is in very exciting times. Alex, if you could talk about the Master Planning and Facilities Committee?

Mr. Fischer:

Yes, thank you. The Master Planning and Facilities Committee met yesterday morning and covered a number of items. There were four in particular that I will brief you on. First, Mr. Kasey presented the physical environment scorecard and we changed some items, two new metrics on the card are the "Conditioned Academic/Research Buildings" and then secondly the "Average Police Response Time to High Priority Calls for Services". As we move forward, we will report on a regular basis on those two new items.

We did a major project status report and that is always jointly done with the facilities and the finance committee. It was presented by Ms. Readey. There were a series of athletic projects that I think we have all had a lot of insight into. In June of this year, Dr. Drake came to our committee and asked our committee and Gene Smith to work over the summertime to consider all four of those projects in an integrated fashion. Without going into too much detail, I will just give you a quick highlight that number one, the historical

Ohio Stadium renovations is being recommended. This is a project with a historic stadium that requires constant upkeep, especially around concrete to make sure that it is staying up with the upkeep as well as expansion of club seating. Through the review over the summertime, several million dollars of savings were established and importantly, the revenue source of the sale of club seats pays entirely for the project that is before you.

Secondly, the Schottenstein Center, a series of upgrades to make sure that it is a contemporary use facility. Interestingly, we think of it as a basketball arena but the predominance of use is an entertainment venue and as such it requires that we make sure that we are keeping up with the times and again, this renovation and upgrades will do it and I will also point out, 100% funded by the revenue model of it as an entertainment venue. Perhaps most excitingly, to members of the committee, and I know Dr. Drake was very interested in this project, the Student Athletic Development Center. Really putting the perspective of the student athlete first and making sure that we are thinking about how to invest in our students. There were some new NCAA rules that allow some changes in how we do food services. It actually allowed us to look at an expansion of this facility but the expansion comes in new kitchens, new cafeteria services, and 20,000 new square feet. In this instance, the project scope changed and then therefore the budget changed but it's one that the committee was very excited about where it ultimately landed.

Finally, there was the Covelli Multi-Sports Facility and the Jennings Family Wrestling Facility that had been planned as two different facilities. We were able to link them together and in the process save \$10 million through the economies of scale and actually create a larger facility for seating. It was a great call out by Dr. Drake to ask the committee and the executive team to study this. I applaud Gene Smith and Jay Kasey for working collaboratively and coming up with this plan. There is a new internal committee as a result of this that our provost chairs and so we enthusiastically bring this series of very significant investments to the board for approval.

We looked at the capital project annual report and took a look back over ten years of capital expansions on our campus. Luanne Greene of Ayers Saint Gross, who is our consultant on Framework 2.0, gave us a draft update of the plan. I'm not going to go into any detail because there will be a lot more on that subject to come in the weeks and months ahead.

We removed two items from the agenda: the purchase of real property and the sale of some improved property after some feedback from the Wexner Medical Center Board to take a holistic approach of some of the property issues. There are several requests for approval of professional services that are in our consent agenda. I want to draw your attention to one very significant project that has been in the planning stages for a long time and that is the funding for phase one of the relocation of Cannon Drive. This does two very important things on our campus. One, it creates a new north-south spine and connector from a traffic management and overall flow of the campus and it also creates the platform for a 500-year levy and protection of the Wexner Medical Center. We have temporary plans that are in place that protect it today and this will provide for a permanent solution. I want to note that it comes in a very significant partnership with the City of Columbus who has joined with the university in funding half of the project as it relates to the Cannon Drive portion of the project.

Finally, there is one real estate item for consideration, an easement with the City of Columbus for traffic control devices that support the redevelopment on High Street. If you drive out today, you will see a lot of construction that is underway at 15 and High to continue the era of this north residential along High Street. I hope that if you get caught in a little bit of traffic, you will look to your left and right and realize the progress that continues. With that, we bring those items that are on the consent agenda. We also met in executive session briefly and that concludes my report.

November 4, 2016 meeting, Board of Trustees

Mr. Shumate:

Thank you. Any questions or comments? Again, I appreciate the very hard and thoughtful work of the committee over the summer. I know there were a number of special meetings requiring additional time, additional attention, but the results speak for themselves in terms of the savings, the functionality of the business, the facilities, as well as the flexibility that we have and we are really excited about the partnership that is going on with the board and the executive leadership team and appreciate the spirit of collaboration, so thank you very much. Thank you to the committee.

Dr. Reid, Talent and Compensation Committee report?

Dr. Reid:

Thank you, Mr. Chair. What I would like to do if you do not mind, Mr. Chair, just for a second is to deviate a little bit. I want to thank you again for the focus on students today and to Dr. J for your science, your artistry, and your magic in making all of this come together. I will say yes it is transformational clearly for students and for their mentors but I have to say that it is also, I do not think I'm speaking just for myself, transformational for me as a trustee. Last night I was in a pretty animated dialogue about the general malaise that our country is in with regards to the presidential election and the general lack of civility that we have in our country. I had to think this morning if our country could act as these cohort groups, you know, 20 very different people expressing different opinions and so forth but all gathered together for a greater good, what a greater country we would be. It has given me hope so I just want to thank you for that.

The Talent and Compensation Committee met yesterday and began our meeting with an executive session.

Our committee is charged, of course, with the process for conducting the annual review of the university president. Yesterday, the committee chairman provided a report on that review process. After soliciting feedback from members of the board, it was very clear that the Board of Trustees was fully aligned that President Drake had an outstanding year. The university's progress under his leadership on our access, affordability, and inclusive excellence efforts was outstanding. He set aggressive targets for revenue generation and expense reduction and the funds from those efforts were redistributed for student aid and to help fund important programs and initiatives designed to improve the overall student experience at Ohio State. The committee felt that President Drake clearly met or exceeded all expectations with regards to the goals he set forth at this time last year. As such, the committee is recommending a 2% increase in the president's base salary, which is commensurate with the typical increase for university faculty and staff under the annual merit and compensation process. In addition, the committee is recommending that the president receive the maximum performance award permitted under his contract, which is an award equivalent to 25% of his base salary.

The president then provided an overview of his five overarching goals for this year. He will be focused on strategic planning, access, affordability, and excellence; efficiency and cost reduction targets; teaching and research excellence; and the medical center and health sciences. The committee was enthusiastic in its support for the president's goals and we look forward to supporting President Drake and all other administrators and faculty in achieving these goals.

Resolutions for the president's performance review and compensation and for the president's goals were distributed at the committee meeting yesterday. These were approved by the committee and are on the consent agenda for approval by the full board.

Finally, Ms. McGoldrick gave us a brief overview of the 2017 health plan changes for Ohio State faculty and staff. The changes include market driven adjustments to deductibles and co-insurance. The biggest change to the plan for next year is the implementation of a health reimbursement account. The university feels this will move

November 4, 2016 meeting, Board of Trustees

plan participants from a compliance focus to activities that drive outcomes. That concludes my report, Mr. Chairman.

Mr. Shumate:

Any questions or comments? Again, congratulations to Dr. Drake on truly an outstanding year when we think about the significant accomplishments and the momentum that we have and it is truly a result of your outstanding leadership so thank you. Erin, the Advancement Committee report?

Mrs. Hoeflinger:

Thank you, Mr. Chairman. The Advancement Committee met yesterday and began with several items for discussion. The first one and the one that Dr. Drake mentioned earlier, the committee celebrated the successful conclusion of our But for Ohio State Campaign. A few stats to highlight again, over 750,000 donors helped us surpass a \$3 billion goal. We watched a video to go over how impactful that money is to our students, to the university, how it gets used, and part of the finale dinner for those who attended, they highlighted four of those students and the change in their lives and what Ohio State meant to them. It really brought back why we fundraise and what it is about inside the university. I would like to recognize Mike Eicher, who hates to be recognized, but in leading his team and Mike we are just going to ask you to stand up, not to talk, I promise. He really has done amazing work bringing that all together, not to mention, the events that took place for that weekend. Mike provided a recap of the key events that took place during that weekend, including the Celebration of Endowed Chairs, A Night on the Oval, WexMed Live, Celebration of Scholarships, Pregame Huddle, and Homecoming On-Field Recognition. The feedback from attendees was overwhelmingly positive and I think Mike and his team need to relax, for at least a month or a week after, because an incredible amount of work went into really celebrating the end of that campaign and moving us forward.

Mr. Eicher also recapped the advancement staff recognition event that was held at the stadium. They were able to go out on the 50-yard line and be recognized and President Drake was there to speak to them and to thank them for their work as well. Mike, thank you for that. Mr. Eicher also presented an overview of the advancement scorecard. The good news is all areas are green and showed significant growth in our numbers. We also reviewed the university foundation report, that highlighted the progress of our campaign activity. Mr. Eicher then listed the endowments presented for approval, including one chair, one professorship, one professorship fund, 25 scholarships, two research funds, one program support fund, one named fund, and seven revisions, all of which are reflected in our consent agenda. Dr. Fincher presented seven namings and they were approved by the committee and are also on the consent agenda. The committee then met in executive session and that concludes my report.

Mr. Shumate:

Thank you, Erin. Any questions or comments? Again, all of our committees are very busy but also very focused on our strategic objectives which we very much appreciate. Mr. Gasser, I am going to call on you, I know you have some time constraints this morning so will you give us the Finance Committee report.

Mr. Gasser:

Thank you, Mr. Chairman and thank you for recognizing that I do have to leave in a little bit. I will make my report a little condensed today and I can do that because the university is doing well financially and that is the best word you can hear as a finance department that the university is doing well financially. We have looked at the consolidated report, the university report alone, and the medical center, and they are all doing well so I applaud that.

November 4, 2016 meeting, Board of Trustees

The committee also looked at the major projects, the capital projects, and the professional services contracts that Alex talked about and we approved those. The one item I want to spend a second on, as everyone knows, a couple of years ago, the Athletic Department came up with a variable pricing strategy for both football and basketball tickets. The university is seeking approval for tickets for both football and basketball for next year. The details of that are that for football the range will be \$65 for the UNLV game next year to \$190 for the Michigan State and Oklahoma games, which will be considered the two premier games. Student prices will remain unchanged at \$34 and the commitment was that would last through the year 2020. For basketball, the range for non-conference seats would be from \$7 to \$29, and \$14 to \$57 for up to five premier games. This large range is because Gene and the Athletic Department decided to have two additional price zones and that will include the upper decks of the arena, what we will call the end zone where the basketball hoops are at and to ensure a better experience that there is actually different pricing throughout there. Student prices will also remain unchanged at \$12 for non-conference and \$13 for conference. We do not know what five games, up to five games, are the premier games because the schedule for basketball will be set, I think, later this summer. That was passed by the Finance Committee and it is on the consent agenda today, Mr. Chairman, we then met in executive session and that concludes my report.

Mr. Shumate:

Thank you, any questions? Again, thank you Mike, for your leadership and we appreciate the work and the partnership between our Finance Committee and our Master Planning and Facilities Committee in working through those issues this summer and very pleased to hear that we are going to keep our student ticket prices at the lowest amount. I think that is very important and consistent with the values of this university.

Mr. Gasser:

I may add, Mr. Chairman, with that remark. We have by far the largest number of seats that we sell to students. By far. Most universities have a lot fewer student ticket sales and so I applaud Gene and Dr. Drake for continuing to keep that effort going.

Mr. Shumate:

Absolutely. Thank you. At this point, our Audit and Compliance Committee report, Tim?

Mr. Smucker:

Thank you, Mr. Chairman. The Audit and Compliance Committee met yesterday and we had two primary discussion items and two action items.

First, Gates Garrity-Rokous gave an update on the university's compliance and integrity program and on the audit and compliance scorecard. Gates discussed the university's annual reporting on campus crime and safety activity required under the federal Clery Act. Over the past year, the university has made a number of notable enhancements with regard to its campus safety education, outreach efforts, and on its monitoring and reporting activities. Gates also provided an update on the progress on the action items required under our Office of Civil Rights Resolution Agreement with the Department of Education and all items remain on track.

Next, Kris Devine provided an overview of the fiscal year 2016 financial statement audit. Each year, the university seeks an independent audit of the university and of other ancillary components and units connected to the university. The draft audit for the fiscal year 2016 resulted in an unqualified opinion with no material weaknesses or significant deficiencies, and the university's financial positions remain sound, as Mike just reported. The committee took action to accept the draft audit consolidated financial statements for

November 4, 2016 meeting, Board of Trustees

fiscal years 2015 and 2016 and approved the submission of these items to the Auditor of State for their review and approval in accordance with state law.

Christa Dewire from Pricewaterhouse Coopers provided the committee with a status report on our external audit. Their uniform guidance testing and customary fraud procedures are in progress. No significant issues with respect to compliance have been identified to date. Delivery dates for the other elements of the PwCs engagement, including reports on certain university component units are either complete or will be complete in the next month.

Finally, the committee took action and recommended for approval the establishment of a new university affiliated entity named Ohio State Global One Health. The university has been awarded a significant, multimillion dollar grant from the U.S. Centers for Disease Control and Prevention as part of President Obama's Global Health Security Agenda. This affiliate aligns with the university's discovery theme on infectious diseases and will have a particular focus on enabling the government of Ethiopia to establish and expand systems and practices related to prevention, detection, and response activities associated with certain infectious diseases, prevention of antimicrobial resistance, and strengthening healthcare workforce capacity. A condition of this grant is that the university establish a formal presence in Ethiopia, where the research will be centered, and this affiliated entity will help satisfy the conditions of the grant. The committee then met in executive session and that does not conclude my report.

I would like to echo what Janet said. I think this has been an outstanding meeting and the juxtaposition of our faculty and our students to see how successful they are together is a real inspiration and Dr. Matta's comment, it is great to think that every day you can wake up and touch the future by touching our students. You put a new bar for the meetings, so as the chairman of the audit committee, I am saying that maybe we can continue this.

Mr. Shumate:

We are always glad that you do not have exciting meetings in audit. We like calm meetings in audit. Thank you for your leadership. Thank you for your comments. Any questions? If not, Linda, the Academic Affairs and Student Life Committee report.

Ms. Kass:

Thank you, Mr. Chairman. The Academic Affairs and Student Life Committee met yesterday where we began with several items for discussion.

We started with a preview of the extraordinary presentation that you saw this morning. Dr. J., Molly Ranz-Calhoun, and Dr. Linda Martin showcased, as they did just a short while ago, how the STEP and the North Residential District are true catalysts in enhancing the student experience. We also had Daniel Rodriguez joined by his mentor Bernadette Vankeerbergen, both of whom were here this morning. Just to repeat, what you are doing is very inspirational. It is amazing to me what thoughtful and intentional planning produces and you all really have done that. This Ohio State second year experience was shared with us is a national best practice and Dr. J said this very well, that it is different and transformational in higher education and we are very proud of that. Thank you for all of the work from everyone at this university to make that happen.

Provost McPherson then reviewed the progress in the current scorecard made since September's meeting. He noted an increase in promotion and tenure positions and he then discussed plans for a reimagined academic affairs student life scorecard with five key buckets for measurement: student access and success, faculty success, research and creative inquiry, diversity and inclusion, and affordability. He noted the Office of Academic Affairs as aligning these main categories with the four core goals identified in the mission statement. He also set expectations for reviewing the proposed scorecard.

November 4, 2016 meeting, Board of Trustees

Bruce then introduced Kay Halasek who serves as the Director of the University Institute for Teaching and Learning. This newly established institute, as we have discussed, was created so that to quote Dr. Drake, the university can “be as highly regarded for world class teaching and learning as it is for research”. Kay answered questions about the initial process of the institute, it’s strategic vision, and how it contributes to student success.

Next, Dolan Evanovich introduced interim Vice Provost of Enrollment Services, Vern Granger to the committee. Vern provided an update on the Autumn 2016 enrollment numbers and fielded questions relative to the enrollment plan. The report provided ten-year comparisons for a number of measures and just to pull out some stark increases, in round numbers, and then these are inputs but total applications to the Columbus campus in the Fall of 2006 was just under 19,000. This year, almost 50,000 applied to the university. The Columbus freshmen profile also significantly changed from 2006 to 2016 from an average ACT of 26.4 to where it is now at 29.1. From 14% non-residents to today, 33% of students being non-residents. Finally, the four-year graduation rates, those outputs that we are very interested in, increased from 42% in 2006 to 59% and six-year graduation rates increased from 71% to 84%. Interestingly, sometimes if it is just past the four-years we talked about, it can be four years and one semester and then that falls into the other category. Provost McPheron then presented five items for action: faculty personnel actions; degrees and certificates for autumn semester; the awarding of an Honorary Degree to Major General Charles F. Bolden, Jr.; the establishment of an Interdisciplinary Master of Arts Degree Program in Medical Humanities and Social Sciences; and the establishment of a Master of Respiratory Therapy Degree Program. The resolutions were approved by the committee and are included in the consent agenda. We concluded our meeting with a presentation by Vice Provost Sharon Davies on the national trends of student diversity. The committed then recessed very briefly into executive session and that concludes my report, Mr. Chairman.

Mr. Shumate:

Thank you, any questions? Dr. Reid, again, for the Governance Committee.

Dr. Reid:

Thank you, Mr. Chairman. We actually met on Wednesday and we began our meeting with an update around student trustee selection with Halie Vilagi leading the way. The selection process will remain on the same timing but Halie is bringing two innovations to it, consistent with Dr. Drake’s focus on diversity and inclusion. The first is that the selection committee members will undergo implicit bias training at the Kirwan Institute and also applications will be blinded so that we can get, hopefully, the best candidate selected. For any students that are still here, I would encourage you and for you to share with others that the applications for being a student trustee will be posted on our website, I think, it’s December 1st, yes, and applications will be due by mid-January. I would encourage you also to speak with Halie or Lydia, both of whom will tell you what an experience this is as a student trustee and a little reminder that student trustees vote, just like the rest of us, so it is not just opining on the student experience, it is also shaping the future of the institution.

The committee then discussed trustee onboarding and the chairman asked that we relook at the onboarding process and make it more robust and to also codify that and we have done that with research from the board office. Most onboarding processes for trustees last less than a half of day. Ours will last for a year, over a year’s time and we got a lot of great input from Dr. Fujita who is our newest trustee as he goes through his onboarding process.

We also discussed the final draft of our annual letter to the governor’s office. In there, we have agreed on priority areas, I would say, for all trustees. If there are any additional inputs that you would like to have, let me know. These priority areas for new trustees

November 4, 2016 meeting, Board of Trustees

include having medical expertise; experience in energy and sustainability; familiarity with new emerging technologies; and academic experience in higher education.

The committee also reviewed two items for action. First, the ratification of committee appointments which appoints Dr. Fujita to the Governance, Audit and Compliance, and Academic Affairs and Student Life Committees. We also reviewed our Governance Committee charter. Both items were approved by the committee and are on the consent agenda for approval by the full board. We also met in executive session. And that concludes my report.

Mr. Shumate:

Thank you. Any questions? Again, thank you to all of our committee chairs and our committees for your very diligent and very thoughtful work on behalf of the university. We will now turn to the consent agenda which is before the board. I would like to call upon Dr. Drake to present.

CONSENT AGENDA

President Drake:

First, I deviate to thank the board for the kind remarks and the good feedback that we received in the evaluation process. I want to make sure it is appropriate to reflect on the great progress and momentum that the university has, but how that is a reflection of the work of the entire community. We have talked, and as I have mentioned when Alex made his comments that I happened just to see Dr. Gee the day before yesterday and we had a chance to talk, and I actually work Brit Kirwan on a regular basis still and we are in contact on a weekly to monthly basis and do things together, so there is a great lineage of people who have been focused on this university and moving it forward and it is great to see those effects. We plant seeds and then seedlings, and then oak trees but it takes a long time for those things to happen.

Then for the board. We are all on boards, I think, I'm sure. The other boards are not this cohesive, this participatory, this active, this engaged. We had a discussion yesterday on strategy and every board member spoke and I think that is a real rarity but it shows what value the board brings. I want to acknowledge the governor in the process of selecting board members for bringing together people from all over the state and with different connections to our university who add so much. It really is a tremendous board to work with and it makes a real difference and we get to see that. Then we think of the faculty and the great awards that the faculty are doing.

I want to make sure to give a shout out to humanities and social sciences faculty who many times do not get the level of focus that some of the other faculty. We heard from them today and we were able to see that impact which is terrific. Our students we hear from and see and work with on a regular basis and see how grateful they can be and it really is a privilege to be able to touch the future as we heard today. That is great. Staff, I was going to say that we have thousands of employees.

I wanted to mention three in particular. Katie, the Chief of Staff in the President's Office, and Mira and Diana and what they know and what you need to know is that they work 365 days a year, I promise you, at all times of the day, every single day of the year. One or another of us are in contact just that level of dedication and support are things that we would not be able to be successful without. I want to make sure to give a shout out to them. And then, two more, and that is that the support of our community. Buckeye Nation is incredibly supportive as a community and there are too many people to mention. I have been thinking again today about John F. Wolfe and the level of support that he provided to this university for so many decades and how that level of love and

November 4, 2016 meeting, Board of Trustees

foundation and support going forward are things that both cannot be replaced but also last forever. We are so fortunate to have people like him and then many others who are still working with us.

Finally, I was going to be entirely remised if I did not mention volunteer number one for the university, Brenda, who spends a thousand hours or so a year in university related activities and it is things that everyone expects, like helping to host, but she meets with students individually and with groups, she tours the colleges and meets with faculty, she reads in elementary schools, she has visited rotary clubs in different cities around Ohio and really does a wonderful job of representing the university and then trying to help keep me on a straight path which I think is the biggest challenge for her. I just want to say that we have been able to celebrate lots of things that we all do together but it really is us doing all those things together that makes a difference and why we're so optimistic and excited about the future.

Today we have a total of 22 resolutions on the consent agenda. The consent agenda was updated at the Wexner Medical Center Board meeting and at committee meetings yesterday. Updated copies of the agenda and corresponding materials are at your seats and are available to the public.

We are seeking approval for the following:

PRESIDENTIAL REVIEW AND COMPENSATION

Resolution No. 2017-28

Synopsis: Approval of changes to the President's base compensation and the issuance of a performance award to the President, is proposed.

WHEREAS it is best practice across higher education for a governing board to conduct an annual performance review of the university president; and

WHEREAS under the terms of President Drake's term sheet, the president's base compensation shall be subject to annual review and increase by the Board of Trustees; and

WHEREAS under the terms of President Drake's term sheet, the president shall be eligible for an annual performance award of up to 25% of his base compensation for achieving mutually agreed-upon performance targets and goals; and

WHEREAS pursuant to its charter, the Talent and Compensation Committee has reviewed the performance of the president for fiscal year 2016 and believes that President Drake has demonstrated excellent progress and achievement with regard to the performance goals set forth by the president and the board last year; and

WHEREAS the Procedure for Setting and Reviewing Compensation for University Executives authorizes the Talent and Compensation Committee to recommend compensation actions for Board Purview executives for approval to the Board of Trustees; and

WHEREAS the Talent and Compensation Committee has reviewed and recommends for approval the compensation changes set forth below:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves a base compensation increase for the President of \$16,320 which amounts to 2% of his base compensation; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves a performance award for the president of \$204,000 which amounts to 25% of his base compensation.

November 4, 2016 meeting, Board of Trustees

(See Appendix XVII for background information, page 430)

APPROVAL OF PRESIDENTIAL GOALS

Resolution No. 2017-29

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

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

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

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

NOW THEREFORE

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

(See Appendix XVIII for background information, page 433)

RATIFICATION OF COMMITTEE APPOINTMENTS 2016-2017

Resolution No. 2017-30

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2016-2017 are as follows:

Academic Affairs and Student Life Committee:

Linda S. Kass, Chair
Cheryl L. Krueger, Vice Chair
Janet B. Reid
Clark C. Kellogg
Timothy P. Smucker
Erin P. Hoeflinger
Abigail S. Wexner
HIROYUKI FUJITA
Lydia A. Lancaster
James D. Klingbeil
Richard K. Herrmann (faculty member)
Alex Shumate (ex officio)

Finance Committee:

Michael J. Gasser, Chair
Brent R. Porteus, Vice Chair
W. G. "Jerry" Jurgensen
Jeffrey Wadsworth
Alexander R. Fischer
Halie M. Vilagi
Corbett A. Price
Alan VanderMolen

Alex Shumate (ex officio)

Advancement Committee:

Erin P. Hoeflinger, Chair
Alan VanderMolen, Vice Chair
Linda S. Kass
Janet B. Reid
Clark C. Kellogg
Cheryl L. Krueger
Brent R. Porteus
Alexander R. Fischer
Abigail S. Wexner
Halie M. Vilagi
Corbett A. Price
Nancy J. Kramer
Craig S. Bahner
Barbara J. Tootle (Alumni Assn
member)
Samira K. Beckwith (Alumni Assn
member)
James F. Dietz (Foundation Board
member)
Daniel J. Wampler (Foundation Board
member)

November 4, 2016 meeting, Board of Trustees

Alex Shumate (ex officio)

Audit and Compliance Committee:

Timothy P. Smucker, Chair
W. G. "Jerry" Jurgensen, Vice Chair
Michael J. Gasser
Jeffrey Wadsworth
HIROYUKI FUJITA
Lydia A. Lancaster
James D. Klingbeil
Lawrence A. Hilsheimer
Amy Chronis
Craig S. Morford
Alex Shumate (ex officio)

Governance Committee:

Janet B. Reid, Chair
Timothy P. Smucker, Vice Chair
Linda S. Kass
Erin P. Hoeflinger
HIROYUKI FUJITA

Halie M. Vilagi
Alan VanderMolen
Alex Shumate (ex officio)

Talent and Compensation:

W. G. "Jerry" Jurgensen, Chair
Janet B. Reid, Vice Chair
Michael J. Gasser
Erin P. Hoeflinger
Halie M. Vilagi
Corbett A. Price
Alex Shumate (ex officio)

Master Planning and Facilities:

Alexander R. Fischer, Chair
James D. Klingbeil, Vice Chair
Brent R. Porteus
Lydia A. Lancaster
Robert H. Schottenstein
Alex Shumate (ex officio)

APPROVAL OF GOVERNANCE COMMITTEE CHARTER

Resolution No. 2017-31

Synopsis: Approval of the Governance Committee charter, is proposed.

WHEREAS the delineation and description of each committee functions enables the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS each committee of the board has a charter to define and guide the committee's work; and

WHEREAS the Governance Committee charter has been thoroughly reviewed and discussed at the committee level; and

WHEREAS the Governance Committee recommends the proposed charter be approved by the full board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Governance Committee charter effective immediately.

(See Appendix XIX for background information, page 434)

FACULTY PERSONNEL ACTIONS

Resolution No. 2017-32

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 September 2, 2016, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves, and emeritus titles:

November 4, 2016 meeting, Board of Trustees

Appointment

Name: YASUKO RIKIHISA
Title: Professor (Stanton Youngberg Endowed Professor in Veterinary Medicine)
College: Veterinary Medicine
Term: July 1, 2016 through June 30, 2021

Reappointments

Name: GREGORY M. NESS
Title: Professor-Clinical (The D.P. Snyder Designated Professorship in Oral Surgery)
College: Dentistry
Term: August 1, 2016 through July 31, 2021

Name: MOHAMMAD SAMIMY
Title: Professor (The John B. Nordholt Professorship in Mechanical Engineering)
College: Engineering
Term: July 1, 2016 through June 30, 2021

(See Appendix XX for background information, page 435)

DEGREES AND CERTIFICATES

Resolution No. 2017-33

Synopsis: Approval of Degrees and Certificates for autumn semester, is proposed.

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

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

WHEREAS the College of Arts and Sciences has recommended that Colan Callahan be awarded an Associate of Arts degree, posthumously; and

WHEREAS the College of Engineering has recommended that Yuzhen Liu be awarded a Bachelor of Science in Computer Science and Engineering, posthumously;

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 18, 2016, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, that Colan Callahan be awarded the above named degree, posthumously, that Yuzhen Liu be awarded the above named degree, posthumously, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

(See Appendix XXI for background information, page 437)

November 4, 2016 meeting, Board of Trustees

HONORARY DEGREE

Resolution No. 2017-34

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

WHEREAS pursuant to paragraph (A)(3) of rule 3335-1-03 of the Administrative Code, the president, after consultation with the Steering Committee of the University Senate, recommends to the Board of Trustees the awarding of honorary degree as listed below:

Major General Charles F. Bolden, Jr. Doctor of Public
Administration

NOW THEREFORE

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

(See Appendix XXII for background information, page 493)

**ESTABLISHMENT OF AN INTERDISCIPLINARY MASTER OF ARTS DEGREE
PROGRAM IN MEDICAL HUMANITIES AND SOCIAL SCIENCES**

Resolution No. 2017-35

COLLEGE OF ARTS AND SCIENCES

Synopsis: Approval to establish an Interdisciplinary Master of Arts degree program in Medical Humanities and Social Sciences, is proposed.

WHEREAS medicine and medical practice constitute significant and rich objects of study that benefit from the perspectives of the humanities and social sciences; and

WHEREAS the program, housed in the Department of English, would build on an existing curriculum evident in several humanities and social science departments; and

WHEREAS the proposal confirms that there are resources to implement and sustain the program, and there is concurrence from units within the Colleges of Arts and Sciences and from the Colleges of Medicine and Public Health; and

WHEREAS the proposal was reviewed and approved by a subcommittee and then by the full Council on Academic Affairs on June 22, 2016; and

WHEREAS the proposal was reviewed and received a unanimous vote of approval by the University Senate on September 8, 2016:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of an Interdisciplinary Master of Arts degree program in Medical Humanities and Social Sciences.

**ESTABLISHMENT OF A MASTER OF
RESPIRATORY THERAPY DEGREE PROGRAM**

Resolution No. 2017-36

COLLEGE OF MEDICINE

November 4, 2016 meeting, Board of Trustees

Synopsis: Approval to establish a Master of Respiratory Therapy degree program in the School of Health and Rehabilitation Sciences, is proposed.

WHEREAS this professional, non-thesis graduate degree program is aligned with the evolution of respiratory therapy education and practice; and

WHEREAS the focus of the program is “advanced respiratory therapy practice” which emphasizes the science of respiratory care, evidence based practice, and independent supervised clinical practice; and

WHEREAS the leadership of the School of Health and Rehabilitation Sciences and the College of Medicine have ensured that the resources to implement and sustain the program are in place; and

WHEREAS the proposal was reviewed and approved by a subcommittee and then by the full Council on Academic Affairs on July 6, 2016; and

WHEREAS the proposal was reviewed and received a unanimous vote of approval by the University Senate on September 8, 2016:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of a Master of Respiratory Therapy degree program.

UNIVERSITY FOUNDATION REPORT

Resolution No. 2017-37

Synopsis: Approval of the University Foundation Report as of September 30, 2016, is proposed.

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

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

WHEREAS this report includes the establishment of one (1) endowed chair: Dr. Floyd M. Beman Chair in Gastroenterology; one (1) endowed professorship: Samuel J. Kiehl III MD Professorship in Emergency Medicine; one (1) endowed professorship fund: Robert S. Livesey Professorship Fund in Architecture; eight (8) new endowed funds as part of the Ohio Scholarship Challenge; twenty-one (21) additional named endowed funds; and the revision of seven (7) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of September 30, 2016.

(See Appendix XXIII for background information, page 494)

NAMING OF THE HUMMEL & TRUEMAN HOSPITAL FOR COMPANION ANIMALS

Resolution No. 2017-38

IN THE VETERINARY MEDICAL CENTER

Synopsis: Approval for the naming of the Hospital for Companion Animals, located at 601 Vernon L. Tharp Street on the Columbus campus, as the Hummel & Trueman Hospital for Companion Animals, is proposed.

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

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

WHEREAS Dr. Robert Hummel and Mrs. Barbara Trueman have provided significant contributions to the College of Veterinary Medicine for the Veterinary Medical Center enhancement and expansion project:

NOW THEREFORE:

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the Hospital for Companion Animals shall be named the Hummel & Trueman Hospital for Companion Animals.

NAMING OF THE KNIGHT COURTYARD

Resolution No. 2017-39

IN THE VETERINARY MEDICAL CENTER HOSPITAL FOR COMPANION ANIMALS

Synopsis: Approval for the naming of the courtyard of the Veterinary Medical Center Hospital for Companion Animals, located at 601 Vernon L. Tharp Street on the Columbus campus, as The Knight Courtyard, is proposed.

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

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

WHEREAS the courtyard allows for a dedicated outside space for faculty, staff, and students to talk about cases or to relax and allows clients a quiet place to sit a reflect while waiting; and

November 4, 2016 meeting, Board of Trustees

WHEREAS Mrs. Cynthia Knight has provided significant contributions to the College of Veterinary Medicine for the Veterinary Medical Center enhancement and expansion project; and

WHEREAS Mrs. Cynthia Knight wants to recognize three of her Saint Bernard's, April, May and June and the excellent care they received at the Veterinary Medical Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the courtyard shall be named The Knight Courtyard.

NAMING OF INTERNAL SPACES

Resolution No. 2017-40

IN THE VETERINARY MEDICAL CENTER HOSPITAL FOR COMPANION ANIMALS AND CLINICAL OFFICE BUILDING

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

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

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

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

WHEREAS the VMC Hospital for Companion Animals consists of a new intensive care unit, lobby, emergency triage, patient exam rooms, enriched teaching and learning areas for students and dedicated treatment areas for specialty services; and

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

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

- Dr. Jim Dobies
- Women & Philanthropy
- Michael & Anita Goldberg and Rite Rug Flooring
- Barbara & Stelios Giannopoulos
- Chad Seiber
- The Hagenlocker Family

November 4, 2016 meeting, Board of Trustees

NOW THEREFORE

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

- Room A120 The Jennifer Stanley Smith Faculty Office
- Room 1110 The Women & Philanthropy Exam Room
- Room 1059 The Michael & Anita Goldberg and the Rite Rug Flooring Housing Ward
- Room 1065 The Giannopoulos Family Housing Ward
- Room 1082 The Debra Seiber Housing Ward
- Room 1106 The Hagenlocker Family Feline Waiting Room

NAMING OF THE KUNZ-BRUNDIGE FRANKLIN COUNTY EXTENSION BUILDING

Resolution No. 2017-41

IN THE COLLEGE OF FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES

Synopsis: Approval for the naming of the building to house the Franklin County Extension Office in the College of Food, Agricultural, and Environmental Sciences as the Kunz-Brundige Franklin County Extension Building, is proposed.

WHEREAS Extension is a vital force for improving lives and strengthening communities and a key part of Ohio State's land grant mission; and

WHEREAS a new building will bring Franklin County Extension to Waterman Agricultural and Natural Resources Laboratory on the Columbus campus and put cutting-edge research at the Extension office's front door, thus engaging the community in demonstration gardens, large urban farm enterprises, nutrition kitchens, and day camps; and

WHEREAS Patricia L Brundige has provided significant contributions to the College of Food, Agricultural, and Environmental Sciences for the new building to house Franklin County Extension offices and educational spaces; and

WHEREAS Patricia L Brundige would like to honor the memory of her parents, Kathryn A. and Fredrick D. Kunz, by positioning Franklin County Extension to be become a world-class innovative model of cooperative extension with a centralized location to improve accessibility to Franklin County residents and close proximity to campus to allow staff to capitalize on and enhance ongoing collaborations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the Franklin County Extension Building be named the Kunz-Brundige Franklin County Extension Building.

NAMING OF THE JENNINGS FAMILY WRESTLING PRACTICE FACILITY

Resolution No. 2017-42

DEPARTMENT OF ATHLETICS

November 4, 2016 meeting, Board of Trustees

Synopsis: Approval for the naming of the wrestling practice facility, located in the Athletics District of The Ohio State University Columbus campus, as the Jennings Family Wrestling Practice Facility, is proposed.

WHEREAS the wrestling practice facility will be the home to the 2015 NCAA National Champions, providing them with a state-of-the-art practice facility, offices, and other spaces for student-athletes; and

WHEREAS through generous philanthropy, Alex and Brad Jennings have made a lasting impact at The Ohio State University by creating opportunities for outstanding student-athletes to hone their talents; and

WHEREAS Alex and Brad Jennings have provided significant contributions to the Department of Athletics to support the building of the new wrestling practice facility:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the wrestling practice facility be named the Jennings Family Wrestling Practice Facility.

NAMING OF THE BRENDAMOUR FAMILY LOGISTICS TERRACE

Resolution No. 2017-43

AT MASON HALL
MAX M. FISHER COLLEGE OF BUSINESS

Synopsis: Approval for the naming of the Mason Hall patio, located at 250 West Woodruff Avenue on the Columbus campus, as the Brendamour Family Logistics Terrace, is proposed.

WHEREAS Mason Hall was renovated in 2011 and became a hub of student activities designed around action-learning and fueled by the addition an outside patio area; and

WHEREAS Doug and Beth Brendamour have provided contributions to the Max M. Fisher College of Business to support activities of the faculty, students and staff in accordance with the strategic plans of the College:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the Mason Hall patio shall be named the Brendamour Family Logistics Terrace.

HONORIFIC NAMING OF THE DR. GEORGE T. HARDING IV LIBRARY

Resolution No. 2017-44

IN OHIO STATE'S NEUROLOGICAL INSTITUTE
OSU HARDING HOSPITAL

Synopsis: Approval for the honorific naming of the library located within the 130 Administrative Suite in Ohio State's Neurological Institute - OSU Harding Hospital, located at 1670 Upham Drive on the Columbus campus, is proposed.

November 4, 2016 meeting, Board of Trustees

WHEREAS Ohio State's Neurological Institute, has integrated the Departments of Neurology, Neurosurgery, Psychiatry and Behavioral Health, Physical Medicine and Rehabilitation, and Neuroscience into a unified program, and the team of physicians and researchers provides a comprehensive continuum of care for patients with brain, spine, and nervous system conditions; and

WHEREAS Dr. George T. Harding IV, a distinguished individual committed to outstanding service, has been a steadfast champion of mental health in the central Ohio community; and

WHEREAS Dr. Harding was instrumental in bringing Harding Hospital together with Ohio State, helping to bridge the organizations and directing funding to support psychiatry and behavioral health within the Wexner Medical Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the library be named the Dr. George T. Harding IV Library.

**APPROVAL TO SUBMIT AUDITED CONSOLIDATED
FINANCIAL STATEMENTS (DRAFT) TO THE AUDITOR OF STATE**

Resolution No. 2017-45

Synopsis: Approval to submit the draft audited consolidated financial statements to the Auditor of State, is proposed.

WHEREAS The Ohio State University annually seeks an independent audit of the consolidated financial statements as a matter of strong financial oversight; and

WHEREAS the Auditor of State is required under Ohio law to audit each public office; and

WHEREAS the university is a public office and is required under Ohio law to file a financial report with the Auditor of State for each fiscal year; and

WHEREAS the university operates on a fiscal year ended June 30 of each year; and

WHEREAS the university has produced consolidated financial statements for the 2015 and 2016 fiscal years, in accordance with accounting principles, generally accepted in the United States; and

WHEREAS the university engages an outside auditing firm, currently PricewaterhouseCoopers LLC, to audit its consolidated financial statements; and

WHEREAS the university management and PricewaterhouseCoopers have produced a final draft of the audited consolidated financial statements for the 2015 and 2016 fiscal years; and

WHEREAS the Auditor of State may accept the audited consolidated financial statements in lieu of the audit required by Ohio law; and

WHEREAS the audited consolidated financial statements will not be final until approved by the Auditor of State:

NOW THEREFORE

November 4, 2016 meeting, Board of Trustees

BE IT RESOLVED, That the Board of Trustees hereby accepts the draft audited consolidated financial statements for the 2015 and 2016 fiscal years; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves the submission of these consolidated financial statements to the Auditor of State for review and approval.

(See Appendix XXIV for background information, page 529)

AUTHORIZATION FOR ESTABLISHMENT OF A NEW UNIVERSITY AFFILIATE

Resolution No. 2017-46

OHIO STATE GLOBAL ONE HEALTH, LLC
(An Ohio Nonprofit Limited Liability Company and a
Wholly-Owned Subsidiary of OSU Global Gateways, LLC)

Synopsis: Authorization to establish a new affiliate to enable the U.S. Center for Disease Control (“CDC”)-funded Ohio State Global One Health initiative (hereafter “Global One Health”) in the country of Ethiopia, is proposed.

WHEREAS the Board of Trustees adopted the Policy on Affiliated Entities in June 2008 to provide a uniform framework for the establishment and operation of separate entities that are closely affiliated with The Ohio State University (hereinafter “Ohio State” and/or “University”), ensure that such entities serve the best interests of the University, and provide for continuing appropriate oversight by the University and the Board; and

WHEREAS the Global One Health funding from the CDC was awarded to The Ohio State University in July, 2016 in a Cooperative Agreement dated April 14, 2016, in the amount of nearly Five Million Dollars (\$5,000,000); and

WHEREAS the University has made the prevention, detection, and management of infectious diseases a priority as a part of its Discovery Themes; and

WHEREAS the Global One Health project objectives are to: 1) enable the Ethiopian government to establish and expand systems, policies, and practices for prevention, detection, and response activities associated with emerging and endemic zoonotic disease threats; 2) prevent antimicrobial resistance; and 3) strengthen healthcare workforce capacity; and

WHEREAS as a requirement of the Global One Health project, Ohio State will establish an in country presence in Ethiopia that will be staffed by two individuals: 1) a Project/Office Director, and 2) a Program Manager, who will be residing and working in Ethiopia for the duration of the Global One Health project; and

WHEREAS the driving factors behind the creation of this affiliated entity are the requirements of the CDC grant and Ethiopian law:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the establishment of the affiliated entity, Ohio State Global One Health, LLC as a subsidiary to the OSU Global Gateways, LLC affiliated entity, and authorizes and directs the president and/or senior vice president for business and finance, in consultation with other University officials as appropriate, to perform such actions and execute such documents as may be necessary or desirable to effect the establishment of this entity; and

BE IT FURTHER RESOLVED, That, in accordance with the Policy on Affiliated Entities, the executive vice president and provost is hereby designated as the senior University

November 4, 2016 meeting, Board of Trustees

official charged with oversight of this entity and that Ohio State Global One Health, LLC shall report periodically to the University and Board of Trustees through the designated senior oversight official; and

BE IT FURTHER RESOLVED, That the relationship between the University and Ohio State Global One Health LLC shall be memorialized through a memorandum of agreement and that the entity shall operate in accordance with the Policy on Affiliated Entities, its governance documents including its articles of incorporation, operating and code of regulations; and

BE IT FURTHER RESOLVED, That as appropriate and as directed, trustees, officers, and employees of The Ohio State University are hereby authorized, designated, and directed to serve as directors, managers, officers, employees, and agents of Ohio State Global One Health, LLC, representing the University in such capacities as part of their official duties and responsibilities to the University and entitling them to any immunity, insurance, indemnity, and representation to which trustees, officers, and employees of the University now are, or hereafter may become, entitled.

(See Appendix XXV for background information, page 623)

AUTHORIZATION TO APPROVE ATHLETIC PRICES AND FEES

Resolution No. 2017-47

Synopsis: Approval of athletic ticket prices for fiscal year 2018 at the recommended levels, is proposed.

WHEREAS The Ohio State University Department of Athletics has a long history of self-sustainability in supporting 36 world-class athletics programs and providing needed revenues back to the university for scholarships and academic programs; and

WHEREAS Ohio State desires to continue its variable ticket pricing methodology to create a range of pricing options for fans attending games; and

WHEREAS each year the Athletic Council reviews projections for the coming year's budget and recommends ticket prices; and

WHEREAS the Athletic Council has approved pricing for football and men's basketball as shown on the attached tables; and

WHEREAS the Athletic Council's recommendations have been reviewed and are recommended by the appropriate university administration:

NOW THEREFORE

BE IT RESOLVED That the Board of Trustees hereby approves that the recommended prices for football and men's basketball tickets for fiscal year 2018.

(See Appendix XXVI for background information, page 627)

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

Resolution No. 2017-48

Approval To Enter Into Professional Services Contracts

Vet Hospital - Simulation Lab

Approval To Enter Into/Increase Professional Services And Construction Contracts

Bricker - HVAC Repair and Replacements
 Covelli Multi-Sport Arena / Jennings Family Wrestling Practice Facility
 Mirror Lake Restoration
 Schumaker Student-Athlete Development Center

Approval To Enter Into Construction Contracts

Cannon Drive Relocation - Phase 1
 Ohio Stadium Upgrades
 Schottenstein Center - North Expansion and Concourse Renovation

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:

	Prof. Requested	Serv. Approval	Total Project Cost	
Vet Hospital – Simulation Lab	\$0.7M		\$7.6M	university funds development funds

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

	Prof. Approval Requested	Serv. Approval Requested	Construction Approval Requested	Total Project Cost	
Bricker - HVAC Repair and Replacements	\$0.8M		\$4.4M	\$5.2M	university funds state funds
Covelli Multi-Sport Arena / Jennings Family Wrestling Practice Facility (increase)	\$4.7M		\$45.0M	\$49.7M	development funds
Mirror Lake Restoration	\$1.4M		\$4.5M	\$5.9M	university funds
Schumaker Student-Athlete Development Center (increase)	\$5.3M		\$37.7M	\$43.0M	development funds

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

	Construction Approval Requested	Total Project Cost	
Cannon Drive Relocation - Phase 1	\$31.2M	\$51.5M	university funds
Ohio Stadium Upgrades	\$34.1M	\$39.1M	university debt auxiliary funds

November 4, 2016 meeting, Board of Trustees

Schottenstein Center - North Expansion and Concourse Renovation	\$27.0M	\$31.5M	university debt auxiliary funds
---	---------	---------	------------------------------------

WHEREAS the Capital Investment Plan (CIP) outlines capital projects recommended for funding and was approved by the Board of Trustees on June 3, 2016; and

WHEREAS the scope and cost for the Mirror Lake Enhancements were not known at the time the CIP was approved; and

WHEREAS increases for Covelli Multi-Sport Arena / Jennings Family Wrestling Practice Facility and Schumaker Student-Athlete Development Center were validated through a review of programmatic needs; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Capital Investment Plan be amended to include design and construction for Mirror Lake Enhancements and project increases for Covelli Multi-Sport Arena / Jennings Family Wrestling Practice Facility and Schumaker Student-Athlete Development Center projects; and

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

(See Appendix XXVII for background information, page 630)

EASEMENT

Resolution No. 2017-49

HIGH STREET BETWEEN THE OHIO STATE UNIVERSITY AND THE CITY OF COLUMBUS, OH

Synopsis: Approval to grant a roadway easement to the City of Columbus, Ohio for traffic control devices and signals necessitated to support the redevelopment of High Street from 17th to 14th Avenues, Columbus, Ohio, is proposed.

WHEREAS The Ohio State University will be relocating traffic equipment and infrastructure in the City of Columbus, Ohio from 17th Avenue to 14th Avenue along High Street.

WHEREAS this work will necessitate a roadway easement to the City of Columbus, Ohio and final acreages are to be determined by survey; and

WHEREAS the term of the easement will either be 25-years or perpetual and the final terms will be negotiated with the City of Columbus; and

November 4, 2016 meeting, Board of Trustees

WHEREAS the monetary consideration for the proposed easement is \$1.00:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice presidents for business and finance shall be authorized to take any action required to grant the easement upon the terms outlined above and any additional terms and conditions deemed to be in the best interest of the university.

(See Appendix XXVIII for background information, page 638)

Mr. Shumate:

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

Upon the motion of Ms. Krueger, seconded by Mrs. Kass, the Board of Trustees adopted the foregoing resolutions with eleven affirmative votes, cast by trustees Dr. Lancaster, Ms. Vilagi, Dr. Fujita, Mr. Fischer, Mrs. Hoeflinger, Mr. Porteus, Ms. Krueger, Mr. Smucker, Dr. Dr. Reid, Mrs. Kass, Mr. Shumate. Mrs. Wexner, Mr. Kellogg, Dr. Wadsworth, Mr. Jurgensen, and Mr. Gasser were absent.

Mr. Shumate:

Thank you. What a great meeting and we have acknowledged a number of people who truly have made this meeting very special and one that will be remembered for quite some time. I would like to take a moment, acknowledge the board office, and have all of the board office representatives starting with our Secretary, Blake, Heather, Jessie, if you would stand so we can recognize you. Michelle, I think you are still in the audience, Bekah, and Laura, let us give our board office a great round of applause. Thank you.

The next meeting of the board will take place on Friday, January 27, 2017. If there is no other business to come before the board, this meeting is adjourned. Daniel, we look forward to your book signing. Thank you.

Attest:

Alex Shumate
Chairman

Blake Thompson
Secretary

November 2, 2016 meeting, Wexner Medical Center Board

APPENDIX XVI

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
EIGHTEENTH MEETING OF THE
WEXNER MEDICAL CENTER BOARD

Columbus, Ohio, November 2, 2016

The Wexner Medical Center Board met on Wednesday, November 2 at the Richard M. Ross Heart Hospital, Columbus, Ohio, pursuant to adjournment.

**

**

**

Minutes of the last meeting were approved.

November 2, 2016 meeting, Wexner Medical Center Board

Mr. Wexner called the meeting of the Wexner Medical Center Board to order on Wednesday, November 2, 2016 at 9:10am.

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

Ms. Link:

The minutes of the August meeting of the Wexner Medical Center Board were distributed. If there were no additions or corrections, the minutes are approved. Now, I would like to call on Dr. Retchin for his CEO update.

Dr. Retchin:

Thanks. Let me start this morning, before we review the scorecard, to formally welcome Craig Kent as our new dean. Craig has been with us for a few months and was not able to make it last time, so I want to formally introduce him. We have been blessed to be able to recruit Craig here to be the new Dean of the College of Medicine. Prior to joining us, he served as the Chair of the Department of Surgery at the University of Wisconsin School of Medicine and Public Health where he took that department from number 26 to six in NIH funding, and he also served at that time as the Curren Professor of Surgery. Dr. Kent has been a funded investigator for more than a quarter of a century. He has authored or co-authored more than 300 articles and peer-reviewed journals, more than 90 abstracts, and more than 60 book chapters and reviews. More than that, Craig is certainly a well-recognized scholar and a mentor and an extraordinary educator. I cannot tell you how many of his former students and mentees contacted me through email and phone calls congratulating us on recruiting Craig Kent here. It is a testament to the great work that happens at the Wexner Medical Center and The Ohio State University. Please join me in welcoming Craig Kent as the new dean.

Dr. Kent:

Sheldon, thank you for those very kind remarks. I am so excited to be here. This is a wonderful institution. I am now on my two-month mark and every day is a new and exciting adventure. What I have enjoyed the most in my first couple of months here is meeting the people. This institution has such absolutely great people. The collaboration with the university I think gives us great advantage and I look forward to a very bright future for the College of Medicine. Thank you so much.

Dr. Retchin:

Thanks Craig. My next item is an announcement of more recognition for the quality of care that is delivered at the medical center. Vizient, formerly known as the University Hospital Consortium, which is the preeminent group of academic health centers that collaborate in a purchasing cooperative and quality initiatives around the delivery of health care. In particular, Vizient works to identify structures and practices associated with high quality and safety across its members. It tries to identify the top hospitals in quality, on patient safety, and as you know, we have been recognized and acknowledged by this organization in the past. This year is no exception. We are the recipient of the Bernard A. Birnbaum Quality Leadership Award. We joined 13 hospitals as a top performer and received five stars. I have a list of the others, including New York University, the University of Utah, the Mayo Clinic, and Cedars Sinai, and behind us in rankings is the University of Michigan. They made the list but just below us in the rankings. Susan do you have any comment on the recognition?

November 2, 2016 meeting, Wexner Medical Center Board

Dr. Moffatt-Bruce:

I think this is an example of the team's effort.

Dr. Retchin:

It is terrific. Leapfrog Group was formed and initiated in 2000. It was a collection of very large employers in the U.S. who came together to form this nonprofit organization, extensively to drive a movement to value purchasing and the like. I do not know if they ever were able to do that but Leapfrog Group has continued to refine its metrics and is widely recognized as one of the prominent gauges of quality and recently they announced that both the Wexner Medical Center and OSU East were recognized with an "A" grade which is the highest grade that they give and puts us in the top 30%, approximately, of hospitals. Both of these recognitions continue to acknowledge the great work that our faculty and staff deliver here at the medical center. Congratulations to everybody but particularly Susan and your leadership, and yours as well, Andy. With that, I am going to move on to the scorecard.

President Drake:

While you are looking at the scorecard, let me say a word about Leapfrog Group because it is actually a profound group. They were founded to really change the paradigm in American medicine. It used to be that in the health care system, a patient would enter the health care system and the patient would leave the health care system and that was pretty much it. The relationship was between the patient and the health care system and the outcome was how the patient felt about how he or she had been treated when they were in the system. Really what Leapfrog Group did was say, as purchasers of health care, people in the business community who are buying health care almost like a commodity for large numbers of people at a time, they wanted to know where you could buy the best health care for the best price. They were really looking at this as something you could go to the market and purchase as a part of their business decision. There they looked for quality outcomes and patient satisfaction, so they were measuring entities to compare them against each other in large scale. That really was a part of the revolution to change us to outcomes based medicine that has taken place over the last couple of decades. Then what they did was they looked for things that were indicators of the best places and tried to have those be a small number of indicators that correlated with quality and outcomes broadly so they could really measure and compare hospitals and say, this is a better place to go than that. Really, it was a profound change in the way that we approach delivering health care nationwide and I want to mention that because then to be at the top of their list means that they really have looked at those things that make a real difference to people who otherwise, as an individual patient do not have much to compare against. It is a great and important seal of approval.

Dr. Retchin:

Michael, you are right, it was the business roundtable I believe that started this and it still holds great promise in terms of a purchasing cooperative.

On the scorecard which is behind the CEO update and there is a glossary behind that, also for your visual acuity there is an accordion, landscape fold out, I believe it is at your seat so you can look at the scorecard. I am going to turn to David McQuaid in a second but let me highlight a few points. We have added a few measures this year, particularly regarding our future direction. Strategically, we are continuing to focus the health system and the delivery of health care in a very disciplined way to meet the needs of the marketplace. You will see some new areas of access and population health management. We have set some ambitious goals on this scorecard. We are trying to raise the bar in terms of our expectations so you will not only see green. We are going to continue to push the bar in a transparent way and I think overall if there is a theme here it is transparency. We have some areas we need to move the battleship, as I

mentioned, one of those is in access and David will go into that in a deeper dive. These are challenges that we feel we are well positioned to meet and push the organization to a higher bar and we have teams of individuals that you will see in the foldout that we call champions so we are disciplined as a team to make sure that we identify those who are charged with taking the lead. There are a lot of metrics on this page, while I want to go through each one of these, in the interest of time, I will ask David McQuaid to highlight a few. David?

Mr. McQuaid:

Thanks Sheldon. To re-emphasize, I think, what is critically important to us here is that if you thought back to the last scorecard there were probably 19 or 20 metrics on the card. We now have 29 metrics on the card and while we want to control the number that we have, I think it is really important that we understand which metrics really drive the business and what behaviors they encourage. That is really important as we have organized, we have thousands of people engaged through these champions, through the structure, behind the scorecard and how we orchestrate tactics to achieve results moving forward so it is really critically important. There was an interesting article, I went back to the *Harvard Business Review* September issue and it was an article, a quick one pager about how to not be tyrannized by old metrics and it is the whole notion that as businesses change, how are we changing the way that we measure. What you see on this card are things that we should really be engaged in monitoring and that is in particular around payment transformation, around bundled payment and that are all things that today, might be five or 10% of the business. We are learning how to live in that world, it is really important that we gauge those things. Other things that we put on here are important to the core of who we are as a university and as a medical center so I thank the team for as spending as much time as they have in moving this forward.

I would tell you that we have about 41% of these metrics, or 12 of 29, that are exceeding or meeting the target. We have about 21%, or six or so, that are ahead of last year but not quite at target, and we have another six that we are below target and really require more intense intervention and we are going to do that. There are about five that were still pending data and we will have that for the next report. Importantly, we have in the people area of the key results, diversity and inclusion, and there is a lot of great work going on. We are in the process of finalizing a diversity plan closely in line with the university's plan. We are working with Dr. Leon McDougle, our Chief Diversity Officer and Mamoon Syed. There is a lot of good work going but looking at things like this whole notion of, for example, implicit bias education training for search committees, and really taking a look at diversity and inclusion from an enterprise point of view. Importantly, a cost of doing business for anyone is employee turnover. We felt that these numbers are pretty high and this includes both faculty and staff turnover and so we put that on the scorecard to shine a bright light on that and we will have a number of interventions and working very closely with Dr. Kent, Dr. Ellison, and Dr. Thomas to work on a physician manpower planning study right now. We are trying to understand areas of turnover and why that is going on in the organization.

We are making good progress on our patient satisfaction scores. HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems), and CG-CAHPS (Clinician and Group Consumer Assessment of Healthcare Providers and Systems). On the HCAHPS, we hover around the 90 percentile and CG-CAHPS around the 56 percentile but we are making progress, not quite at goal but we are doing well.

We put the community health needs assessment and developing plans to implement some actions that we can take around the 2016 health map so more to come on that. One of things that we can do as an enterprise is work with the community and really try to impact things like obesity and infant mortality and access to care. We are doing well in the quality areas. Just to mention, with regard to mortality, we are improving compared to where we ended the year. You can see slightly down to 0.73 would tell you that we are actually at 0.66 on mortality when we add in the James, given the population we rise

a little bit. I think capturing the acuity and severity of illness is a challenge so we have lots going on with coding documentation and education that would tell you that we are ranked in the top ten in the country for really having great numbers on this metric. We are number nine out of 104 academic medical centers as it relates to this mortality statistic so we do a very good job here.

I will tell you that, again, as we go down, in looking at payment transformation, gain from quality based reimbursement programs, recall that these are the combination of readmission rates and value based purchasing and tell you the tremendous improvement the organization has made over the past several years. We tell you that in fiscal year 2014, the value based purchasing, readmission, and hospital readmission numbers, the total impact was a loss of about \$2 million. We have improved through fiscal year 2016 to a loss of \$191,000 and we hope that moving forward we are going to see positive gain. Again for value based purchasing, there is an upside of about \$2 million there; we are leaving money on the table if we do not go after that so we are going to do that.

I would tell you on the bundle care payment improvement initiative, this is Medicare patients. We have been involved in this. We have six areas that we are really spending lots of time on: congestive heart failure, angioplasty or PCI (percutaneous coronary intervention), CABG (Coronary Artery Bypass Graft), hip and knee, spine, and valve. We are doing good in three of those areas on the cost side, I think year to date, our totals are in the area of about \$700,000 in reimbursement from Medicare as it relates to our performance. We can do better on readmissions, length of stay, some of the quality parameters but again, we are gaining experience in these areas, it is the first time on the scorecard and I really give kudos to Dr. Susan Moffatt-Bruce and the teams of people, the hundreds of people, the physicians, and everyone who are working so hard in this area.

Finally, and let me close by saying on other access issues that we have, we are really focused on what we are hearing from patients and that is, how can I get an appointment with a primary care physician, how can I get an appointment with a specialist and I want to give kudos to Chris and the team within the College of Medicine. For a number of years, they have been participating with a group that is largely academic medical centers and since 2011 the group was formed and they really focus on these 14 days for specialists and anywhere in the range of two to four weeks for primary care. We need to do better and there is lots of good work going on. About 50% of the departments and practices are doing better than target. We have work to do in the others.

Finally, I will close out with the emergency department. The numbers that you see on the card and the average time patients spend in the emergency department before they were admitted to the hospital as an inpatient is publically recorded Medicare data. This is on the hospital compare website and you can see that for fiscal year 2017, through September, the wait is 408 minutes, that is a very long time. We know that we can do better on that. The national average is about 346 minutes. Our target is 344. We have a number of initiatives going on in Ohio. The state average is about 302 minutes. When we look at some of our competitors they are doing much better than we are. We have capacity issues, some coordination from the time the patient leaves to the inpatient, and some capacity issues that we are working through. Again, what we are hearing from patients, the significant amount of demand that we have at the organization, we are working really hard to improve on these numbers.

Dr. Retchin:

Any questions for anybody on the team regarding the scorecard?

November 2, 2016 meeting, Wexner Medical Center Board

Mrs. Wexner:

I am curious about the access. What would be best in class? I am trying to understand the difference between average and best in class.

Mr. McQuaid:

For the emergency room?

Mrs. Wexner:

Yes.

Mr. McQuaid:

I would say the national average is about 340 minutes or so.

Mrs. Wexner:

And then what would be outstanding? 200?

Mr. McQuaid:

That would be pretty outstanding.

Dr. Retchin:

The only thing about that is there is a reciprocal relationship with occupancy. Someone who gets the 200 minutes, I do not know this to be true, but I would imagine has a lower occupancy since they have so much flexibility on the beds. Is that accurate, Susan? Andy?

Dr. Thomas:

What we tend to find is on days when we have beds open, we do pretty well on those metrics. If you take out the outliers of the people staying in the ER (emergency room) for eight to 12 hours because there are no beds upstairs, you can cut about 50 minutes off that metric if you take out the outliers so that is really one of our goals. There are still some things we can do within the emergency department to make people be seen more quickly by the first provider, time to get some tests done and turned around and there are certainly improvements we can make there. Our big improvement is going to be on the access side, getting patients who we know need to be seen, into a bed more quickly and we think that will really drop the metric down more closer to them.

President Drake:

There are a lot of variables there. Our length of stay is improving so that helps because that frees capacity so good to see that. Also, it is great to see the improvement on the readmission numbers which I know we had a focus on. I think those things together will allow us to be more fluid and a system that works well. I would also say on the access, that we will continue to watch that as we are looking at our compensation strategy. There are ways to fix the access to patient care by adjusting the compensation strategy appropriately. An example that I have had in the past, we were able to get that down to under two weeks routinely because we modified the compensation strategy to be more like the world outside and found that the people could actually see that extra patient almost any time so I think that is something we will be able to arrive to effectively by some of the work that we are doing and I look forward to it.

November 2, 2016 meeting, Wexner Medical Center Board

Dr. Reid:

I have a question about the transferring of patients from the ED to upstairs. Is there some relatively new technology that helps us understand when beds are available? Are we using that?

Mr. McQuaid:

Yes, teletracking. Teletracking has been implemented and the team is making some significant progress in key areas. Bed turnover, we track several statistics in that regard using that technology.

Dr. Reid:

Is it working well? Then another question, this is regarding service and reputation quality and safety. In terms of implicit bias, you had mentioned that that is being utilized as a training mechanism for selection panels, but I am wondering are you also addressing that with regard to patient health disparities.

Mr. McQuaid:

Yes, that is also on the list for the plan as it relates to providing care. Absolutely.

Dr. Reid:

Okay, so Dr. McDougle is recognizing that?

Mr. McQuaid:

Yes, and Mr. Mamoon Syed.

Mr. Steinour:

Sheldon, on the employee turnover, I am used to seeing it bifurcated or even perhaps even further separated. I would assume that faculty turnover would be an area of distinct focus for all of you and from our perspective, shouldn't we see that broken out instead of staff?

Mr. McQuaid:

Yeah, we can do that. Faculty turnover is about 9.9%.

Mr. Steinour:

How does that compare? Is that good or is it high?

Dr. Ellison:

It is a little higher than the national average. The national average is about 7% and I think four years ago we were about 7% and it has gradually crept up to about 9.7% or 9.8% and has flattened off there.

Mr. Steinour:

We are 50% worse than the average then. What are we doing then in that regard?

Dr. Ellison:

Well I think many things.

November 2, 2016 meeting, Wexner Medical Center Board

Mr. Steinour:

Well, I am sure you are. I do not know what they are.

Dr. Kent:

I see this as an issue that we need to solve. Part of it is cultural and creating a culture where the faculty feel embraced by the institution and rewarded and I think that is going to be a part of the solution. I think that working through a compensation plan that makes sense and is transparent is another factor that will be really important in turning this around. I think right sizing too. There are access problems but part of it is that we may not have right sized our faculty to really create great access and the ones that are there are maybe working a little too hard. Right sizing the group is going to be really important. There are ten other things that I think we have underway that I think are going to help this problem. They will all take time but there is a lot of low hanging fruit and I think we can make some great advancements over the next year.

Mr. Steinour:

If you would not mind I would like to make sure that as we continue to meet, we become aware of the progress and some of us who are not in this area, frankly, would not know what to look for or ask about so I would appreciate the information sharing.

Dr. Kent:

I think we can call that out and I think that is a great idea.

Dr. Reid:

Is there a faculty satisfaction number, like you do the employee satisfaction? You ask all the different questions. Is there something equivalent to that for faculty so we can track?

Mr. McQuaid:

In the engagement score, faculty are included.

Dr. Retchin:

Traditionally, they have been. We did not do one last year but going forward they will be.

Dr. Reid:

Okay, so we will be able to track it year over year.

President Drake:

I think something else that I think to look at, I will mention the same thing again and answer Steve's question as it strikes me is the inconsistency in the compensation system drives a lot of these numbers. It drives the lack of access because you cannot be sure that extra effort is going to be rewarded in any reasonable way and it drives inconsistency and dissatisfaction for people who thought they were doing the same work were being paid different amounts and people working harder were being paid less. That is a real driver of dissatisfaction. This transparency and clarity will help drive behaviors that make us a better functioning institution and do a lot for faculty satisfaction That is a place where we should see progress over these next several months as we implement these things so I am excited.

Mr. Wexner:

Some things to think about that I think are part of the progress that we are making, is that one, we have a scorecard. That was good and was a simple scorecard and then it got to be a more complex scorecard and so there are signs of improvement. I mean this in a constructive way. I think when we are looking at targets, and mandating it, but thinking about, is measuring improvement. I do not think it is a good idea if that is all we measure. When I was two years old, I was two feet tall and then I was two feet one, but an adult I would say is five foot ten inches or eleven inches or six feet tall. I think in the targets we should know what the best in class goal is, so going from say six hours of wait or seven hours to six and a half if it is going from seven to six and a half that is a big improvement. I would like to know that the best in class is two hours of wait and I think, you think about things differently as operators. I think it is very important at a board level and I think the significance of that it is not unimportant to measure improvement but it is against what is best in class standard. So if we are trying to be a top ten or top 20 hospital or whatever the ambition is, it is like, how do they compare to us and I think be very clear about those goals across everything. The changes in the outlook culture and I think helps the board with insight. If not, we are always measuring in increment, and the increments are likely to be a little bit better, but it does not get you to where you want to be. I do not know if we need to debate that at the moment. I would be happy to park on it and then look at some of these numbers, maybe in executive committee of the board or whatever group we think is important and how do we stack up against what we would consider the best in class that we are competing with, a lot better than ourselves.

Mr. McQuaid:

I think those are really great points. The other point that I will mention with the completion of the strategic plan, moving forward, the notion of having a scorecard that is projected along that timeline as well so that we are having all of those improvements over time. I think it would be a good idea to incorporate that thinking into it.

Dr. Fujita:

Excuse me, I am new to this community so to educate myself, I would like to ask a question regarding the patient satisfaction. When we send an invoice to a patient, is that after the insurance companies have taken care of their part, or do we send the invoice to a patient before anything happens.

Mr. Larmore:

When we send an invoice to a patient, it shows their full cost but it shows the expected payment from the insurance company and then what their portion of it is so they do not feel like they are getting a bill that shows full charges and brings them back to the office because of the bill.

Dr. Fujita:

I see, the reason I said this was in Northeast Ohio, actually, there is this question about how the invoice should be sent. Sometimes if you get an invoice before the insurance companies pay for it, you may pay somehow twice. Then that leads to patient satisfaction and patients say it is so confusing that they should just get the invoice after everything has been taken care of so he or she knows what they owe.

Dr. Retchin:

Any other questions or comments? I do want to note on the scorecard the increase in NIH funding. Craig, you have only been here for two months but I want to congratulate you on excellent results there.

Mr. Chair, I want to move on to the next item. I am going to call on Mark to present on the medical center's financial summary which is behind the tab so labeled.

(See Attachment VIII for background information, page 378)

Mr. Larmore:

I have the first quarter results here. After three months the health system, with all the hospitals, I think are pretty much on budget. The medical center as a whole, when we include the physician practice and the College of Medicine, is ahead of our target, which is good news. A lot of activity in the quarter given that we opened three facilities. We opened the Upper Arlington ambulatory facility, we opened the sports medicine facility, and we also opened three out of the four floors in the Brain and Spine Hospital. You will see when I get to some of the slides that some of the salary numbers are a little high in September but part of that was bringing staff on ahead of time as we expand into that space so that we can hit the ground running when it opens. I think as we go into the rest of this year, a big focus on growth, not cuts and both on the growth in inpatient and hospital ambulatory but also on physician activity. I think we talked a little bit before about a lot of that growth will go with recruiting new physicians here. Our overall feeling is that there is more demand than we can provide right now and so we need to make sure we bring people on to take that demand. Although the focus is on growth and not cutting, I think in this business we never take our eye off the ball on expense levels and so we will be watching that.

On page two, for the first quarter, you can see that admissions were actually 2.4% ahead of budget and prior year. Surgical activity is ahead of both budget and prior year which is a good indicator. Outpatient visits, we are growing year-over-year but slightly behind our target by 3.3%, but we are not worried about that yet because it is early in the year. Our worked hours per adjusted admissions, you can see, we are better than the prior year and then, as I said, this factors in that early staffing for bringing new capacity on, so to budget right now we are slightly over where we had projected.

Page three shows the operating revenue, which is pretty much on budget and showing 5.6% growth over last year and our controllable expenses, we are right on budget and about 8% growth. I will come back to that when I get to the actual P&L (profit and loss) slide, and then our plan for, this is only for the health system, will be about \$46 million and we are at \$45.5 million so a little bit behind but I am not concerned about that. And then, days cash on hand, you can see the actual is down slightly. I think at the end of the year, we talked about the growth in cash and some of that was deferred capital spending, not intentionally deferred but we had big projects that I spoke about, Upper Arlington and brain and spine, so it is those projects and some of those invoices got paid so we saw a little dip in cash in the first quarter.

On slide four is a quick snapshot of the month of September, I want to focus mostly on the quarter but you can see that most of the volume activity is either on budget or slightly positive to that. A couple highlights would be length of stay, you can see down to 6.1 days which is better than the budget and is a considerable improvement over prior year. A small change in that opens up a lot of capacity and even with that length of stay down, you can see our case mix is at 1.85, which is a measure of the severity of the patients in the house and we are pretty much on budget. Year-over-year you can see the growth from 1.79 to 1.85.

On slide five is the actual income statement for the month. We had a \$9.8 million bottom line. The budget was \$12.8 million so were about \$3 million behind our target. I would attribute that, you can see, the major overspend category is in the salaries and benefits, and I spoke about that already. On the supply side, we are seeing as our business grows in areas that we are targeting, some of them are high cost areas. Our cardiac business is growing and some of our heart valves as an example, we are more ahead of our target

on that and each one of those are \$33,000 a pop, so as that business grows we see the extra expense on that front.

Page six is the quarter ending. On the earlier slides I talked about admissions and surgeries so you can see the actual numbers, 363 on admissions and 149 on surgeries. I think the next slide I will go through the ambulatory. We are 14,000 to 15,000 behind on ambulatory visits but over 450,000 it is not a tremendous short fall. You can see it for the quarter we held the same length of stay that we had in the month and case mix is pretty much the same as the month, so we are seeing that increment in case mix through the whole first quarter. Our adjusted admissions, which factors in both admissions and a weighted ambulatory factor, you can see us ahead of the budget about 2.7%, 5.6% compared to last year. Our revenue is slightly behind by 2.3% and we are pretty much right on where we were last year and then the expenses, we are actually running under budget for the quarter and slightly up, only 1.4% growth year over year.

Dr. Retchin:

Mark, when I was reviewing the numbers on the quarter on the expenses, it is remarkable. In an industry, I do not know where the best in class but it is flat really from past year. I do not know if you guys have a comment but that takes discipline. David, do you have a comment on that?

Mr. McQuaid:

Kudos to the teams. We are meeting every two weeks. People are focused on it, we know that side of the equation, and we are going to deliver on that piece. I think the balance with that is the growth we are trying to manage and all the issues we are talking about with access. That is the challenge for us to try to maintain these as good as we can in the face of tremendous demand.

Mr. Retchin:

I think in the industry we are seeing much higher increases on the hospital side. Anyways, I did not mean to interrupt.

Mr. Larmore:

We have a strategic sourcing effort going on for a number of years and initially it was focused on pricing and I think now we have advanced to the stage where we have physicians meeting every other week with the commodity themes, looking at the variability in the usage, and going after that actual piece of the business. I think a lot of great activity there.

Mr. Wexner:

What happens, just the human part, I would relate it to businesses. We press on expenses and have those kinds of meetings. We will get a response and then the unanticipated or unintended consequences is everyone is tense in our businesses, not to get a balanced look. If the focus is on expense, then they focus on expense and then people forget about revenue. I am guessing hospitals and doctors have different behaviors and this is very different, really having an efficiency focus so I am supporting the idea, I am balanced with what happens.

Mr. Larmore:

The bulk of our spending in this business is on labor and, I think, we have been working on putting on a full position control system so we know based on the volume that we expect in the given year, how many bodies we need to deliver the care. The big variable in our business is over time and supplemental staff agency. We spend a lot of time

November 2, 2016 meeting, Wexner Medical Center Board

focusing on that and making sure that we are not seeing those grow, and quite frankly the minute you take your eye off them, they do start to creep up. I would say that is how we manage the bulk of it and then making sure that it is not every time that somebody wants to add a staff member that there is a pause to say, is the volume there to substantiate it?

Dr. Retchin:

I think Les brings up a great point that if the focus is only on cost then as an organization we have missed the mark. Growth cures a lot and if you can grow with just variable cost then your cost per admission is going to go down. I think that is where the discipline is in growing with variable costs and not increasing your fixed.

President Drake:

To the people in the trenches, the length of stay going down and acuity going up, as we saw last month, that is real work. That is real people working every day, all day, the entire team to make those kind of things happen. I mean that is holding the same while the length of stay goes down is great but looking at last month where the acuity where was actually up and the ALOS (average length of stay) was down from last year. That is a lot people doing a lot of hard work on a daily basis. Kudos to Andy and to Susan for helping to make sure that happens.

Mrs. Wexner:

Mark, to Les' earlier point, obviously wonderful that expenses are going down. But I do not have a benchmark to understand at what level we should really be if we were very efficient and operating at the highest level, so that would be helpful. We have improvement, but I do not know yet where we need to go.

Mr. Larmore:

I think we have external benchmarks and as we look across the organization, of course we have a wide range of where people perform based on others and then we try to look at just academics versus the whole industry. I think the answer to your question is that we have opportunity in places to control costs further. We have to continue to go after it. Are you looking for magnitude?

Mrs. Wexner:

Magnitude.

Mr. Larmore:

I would say that we probably have about \$25 million to \$50 million of opportunity that we can go after and a lot of it, there is reason for why it is there. It is a matter of challenging that to see if we can go after that. I think we do it every year. As we look at the economic model being revenues trends lower than expenses, so if you are not looking at that opportunity every year, it creates a problem for us.

Mr. Wexner:

My reference is my business and we have had a number of businesses, like the businesses we are in. I have a pretty good sense of how many people it takes to replace lightbulbs or do advertising or graphic artists or do display and one of the businesses, I will share this, it is not embarrassing to me, it is what it is, could rationalize why they had 85 display people. We look at display people per store, size of store, and there is some judgement because some display is more complex than others. When you get all done with it the number was about 25 and the increments built up and it was completely logical

to the person that built that expense structure, each increment made sense. I looked at it and said this is complete insanity and whoever the responsible person was said well it is really unfair, you do not understand. The hard discussion was, well, one of us does not and I have the responsibility so the answer is 25 and if I am wrong I am wrong. After a lot of angst and a lot of weeping or that kind of stuff the answer was actually 23. When you go through that kind of thing in an organization and you have outside experience, whether it is a practice or staff then you have targets and I know that it is tough and so I am coming back to the same point, is that when you think you know the answer and you are seeing things that you do not think make sense, you have to be careful to make sure that you do not, or I do not in my case, or you do not, in your cases, are bringing a general knowledge and there really might be a reason for this unique thing to be different. When you all stack hands and say this is out of whack, you get a lot of very funny behaviors because people feel put upon and you do not understand that somebody has to make the tough judgement. That is why I was asking the behavioral part or the cultural part because getting higher performance and being efficient, agreeing with Dr. Drake, is hard. That is what champion-like performance is, or best in class performance.

Mr. Larmore:

We are continually moving resources around so if you look at how the revenue model is changing for us. As we move through value based purchasing, our commercial carriers are actually giving us a piece of our increase only if we achieve these value based goals, which often cost us money to do. The government payers are even worse because they actually cut your rates and say well you have to invest more money to hit metrics to get your same amount of money back. As we are looking at bringing down cost everywhere, often, we are deploying that into different areas.

Mr. Wexner:

But for one, I am enlightened, following this, the opportunity, we are making progress, the opportunity is somewhere between \$25 million and \$50 million. I would expect that we would find that opportunity in the next day, week, six months, so that I can start benchmarking how we are doing even if it is your estimate is that at this point close enough for government purpose and that is profound because I think that gives us a sense of where we are going.

Mr. Steinour:

Mark, if we could to follow up on that, teletracking was referenced earlier. My recollection of that, little hazy, but it was a major initiative that had components of quality care, accessibility, and expense attached to it. Having, as you think about that \$25 million to \$50 million, and some of the prior, larger investments that have been made, particularly with the way that reimbursement is going. Having some granularity around the key investments and then achieving objections, where are we on the spectrum, would be helpful and we can do this in committee of full board, whatever you prefer.

Mr. Larmore:

Teletracking, to me, is a means to move people through the house and if we can keep expenses fixed, our cost goes down.

Moving on to page seven, is the ambulatory volume and then on the right side, is the first quarter. I said we are about 15,000 visits and procedures behind but if you look at that really in three categories, ED volume is actually behind our budget but we are seeing that mostly at the East Hospital and there have been a few competitor locations opened up, the freestanding EDs, and we are seeing a little bit of an impact there. Clinic volume off 3000 visits on 111,000. I am not overly concerned about that and then lab again is 1800, which seems like a big number but not over the 67,000. On the physician visits

here, this is the specialty care and primary care network which is within the health system, on a subsequent slide so we can see what the OSUP numbers are.

Slide eight is the quarter ending; we ended the quarter at \$45.5 million, budgeted to be at \$46.2, about \$700,000 behind our budget, at 1.4%. For revenues, \$2 million ahead of budgets. I spoke about the supply costs, the implants are about \$1 million over budget and we are actually seeing growth in our transplant program so our cost of transplants, with that growth, is about \$1.2 million dollars over our budget, and that is \$2.2 million of the \$4.1 million but that is the biggest variance that is there. Drugs and pharmaceuticals, a lot of focus on that. At our prior meeting, I talked about us getting back into the government 340B program which because of our payer mix allows us to buy drugs at a reduced cost. The health system was out of that program. We reenrolled and it takes some time to ramp up into that so this year we anticipate \$2.5 million or \$3 million of drug savings and next year, that number should be north of \$9 million, so happy to be back in that program.

Mrs. Wexner:

Was there a reason why we were not?

Mr. Larmore:

It is a program that has a lot of compliance components to it and in prior years, apparently we had some issues with that and the decision was made to exit the program. The pharmaceutical lobby is trying to eliminate it because, of course, they do not want to sell drugs at a much reduced price. It is a battle so they have not won at eliminating the program but what they have won is making it more and more difficult to comply with all the rules that are there. We spent a lot of time making sure that we are back in compliance and then of course, it is not just turn it on, it is you got to ramp your way up to it but the savings next year will be nice.

And then on a balance sheet standpoint, you can see that, as I had mentioned before, our cash is up about \$6 million, receivables are up a little bit. The last item there, which I normally would not speak about is in other assets because it is a \$35 million number at the end of last year, it is down to \$14 million. When the Upper Arlington facility opened up, it was \$20 million in that category that moved up to the property category so that was the major change there.

Page 10 is the medical center so now we have rolled in the physician practice and the College of Medicine so you can see bottom line, \$52 million, budget \$47 million so \$5 million ahead of our target. Revenue is making up about \$3.8 million of that and then the expenses are actually positive by \$1.2 in total. This is the slide that has the physician practice or all the LLC business, so you can see that pretty aggressive budget target so we are about 4% behind our budget for 29,000 visits but on a year-over-year basis we are growing physician encounters by 6.6% and that is actually excellent growth.

Slide 11 is breaking out the three components. You can see that I went through the health system and then the third column over was \$663,000 off budget, the physician practice is actual \$211,000 positive to their budget, and the College of Medicine is about \$5.4 million positive to their budget in the first quarter. I would caution you as the college still runs on a cash basis so there are some items, like capital spends and such, that that will come through later in the year. I would not celebrate the \$5 million positive, yet.

Ms. Krueger:

When you check with the ambulatory and all the different locations, do we rank the locations like which is our best location or is there any movement as far as one taking over another's growth. Have we looked at it from those terms?

Mr. Larmore:

Our target is more year over year growth. I would say that this year there is a lot more focus on the new facilities that we are opening. We are monitoring monthly Upper Arlington, as an example. We know what the capacity is and how many visits we are seeing there. We are monitoring how many are moving from other sites that we may have consolidated or are people choosing to go to another site. The thing that we are really focused on is first time visits to OSU. As far as getting down to the primary care we are starting to look at each position and what their patient profile looks like and how big it is and how it compares to the national averages. That is playing into the population health strategic planning group that we have.

Ms. Krueger:

Thank you.

Mr. Larmore:

The last two slides are balance sheets including the college and the practice plans. There are no dramatic changes there.

Mr. Steinour:

Could you talk about the pension increase on the balance sheet, Mark? Just so it is clear.

Mr. Larmore:

The university and the health system are part of the state pension programs and last year they passed a new regulation. GASB (governmental accounting standards board) said that the university had to reflect their percentage for their underfunding of the state pension systems. For the health system, it is called the OPERS (Ohio public employees retirement system). It is the biggest piece for us and for the university the state teachers is a bigger piece and both of those programs are underfunded. One of biggest reasons for the increase this year over last year, was that there was an anticipated 8% return on the money and the fund and the returns were just less than 1%. That delta had the biggest impact on our liability going up. The university has looked at it and Geoff can comment. The university is not liable for the liability but the regulation requires us to actually put it on the financial statements and that is why you are seeing a growth here.

Mr. Chatas:

Just to reiterate that, this is a bizarre accounting requirement by GASB that says that we have to report a liability that is not our legal liability. The state of Ohio has the obligation to pay the pension payments to our retirees. We have an obligation to pay a 14% contribution for each employee up to \$260,000 a year of income. The rating agencies completely disregard it because they believe Ohio has taken steps to strengthen pension plans so they do not add anything back. Nowhere in a corporate world will you see anything like this. We have an obligation on our books that has no basis in financial reality that we have an obligation to meet that liability. I have absolutely no concern. This is something we have been following with our board. It is going to get worse next year because GASB will then require us to report post-retirement healthcare benefits. All of our retirees get health insurance based on their years of service. That is being phased out, but it is going to be a huge obligation that the state of Ohio has. This only becomes an issue for Ohio State if the state legislature and governor would sign a law shifting that obligation from STRS (state teachers retirement system) and PERS (public employees retirement system), but we are less than 1% of our medical center is less than 1% PERS and 4.5% of PERS. This would be an issue for the whole state if the state ever tried to shift that obligation.

November 2, 2016 meeting, Wexner Medical Center Board

Mr. Larmore:

The shortfall on the two plans is about \$44 billion.

(See Attachment IX for background information, page 379)

Dr. Retchin:

Thank you. Any other questions for Mr. Larmore?

The next item, Mr. Chair is the Clinical Quality Management, Patient Safety and Service Plan. This requires a roll call vote. If it is okay Mr. Chair I will ask for a motion to approve. Is there any discussion? Susan, would you like to make a comment?

Dr. Moffatt-Bruce:

This a document that has been in the system for several years and had been updated. It is a document that with updated metrics that have been changed. (*Inaudible*)

Dr. Retchin:

Any other discussion?

CLINICAL QUALITY MANAGEMENT, PATIENT SAFETY AND SERVICE PLAN

Resolution No. 2017-27

Synopsis: Approval of the annual review of the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, University Hospital East, and the Arthur G. James Cancer Hospital, is proposed.

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

WHEREAS the Clinical Quality Management, Patient Safety and Service Plan 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 Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, University Hospital East, and the Arthur G. James Cancer Hospital; and

WHEREAS the proposed Clinical Quality Management, Patient Safety and Service Plan was approved by the Quality and Professional Affairs Committee of the Wexner Medical Center Board on October 25, 2016:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, University Hospital East, and the Arthur G. James Cancer Hospital.

(See Attachment X for background information, page 386)

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

November 2, 2016 meeting, Wexner Medical Center Board

Dr. Retchin:

Mr. Chair the next two items are Mr. Kasey's and I will call on Jay.

Mr. Kasey:

Thank you. I have an opportunity for us today to both buy and sell property. I will walk through those for you. Most of you are aware that on the west side of our east hospital was located in Poindexter Village, which was a multifamily housing village controlled and operated by the Columbus Metropolitan Housing Authority. The village was demolished about two years ago under a plan that had mixed housing coming back. At that time, the east hospital approached the metropolitan housing authority and requested the opportunity to purchase approximately 2.7 acres of land located directly to the west of the hospital property, and the 2.7 is North Hawthorne and West Hughes. This property has been agreed to for sale by the housing authority and is here for our review. It would come forward and only be approved by state requirements for how land is purchased which would be at the appraised price. It is here that I can answer questions. Elizabeth Seely is also with us.

Mr. Wexner:

Why are we interested in buying it?

Mr. Kasey:

We would be acquiring this property as a land bank for future development. It does not have a purpose at this time. It is available and we thought we should try to take advantage of it at this time.

Ms. Seely:

In terms of future flexibility and when we look at the geography of where we are and the plans to redevelop, we need to have the ability as we look 10 and more years down the road at facility replacement. In order to have that flexibility of strategic facility, either replacement or growth, we do not want to be in a situation where we become landlocked. This provides that future flexibility.

Mr. Wexner:

Any estimate of the appraised value?

Ms. Seely:

We have appraisals that we have submitted in advance to the Department of Administrative Services at the state. Our purchase price would be in accordance with that appraised value because it has already been approved by DAS.

Mr. Wexner:

What is the number?

Ms. Seely:

\$500,000

Mr. Wexner:

For the 2.7 acres?

November 2, 2016 meeting, Wexner Medical Center Board

Mr. Steinhour:

Is that the full site of CMHA (Columbus Metropolitan Housing Authority)?

Ms. Seely:

No, it is a small portion of the site. What the CMHA and the city are actually proposing to do is to connect two ends of a street that is currently not connected and when that connection is made the property to the east of that is the proposed parcel. It actually is a smaller portion of the total acreage of CMHA, which they are redeveloping with this.

Mr. Kasey:

CMHA is anticipating coming back with 400 units of mixed housing in that area on the remaining land of Poindexter Village.

Mr. Wexer:

I am just wondering why they are selling it to us and why they are not giving it to us. We benefit the community. We are an employer.

Ms. Seely:

One of the things they are doing in order to sell us the property, they have had to purchase additional property, which makes sense in the geography so they can develop the full 400 units of housing.

Mr. Kasey:

They are trying to offset their cost of additional property for their master plan.

Ms. Seely:

Correct.

Mr. Wexner:

I am not going to fall for this trap. I understand that we are doing good for the community and they are doing good in the community and they are trying to reduce their costs, but we are trying to improve the quality of health in the neighborhood. We are going to make some investments in the future capital investments and quality investments and improving health. I understand why they passed through the costs to us and I understand why we should not take the pass through.

Ms. Seely:

Well I would ask, if the situation were reversed, would we want to do the same thing?

Mr. Wexner:

I am saying the same thing to them. I am just a tougher negotiator. I understand the logic of what we are doing and I understand the logic of what they are doing too.

Mr. Kasey:

We will go back and talk to housing authority and see what opportunities we can find to see if we can either find a deal with them or to lower the costs.

November 2, 2016 meeting, Wexner Medical Center Board

Mr. Wexner:

We are buying it for a contingent use.

Mr. Kasey:

Yes.

Mr. Wexner:

I understand that is how they would fund their development, I am not opposed to community good, but I think there should be some reciprocity.

Mr. Kasey:

I think the payment from us allows them to buy other property which builds out their master plan of how they want to bring their 400 units back.

President Drake:

I think the questions is maybe we could pay them less. I think it would be interesting to go back and ask them. Not to say we have not, but often times we look like a source of funding. I had a call yesterday from someone who wanted to know if we wanted to advertise to help them fundraise. I said "we actually are the fundraisers" and that is like most of my conversations.

Mr. Kasey:

We will go back and see what opportunities we have.

President Drake:

Let me say also, to make Elizabeth feel happy. There are likely not to be a lot of suitors for this contended use of purchase on that particular parcel.

Ms. Seely:

I think that was reflected in the appraisal as we got them done as this makes sense.

President Drake:

We can see what happens.

Mr. Kasey:

The next parcel is in fitting with the medical center's strategic plan for ambulatory care trying to consolidate smaller practices into strategic, larger locations. There was a practice purchased in 1987 at 1727 Bethel Road. This has been operated since that time as the OSU family practice location. It is approximately an acre of ground and 3,400 square feet of space. With the completion of the Kingsdale property and practice moving into the Kingsdale area, and also with Worthington being renovated, the practices located at this site have been moved into those larger locations and this site is deemed to be available in surplus. The university medical center would like to sell the practice and the location and this one will have to go to the legislature for approval of sale. It will be sold at an appraised price.

Mr. Wexner:

What would you guess? Is that corner location, any idea of the relative value?

November 2, 2016 meeting, Wexner Medical Center Board

Mr. Kasey:

I do not think we have an appraisal on it yet. I do not know.

Mr. Steinour:

Would you take it to full exposure to the market?

Mr. Kasey:

We will take it and we will advertise it, as we are required to do by statewide advertising, and have an estimate. Then we will take bids against the estimate not giving anyone what the appraisal is.

President Drake:

How long does that process take and what are our costs now?

Mr. Kasey:

The process take an undetermined period because it has to be linked to a legislative bill and move through the legislature as an attachment to a bill. The appraisal will be done relatively quickly and the advertisement of the site will be done relatively quickly, but then we will have to take it through the final approval. It cannot go through final approval until the offer is within 10% of the appraised value, which is the state's requirement.

Dr. Retchin:

I will say this reflects the strategy of getting away from the multiple small sites that departments have sprouted up over the years and consolidating them, in this case in Upper Arlington. We have about 63 different ambulatory sites in the metropolitan area. Is that right?

Dr. Retchin:

Oh, 68. These onsies really made us uncompetitive.

Ms. Marsh:

This practice consolidates in both Upper Arlington and Worthington.

Mrs. Wexner:

As many of us know there is a newly reestablished facilities and master planning committee that John Wolfe used to chair that was a subcommittee of this board and we discussed reestablishing that and it has its first meeting today in fact. Bob Schottenstein is a member of this board and would chair that, taking John's place, and I think it might be beneficial for this group if these types of decisions regarding acquisitions and dispensations and improvements first come to that group. Then we will have an easier conversation at these meetings. It sounds like it is fine for today, but it would be helpful if we could reestablish this process.

Mr. Wexner:

We can look at all of the things that the university should be doing and have a sense of what their value is because we may be able to fund acquisitions at better sites by selling sites that, for our purposes, are obsolete or may not be obsolete but may have a higher capital value than are necessary for us. The corner of Reed and Bethel Road is a great place for a gas station or a fast food restaurant. If it is, then it is worth several million

November 2, 2016 meeting, Wexner Medical Center Board

dollars. When you inventory them and put values on them so you know in the aggregate what all of these 60 or 70 bits of pieces are come up with a very different view of let's do this one or let's do that one.

Mrs. Wexner:

Also, I think to Sheldon's point of being sure we are being consistent with the strategy and then tying that to the strategic plan in terms of understanding what our footprint looks like and where those investments are made.

Mr. Kasey:

Would you like to table these until we can bring them back with further explanation?

Mr. Wexner:

Yes. I would give them to the committee and give them a whole list of properties. One of the first things I would do is see what we own in bits and pieces and what the commercial value of them are, and then look at the strategy going forward. This is not going to depreciate or appreciate much in 90 days, I do not think.

Mr. Kasey:

Elizabeth, is there any pre-agreement with the housing authority about the time for this one?

Ms. Seely:

I am sure we can accommodate that within the time frame.

Dr. Retchin:

That is tabled. Mr. Chair, for the last session and I know we are a little short on time, is a follow-up from the previous board meeting. Jeff Wadsworth had asked a questions about our research portfolio and some of the elements and in that case it was big data. It led to a discussion about translational science and I suggested at the time that we have Rebecca Jackson, who is the Director for the Center for Clinical and Translational Science address the board. Dr. Kent has come on board and I think you will find this as fascinating and worthwhile to continue to educate the board and ourselves and the value of our clinical research. I will ask Craig to introduce Dr. Jackson.

Dr. Kent:

Thank you, Sheldon. I thought I would start with a couple of slides about the importance of clinical research. The National Institute of Health (NIH) has been thought of to be the best in terms of basic science research. In the mid 2000's there was a sense among congress and many of the constituents that far too much money was being spent on basic science and that there was a need to have earlier translational research. Elias Zerhouni, who at the time was head of the NIH wrote this article in the New England Journal and it was all about reengineering the research enterprise so that there is a focus on clinical research. His idea was that the NIH in fact should be a purveyor of resources for clinical research. At that point in 2005 about a third of the NIH resources were devoted to clinical research. He was actually quite proud of that. The number continues to increase and if you look at 2015, over half of the NIH resources are devoted to clinical research. What that means is that there is a tremendous emphasis on clinical and translational research. Any powerhouse research institution has to have this as a major focus. As part of this initiative, he started the CTSA (Clinical Translational Science Awards) program and the idea was that resources were going to be given to a number of institutions around the country to create an infrastructure to facilitate and grow clinical

research. These are incredibly competitive awards and if you look around the country there are only 62 institutions that compete for these awards. The amount of money is pretty high. It is in the \$4 million to \$6 million a year range for five years, so a total amount of somewhere between \$25 million and \$30 million to each institution. The goal of this research is to create provocative and innovative research that in some very direct way is going to change patient care. That is the idea. We happen to be one of those centers and it turns out that in terms of reputation our CTSA is thought to be one of the best in the country and probably the person that is responsible for that is here with us today, Becky Jackson. Becky's background, a Buckeye I hear. She has a bachelor's and a medical degree from Ohio State and had a little sojourn to Johns Hopkins for her internal medicine residency, but then came back for her fellowship in endocrinology at Ohio State. She has been with us for 33 years. Thirty of those 33 years she has been funded by the NIH. Her total research funding over that period of time is an amazing \$110 million. Her personal area of research is in osteoporosis and other areas of intricate surgery. She is published widely in the *New England Journal of Medicine*, the *Journal of the American Medical Association*, and *Nature Genetics*. These are just a few of her really fantastic publications. As I mentioned earlier, in the world of translational and clinical research she is a superstar and probably one of the reasons our CTSA is so great. Becky, thanks so much for joining us today and we look forward to your comments.

Dr. Jackson:

Thank you very much for letting me talk about one of my favorite topics. I wanted to put this into the human perspective for you. May 9, 1989 was really one of the happiest days of our lives when our first child Natalie was born. Three weeks later, however, as brand new parents we faced the worst nightmare that parents could have as our child was rushed to Nationwide Children's Hospital in respiratory distress. Over the next ensuing weeks, we underwent countless medical tests to try to understand what happened. Because of the advances of the human genome project, we were able to make a diagnosis of what Natalie had, which is a sporadic genetic disease called Angel Wing Syndrome. We had this really great scientific information of exactly what base pairs were changed, but unfortunately none of the information could be translated to care because there had been no therapies that actually targeted that. As a mother, as a clinician, and as a scientist it became obvious that our system does not work and that we had to have new ways of bringing information together, bringing teams together, and bringing different perspectives together. It actually ultimately does what we want to do in biomedical sciences, which is to ultimately improve the human condition.

As a land grant institution we really have a mission to translate new knowledge as a sacred social compact to the communities locally, nationally, and globally. At Ohio State we have great resources and expertise in those three major disciplines associated with translational science; basic science discovery, clinical research, and then implementation or population types of health. Unfortunately, despite all the resources of expertise that we put into those areas across the university we have really been unable to organize ourselves in ways that actually allows those disciplines to work together to bear on some of the most pressing problems that reach us. There are a lot of challenges associated with really moving forward translational science to that ultimate end game. First of all, it is not a linear process and we have often over the last probably 100 years thought that we could simply march down, but in fact it has to be not only bidirectional but multidirectional. The AIDS epidemic is a perfect example of that multidirectional because it was a group of clinicians who saw a group of young men who developed this autoimmune disease that was immunosuppressive. They talked to other scientists and said, you know this seems to be a new syndrome. Those scientists brought it back to the laboratory, identified the problems, and put the focus on the development of therapeutics. We have taken an absolutely fatal disease when I was a resident and now made it a product disease that people live well with. That is the promise of translational science.

In order to be able to really address these kinds of challenges, groups of individuals across the entire university in 2006 from almost every single college came together to work to develop the Center for Clinical and Translational Science. We currently have more than 2800 members who are involved in this kind of initiative and come from 14 different colleges. We have active partnerships with Nationwide Children's and Battelle Memorial Institute. We were funded in 2008 in the second round of the CTSA program with our first round of funding and we now have gone through our second cycle of funding in 2013 and will be coming forward for our third round of funding for 2017-2018. As Craig said, we are one of 62-64 of the funded institutes that actually make up the CTSA consortium. The goal of the consortium and the goal for us at Ohio State is relatively straightforward; it is to speed the translation of scientific discoveries to clinical therapies that improve human health and is that not in fact what we all want to do? That is why we deliver healthcare.

This is a new paradigm because most scientists are used to working in isolation. Most of them are very focused, driven, and disciplined. They have some of the greatest vaults of information in one area, but translational science is not individual science, it is team science. It really engages the entire group of stakeholders that are involved on the process of translational science spectrum. From basic scientists to clinical investigators to clinicians in health systems as well as patients, public policy, society, and public and private partnerships all to work and to actually cross these translational gaps that have really slowed the process. Currently the process of taking a new discovery to the bed side and to the community takes a minimum of about 17 years and that is simply not acceptable. When you add on that in fact, less than one out of every 500-1000 discoveries ever moves forward to ever actually having some impact on human health. You can see that this is a system that is actually crying out for some new solutions in the future.

Our call to action in the Clinical and Translational Science Center and our focus over the last year has been to bring together groups across the university to actually address these issues. Our foundation is the strength of our informatics programs in order to be able to focus on big data and learning from our patients is to integrate the scientific cores that we have. We are really very lucky at Ohio State to have such a large investment in that area to bring together that wealth of educational programs to be able to work in synergy rather than in a competitive fashion. Then to look to our engaged stakeholders, our patients, clinicians, and other groups to actually begin to define some of the most pressing problems. Our research engine that we talk about is to train and cultivate the translational science workforce because the types of skills that are necessary to do translational science are very different. It is a new set of language in order to be able to actually go across those disciplines. It is new ways of working together and new ways of leading a team. It is to foster and enhance scientific innovation through pilot funding mechanisms and other things that actually incentivize innovation. Then, it is the same types of things a health system works on in a regular day, which is to improve actual operational efficiency and quality. We really applied the same type of lean six sigma processes to clinical and translational research to actually decrease the time to study start up, to move things forward, and to enhance communications. All of those things that are ultimately what we think will contribute to that objective of sustained and innovative translational research that makes a difference for our patients.

What has been our impact since we were initially funded in 2008? Over the first two cycles we received over \$68 million in direct funding to the CCTS (Center for Clinical and Translational Science) to support our activities across the university. We have had major leadership in a number of consortium activities, I was the national consortium chair in 2010 and currently serve on the executive steering committee for the entire consortium. As a result of the support of our research community we have had over 1294 public publications in high impact journals that are directly attributable to receiving resources and other types of support from the CCTS. When you look at that from a clinical research perspective, in the clinical research center alone, there have been more than 2687 patient visits and simply in the last year that supported \$28.8 million of funded

research activities that went on in the CRC (clinical research center). We have also become competitive going after some of these very large national grants that are both program project grants, which has been a major focus of the Comprehensive Cancer Center, but also to go after other mechanisms and other types of things and we have successfully competed for those now at more than a dozen institutions.

How have we gone about doing that? The first thing is really developing the translational science workforce. We recognize that in fact, not only were people not going into research as a career, but in fact it that was a very leaky pipeline. That career sustainability is critical. If we are going to invest in people and take our best and our brightest, we want to be able to have them continue to be successful along the way. One of our strategies was to have a pre-doctoral and early student career training program in translational science that laid the foundation and then support for early clinical and career faculty to be able to move forward and to develop their own laboratories and move forward. Next was to train the entire research teams and we have done that by having large numbers of workshops and online training resources so there is on-demand access to information and work together with the university and others to really incentivize research as a viable and sustainable career.

Have we been effective? In the last eight years alone, those individuals that we have invested with have in fact not only moved forward along in their career, but continue to remain engaged in translational science. Looking at our early stage faculty that have been directly supported by the CCTS, they have published more than 100 high impact publications and have been awarded more than \$9.3 million in grants individually to them to continue to move those things forward. Clear leading indicators of a sustainable research career. To our pilot programs and other activities where we actually invest in individuals, new teams, and new ideas we have also worked closely to think of another area of translation and that is in the area of entrepreneurship and commercialization. As a result of the efforts and the support of the CCTS up through last year we had 19 invention disclosures and in fact two new startup companies, one by a young early career faculty member in otolaryngology who developed a new way of diagnosing otitis media at point-of-care testing and the second, which you have heard of is Signet Accel, which came out biomedical informatics and was built on a lot of investment by the CCC and the CCTS.

How do we advance innovation and translation? This is really a way of changing the culture. Rather than thinking about innovation the way scientists do, as creativity and following where the science takes you, we really try to envision this concept of innovation from a business perspective. Understanding what is important, what are the most pressing problems, what are acceptable solutions, and working together with the stakeholders in order to be able to do that. That is across the entire process of translation. From the very basic science level all the way through that community implementation. One of the ways we did that was developing a course that is required of everyone in our pilot programs, as well as required of all of our trainees, which is the Business of Science. This is a three-day workshop given at least annually that really focuses on principals of team leadership, project management, innovation, leaving a legacy, as well as communication. All of our pilot programs, and in fact in the developmental careers of our trainees who have taken a project management approach. We do hold people accountable for milestones and metrics, which is a coming to Jesus moment for many investigators because that is not in fact the way we go. We go where the science takes us, rather than thinking of the deliverables that we really committed to, because really what is a grant but a business plan. It is a business plan of a scientific idea that you are moving forward to answer a specific set of hypotheses. Taking all of those for a course all around the university we actually work to integrate these. One of the most unique, and now best in class nationally of our approaches, is something that we call the translational therapeutics think tank where we brought together all of the groups that are involved in supporting pre-clinical drug therapeutics to work together and develop a design studio together with investigators to give them feedback early on and

to meet regularly with them to help them understand how to more efficiently move their processes forward.

What have been the outcomes of doing all of this? When we surveyed people more than a year after they completed the Business of Science workshops or were involved in our project management, one of the things that they incorporated were the tools and the skills that we gave them into their daily practice. In fact, 100% of the people who attended that said it was the single most valuable workshop that they have every attended during their time as a trainee and as a faculty member. Our longitudinal pilot program before we instilled project management, 90% of our projects did not complete within the year of funding. When we added milestones, metrics, and accountability to it, 86% of the projects met all of the project timelines. What is even more impressive, 90% of the projects have actually moved on the translational pipeline in less than three years. This is an amazing shortening of seeing scientific innovation move forward. The other major change with clinical and translational science is that area of engagement and collaboration. Frequently, our concept of community involvement was to go to the communities and recruit them to be in our studies rather than to actively engage them to be the drivers of identifying the problems, working together with the study teams, and answering the most pressing problem. When talking about communities, I am not just talking about patients, I am talking about clinicians, health systems, public policy, and the government. We have developed a number of community engagement wards and in fact every project that is courted in the CCTA actually has to go to the community engagement board and work with them to try to get some feedback and representation. We have developed pilot funding initiatives to further develop these community academic partnerships and we have worked very closely with the health system here in the OSU Wexner Medical Center to begin to make those first real integrations into delivery of care with research.

What have our outcomes been over the last eight years? Currently, we have 74 active community partners that are engaged in community projects who work with investigators across the university. By working together with the health system, we identified the need for greater access to electronic health record data. Since the time that we began financially supporting the cost of extracting some of that data for investigators we have been able to serve about 593 requests for information that actually drove preliminary or in fact final based upon the actual data of the patients that we care for regularly. In collaboration with the health system, two years ago they added a link to participate in research. In just that two year period of time, 120,000 of our patients have clicked on that link, 20% moved forward to go to the registry and more than 10% of them signed up to be an active research participant. Our patients want that opportunity to be part of the answer.

Dr. Kent:

Becky, I know that we are going to have lots of questions and you are so excited about all that you do, would it be okay if we finish up at this point?

Dr. Jackson:

Yes, I am just going to give two quick impact examples.

Going back to our original goal, why are we doing this, the reason we are doing this is because we ultimately want to impact health.

I want to give you two very quick examples and the first of those is a study and a project that was done by Dr. Sashwati Roy. They dealt with the issue of chronic wounds that you probably know is the leading cause of non-traumatic amputations. Basic science discoveries, defined over the last couple of years, that biofilms with bacteria and this collagenous, fibrous film does not allow antibiotics to penetrate and therefore the wound cannot heal. Three years ago a team of investigators that included engineers, clinicians,

and basic scientists went together and with support of the CCTS developed a portable adhesive patch that actually has low electrical currents that disrupts the biofilms and allows antibiotic penetration. From the start of that project to the first demand studies it was less than three years and that device continues to impressively speed up the time of healing.

The last example is one that I want to bring because I think it really highlights that work with community. Lorraine Smith is a faculty member in the College of Nursing and she is very interested in reducing the impact of diabetes in underserved populations where there are large amounts of health inequity or health disparities. In the middle of her focus groups it became obvious that the communities that she was working with were concerned about diabetes but they were more concerned about the increasing incidence of diabetes and obesity in their teenagers. The leading cause in the increase in obesity seemed to be the consumption of sugar sweetened beverages. She worked together with the community members and with team advisory councils in two different schools to put together a pilot program to say 'how could we actually reduce the amount of sugar sweetened beverage intake and ultimately, potentially improve health?' Teams developed this approach toward motivational interviewing. They did not take sodas and sweets out of the machine, what they did was offer people other alternatives to think about. It was called the Sodabriety Challenge. In just 60 days, more than half of the students who took the challenge dropped their intake of sugar sweetened beverages by more than one per day and interestingly increased their intake of water by 19%, which was not a primary message. They had an unintentional, but a wonderful outcome of about two to three pounds of weight loss and they maintain that now over a two-year period of time. In fact, those results were so impressive that the Tennessee Water Network has now funded this intervention, this community based participatory research intervention, to be done in all high schools in the Tennessee area in the Appalachian communities over the next four years. Dr. Smith and her colleagues are going to do the scientific analysis to go along with it.

To finish, I do not think anyone says this more succinctly than Henry Ford. "Coming together is a beginning, keeping together is a progress, but working together is success." Thank you.

Dr. Kent:

Becky, that was absolutely fantastic. Thank you for everything that you do. Are there any questions?

Mr. Wexner:

It is very hard to get tech transfer and practical things through universities. Ours is no exception. I spent a little time at Dr. Drake's alma mater, Stanford, is probably the best because it is the priority of the university to get stuff to the real world. In the skunk work kind of labs in the buildings on the campus and they really champion it. In that context, if you had a magic wand to create magic resources to do more, better, and faster what would be your wish?

Dr. Jackson:

I think there are a couple of things. I think the primary thing is culture. Incentivizing research and actually showing that entrepreneurship, commercialization, and dissemination are critical components of our daily job and that there are multiple ways to disseminate that. The cost for example of the Sodabriety Challenge is relatively low. It is simply motivational messages that could have a huge impact on health over a period of time. In other areas like tech licensing in order to get those types of new drugs or devices in the hands of clinicians and health systems is really critical. Universities do not do that best. We really need to develop those kinds of partnerships. I would say number one is continuing to incentivize those areas and recognize that there are multiple

different ways to disseminate and translate our information and that all of those things are critically important. Two is continuing to invest in the research infrastructure and invest in people. I was really close to Woody Hayes and in fact he was in my wedding. I always use his quote, "you win with people." It is really bringing the best and the brightest, to invest in them, and then to put the teams and the resources around them to allow them to be successful. Third is to bring that group of team science together because as I said, it really does take a village. It is a new way of interacting and working together. Ways of doing that and developing those trusting relationships between different groups of sciences and changes in the promotion and tenure guidelines that really recognize the importance of team science. All of those things are critical for moving things forward. If you want to give me \$100 million that is okay too.

Mr. Wexner:

I was not planning on it, but I am really interested in this subject and I know that the university board is and the cultural part of how to get entrepreneurs inside an institution that is not entrepreneurial. It is obvious to me from listening to you that you are, and have been, a successful entrepreneur in how you get people to team and do stuff at measurable result. We can talk offline, but if you had resources at a place, as in an angel fund, is it a bigger megaphone? The university needs these champions like you that get into the real world. It is very hard to do it within the institution because the institution has a cadence and a culture that goes with a large bureaucracy.

Dr. Kent:

I think that is true of any university and I want to go back to Becky's comment that it is about the people. I think that trying to recruit a group of people that like to translate and then creating an environment for them where it is easy to do and is comfortable is really the solution. That is part of our agenda moving forward.

Mrs. Wexner:

Dr. Kent and I heard a presentation at Nationwide Children's this week about the biofilm research that Dr. Sashwati Roy is doing and it sounds like this is a different approach. Are you coordinating?

Dr. Jackson:

They are coordinated and in fact we help to support that research as well. As I said, Nationwide is an active partner and the CCTS is every bit as active at Nationwide as it is at Ohio State. The Center for Clinical Research there really is our effector arm at Nationwide. We work closely with Bill Smoyer and his group in that area. The early career faculty went on to develop the company. It was actually Dr. Lauren Bakelatz's mentee in moving forward on that area. There are large amounts of efforts and one of the things is bringing those teams together. In our longitudinal pilot program for example, scientists are often reluctant to share early information because of that first publication or that first thing. What we do is, we basically bring them all into a room, have them present to each other three slides and major impact and then we ask questions. We try to improve their presentations. What you find is that within those things now you start getting those cross collaborations because they say, "I did not know you were doing that. We can complement that." That is the beauty of translational science. I think that is the strength of Ohio State. What we have at Ohio State that very few other places have is that ability to look at a problem from multiple different perspectives and to bring all of those perspectives together to do that. That is our competitive advantage and we need to continue to develop that.

November 2, 2016 meeting, Wexner Medical Center Board

Mr. Wexner:

We can talk offline to discuss what you need. Is it a place? Is it an angel fund? We need that spark at the university, let alone the medical center. It is so hard and obviously you are doing it. I am just so elated. Have you ever heard of a lady named Tina Seelig?

Dr. Jackson:

Yes.

Mr. Wexner:

Good. I was going to send you her book, but since you have heard of her I bet you have it.

Dr. Retchin:

Great job, Becky. Thank you for your leadership.

(See Attachment XI for background information, page 418)

Ms. Link:

The board will now recess into executive session to consider business sensitive trade secret matters required to be kept confidential by federal and state statutes and to consult with legal counsel regarding pending or imminent litigation.

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

Attest:

Leslie H. Wexner
Chairman

Heather Link
Associate Secretary

November 2, 2016 meeting, Wexner Medical Center Board

(ATTACHMENT VIII)

THE FOLLOWING TABLE PROVIDES A SUMMARY OF THE FINANCIAL PERFORMANCE OF THE UNIVERSITY OF OHIO HEALTH SYSTEM (UOHS) FOR THE YEAR ENDED DECEMBER 31, 2015. THE TABLE IS PRESENTED IN MILLIONS OF DOLLARS AND IS SUBJECT TO AUDIT ADJUSTMENTS.

Category	Item	2015 Actual	2015 Budget	2015 Variance	2014 Actual	2014 Budget	2014 Variance
REVENUE	Net Patient Revenue	1,124,000	1,124,000	0	1,124,000	1,124,000	0
	Net Patient Revenue - Net	1,124,000	1,124,000	0	1,124,000	1,124,000	0
	Net Patient Revenue - Gross	1,124,000	1,124,000	0	1,124,000	1,124,000	0
	Net Patient Revenue - Net - Net	1,124,000	1,124,000	0	1,124,000	1,124,000	0
EXPENSES	Operating Expenses	850,000	850,000	0	850,000	850,000	0
	Operating Expenses - Net	850,000	850,000	0	850,000	850,000	0
	Operating Expenses - Gross	850,000	850,000	0	850,000	850,000	0
	Operating Expenses - Net - Net	850,000	850,000	0	850,000	850,000	0
NET OPERATING INCOME	Net Operating Income	274,000	274,000	0	274,000	274,000	0
	Net Operating Income - Net	274,000	274,000	0	274,000	274,000	0
	Net Operating Income - Gross	274,000	274,000	0	274,000	274,000	0
	Net Operating Income - Net - Net	274,000	274,000	0	274,000	274,000	0
FINANCIAL STATEMENTS	Operating Income	274,000	274,000	0	274,000	274,000	0
	Operating Income - Net	274,000	274,000	0	274,000	274,000	0
	Operating Income - Gross	274,000	274,000	0	274,000	274,000	0
	Operating Income - Net - Net	274,000	274,000	0	274,000	274,000	0

Legend: Green = Favorable Variance, Yellow = Unfavorable Variance, Red = Significant Unfavorable Variance

(ATTACHMENT IX)



Health System Financial Summary September 2016

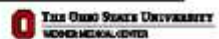


The Ohio State University Health System Financial Highlights

For the YTD ended: September 30, 2016

Admissions		Surgeries	
Budget	2.4%	Budget	1.4%
Prior Yr	2.8%	Prior Yr	3.5%
Actual	15,469	Actual	10,788
Budget	15,106	Budget	10,636
Prior Yr	15,050	Prior Yr	10,424

O/P Visits		Worked Hrs / Adjusted Admit	
Budget	-3.3%	Budget	4.1%
Prior Yr	2.1%	Prior Yr	0.8%
Actual	436,783	Actual	195
Budget	451,548	Budget	199
Prior Yr	427,831	Prior Yr	197



The Ohio State University Health System Financial Highlights

For the YTD ended: September 30, 2016
(\$ in thousands)

Operating Revenue		Controllable Costs	
Budget	0.3%	Budget	-0.3%
Prior Yr	5.6%	Prior Yr	-8.4%
Actual	\$672,074	Actual	\$520,655
Budget	\$670,077	Budget	\$518,967
Prior Yr	\$636,321	Prior Yr	\$480,453

Excess Revenue over Expense		Days Cash on Hand	
Budget	-1.4%	PY FY16	-2.4%
Prior Yr	-14.1%	PY MTD	16.0%
Actual	\$45,535	Actual	111.6 \$680M
Budget	\$46,198	PY FY16	114.3 \$674M
Prior Yr	\$53,011	PY MTD	96.2 \$543M

3



The Ohio State University Health System Consolidated Activity Summary

For the MTD ended: September 30, 2016

OSUHS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
CONSOLIDATED ACTIVITY SUMMARY						
Activity						
Admissions	4,997	4,959	38	0.8%	4,886	2.3%
Surgeries	3,589	3,528	61	1.7%	3,492	2.8%
Outpatient Visits	147,092	150,379	(3,287)	-2.2%	143,913	2.2%
Average Length of Stay	6.10	6.18	0.09	1.4%	6.43	5.2%
Case Mix Index (CMI)	1.85	1.86	(0.01)	-0.7%	1.79	3.1%
Adjusted Admissions	9,530	9,463	67	0.7%	9,126	4.4%
Operating Revenue per AA	\$ 23,139	\$ 23,350	(211)	-0.9%	\$ 22,921	1.0%
Operating Expense per AA	\$ 20,852	\$ 20,704	(148)	-0.7%	\$ 20,397	-2.2%

4



The Ohio State University Health System Consolidated Statement of Operations

For the MTD ended: September 30, 2016
(in thousands)

OSUHS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Operating Revenue	\$ 220,517	\$ 220,967	\$ (450)	-0.2%	\$ 200,177	5.4%
Operating Expenses						
Salaries and Benefits	100,971	98,342	(2,629)	-2.7%	94,769	-6.5%
Supplies	25,293	23,356	(1,937)	-8.3%	21,308	-18.2%
Drugs and Pharmaceuticals	20,701	22,839	2,138	9.4%	22,200	6.0%
Services	23,957	24,299	342	1.4%	22,391	-7.0%
Depreciation	11,779	11,267	(512)	-4.5%	11,622	-1.4%
Interest	3,342	3,329	(13)	-0.4%	3,493	4.3%
Other	12,677	12,483	(194)	-1.6%	10,275	-23.4%
Total Expense	198,720	195,925	(2,795)	-1.4%	186,148	-6.8%
Gain (Loss) from Operations (pre MCI)	21,797	25,042	(3,245)	-13.0%	23,029	-6.3%
Medical Center Investments	(12,518)	(12,414)	(104)	0.8%	(11,407)	-9.7%
Income from Investments	560	228	332	146.0%	265	111.3%
Other Gains (Losses)	(8)	-	(8)	--	455	--
Excess of Revenue over Expense	\$ 9,831	\$ 12,856	\$ (3,025)	-23.0%	\$ 12,342	-20.3%



The Ohio State University Health System Consolidated Activity Summary

For the YTD ended: September 30, 2016

OSUHS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
CONSOLIDATED ACTIVITY SUMMARY						
Activity						
Admissions	15,469	15,106	363	2.4%	15,050	2.8%
Surgeries	10,785	10,636	149	1.4%	10,423	3.5%
Outpatient Visits	436,783	451,548	(14,765)	-3.3%	427,831	2.1%
Average Length of Stay	6.10	6.17	0.07	1.1%	6.33	3.7%
Case Mix Index (CMI)	1.81	1.86	(0.05)	-2.5%	1.80	0.7%
Adjusted Admissions	29,512	28,735	777	2.7%	27,943	5.6%
Operating Revenue per AA	\$ 22,773	\$ 23,319	(546)	-2.3%	\$ 22,772	0.0%
Operating Expense per AA	\$ 19,992	\$ 20,439	447	2.2%	\$ 19,719	-1.4%



The Ohio State University Health System Consolidated Outpatient Visit Summary For the MTD & YTD ended: September 30, 2016

MONTLY							YTD						
ACTUAL	BUDGET	ACT-BUD VAR	BUDGET % VAR	PRIOR YEAR	PY % VAR	CATEGORY	ACTUAL	BUDGET	ACT-BUD VAR	BUDGET % VAR	PRIOR YEAR	PY % VAR	
2,256	2,180	76	4.0%	2,203	4.0%	Surgeries	6,750	6,800	-50	-0.7%	6,437	4.9%	
9,689	10,354	(665)	-6.4%	9,800	-2.5%	ED Visits	26,507	31,750	(5,243)	-16.5%	30,521	-16.0%	
33,591	30,354	3,237	10.7%	30,249	10.7%	Procedures	31,613	31,750	(137)	-0.4%	30,137	4.7%	
114	861	(747)	-86.8%	391	-70.8%	Cath Lab	888	1,020	(132)	-12.9%	888	-7.9%	
221	220	1	0.5%	208	19.9%	RF Lab	710	680	30	4.4%	582	21.0%	
542	579	(37)	-6.4%	548	-1.4%	Immunization/Injections	4,068	4,124	(56)	-1.3%	4,028	-4.8%	
4,022	3,319	703	21.2%	3,619	11.0%	Autism-Diagnosis	17,719	15,200	2,519	16.6%	16,794	8.3%	
5,279	5,856	(577)	-9.9%	5,761	-1.0%	All Other	17,117	17,000	117	0.7%	16,841	1.7%	
36,520	37,136	(616)	-1.7%	36,599	-2.0%	Clinic Visits	108,050	111,803	(3,753)	-3.4%	105,743	-2.2%	
3,105	34,487	(31,382)	-91.0%	33,077	-9.0%	Specialty Clinic Visits	90,880	100,413	(9,533)	-9.5%	96,819	-4.6%	
3,129	3,489	(360)	-10.3%	3,188	-8.0%	General Clinic Visits	1,241	1,190	51	4.3%	7,423	-4.0%	
17,096	36,840	(19,744)	-53.6%	15,897	-8.8%	Rehab Services	30,338	31,614	(1,276)	-4.0%	48,724	7.9%	
34,003	33,877	126	0.4%	33,000	2.6%	Radiology	41,625	41,778	(153)	-0.4%	39,951	4.0%	
21,738	22,562	(824)	-3.7%	22,849	-4.9%	Lab	65,963	67,840	(1,877)	-2.8%	66,400	-1.0%	
1,969	2,008	(39)	-2.0%	1,950	1.7%	Pharmacy	3,966	4,023	(57)	-1.4%	3,889	1.7%	
362	566	(204)	-36.1%	524	-30.9%	Other OP Visits	1,243	1,870	(627)	-33.5%	1,387	-23.8%	
33,089	34,512	(1,423)	-4.1%	31,607	3.0%	Physician Visits	86,222	83,587	2,635	3.1%	85,251	0.9%	
147,083	150,179	(3,096)	-2.1%	143,813	2.2%	TOTAL OUTPATIENT VISITS	498,760	481,548	17,212	3.6%	427,831	2.5%	

The Ohio State University Health System Consolidated Statement of Operations For the YTD ended: September 30, 2016 (in thousands)

OSUHS	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
	OPERATING STATEMENT					
Total Operating Revenue	\$ 672,074	\$ 670,077	\$ 1,997	0.3%	\$ 636,321	5.6%
Operating Expenses						
Salaries and Benefits	292,978	292,911	(67)	0.0%	275,966	-6.2%
Supplies	74,820	70,714	(4,106)	-5.8%	67,983	-10.1%
Drugs and Pharmaceuticals	67,708	69,392	1,684	2.4%	65,498	-3.4%
Services	72,043	72,653	610	0.8%	67,289	-7.1%
Depreciation	35,098	34,132	(966)	-2.8%	34,955	-0.4%
Interest	10,029	9,998	(31)	-0.3%	10,515	4.6%
Other	37,319	37,500	181	0.5%	28,808	-29.5%
Total Expense	580,995	587,300	(2,695)	-0.5%	551,614	-7.1%
Gain (Loss) from Operations (pre MCI)	82,079	82,777	(698)	-0.8%	85,307	-3.8%
Medical Center Investments	(37,513)	(37,252)	(261)	0.7%	(34,222)	-8.6%
Income from Investments	983	673	310	46.1%	594	68.3%
Other Gains (Losses)	(14)	-	(14)	-	1,342	-
Excess of Revenue over Expense	\$ 45,535	\$ 46,198	\$ (663)	-1.4%	\$ 53,811	-14.1%

The Ohio State University Health System Consolidated Balance Sheet

As of: September 30, 2016
(in thousands)

	September 2016	June 2016	Change
Assets			
Cash	\$ 544,314	\$ 538,576	\$ 5,738
Net Patient Receivables	340,523	324,469	16,053
Other Current Assets	66,402	69,490	(3,088)
Assets Limited as to Use:	255,616	255,498	118
Property, Plant & Equipment - Net	1,303,389	1,370,708	22,681
Other Assets	14,468	35,588	(21,180)
Total Assets	\$2,614,652	\$2,694,320	\$ 20,332
Liabilities & Net Assets			
Current Liabilities	\$ 263,194	\$ 266,841	\$(13,647)
Other Liabilities	99,577	99,335	242
Long-Term Debt	781,967	793,762	\$(11,795)
Net Assets - Unrestricted	1,479,914	1,434,362	45,532
Net Assets - Restricted	-	-	-
Total Liabilities & Net Assets	\$2,614,652	\$2,694,320	\$ 20,332



OSU Wexner Medical Center

Combined Statement of Operations

For the YTD ended: September 30, 2016
(in thousands)

	Actual	Budget	Act-Rest Variance	Budget % Var	Prior Year	YF % Var
OPERATING STATEMENT						
Total Operating Revenue	\$ 628,646	\$ 624,017	\$ 3,759	0.5%	\$ 795,912	3.4%
Operating Expenses						
Salaries and Benefits	429,139	434,583	5,453	1.3%	493,145	-6.4%
Supplies	90,957	75,572	(4,988)	-6.6%	74,294	-9.1%
Drugs and Pharmaceuticals	74,132	76,525	2,793	3.6%	72,469	-2.3%
Services	94,853	83,368	(1,485)	-1.6%	84,822	-11.8%
Depreciation	37,604	37,268	(336)	-0.9%	38,138	1.4%
Interest/Debt	12,912	12,843	(69)	-0.5%	13,326	3.2%
Other Operating Expense	43,947	44,337	389	0.9%	32,561	-35.0%
Medical Center Investments	2,987	2,455	(532)	-22%	4,149	28.0%
Total Expense	776,522	777,759	1,228	0.2%	722,636	-7.4%
Excess of Revenue over Expense	\$ 91,924	\$ 46,246	\$ 4,978	10.6%	\$ 63,075	-17.7%
Financial Metrics						
Adjusted Admissions	29,512	28,735	777	2.7%	27,943	5.6%
OSUP Physician Encounters	636,768	665,520	(28,751)	-4.3%	597,569	6.6%
Operating Revenue per AA	\$ 22,773	\$ 23,319	\$ (546)	-2.3%	\$ 22,772	0.0%
Total Expense per AA	\$ 19,892	\$ 20,439	\$ 467	2.2%	\$ 19,719	-1.4%
<small>This statement does not conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these facilities and no inter-facility entries are included.</small>						



OSU Wexner Medical Center Combined Statement of Operations

For the YTD ended: September 30, 2016
(in thousands)

	ACTUAL	BUDGET	ACT-BUD VARIANCE	BUDGET % VAR	PROR. YEAR	PY % Var
Health System						
Revenues	\$ 672,074	\$ 670,077	\$ 1,997	0.3%	\$ 636,321	5.0%
Expenses	620,530	623,879	(2,060)	-0.4%	583,310	-7.4%
Net	45,535	46,198	(663)	-1.4%	53,011	-14.1%
OSUP						
Revenues	\$ 105,519	\$ 105,990	\$ (472)	-0.4%	\$ 98,005	7.8%
Expenses	101,348	102,029	683	0.7%	91,459	-10.0%
Net	4,172	3,961	211	5.3%	6,546	-36.7%
COMMONS						
Revenues	\$ 30,804	\$ 48,629	\$ 2,224	4.6%	\$ 51,525	-1.2%
Expenses	48,637	51,841	3,205	6.2%	48,054	-1.2%
Net	2,217	(3,213)	5,429	169.0%	3,471	-36.1%
Total Medical Center						
Revenues	\$ 828,448	\$ 824,697	\$ 3,750	0.5%	\$ 785,847	5.4%
Expenses	779,822	777,250	1,228	0.2%	722,830	-7.4%
Net	51,624	46,949	4,675	10.0%	63,017	-17.9%

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.

11



OSU Wexner Medical Center Combined Balance Sheet

As of: September 30, 2016
(in thousands)

	September 2016	June 2016	Change
Cash	\$ 688,834	\$ 680,218	\$ 8,616
Net Patient Receivables	378,320	362,813	15,517
Other Current Assets	340,127	300,305	39,822
Assets Limited as to Use	255,616	255,498	118
Property, Plant & Equipment - Net	1,510,678	1,497,572	13,106
Other Assets	412,927	417,545	(4,618)
Total Assets	\$ 3,586,511	\$ 3,513,952	\$ 72,560
Current Liabilities	\$ 302,527	\$ 305,907	\$ (3,380)
Other Liabilities	99,577	99,335	242
Long-Term Debt	890,454	911,469	(21,015)
Net Assets - Unrestricted	1,767,254	1,707,935	59,320
Net Assets - Restricted	526,899	489,366	37,533
Liabilities and Net Assets	\$ 3,586,511	\$ 3,513,952	\$ 72,560

12



OSU Wexner Medical Center Combined Balance Sheet

As of: September 30, 2016
(in thousands)

	September 30, 2016				June 30, 2016			
	Health System	OHSP	COM	Medical Center Total	Health System	OHSP	COM	Medical Center Total
Cash	\$ 544,214	\$ 84,384	\$ 93,326	\$ 681,824	\$ 638,376	\$ 85,777	\$ 95,893	\$ 680,219
Net Patient Receivables	348,523	27,888	-	379,209	324,660	38,323	-	362,813
Other Current Assets	96,402	33,544	146,181	349,127	30,490	22,820	107,690	300,980
Assets Limited as to Use	255,616	-	-	255,616	250,428	-	-	250,428
Property, Plant & Equipment - Net	1,593,989	23,582	93,767	1,511,678	1,376,798	24,287	102,567	1,407,572
Other Assets	14,468	4,892	203,628	412,957	33,588	4,373	276,384	412,545
Total Assets	\$ 2,814,692	\$ 184,667	\$ 787,092	\$ 3,986,511	\$ 2,804,320	\$ 176,320	\$ 743,312	\$ 3,813,952
Current Liabilities	\$ 255,154	\$ 42,811	\$ 6,522	\$ 302,527	\$ 268,841	\$ 38,190	\$ 93	\$ 305,907
Other Liabilities	29,577	-	-	29,577	30,320	-	-	30,320
Long-Term Debt	781,367	14,719	33,767	809,834	723,742	15,140	102,667	811,489
Net Assets - Unrestricted	1,473,914	127,217	166,123	1,707,234	1,434,387	123,644	136,568	1,707,339
Net Assets - Restricted	-	-	520,969	520,969	-	-	489,206	489,206
Liabilities and Net Assets	\$ 2,814,692	\$ 184,667	\$ 787,092	\$ 3,986,511	\$ 2,804,320	\$ 176,320	\$ 743,312	\$ 3,813,952

November 2, 2016 meeting, Wexner Medical Center Board

(ATTACHMENT X)



LEADERSHIP COUNCIL
FOR CLINICAL QUALITY, SAFETY AND SERVICE

The Ohio State University Wexner Medical Center

**Clinical Quality Management, Patient
Safety, & Service Plan**

FY17

July 1, 2016 -June 30, 2017

Clinical Quality Management, Patient Safety, & Service Plan

MISSION, VISION, AND VALUES	4
DEFINITION	4
PROGRAM SCOPE	4
PROGRAM PURPOSE	5
OBJECTIVES	5
STRUCTURE FOR QUALITY OVERSIGHT	5
APPROACH TO QUALITY, SAFETY & SERVICE MANAGEMENT	16
CONSISTENT LEVEL OF CARE	18
PERFORMANCE TRANSPARENCY	18
CONFIDENTIALITY	18
CONFLICT OF INTEREST	19
DETERMINING PRIORITIES	19
DATA MEASUREMENT AND ASSESSMENT	20
Determination of data needs	20
Collection of data	20
Assessment of data	20
Surveillance system	21
PERFORMANCE BASED PHYSICIAN QUALITY & CREDENTIALING	22
ANNUAL EVALUATION	24

November 2, 2016 meeting, Wexner Medical Center Board

ATTACHMENTS

I. PRIORITY CRITERIA.....25

II. LOCOSS PRIORITIES26

III. QUALITY & SAFETY SCORECARD.....27

VI. PHYSICIAN PERFORMANCE-BASED PROFILE 30

Clinical Quality Management, Patient Safety, & Service Plan

Mission, Vision and Values

Our Mission:

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

Our Values:

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

Our Vision:

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

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.

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.

Program Purpose

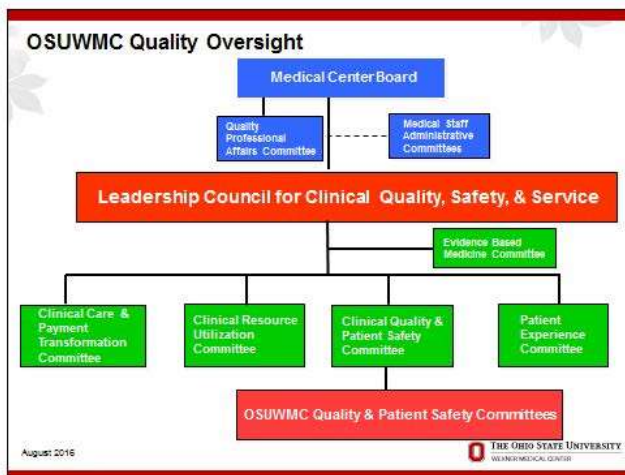
The purpose of the Clinical Quality Management, Patient Safety & Service Plan is to show measurable improvements in areas for which there is evidence they will improve health outcomes and value of patient care provided within The OSUWMC. The OSUWMC recognizes the importance of creating and maintaining 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 Leadership Council for Clinical Quality, Safety & Service serves as the single, multidisciplinary quality and safety oversight committee for the OSUWMC. The Leadership Council utilizes criteria [Attachment I] to determine annual priorities for the health system [Attachment II].



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.

Leadership Council for Clinical Quality, Safety and Service (LCCQSS):

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The LCCQSS 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 LCCQSS 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.

Evidence-Based Practice Committee (EBPC)

Composition:

The EBPC consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Information Technology, Pharmacy, and Nursing. An active member of the medical staff chairs the committee. The EBPC reports to LCCQSS and shares pertinent information with the Medical Staff Administrative Committees. The EBPC provides guidance and support to all committees under the LCCQSS for the delivery of high quality, safe, efficient, effective patient centered care.

Function:

1. Develop and update evidence-based guidelines and best practices to support the delivery of patient care that promotes high quality, safe, efficient, effective 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 processes to measure and evaluate use of guidelines 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 Leadership Council 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 such as, but not limited to, Environment of Care committee, Health Safety Committee, Clinical IHS Steering Committee, Value Based Clinical Transformation Committee, and Infection Prevention Committee.

Patient Experience Council

Composition:

The Patient Experience Council consists of multidisciplinary representatives from across all settings. The Council is co-chaired by the Chief Nurse Executive for the Health System, Chief Nursing Officer of The James Chief Quality and Patient Safety Officer. The committee reports to the Leadership Council and reports out to additional committees as applicable. One of the goals of the Patient Experience Council is to ensure the organization maintains a patient- and family-centered approach.

Function:

1. Create a culture and environment that delivers an exceptional patient experience consistent with the OSU Medical Center's mission, vision and values focusing largely on service quality.
2. 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.
3. Monitor publicly reported and other metrics used by various payers to ensure optimal reimbursement.
4. Recommend system goals and expectations for a consistent patient experience.
5. Collaborate with other departments to reward and recognize faculty and staff for service excellence performance.
6. Provide guidance and oversight on patient experience improvement efforts ensuring effective deployment and accountability throughout the system.
7. Serve as a communication hub reporting out objectives and performance to the system.

8. Serve as a coordinating body for subcommittees working on specific aspects of the patient experience.

Clinical Resource Utilization Committee (CRU)

Composition:

The CRU committee consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Patient Care Resource Management, Financial Services, Information Technology, and Nursing. The Utilization Management Medical Director chairs the committee. CRU reports to LCCQSS, 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

- OP/IP beds appropriateness
 - Availability of necessary services
 - Timeliness of necessary services
 - Appropriate use of necessary services
- Medical necessity and appropriateness of level of care and related denial management.

Clinical Care & Payment Transformation (CPPT) Governance Committee

Composition:

The CPPT Governance Committee consists of multidisciplinary representatives from Administration, Medical Staff, Nursing, Information Technology, Financial Services, Government Affairs and the OSU Health Plan. The Committee is co-chaired by the Chief Quality Officer and the CEO of University Hospital. The committee reports to LCCQSS and shares pertinent information with other committees as needed. The Committee's charter is to "Transform our care delivery model, across the continuum. We will accomplish this through the alignment of people, processes and technology in order to create measurable value for the organization and the people we serve."

Function:

1. •Provides strategic vision and oversight of all clinical transformation activities, which include alternative payment model programs such as bundled payments, population health management and care redesign.
2. •Prioritizes episodes of care for transformation based on their overlap with payer initiatives, quality improvement efforts, financial performance, consumer preferences and leadership engagement.
3. •Oversees care redesign efforts to ensure alignment across business units and holds leaders accountable for improved quality and financial outcomes.
4. •Ensures awareness of and preparation for payer-mandated alternative payment programs.

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 chaired by the CQP 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. Advise 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 Systems Steering Team (HSISST)

Composition:

The HSISST is a multi-disciplinary group chaired by the Chief Medical Information Officer of The Ohio State University Health System.

Function:

The HSISST 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 Associate Executive 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.

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. The Sentinel Event Team facilitator will attend to support the members.

Composition:

The SEDG membership includes the CMO or designee, Director of Risk Management, and Quality Director of respective business unit for where the event occurred (or their designee).

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.

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.

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.

Chief Executive Officer (CEO)

The CEO for the Medical Center is responsible for providing leadership and oversight for the overall Clinical Quality Management and Patient Safety Plan across the OSUWMC.

OSUCCC – James Physician-in-Chief

The OSUCCC-James Physician-in-Chief reports to the CEO of The James Cancer Hospital and Solove Research Institute and the Director of the Comprehensive Cancer Center. The Physician-in-Chief provides leadership and strategic direction to ensure the delivery of high quality, cost-effective health care consistent with the OSUCCC-James mission.

Chief Quality and Patient Safety Officer (CQPSO)

The CQPSO reports to the Medical Center CEO 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 Officer

The Associate Chief Quality and Patient Safety Officer supports the CQPSO in the development, implementation and measurement of OSUWMC's approach to quality, safety and service.

Chief Medical Officer (CMO)

The CMO 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.

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.

Health System Chief Executive Officer (CEO)

The OSUWMC CEO is responsible to the Board for implementation of the Clinical Quality Management Patient Safety & Service Plan.

Business Unit Associate Executive Directors

The OSU Health System staff, under the direction of the Health System CEO 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 Improvement and Patient Safety Department is to coordinate and facilitate nursing quality improvement, participation/collaboration with system-wide patient safety activities, the use of evidence-based practice (EBP) and research to improve both the delivery and outcomes of personalized nursing care, and the submission of outcome data to the National Database for Nursing Quality Indicators (NDNQI). The primary responsibility for the implementation and evaluation of nursing quality improvement, patient safety, and EBP resides in each department/program; however, the Nursing Quality Improvement and Patient Safety staff members also 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 Improvement and Patient Safety 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.

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. The Patient Experience Department maintains human and technical resources for interpreter services, information desks, patient relations, pastoral care, team facilitation, and use of performance improvement tools, data collection, statistical analysis, and reporting. 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 Health System facility. These individuals are volunteers who serve as advisory members on committees and workgroups, complete public speaking engagements and review materials.

Approach to Quality, 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:

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

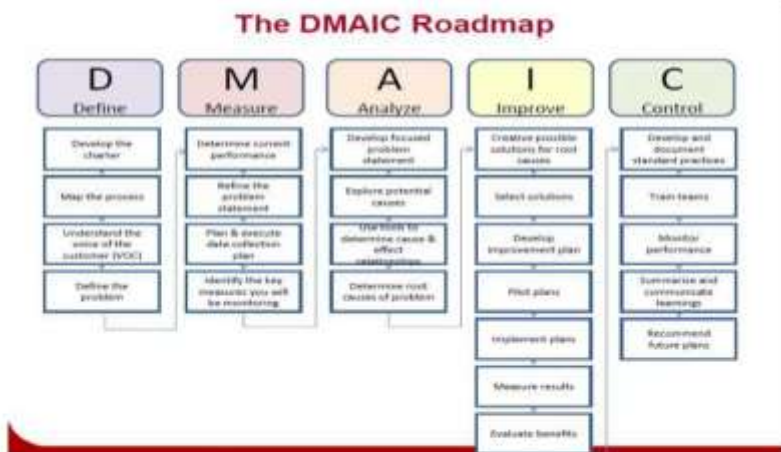
Systematic Approach/Model to Process Improvement

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.



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 the Leadership Council 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.

Collection of data

Data, including patient demographic and clinical information, are systematically collected throughout the Health System through various mechanisms including:

- o Administrative and clinical databases
- o Retrospective and concurrent medical record review
- o Reporting systems (e.g., patient satisfaction)
- o 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.

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 never events, sentinel events, hospital-acquired infections, falls, patient safety indicators, mortality, length of stay, readmissions, and several other categories. 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 is a set of health system-wide patient experience indicators gathered from surveys after discharge or visit to a hospital or outpatient area. The dashboard covers performance in areas such as physician communication, nurse communication, responsiveness, pain management, admitting and discharging speed and quality. It also measures process indicators, such as discharge phone calls 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
- News Letters

- 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 (Attachment V).

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

The OSU Health System participates in various database systems, clinical registries and focused benchmarking projects to compare performance with that of peer institutions. Vizient, The US News 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 the Health System's 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 have online access to physician profiles for their ongoing review
 - Individual physician access to their profiles will be rolled out in FY 2017
- 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 Evaluation

The Clinical Quality Management, Patient Safety & Service Plan is approved by the Leadership Council, 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.

Attachment I: 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 II: LCCQSS FY17 Priorities

Performance Incentive Metrics	Baseline Year ("Threshold") FY15	FY16 ("Target") Goals	Current Performance	Description (Health System)
CAUTI (per 1000 Foley Days/Standardized Infection Ratio -SIR)	1.196	0.924	0.60	All patients anywhere in the hospital that develop a UTI with a Foley in (Doc)
CLABSI (per 1000 line days/SIR)	0.577	0.46	0.79	All patients anywhere in the hospital that develop a BS from a Central Line (Doc)
Cdiff (per 10000 patient days/SIR)	0.824	0.75	0.68	All patients anywhere in the hospital that develop C diff (Doc)
SSI Colon Surgery (per 100 procedure/SIR)	0.962	0.751	0.91	Deep infections after any sort of colon surgery (Doc)
Hand Hygiene	80%	95%	92%	Rate from DNA observation program of clean in/clean out (May)
Mortality Index	0.65	0.66	0.72	JHC all inpatient mortality index (May)
Sepsis Mortality Index	0.92	0.87	0.89	JHC mortality index for patients with a Sepsis diagnosis code (May)
PS 90	0.64	0.62	0.61	Composite measure: PS 05 Pressure Ulcer Rate; PS 06 Iatrogenic Pneumothorax Rate; PS 07 Central Venous Catheter-Related Blood Stream Infection Rate; PS 08 Postoperative Hip Fracture Rate; PS 09 Postoperative Hemorrhage or Hematoma Rate; PS 10 Postoperative Respiratory Failure Rate; PS 11 Postoperative Pulmonary Embolism or Deep Ven Thrombosis Rate; PS 12 Postoperative Sepsis Rate; PS 14 Postoperative Wound Dehiscence Rate; PS 15 Accidental Puncture or Laceration Rate (Mar)
PS 12 Post-Op PE/DVT Rate	9.18	7.87	6.44	Rate per 1000 discharges (May)
Total Falls per 1000 patient days	1.84	1.55	2.43	All falls and benchmarked with NDNQ (May)
Injury Falls per 1000 patient days	0.97	0.92	0.75	Falls with injury level 2 or higher benchmarked with NDNQ (May)
Overall 30 Day All Cause Readmission Rate	13.20%	11.90%	13.10%	All cause readmissions back to OSUWMC for any reason (Apr)
HCAHPS Overall Rating	75.2%	79.4%	76.8%	Percent of those surveyed who gave scores of "9" or "10" if patients would recommend OSUWMC (May)
HCAHPS Doctor Communication	81.1%	82.6%	82.1%	How well did the doctor treat with courtesy and respect, listen carefully, explain things? (May)
HCAHPS Nurse Communication	80.5%	83.0%	83.1%	How well did nurses treat with courtesy and respect, listen carefully, explain things, answer the call button (May)
CCAHPS	90.5%	96.0%	91.3%	Would you recommend this provider's office (Yes-Definitely) (May)
CCAHPS Test Results	78.9%	94.0%	78.2%	Follow up to give test results (yes) (Mar - Retired)
Medicare Spending Per Beneficiary	0.998	0.95	1.00	Cost for three days prior, inpatient stay, and 30 days post

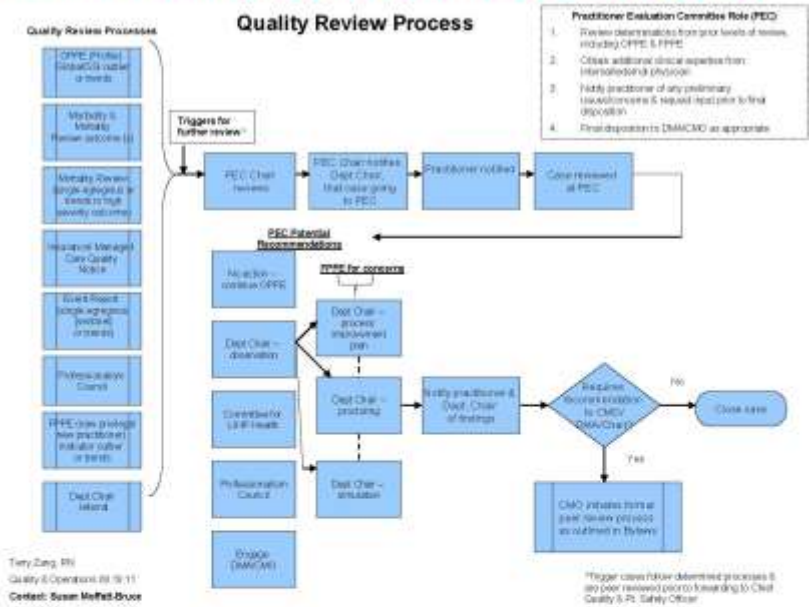
Attachment III: Quality and Safety Scorecard

Performance Incentive Metrics	
CLINICAL TRANSFORMATION	
<i>Care and Payment Transformation</i>	
	Number of Episodes
	Percent Savings
	Medicare Spending Per Beneficiary
	Composite Quality & Cost Score
HOSPITAL ACQUIRED INFECTIONS	
<i>CAUTI</i>	
	# of Infections
	Rate per 1000 Foley Days
	Standardized Infection Ratio (UH)
<i>CLABSI</i>	
	# of Infections
	Rate per 1000 Line Days
	Standardized Infection Ratio (UH)
<i>cDiff</i>	
	# of Infections
	Rate per 10000 Patient Days
	Standardized Infection Ratio (UH)
<i>MRSA</i>	
	# of Infections
	Rate per 10000 Patient Days
	Standardized Infection Ratio (UH)
<i>Surgical Site Infections</i>	
	# of Infections - Colon (UH)
	Rate per 100 Procedures - Colon (UH)
	Standardized Infection Ratio - Colon (UH)
	# of Infections - Abdominal Hysterectomy (UH)
	Rate per 100 Procedures - Abdominal Hysterectomy (UH)
	Standardized Infection Ratio - Abdominal Hysterectomy (UH)
<i>Possible & Probable Ventilator Associated Pneumonias</i>	
	# of Infections
	Rate per 1000 Patient Days
<i>Hand Hygiene</i>	
	Compliance Most Recent Month
	Compliance Year to Date

OUTCOMES/PATIENT SAFETY	
Mortality Index	
	AMI Inpatient Mortality
	CABG Inpatient Mortality
	COPD Inpatient Mortality
	Heart Failure Inpatient Mortality
	Pneumonia Inpatient Mortality
	Stroke Inpatient Mortality
Joint Replacement Safety	
	Complication Rate Following Elective Total Hip or Total Knee Arthroplasty
Patient Safety Indicators	
	PSI 90 Composite from UHC
Smoking Cessation	
	Clinic Patients enrolled in cessation
EFFECTIVENESS OF CARE	
Influenza Immunization	
	Influenza Immunization
	Healthcare Personnel Influenza Vaccination
Perinatal Care	
	Elective Delivery Prior to 39 weeks
Stroke Care	
	Venous Thromboembolism Prophylaxis
	Thrombolytic Therapy
	Discharged on Statin Medication
	Stroke Education
Venous Thromboembolism Care	
	Venous Thromboembolism Prophylaxis
	Intensive Care Unit Venous Thromboembolism Prophylaxis
	Venous Thromboembolism Patients with Anticoagulation Overlap Therapy
	Venous Thromboembolism Warfarin Therapy Discharge Instructions
	Hospital Acquired Potentially-Preventable Venous Thromboembolism
Patient Falls	
	Total Falls per 1000 patient days - Health System
	Injury Falls per 1000 patient days - Health System
	Total Falls per 1000 patient days - James
	Injury Falls per 1000 patient days - James

PATIENT EXPERIENCE	
HCAHPS	
	HCAHPS Overall Rating
	HCAHPS Doctor Communication
	HCAHPS Nurse Communication
CGCAHPS	
	CGCAHPS Overall Rating
	CGCAHPS Test Results
	CGCAHPS Care Coordination
EFFICIENCY	
30 Day Readmissions	
	Overall 30 Day All Cause Readmission Rate
Length of Stay Index	
	Harding
CMS QUALITY BASED PAYMENT PROGRAMS	
Value Based Purchasing	
	Total Performance Score
	Reimbursement Impact
Readmission Reduction Program	
	Conditions with Excess Readmissions (6 possible)
	Reimbursement Impact
Hospital Acquired Conditions	
	Total HAC Score (Lower is Better)
	Reimbursement Impact
TIMELINESS OF CARE	
Emergency Department	
	Left Without Being Seen
	Median Time from ED Arrival to Departure for Admitted Patients
	Admit Decision Time to ED Departure for Admitted Patients
	Median Time from ED Arrival to Departure for Discharged Patients
	Door to Diagnostic Evaluation by a Qualified Medical Professional
	Median Time to Pain Management for Long Bone Fracture

Attachment IV: Physician Performance Based Profile



Goals for ongoing
 SERVICE INTERNAL MEDICINE CLINICAL MEDICINE
 (Professional related to Provider Activity)

Status	Indicator	M. Score	Prior Score	Target	SMT Start	Current Period	3 Month Values		
							Mo Score	Prior Score	Next Month
A - Volume and Acuity									
	IM	94	93	94	02/2015		No Data	1.91	Feb 2015
	# Discharges	64	64	64	02/2015		No Data	1.83	Feb 2015
★	★ ▼ # ACE Inhibitors (IM, Exp Total/Day)	0.83	1.08	1.08	08/2015		No Data	1.08	Feb 2015
	▼ # Penicillins	0	42.7	0	02/2015		0	58.9	Mar 2015
	▼ Observation Cases	0	1.86	0	02/2015		0	2.83	Feb 2015
	▲ Discharge Rate	100	100	100	02/2015		100	100	Jan 2015
B - Patient Care									
★	★ — Adverse Events/Incidents	0	0.00	0	02/2015		0	1.00	Feb 2015
	— End-PPI Full prescription AME	No Data	1.10	0	02/2015		No Data	1.25	Mar 2015
	— Carb PPI Non-prescription Brand	No Data	0.00	0	02/2015		No Data	0.25	Mar 2015
	— IV - AM, 3 Acqym Prescribed at Discharge	0	81.70	00.00	09/2015		No Data	No Data	Nov 2015
	— CP - AM, 3 ACE or ARB for LVD	0	24.00	00.00	04/2015		No Data	No Data	Nov 2015
	— DM - AM, 3 Beta-Blocker at Discharge	0	87.70	00.00	04/2015		No Data	No Data	Nov 2015
	— EM - AM, 3 Aggranti Monthly	0	0.00	0.00	04/2015		No Data	No Data	Nov 2015
	— EM - AM, 3 Embolism of LVD Function	0	85.70	00.00	04/2015		No Data	No Data	Nov 2015
	— EM - AM, 3 ACE or ARB for LVD	0	48.00	00.00	04/2015		No Data	No Data	Nov 2015
	— ICD Registry CMI	No Data	0.00	0	01/2015		No Data	0.00	Nov 2015
★	★ ▼ # Mort Index (MCI, CMI)	0.00	0.00	0.00	02/2015		No Data	0.47	Feb 2015
	— Mortality Reduced	0	5.44	0	02/2015		0	5.57	Mar 2015
★	★ — Mortality Score for Peer Review	0	0.19	0	02/2015		0	0.27	Feb 2015
★	★ — Mortality Peer Review #1 Score 4 or 5	0	0.00	0	02/2015		0	0.00	Nov 2015
★	★ — Quality Management Events Standard of Care Not Met	0	0.04	0	02/2015		0	1.14	Nov 2015
	— Resident Patients 30 days	0.00%	3.34%	0	01/2015		No Data	2.10%	Feb 2015
	— 30 Day CMI	No Data	0.00%	0.00%	08/2015		No Data	0.00%	Nov 2015
	— 30 Day Patient and AGO	No Data	0.00%	0	02/2015		No Data	0.00%	Nov 2015
C - Workflow and Clinical Knowledge									
★	★ — Patient Flow Reviews	0	0.00	0	02/2015		0	0.00	Feb 2015
D - Engagement and Communication									
★	★ — Patient Complaints	0	0.00	0	02/2015		0	1.00	Nov 2015

November 2, 2016 meeting, Wexner Medical Center Board

Station	Indicator	At Score	Plan Score	Target	SPEC Alert	Current Metric	3 Month Values		
							At Score	Plan Score	Start Month
	Patient Satisfaction New Score	89.9%	91.9%	94%		02/2016	90.2%	87.0%	Feb 2016
<p>U - Practice Based Learning and Improvement</p>									
	Surgical Team Safety Checklist Compliance	0	0-50	0		02/2016	0	0-50	Feb 2016
<p><i>Plan: Governance (12/1/15) 1.0.0.0.0 Start Review Date: May 11, 2016</i></p>									

Reviewed By	Comments	Action
Jan 20, 2016	Review	Review privileges without modification
		The Provider's performance meets expectations

SPEC Alert Legend

- Most recent period indicates system Control Limit
- Most recent period indicates system Control Limit
- Process shift. Most recent 8 periods are all above the Control Limit
- Process shift. Most recent 8 periods are all below the Control Limit
- Most recent 8 periods are all increasing
- Most recent 8 periods are all decreasing

Green line - The alert is in control by default
 Red line - The alert is in control by default
 No action - There is no alert condition for the indicator

The Provider Speaks: This information is confidential per Ohio Revised Code 3301.09, 3301.19, 3301.21 and 3301.22 and may not be shared, disseminated or otherwise used for purposes other than those intended. If the reader of this communication does not see the name of the person who sent this communication, please do not disseminate or otherwise use this information.

This report is intended only for use for internal purposes and is not intended for public distribution. It is the provider's responsibility to ensure that this information is not disseminated outside the organization. If you do not receive a copy of this information, please contact your provider's office for more information.

(ATTACHMENT XI)



Found in Translation: The OSU Center for Clinical and Translational Science

Rebecca D Jackson MD
November 2, 2016

Re-Engineering the Research Enterprise (Go - Clinical Research)

IN NEW ENGLAND JOURNAL OF MEDICINE

SOUNDING BOARD

Translational and Clinical Science — Time for a New Vision

Eliot A. Zerhouni, MD

It is the responsibility of those of us involved in today's biomedical research enterprise to translate the remarkable scientific innovations we are witnessing into health gains for the nation. In order to address this imperative, we at the National Institutes of Health (NIH) asked ourselves: What novel approaches can be developed that have the potential to be truly transformative for human health? To help crystallize these ideas and develop tangible strategies to advance our efforts, these issues were the

paramount among the NIH's immediate research priorities. This led us to formalize the third Roadmap theme, "Re-engineering the Clinical Research Enterprise."

Translational and clinical research are core components of a full-spectrum biomedical research enterprise. Yet, these critical areas of research are hampered by increases in costs and complexity, a dearth of information systems, and increases in the time-to-market for new therapies. An emphasis on clinical science

N Engl J Med 2005 Oct 13;353(15):1621-3

 THE OHIO STATE UNIVERSITY
CENTER FOR CLINICAL AND
TRANSLATIONAL SCIENCE

Re-Engineering the Research Enterprise (Go - Clinical Research)

- Over 1/3 of NIH dollars were devoted to clinical research (2005) !
- This number is continuing to increase !

2015 (estimated) over 50%

NIH (Clinical Research)	15-17 billion
NIH (Total Research)	28-30 billion



NIH Clinical Translational Science Awards (CTSA)

Goal:
Enhance institutional infrastructure for
clinical and translational research

- Clinical research cores
- Awards (T32, K23, K12) awards
- biostatistics cores, etc



NIH Clinical Translational Science Awards (CTSA)



\$4-6M annually

62 institutions

31 states



Improving Clinical Care

- Comparative effectiveness
- Cost of Care
- Patient Satisfaction
- Readmissions
- Care pathways
- Patient selection for surgery
- Reengineering health systems





***“a mission to translate new knowledge
as a sacred social compact”***

Basic Science



Clinical Research



***Implementation and
Population Health***



Bench



Bedside



Community

What is the OSU Center for Clinical and Translational Science (CCTS)?

- Founded in 2006
- Multi-college effort centered out of the College of Medicine
- Partnership with Nationwide Children's Hospital and Battelle
- Funded by a multi-year Clinical and Translational Science (CTSA) Award from the National Institutes of Health since 2008
- One of 64 funded institutes in the nation

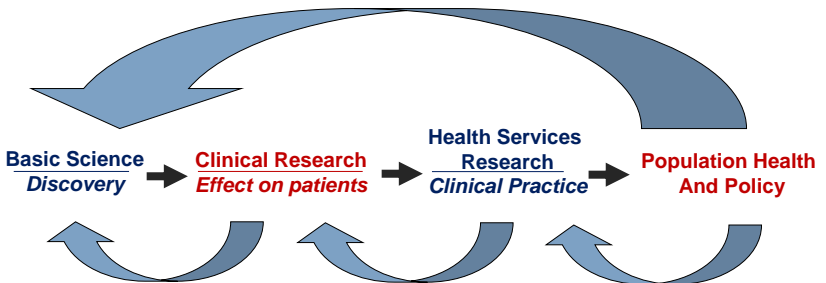
2799
across CCTS members

Research collaborations with over 60
academic, community & industry partners

Goal:
To speed the translation of scientific discoveries into clinical therapies to improve human health

 THE OHIO STATE UNIVERSITY
CENTER FOR CLINICAL AND TRANSLATIONAL SCIENCE

Challenges Facing Clinical and Translational Research



Unique skills required for career success
Long time frame for adoption of new discoveries to improved health

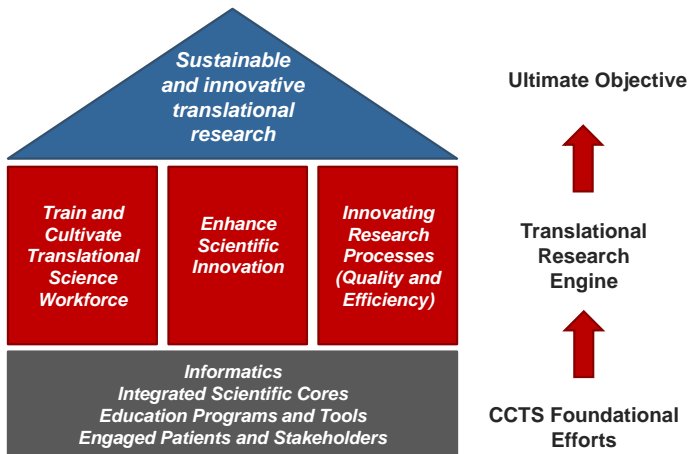
Most discoveries fail to translate

 THE OHIO STATE UNIVERSITY
CENTER FOR CLINICAL AND TRANSLATIONAL SCIENCE

Translational Science = Team Science



The OSU CCTS Call to Action



CCTS Impact since 2008

\$68 Million
NIH Funding to support CCTS

Leadership
in National
Consortiums

1,294
Publications



24,687
Clinical
Research Visits

\$28.8 Million
in Other Grants supported

10+
Research
Program Grants

Developing the Translational Science Workforce

Strategies

- Protected career development from student to early stage faculty
- Workshops and on-line training resources
- Incentivize research as a viable career path

Outcomes

>85% of trainees and scholars remain in research workforce

>100 high impact publications

19 invention disclosures and **2** start up companies

\$9.3M in grants Awarded to early career faculty

Advancing Innovation and Translation

Strategies

- “Business of Science”
- Project management
- Innovative Longitudinal Pilot Funding Program
- Integrated scientific research cores



Outcomes

>90% of scholars adopted team science leadership skills

86% of projects met milestones

90% of projects have translated along continuum in less than 3 years

Collaboration and Engagement

Strategies

- Community Engagement Boards
- Pilot funding initiatives to develop community-academic partnerships
- Begin to integrate delivery of care with research



Outcomes

74 community partners

593 requests for Information Warehouse to support research

120k visitors to OSUWMC web link to “Participate in Research” since Dec 2014

CCTS Impact on Health

Case Examples



Example 1: Healing of Chronic Wounds (S Roy and Team)

Problem

- Chronic wounds affect 6.5 million patients
- Leading cause of non-traumatic amputation
- Biofilms interfere with penetration of antibiotics to wound



Solution

- Developed a portable adhesive patch that drives a continuous, small electrical current to disrupt biofilm
- Collaboration between Mechanical & Aerospace Engineering, and Medicine



Outcomes

- Better and more rapid healing
- First application in humans in October 2016
- **Translation** to humans in < 3 yrs

Example 2: A Story of “Sodabriety” (L Smith and Team)

Problem

- Adolescent obesity and diabetes pressing public health issues
- At least 25% higher in Appalachia
- 18-25% total daily calories due to sugar sweetened beverages



Solution

- Collaboration with OSU scientists to decrease intake of sugar sweetened beverages
- High School students and their parents defined problem and designed interventions



Outcomes

- Sugar sweetened beverage intake decreased by > 1/d
 - Water intake increased 19%
 - Weight loss ~2-3 pounds/60 d
 - Teachers and family members also improved intake
- Tennessee Clean Water Network
 - Implementing intervention in all schools in region over next 4 years

OSU CCTS Impact on National CTSA Consortium (NCATS)



- Founding member of:
 - Ohio Clinical Trials Collaborative
 - Strategic Pharma-Academic Research Collaborative
 - Appalachian Translational Research Network
- Member of CCTS Steering Committee, Lead of Workforce Development Taskforce
- Co-investigators on National CTSA Recruitment Innovation Center
- Awarded 2 Administrative supplements (2016)



The OSU Center for Clinical and Translational Science

“Coming together is a beginning.

Keeping together is progress.

Working together is success.”

Henry Ford





November 4, 2016

President Michael V. Drake
The Ohio State University
205 Bricker Hall
190 North Oval Mall
Columbus, OH 43210

Dear Michael:

As you know, each year the Board of Trustees conducts an annual review of the University President's performance over the previous year, which is consistent with best practice across higher education. The Board understands the importance of strong leadership in determining the success of the University and recognizes the unique challenges that come with leading a large and complex university like Ohio State. It is vital to the University's success that we appropriately value the experience and loyalty of our University leadership, but that we also periodically confirm continued alignment between the Board and the President on strategic University priorities and ensure that the Board is providing the President with the support needed to thrive. I appreciate how you also recognize the importance of this process and our shared work together.

To that end, last year you and the Board worked collectively to identify the priority goals on which we would most intently focus our collective effort for the year. Your leadership and effort in these core areas was truly impressive, and I would like to call attention to just a few of your many accomplishments over the past year.

Goal 1: Financial Stability/Develop a 5-year plan balancing revenue generation and expense reduction.

The University set aggressive targets for revenue generation and expense reduction for the past year, yet we exceeded those targets by a comfortable margin. We had a record year in fundraising and surpassed our *But for Ohio State* campaign goal of \$2.5 billion by over \$500 million. In the Medical Center, we have exceeded our 5-year goal for days cash on hand reserves by the end of the first year, adding roughly \$300 million to our balance sheet in the past two years, while at the same time improving patient outcomes and satisfaction. And your success in leveraging university resources to generate new revenue opportunities was clearly demonstrated by the University's new agreement with Nike, which was then-largest deal of its kind in history.

Goal 2: Academic Excellence/Strengthen the quality of academic and research programs.

The University continues to make dramatic strides with respect to your focus on access, affordability, and academic excellence. This year, the University saw a record number of undergraduate applications, with an incoming class with all-time high average ACT scores, and we maintained our historically high persistence and graduate rates. The University

November 4, 2016 meeting, Board of Trustees

held tuition and room and board flat for the second year in a row, and at the same time expanded the affordability grant program, significantly increasing both the total number of grant recipients and total dollars awarded.

You launched major new programs, such as the Institute for Teaching and Learning, Buckeyes ACT, and the one-day/one-week counseling support effort, which will help transform the overall student experience for our students. And we hosted the first ever Buckeye Summit, focusing on food security, engaging the global University community to foster positive change.

Over the past year, the number of faculty who received citations of excellence from or were elected to national and international learned societies increased more than 40 percent. Ohio State was the primary research partner in Columbus's Smart City win, leading to \$140 million in grants and matching funds for the City, for which the University will continue to help further transportation research and innovation. Our Comprehensive Cancer Center grant received a perfect score of 10, the first university CCC to receive this score in the 45-year history of the National Cancer Institute. And for the first time in medical history, a paralyzed man moved his fingers and hand using his own thoughts - the result of a research partnership between the Wexner Medical Center's Neurological Institute and Battelle.

Goal 3: Talent and Culture/Establish a diverse university-wide culture that strengthens wellbeing as well as attracts, retains and develops fully performing faculty, staff and students.

The incoming class of 2015 was the most diverse in our university's history. A record number are minority students and 22 percent are domestic first-generation students. We also saw an increase of nearly 400 international freshmen. Our incoming medical college class was the most qualified and most diverse in our history, with 26 percent of our incoming students from groups underrepresented in medicine. In FY16, Ohio State was ranked in the top five nationally by The Education Trust for improving the graduation rates of underrepresented minority students.

We hired a new vice provost for diversity and inclusion on July 2015. A complete inventory of existing diversity and inclusion work was created to develop a database that will enable us to track our collective investment in this area. Last year, the number of women among our regular faculty, and minority representation among regular faculty and staff increased. And overall, we hired over 300 faculty on the academic campus across all disciplines, within and in addition to our 53 Discovery Themes hires.

Goal 4: Presidential Relationships/Build key government and community relationships that further integrate the university into the economic, cultural and public fabric of all levels of government with continued focus on national and international affairs.

You have made relationship building and community engagement a top priority of your presidency and your efforts are to be commended. You met with over 50 officials at the local, state and federal levels and participated in more than 500 community events. You held leadership roles in important national higher education associations, such as the Association of American Universities (AAU), the Association of Public and Land-grant Universities (APLU), the NCAA, and others, positioning Ohio State to be at the forefront of American higher education in the 21st century.

Beyond your achievements with respect to these goals, my fellow trustees praised your leadership, integrity, intelligence and comfort in steering the University on a path to even greater success. They also noted your willingness to listen and collaborate with the

November 4, 2016 meeting, Board of Trustees

University's many varied constituencies to more effectively harness the collective energy to help the University grow.

Pursuant to the terms of the contract in place from the time of your arrival at Ohio State, you are eligible for an annual increase of your base compensation. As part of the University's Annual Merit Compensation Process, the University established a salary increase framework for faculty and staff that set forth a 2.0% aggregate increase requirement for all offices. Consistent with that process, you will receive a 2.0% adjustment to your base salary in the amount of \$16,320. Effective September 1, 2016, your base salary will be \$832,320.

Additionally, you are eligible for an annual performance award of up to 25% of your base compensation for achieving mutually agreed-upon performance measures. As articulated above, your achievement on these University goals over the past year has been outstanding. As such, you will receive a performance award of \$204,000 which amounts to the full 25% of your base salary.

On behalf of the entire Board of Trustees, I would like to thank you for your continued service and dedication to our great University. Under your leadership, we remained poised to become one of the top land grant research institutions in the world. Best wishes to you and Brenda for the coming year.

Sincerely,

Alex Shumate
Chair, Board of Trustees

Jerry Jurgensen
Chair, Board of
Trustees Talent
and
Compensation
Committee

APPENDIX XVIII

President's Goals
Fiscal Year 2017
Final Draft

1. Strategic Planning/Advance the strategic plans for the university and the medical center
2. Access, Affordability and Excellence/Improve access, affordability, and inclusive excellence
3. Achieve efficiency and cost reduction targets/Generate new revenue and meet cost reduction and expense management goals
4. Teaching and Research Excellence/Strengthen the quality of our teaching and research programs
5. Medical Center & Health Sciences/Support for medical center leadership and priorities

APPENDIX XIX

Governance Committee
Charter

1) Charge

The governance committee shall consider and make recommendations to the board regarding matters pertaining to the organization of the board and involvement and role of trustees. Matters to be brought before the committee may include, but shall not be limited to: the board's structure and operation; matters related to the trustee and charter trustee selection process; trustee orientation; review of the chair of the board as well as board office leadership; expectations regarding trustee comportment including board assessment and board education; organization of the board office; and any other matter assigned to the committee by the board or the chair of the board including ratification and memorialization of the presidential search process.

2) Composition

The committee shall consist of at least five trustees, including one of the student trustees.

3) Administrative liaison

Secretary of the board of trustees

4) Subcommittees

None

November 4, 2016 meeting, Board of Trustees

APPENDIX XX

Appointments/Reappointment of Chairpersons

**MICHAEL B. CADWELL, Director, Knowlton School of Architecture, effective July 1, 2016 through June 30, 2020

DANIEL M. CLINCHOT, Chair, Department of Biomedical Education and Anatomy, effective July 1, 2016 through June 30, 2020

ANTHONY KALDELLIS, Interim Chair, Department of Classics, effective August 23, 2016 through December 31, 2017

**SHARI R. SPEER, Chair, Department of Linguistics, effective September 1, 2016 through May 31, 2020

DAVID A. WILKIE, Chair, Department of Veterinary Clinical Sciences, effective July 1, 2016 through June 30, 2018

**Reappointments

Faculty Professional Leaves

JEREMY T. BRUSKOTTER, Associate Professor, School of Environment and Natural Resources, effective Spring Semester 2017

GRAEME M. BOONE, Professor, School of Music, effective Autumn Semester 2017 and Spring Semester 2018

JAMES A. HILL, Associate Professor, Department of Management Science, effective Spring Semester 2017

SARAH SCHOPPE-SULLIVAN, Professor, Department of Human Sciences, effective Spring Semester 2017

ERIC L. TOMAN, Associate Professor, School of Environment and Natural Resources, effective Spring Semester 2017

Faculty Professional Leave - Cancellation

XIAODONG SUN, Associate Professor, Department of Mechanical and Aerospace Engineering, effective Autumn Semester 2016 and Spring Semester 2017

Faculty Professional Leave – Change of Leave

ANTHONY KALDELLIS, Professor, Department of Classics, effective Spring Semester 2017

BRUCE A. KIMBALL, Professor, Department of Educational Studies, effective Autumn Semester 2018

SANDRA L. MACPHERSON, Associate Professor, Department of English, effective Autumn Semester 2016

Emeritus Titles

MARY E. BECKMAN, Department of Linguistics with the title Professor Emeritus, effective September 1, 2016

November 4, 2016 meeting, Board of Trustees

FRANK C. DE LUCIA, Department of Physics with the title Professor Emeritus, effective November 1, 2016

BARBARA S. DUNHAM, University Libraries with the title Associate Professor Emeritus, effective November 1, 2016

JOAN M. HERBERS, Department of Evolution, Ecology, and Organismal Biology with the title Professor Emeritus, effective January 1, 2017

SAMSON T. JACOB, Department of Cancer Biology and Genetics with the title Professor Emeritus, effective September 1, 2016

J. CRAIG JENKINS, Department of Sociology with the title Professor Emeritus, effective September 1, 2016

ROBERT J. STANTON, Department of Mathematics with the title Professor Emeritus, effective November 1, 2016

HANUMANTHA R. UNNAVA, Department of Marketing and Logistics with the title Professor Emeritus, effective September 1, 2016

JOSEPH B. WILLIAMS, Department of Evolution, Ecology, and Organismal Biology with the title Professor Emeritus, effective September 1, 2016

APPENDIX XXI

Degrees Conferred at

THE OHIO STATE UNIVERSITY
COMMENCEMENT CONVOCATION

December 20, 2016

COMMENCEMENT ADDRESS

Timothy Gerber

Timothy Gerber joined Ohio State's faculty in 1994 and has taught all levels of undergraduate and graduate music education courses. As a professor in the School of Music, Dr. Gerber has mentored hundreds of students, developing their skills as musicians and future music educators. His work has been published widely in professional journals, monographs, books and instructional music materials. He is a co-author of *Music's Role and Importance in Our Lives*, published in its 4th edition in 2010 as one of the nation's first all-digital music textbooks.

His current research focuses on music teacher education, musical

development in adolescents and arts policy in secondary schools.

Dr. Gerber has vigorously championed the notion of music study for all students in middle and high schools, and has devoted some of his research time as a classroom music teacher in the Columbus City Schools. For 18 years, he served as the principal author of educational materials for the Columbus Symphony Orchestra.

Long active in university governance, Dr. Gerber is a respected leader in the campus community, having served on numerous key university-wide committees. In 2009, he was elected as chair of the Ohio State Faculty Council. He is currently serving his second term as secretary

of the University Senate, a position he has held since 2011.

Dr. Gerber earned his undergraduate degree in music from Oberlin College, and his graduate degree in education and doctorate in musical arts from Temple University. In 2007 he was awarded the Distinguished Music Education Alumnus Award at Oberlin College. At Ohio State, he was selected by students to receive the School of Music's Distinguished Teaching Award, and in 2013 he was named the Distinguished Scholar in the School of Music. Earlier in his Ohio State career, he was honored with a visiting appointment as the Roy Acuff Chair of Excellence at Austin Peay University.

RECIPIENTS OF HONORS

Robert Parris Moses

DOCTOR OF SCIENCE

Born and raised in Harlem, New York, Professor Robert Parris Moses is an icon of both the 1960s civil rights movement and the culturally responsive mathematics education movement taking place in schools across our nation today.

Professor Moses first gained recognition in the early '60s as a prominent leader with the Student Non-Violent Coordinating Committee's voter education and registration efforts in Mississippi. By 1964, he had become co-director of the Council of Federated Organizations and served as the main organizer of its Mississippi Freedom Summer Project, which intended to dramatically increase voter registration of African Americans in the state.

In 1962, Professor Moses was named a MacArthur Fellow, which enabled him to further exercise his

creative instincts for the benefit of society. He used his fellowship to continue revolutionizing the idea of equal opportunity, this time through the foundation of the Algebra Project, a national movement at the cutting edge of mathematics reform.

As the country's premier mathematics literacy effort, the Algebra Project helps low-income students and students of color graduate on time and well prepared to tackle college mathematics courses. With significant support from the National Science Foundation since 1994, the project has reached nearly 40,000 students across the United States and has helped hundreds of educational communities develop effective and sustainable student-centered mathematics programs.

Professor Moses is the co-author of the book *Rational Equations: Civil Rights from Mississippi to the Algebra Project*, and co-editor of *Quality Education as a Constitutional Right: Creating a Grassroots Movement to Transform Public Schools*.

He served as a Distinguished Visiting Fellow for the Center for African American Studies at Princeton University and has been an adjunct lecturer at the New York University School of Law since 2012. He is a member of the Education Advisory Committee of the Mathematical Sciences Research Institute and is an emeritus member of the National Academy of Education. Professor Moses earned his undergraduate and graduate degrees in philosophy from Hamilton College and Harvard University, respectively.

Gary E. Booth

DISTINGUISHED SERVICE AWARD

Gary E. Booth came to Ohio State in the 1960s as a graduate student, eager to make his mark. After earning his doctorate in organic chemistry, Dr. Booth built an impressive career as a research chemist with Procter & Gamble. When he retired three decades later as vice president for research and development, he had achieved his goal. His work had a profound impact on P&G, where he helped develop popular household brands, including Pantene, Crest and Folgers Coffee, and established markets in China, Germany and the U.K.

Dr. Booth credits his professional success to the education he received at Ohio State. In 2008, he and his wife, Jane, established the Booth

Scholarship Fund for Chemistry and Biochemistry to provide educational opportunities for future generations of chemists. They also serve as mentors for the Booth Scholars, developing close relationships with every student who receives their financial support, and offering him or her professional and personal advice. Dr. Booth has even taken groups of students on tours of P&G to show them the joys of working in a lab.

In 2011, Dr. Booth agreed to chair the fundraising committee for the Chemical and Biomolecular Engineering and Chemistry (CBEC) building on Ohio State's Columbus campus. The committee's ultimate success was influenced by his personal enthusiasm.

Leading by example, Dr. Booth contributed to funding the facility and inspired his peers to donate as well. He also visited alumni in the United States as part of the CBEC campaign, and provided funding for international trips to engage chemistry alumni around the globe, leading to innovative collaborations, such as a dual doctorate program in drug discovery with Hong Kong Baptist University.

Originally from Kentucky, Dr. Booth earned his undergraduate degree from Eastern Kentucky University. He also mentors at-risk youth in Cincinnati, and partnered with fellow P&G executives to launch the Children's Safe Drinking Water Initiative in Malawi.

THE GRADUATE SCHOOL

Interim Dean: M. Scott
Herness

DOCTOR OF MUSICAL ARTS

Hexue Shen, Columbus
Bachelor's, Master's (Guizhou
University)
M.Music (West Chester
University)
Music
Dr. Kia-Hui Tan

DOCTOR OF PHILOSOPHY

Behzad Abounia Omran,
Tehran, Iran
B.S. (University of
Mazandaran)
M.S. (University of Tehran)
M.S. (Texas A&M University)
Food, Agricultural and
Biological Engineering
Dr. Qian Chen

Ellen Adams, Columbus
B.S. (Lebanon Valley College)
M.S.
Chemistry
Dr. Heather Allen

Chidozie Victor Agu, Onitsha,
Nigeria
B.S., M.S. (University of
Nigeria)
Animal Sciences
Dr. Thaddeus Ezeji

Jacob Jamal Al-Saleem,
Columbus
B.S.
Molecular, Cellular, and
Developmental Biology
Dr. Patrick Green

Lindsey Jo Anstine, Columbus
B.S. (Kent State University)
Molecular, Cellular, and
Developmental Biology
Dr. Joy Lincoln

Julia Michelle Averill,
Columbus
B.F.A. (Otterbein University)
M.A. (Brown University)
Education
Dr. David Bloome

Beth Eileen Avila, Columbus
B.A. (University of Saint
Francis Indiana)
M.A. (Miami University Oxford)
English
Dr. Sara Crosby

Jeremy Todd Baeten,
Columbus
B.S. (Missouri State
University)
Integrated Biomedical Science
Graduate Program
Dr. Brenda Lilly

Hang Bai, Columbus
B.Engr. (Tsinghua University)
M.S. (University of California,
Berkeley)
M.A. (Duke University)
Business Administration
Dr. Lu Zhang
Dr. Rene Stulz

Anastasia Veronica Graham
Bailey, Columbus
B.S., M.B.A. (Florida A&M
University)
Business Administration
Dr. Mona Makhija

Nawa Raj Baral,
Sankhuwasabha, Nepal
Bachelor's, M.S. (Tribhuvan
University)
Food, Agricultural and
Biological Engineering
Dr. Ajay Shah

Cary Michael Barber,
Columbus
B.A. (University of North
Carolina at Chapel Hill)
M.A.
History
Dr. Nathan Rosenstein

Cindy Sofia Barrera Martinez,
Wooster
Ingeniero (Universidad
Pontificia Bolivariana)
Food, Agricultural and
Biological Engineering
Dr. Katrina Cornish

Puja Batra-Wells, Columbus
B.A.
M.A. (Bowling Green State
University)
Comparative Studies
Dr. Amy Shuman

Ayan Biswas, Mankundu, India
B.S.Cptr.Sci.Eng. (Jadavpur
University)
M.S.
Computer Science and
Engineering
Dr. Han-Wei Shen

Swarnendu Biswas, Durgapur,
India
B.Engr. (National Institutes of
Technology, India)
M.S. (Indian Institute of
Technology Kharagpur)
M.S.
Computer Science and
Engineering
Dr. Michael Bond

Tyler E. Borchers, Columbus
B.S.Weld.Eng., M.S.
Welding Engineering
Dr. Wei Zhang

Owen E. Branson, Blacklick
B.S. (Michigan Technological
University)
Ohio State Biochemistry
Program
Dr. Michael Freitas

Matthew Steven Brehove,
Lomita, CA
B.S. (University of California,
Santa Barbara)
M.S.
Physics
Dr. Michael Poirier

Ryan Carl Brune, Columbus
M.S.
Materials Science and
Engineering
Dr. Glenn Daehn

Mark Gregory Burch,
Cincinnati
B.A. (Saint Louis University)
M.S.
Biostatistics
Dr. Grzegorz Rempala

Rachel Steindel Burdin,
Columbus
M.A.
Linguistics
Dr. Brian Joseph

Cynthia Hsin-Tzu Canan,
Hilliard
B.S.
Integrated Biomedical Science
Graduate Program
Dr. Joanne Turner

Commencement Convocation, December 20, 2016

Jasmin Roselee Carmona, Columbus B.A. (University of North Carolina at Chapel Hill) M.S. Human Sciences Dr. Natasha Slesnick	Rachel Caitlin Childers, Columbus B.S. (University of Georgia) M.S. Biomedical Engineering Dr. Keith Gooch	Rohit Deshmukh, Bhopal, India B.Tech., M.Tech. (Indian Institute of Technology Madras) Aeronautical and Astronautical Engineering Dr. Jack McNamara
Subhkranti Chakraborty, Calcutta, India B.S. (University of Burdwan) M.S. (Indian School of Mines) Chemistry Dr. Prabir Dutta	Adam Wayne Clark, Cincinnati B.S.Aero.Astro.Eng., M.S. (University of Cincinnati - Main Campus) Aeronautical and Astronautical Engineering Dr. Jen-Ping Chen	Kendra Rebekah Dewese, Carroll B.S. (Cedarville University) Chemistry Dr. Thaliyil Rajanbabu
Ethan Solomon Chaleff, Columbus B.S. (Case Western Reserve University) M.S. Nuclear Engineering Dr. Thomas Blue	David Cameron Clever, Columbus B.S. Integrated Biomedical Science Graduate Program Dr. Larry Schlesinger	Santosh Dhakal, Jhapa, Nepal Bachelor's (Tribhuvan University) M.S. Food Science and Technology Dr. V. M. Balasubramaniam
Chin-yao Chang, San Diego, CA B.S. (National Taiwan University) Electrical and Computer Engineering Dr. Wei Zhang	Roopa Comandur, Kanpur, India B.S. (University of Madras) M.S. (Indian Institute of Technology Madras) Chemistry Dr. Karin Musier-Forsyth	Thomas Ian Draskovic, Erie, PA B.S. (Pennsylvania State University) Chemistry Dr. Yiyi Wu
Yujin Chang, Sejong, Korea B.A., M.Educ. (Seoul National University) Education Dr. Eric Anderman	Brandon L. Crowe, Columbus B.S. Ohio State Biochemistry Program Dr. Mark Foster	Marina Guedes Duque, Brasilia, Brazil B.A. (University of Brasilia) M.A. Political Science Dr. Alexander Wendt
Muhammad Imran Chaudhry, Lahore, Pakistan B.S.Honors (Lahore University of Management Sciences) M.S., M.A. Agricultural, Environmental and Development Economics Dr. Mario Miranda Dr. Abdoul Sam	Karen Curtin, Columbus B.A.Honors (Earlham College) M.A. East Asian Languages and Literatures Dr. Mari Noda	Daniel R. Ebert, Beavercreek B.S.Mech.Eng., M.S. Mechanical Engineering Dr. Bharat Bhushan
Mahesh Chemudupati, Hyderabad, India B.Tech. (Amity University) Ohio State Biochemistry Program Dr. Stephen Osmani	Debanuj DasGupta, Columbus B.A. (University of Calcutta) M.A. (University of Akron) Women's, Gender and Sexuality Studies Dr. Lynn Itagaki Dr. Shannon Winnubst	Mohamed Salaheldin Ahmed Nassif Elaish, Wooster Bachelor's, Master's (Cairo University) Comparative and Veterinary Medicine Dr. Chang Lee
Lin Chen, Nanchang, China B.S. (Wuhan University) Chemistry Dr. Karin Musier-Forsyth	Richard D. Dehner, Columbus B.S.Mech.Eng., M.S. Mechanical Engineering Dr. Ahmet Selamet	Ezdeen Ahmed Elghannai, Columbus B.S. (Garyounis University) M.S. Electrical and Computer Engineering Dr. Roberto Rojas-Teran
Nicholas Michael Chesarino, Columbus B.S. (John Carroll University) Integrated Biomedical Science Graduate Program Dr. Jacob Yount	Katarzyna Agnieszka Dembek, Columbus Master's (Warsaw Agricultural University) M.S. Comparative and Veterinary Medicine Dr. Ramiro Toribio	David Palmiter Ely, West Linn, OR B.A. (Lewis and Clark College) M.Educ. (Portland State University) Education Dr. Patricia Brosnan

Commencement Convocation, December 20, 2016

Zhaobo Fan, Urumchi, China B.S.Chem.Eng. (Qingdao Technological Univ) M.S. (State University of New York at Stony Brook) Materials Science and Engineering Dr. Jianjun Guan	Jess Goode, Homewood, IL B.S. (Ohio University) M.A. Political Science Dr. Kathleen McGraw	Ashley Ann Hicks White, Akron B.A., M.S. Human Sciences Dr. Anastasia Snyder
Insiya Nooruddin Fidai, Columbus B.S., M.S. (University of Mumbai) Biophysics Dr. James Cowan	Hairong Gu, Shanghai, China Bachelor's (Fudan University) M.S. (East China Normal University) M.Appl.Stats., M.A. Psychology Dr. Jay Myung Dr. Mark Pitt	Nathaniel James Hogrebe, Millstadt, IL B.S.Chem.Eng. (University of Dayton) M.S. Biomedical Engineering Dr. Keith Gooch
Shaun Fontanella, Columbus B.A., M.S. Geography Dr. Karl Ahlqvist	Yina Gu, Nanjing, China B.S., M.S. (China Pharmaceutical University) Chemistry Dr. Rafael Bruschweiler	Jonathan Harold Holmes, Columbus B.A. M.A. (Ohio University) English Dr. Luke Wilson
Luke Fredette, Columbus B.S. (Cedarville University) M.S. Mechanical Engineering Dr. Rajendra Singh	Brittany Nicole Hand, Columbus B.S., M.Occ.Ther. Health and Rehabilitation Sciences Dr. Amy Darragh	Eugene Anthony Holowacz, Columbus B.S. (State University of New York at Stony Brook) M.S. (Seton Hall University) Human Sciences Dr. Suzanne Haring
Matthew Christopher Fullen, Westerville B.A. (Northwestern University) M.A. (Ashland University) Education Dr. Darcy Granello	William Charles Hankey IV, Columbus B.S., M.Philos. (Yale University) Integrated Biomedical Science Graduate Program Dr. Joanna Groden	Sameh Shawky Ibrahim Hosny, Columbus B.S., M.S. (Military Technical College) Electrical and Computer Engineering Dr. Hesham Elgamal Dr. Atila Eryilmaz
Andrew Lee Garfoot, Dublin B.S. (University of Wisconsin- Madison) M.S. Microbiology Dr. Chad Rappleye	Bo Randall Harstine, Columbus B.A. (Washington & Jefferson College) M.S. Animal Sciences Dr. Joseph Ottobre	Arianna Howard, Columbus B.S.Humn.Ecol., M.Educ. Education Dr. Patricia Enciso Dr. Sarah Gallo
Kelly Ann George, Columbus B.A., M.A. Environment and Natural Resources Dr. Jeremy Bruskotter	Katherine Louise Seal Hartmann, Columbus B.A. (Cornell University) Integrated Biomedical Science Graduate Program Dr. Wolfgang Sadee	Bizhen Hu, Wooster Bachelor's (China Agricultural University) M.S. Horticulture and Crop Science Dr. Matthew Kleinhenz
Michael Patrick Gibbons, Canal Winchester Bachelor's (University of Dayton) M.S. Materials Science and Engineering Dr. Wolfgang Windl	Mingfu He, Nan'an, China B.S. (University of Science and Technology of China) Chemistry Dr. Yiyang Wu	Dixie Doreen Hu, Columbus B.S. (University of Texas at El Paso) M.A. Psychology Dr. Julian Thayer
Matthew David Gibson, Phoenix, AZ B.S. (Arizona State University) M.S. Physics Dr. Michael Poirier	Richard A. Henricksen, Columbus B.A., Master's (Brigham Young University) Spanish and Portuguese Dr. Eugenia Romero	Shijie Huang, Roanoke, VA Bachelor's (Shanghai Maritime University) M.S. (Ohio University) M.Appl.Stats. Industrial and Systems Engineering Dr. Theodore Allen

Commencement Convocation, December 20, 2016

Daniel Edward Huber,
Worthington
B.S.Mat.Sci.Eng., M.S.
Materials Science and
Engineering
Dr. Hamish Fraser

Michael William Hudoba,
Poland
B.S.Mech.Eng., M.S.
Mechanical Engineering
Dr. Carlos Castro

John Hurst, Mississauga, ON,
Canada
B.A. (University of Toronto)
Philosophy
Dr. Abraham Roth

Nicholas Broc Irwin, Columbus
B.A., M.S.
M.A. (American University,
Washington DC)
Agricultural, Environmental
and Development
Economics
Dr. Elena Irwin

Nusrat Sharmin Islam, Dhaka,
Bangladesh
B.S. (Bangladesh University of
Engineering and
Technology)
M.S.
Computer Science and
Engineering
Dr. Dhableswar Panda

Changcheng Jiang, Columbus
B.S. (Beijing Institute of
Technology)
Chemistry
Dr. Claudia Turro

Jiheon Jun, Seoul, Korea
B.Eng., Master's (University
of Seoul)
M.S.
Materials Science and
Engineering
Dr. Gerald Frankel

Min Su Jun, Seoul, Korea
B.A. (Hanyang University
Seoul Campus)
Agricultural, Environmental
and Development
Economics
Dr. Mario Miranda

Aimee Lynn Kennedy,
Columbus
B.A. (Malone University)
M.A.Educ. (University of
Akron)
Education
Dr. Ann Allen

Jeung Deok Kim, Youngin-si,
Kyungki-do, Korea
B.A., M.A. (Sookmyung
Women's University)
M.A. (Arizona State University)
Education
Dr. Alan Hirvela

Andrew Kintz, Columbus
B.S. (University of Texas at
Dallas)
M.S.
Electrical and Computer
Engineering
Dr. Inder Gupta

Teresa Kouri Kissel,
Columbus
B.A. (Queen's University)
M.A. (University of Calgary)
Philosophy
Dr. Stewart Shapiro

Sara Nichole Koenig,
Columbus
B.A. (Ohio Wesleyan
University)
Integrated Biomedical Science
Graduate Program
Dr. Vidu Garg

Yi-Chiu Kuo, Taipei, Taiwan
B.S., M.S. (National Taiwan
University)
Pharmaceutical Sciences
Dr. Ching-Shih Chen

Po-Ting Lai, Taipei County,
Taiwan
B.S., M.S. (National Taiwan
University)
Pharmaceutical Sciences
Dr. Ching-Shih Chen

Shang-Lun Lan, Falls Church,
VA
B.S., M.S. (Soochow
University)
M.S. (North Carolina State
University)
M.S. (Georgetown University)
Molecular, Cellular, and
Developmental Biology
Dr. Peter Shields

Peter Phuong Le, Columbus
B.S. (University of Colorado
Denver)
M.S. (Colorado School of
Mines)
Industrial and Systems
Engineering
Dr. William Marras

Cedric Wee Liang Lee,
Columbus
B.Eng., M.S. (National
University of Singapore)
Electrical and Computer
Engineering
Dr. John Volakis

Edwin W. Lee II, Columbus
B.S.Elec.Eng. (Louisiana State
University, Baton Rouge)
M.S.
Electrical and Computer
Engineering
Dr. Siddharth Rajan

Hui Li, Columbus
B.Eng. (University of Science
and Technology of China)
M.S. (University of Chinese
Academy of Sciences)
Industrial and Systems
Engineering
Dr. Allen Yi

Debora Anne Clemence
Liabeuf, Wooster
B.S., M.S. (Agrocampus Ouest
Angers)
Horticulture and Crop Science
Dr. David Francis

Shiang-Yu Lin, Clifton Park,
NY
B.A. (National Cheng Kung
University)
M.A.
Education
Dr. Anika Anthony

Bert Cheng Kuang Liu,
Columbus
B.S. (University of California,
Los Angeles)
M.S.
Materials Science and
Engineering
Dr. Glenn Daehn

Bingxuan Liu, Dezhou, China
B.S. (University of Electronic
Science and Technology of
China)
Physics
Dr. L. Durkin

Tang-Yu Liu, Tainan County,
Taiwan
Bachelor's, Master's (National
Chiao Tung University)
Biophysics
Dr. Janet Best

Commencement Convocation, December 20, 2016

Xianglin Liu, Changde, China Bachelor's (Renmin University of China) M.S. Agricultural, Environmental and Development Economics Dr. Mario Miranda	Alaina R. Martinez, Columbus B.A. (College of Wooster) Integrated Biomedical Science Graduate Program Dr. Jeffrey Parvin	Stephanie Gene Wright Nelson, Columbus B.S. (Bucknell University) M.S. (Villanova University) Evolution, Ecology, and Organismal Biology Dr. Douglas Nelson
Xiao Liu, Columbus Bachelor's (Beihang University) Industrial and Systems Engineering Dr. Simge Kucukyavuz Dr. Guzin Bayraksan	Nicholas Palma Mastricola, Green Bay, WI B.S., M.S. (Michigan Technological University) Mechanical Engineering Dr. Rajendra Singh	Chunyu Ng, Columbus B.S.Honors (Chinese University of Hong Kong) Physics Dr. John Beacom
Xiaoli Liu, Columbus B.S., M.S. (Nankai University) M.S. Biophysics Dr. Michael Knopp	Joseph Eugene McEwen, Columbus B.S. (San Francisco State University) M.S. (California State University, Long Beach) Physics Dr. Christopher Hirata Dr. David Weinberg	Michael Roy Page, Columbus B.S., M.S. Physics Dr. Peter Hammel
Xin Liu, Daqing, Heilongjiang, China B.S. (Peking University) Ohio State Biochemistry Program Dr. Michael Ostrowski	Emily McWilliams, Columbus B.S. (North Park College) Integrated Biomedical Science Graduate Program Dr. John Byrd Dr. Natarajan Muthusamy	Jongwook Park, Seoul, Korea B.A. (Yonsei University) M.A. Economics Dr. Robert de Jong
Yixian Liu, Zhumadian, China Bachelor's (Tianjin University) M.S. Industrial and Systems Engineering Dr. Ramteen Sioshansi	Emmanuel Mohamed Mgonja, Morogoro, Tanzania B.S. (Sokoine University of Agriculture) M.S. (Tokyo University of Agriculture) Plant Pathology Dr. Guo-Liang Wang Dr. Thomas Mitchell	Sumant Shreedhar Patankar, Columbus Chemical Engineering Dr. David Tomasko
Yueyun Lu, Shanghai, China B.S. (Shanghai Jiao Tong University) M.S. Electrical and Computer Engineering Dr. Wei Zhang	Perry Dalnim Miller, Columbus B.S. M.A. (Bowling Green State University) Comparative Studies Dr. David Horn	Kenneth Bruce Patton, Worthington B.A. (Swarthmore College) M.S. Physics Dr. Klaus Honscheid
Lu Ma, Jinzhou, China B.S. (University of Science and Technology of China) M.S. Chemistry Dr. Yiying Wu	Dr. Guo-Liang Wang Dr. Thomas Mitchell	Veronica Pecero, Houston, TX B.A., M.Educ. (University of Texas at Austin) Education Dr. Marc Guerrero
Karley Kristine Mahalak, Allen Park, MI B.S. (Eastern Michigan University) Molecular, Cellular, and Developmental Biology Dr. Helen Chamberlin	Rita Akinyi Mirondo, Columbus B.S., M.S. (Sokoine University of Agriculture) Food Science and Technology Dr. Sheryl Barringer	Kayla Ilona Perry, Conneaut B.S. (Baldwin Wallace University) Entomology Dr. Daniel Herms
Lindsay Anne Martin, Columbus B.A. (Hamilton College) M.A. English Dr. James Phelan	Austin Fraser Mount- Campbell, Columbus B.S.Ind.Sys.Eng., M.S. Health and Rehabilitation Sciences Dr. Emily Patterson	Adam Levi Pettis, Dublin Bachelor's (Minot State University) M.A. (University of Nevada - Reno) Rural Sociology Dr. Jeremy Bruskotter Dr. Jeff Sharp
	Victoria Marie Munoz, Hilliard M.A. English Dr. Jennifer Higginbotham	Eric Pozsgai, Granger, IN B.S. (Indiana University Bloomington) Integrated Biomedical Science Graduate Program Dr. Louise Rodino-Klapac

Commencement Convocation, December 20, 2016

Scott P. Prajzner, Columbus B.S. (Michigan State University) Entomology Dr. Mary Gardiner	Zachary Bryce Riley, Stevensville, MD B.S.Aero.Astro.Eng., M.S. Aeronautical and Astronautical Engineering Dr. Jack McNamara	Shahreena Shahrani, Blacklick B.A. (Denison University) M.A. Near Eastern Languages and Cultures Dr. Sabra Webber
Yaowalak Pratumyot, Rayong, Thailand B.S. (Chulalongkorn University) M.S. Chemistry Dr. Jovica Badjic	Sang Hee Ryu, Daejeon, Korea B.A., M.Educ. (Korea University) Education Dr. David Bloome	Andrew Ryan Sharits, Beavercreek Chemistry Dr. Patrick Woodward
Sarada Pyda, Columbus B.A. (Case Western Reserve University) Agricultural, Environmental and Development Economics Dr. Alessandra Faggian Dr. Brian Roe	Kamalesh Karthik Sainath, Columbus B.S. (University of California, Irvine) M.S. Electrical and Computer Engineering Dr. Fernando Teixeira	Stephanie Levitt Shaulskiy, Toledo B.A., M.A. (University of Arizona) M.A. Education Dr. Lynley Anderman
Mohammad Hossein Rafiei, Tehran, Iran Bachelor's, Master's (Islamic Azad University) Civil Engineering Dr. Hojjat Adeli	Ryan M. Scarrow, Humboldt, KS B.A. (University of Kansas) M.A. Sociology Dr. Edward Crenshaw	Vinayak Shamrao Shedekar, Pune, Maharashtra, India B.Agri.Eng. (Mahatma Phule Agriculture University) M.S. (Indian Agricultural Research Institute) Food, Agricultural and Biological Engineering Dr. Larry Brown
Md. Wasi ur Rahman, Dhaka, Bangladesh B.S. (Bangladesh University of Engineering and Technology) M.S. Computer Science and Engineering Dr. Dhableswar Panda	Ashley M. Schmitz, Columbus B.S.Nurs. (Marian College of Fond du Lac) Ohio State University Nutrition Dr. Steven Clinton	Aileen Shieh, Taipei, Taiwan B.S. Chemistry Dr. Jonathan Parquette
Rakshit Ramachandra, Columbus B.Engr. (Visveswaraiah Technological University) M.S. (Wayne State University) Biomedical Engineering Dr. John Bolte	Scott Carl Schnelle, New Bremen B.S. (Ohio Northern University) M.S. Mechanical Engineering Dr. Junmin Wang Dr. Haijun Su	Aaron Robert Short, Cridersville B.S. (The University of Findlay) Biomedical Engineering Dr. Jessica Winter
Pranay Ranjan, Patna, India B.S. (University of Delhi) M.S. (Teri University) Environment and Natural Resources Dr. Tomas Koontz	Nicolas Joseph Scozzaro, Columbus B.A. (University of California, Berkeley) M.S. Physics Dr. Peter Hammel	Ali Gibran Siddiqui, Karachi, Pakistan B.S. (University of Lahore) M.A. History Dr. Scott Levi
Balaram Raya, Damak, Nepal Chemistry Dr. Thaliyil Rajanbabu	Arjun Sengupta, Calcutta, India B.A. (University of Delhi) M.S. (Indian Statistical Institute) M.A. Economics Dr. Lucas Coffman	Jalal Khalid Siddiqui, Worthington B.S.Chem.Eng., Master's (Cornell University) M.S. Biophysics Dr. Jonathan Davis
David Christopher Riegner, Lakeville, MN B.S. (Iowa State University) M.S. Materials Science and Engineering Dr. Wolfgang Windl		Sarah Brady Siff, Oxford B.S. (Ohio University) M.A. (Miami University Oxford) History Dr. David Stebenne

Commencement Convocation, December 20, 2016

Aleksandr Sinayev, Malverne, NY B.A. (State University of New York at Binghamton) M.A. Psychology Dr. Ellen Peters	Riley Emiel Splittstoesser, Columbus B.S. (University of Illinois at Urbana-Champaign) M.S. Industrial and Systems Engineering Dr. William Marras	Sara Elizabeth Thomas, Columbus B.S., M.S. Ohio State University Nutrition Dr. Earl Harrison
Sreshtha Sinha Majumdar, Mumbai, India Bachelor's (University of Mumbai) M.S. Chemical Engineering Dr. Umit Ozkan	Douglas Benjamin Sponsler, Wooster B.S. (Cedarville University) Entomology Dr. Reed Johnson	Yuan Tian, Urumqi, China Bachelor's (Tsinghua University) M.S. Evolution, Ecology, and Organismal Biology Dr. Laura Kubatko
Dane Hudson Smith, Columbus B.A., B.S. (Erskine College, and Theological Seminary) Physics Dr. Eric Braaten	Scott Seele Stuckman, Columbus B.A., B.S. Environmental Science Dr. Jialin Lin	Xin Tong, Columbus B.Engr. (Tongji University) M.S. Computer Science and Engineering Dr. Han-Wei Shen
Timothy Joseph Smith, Needham, MA B.A. (Providence College) M.F.A. Arts Administration, Education and Policy Dr. Sydney Walker	Weizhou Sun, Columbus B.S. (University of Science and Technology of China) M.Appl.Stats., M.S. Mathematics Dr. Ching-Shan Chou	Jeffrey Richard Tonniges, Columbus B.A. (Hastings College) M.S. (Creighton University) Biophysics Dr. Gunjan Agarwal
Timothy Michael Smith, Jr., Bellefontaine B.S. (Wright State University) M.S. Materials Science and Engineering Dr. Michael Mills	Yuan Sun, Nantong, China B.S., M.S. (China Pharmaceutical University) Chemistry Dr. Jonathan Parquette	Varun Kantilal Vakharia, Columbus B.S.Chem.Eng. (University of Mumbai) Chemical Engineering Dr. W.S. Winston Ho
Hyun Tae Sohn, Seongnam-si, Korea B.S.Chem.Eng., M.S. Chemical Engineering Dr. Umit Ozkan	Wachiraphan Supsavhad, Bangkok, Thailand D.Vet.Med. (Kasetsart University) M.S. Comparative and Veterinary Medicine Dr. Thomas Rosol	Juliet Jaison Varghese, Columbus Bachelor's (University of Calicut) M.S. Biomedical Engineering Dr. Orlando Simonetti
Hye Yun Song, Busan, Korea B.S.Mat.Sci.Eng. (Pukyong National University) Master's (Dong-Eui University) M.S. Welding Engineering Dr. Wei Zhang	Subbulakshmi Suresh, Chennai, India Bachelor's (Anna University) Molecular Genetics Dr. Stephen Osmani	Ellie Kathleen Walsh, Shreve B.S. (Cornell University) B.S.Educ. (Herbert H Lehman College) M.S. Plant Pathology Dr. Christopher Taylor
Randal James Soukup, Columbus B.S. (Miami University Oxford) Molecular, Cellular, and Developmental Biology Dr. Richard Fishel	Dhruvitkumar Shantilal Sutaria, Mumbai, India B.S. (University of Mumbai) M.S. (Western University of Health Sciences) Pharmaceutical Sciences Dr. A. Phelps	Bo Wang, Xinxiang, China B.S. (Nanjing University) Chemistry Dr. Prabir Dutta
	Akiko Tanimoto, Hiroshima, Japan B.A. (University of Colorado at Boulder) Chemistry Dr. Vicki Wysocki	Lili Wang, Jining, China B.Engr. (Nanjing University) M.A. Geography Dr. Max Woodworth

Commencement Convocation, December 20, 2016

Miao Wang, Beijing, China B.Engr. (Zhejiang University) Electrical and Computer Engineering Dr. Longya Xu Dr. Fang Luo	Michael Grey Wood, Columbus B.S. (Oklahoma State University) M.S. Electrical and Computer Engineering Dr. Ronald Reano	Chen Yuan, Yichun, China Bachelor's (Wuhan University) M.S. Electrical and Computer Engineering Dr. Mahesh Illindala
Tierra Ware, Gahanna B.S. Integrated Biomedical Science Graduate Program Dr. Joanna Groden Dr. Clay Marsh	David Fletcher Wright, Columbus B.S. (University of Kansas) M.S. (Ohio University) Geological Sciences Dr. William Ausich	Yuan Yuan, Columbus Bachelor's (Huazhong University of Science and Technology) Master's (University of Chinese Academy of Sciences) M.S. Computer Science and Engineering Dr. Xiaodong Zhang
Sharon E. Watkins, Columbus B.Mus.Ed., M.A. M.Music (Capital University) Education Dr. Anika Anthony	Fei Wu, Columbus Bachelor's (Tongji University) M.S. Industrial and Systems Engineering Dr. Ramteen Sioshansi	Xiangrui Zeng, Columbus B.S., M.S. (Tsinghua University) Mechanical Engineering Dr. Junmin Wang
Melissa Ann Weant, Columbus B.S.Biology (Kent State University) M.S. Public Health Dr. Randi Foraker	Weixin Wu, Wuhan, China B.S. (Wuhan University) Chemistry Dr. Karin Musier-Forsyth	Xi Zhan, Hangzhou, China B.A. (Southwest University) M.A. Education Dr. Anika Anthony
Ran Wei, Zaoyang, China B.S. (Zhejiang University) M.S. Statistics Dr. David Sivakoff Dr. Elizabeth Stasny	Xiaofeng Wu, Quanzhou, Fujian, China B.Engr. (Harbin Institute of Technology) M.S. Computer Science and Engineering Dr. Huamin Wang	Jiyu Zhang, Nanchang, China B.Engr. (Hefei University of Technology) M.S. Mechanical Engineering Dr. Giorgio Rizzoni
Aaron James Wenzel, Columbus Evolution, Ecology, and Organismal Biology Dr. Andrea Wolfe	Bing Yan, Taiyuan, China B.S. (China Agricultural University) Food Science and Technology Dr. V. M. Balasubramaniam	Minjia Zhang, Columbus B.Engr., Master's (Huazhong University of Science and Technology) M.S. Computer Science and Engineering Dr. Michael Bond
Daniel R. White, Norman, OK B.S. (University of Oklahoma- Norman) M.S. Physics Dr. Andrew Heckler	Jin Yang, Guoyang, China B.S. (University of Science and Technology of China) M.S. Physics Dr. Dongping Zhong	Pei Zhang, Columbus B.S. (Nanjing University) Ohio State Biochemistry Program Dr. Mark Parthun
Yohanes Nugroho Widiyanto, Sidoarjo, Indonesia Sarjana (Sebelas Maret University) M.Educ. (Monash University) M.A. Education Dr. Keiko Samimy	Qiong Yang, Flushing, NY B.A. (Renmin University of China) M.A. (Beijing University) M.A. East Asian Languages and Literatures Dr. Kirk Denton	Xin Zhang, Dalian, China B.A. (Shanghai International Studies University) M.A. East Asian Languages and Literatures Dr. Galal Walker
Oliver Henry Wigmore, Auckland, New Zealand B.S., B.A. (University of Auckland) Geography Dr. Bryan Mark	Qianying Yao, Huzhou, China B.S. (Fudan University) Food Science and Technology Dr. Hua Wang	Xing Zhang, Hangzhou, China B.S. (Nanjing University) Chemistry Dr. John Herbert

Commencement Convocation, December 20, 2016

Yingxiao Zhang, Dezhou,
China
B.S. (China Agricultural
University)
Horticulture and Crop Science
Dr. Katrina Cornish
Dr. Joshua Blakeslee

Ruiqi Zhao, Columbus
B.Engr. (Tsinghua University)
Electrical and Computer
Engineering
Dr. Aleix Martinez

Yang Zhou, Jiaxing, China
B.S. (Fudan University)
Food Science and Technology
Dr. Hua Wang

Md. Rashedul Alam Zuboraj,
Dhaka, Bangladesh
B.S. (Bangladesh University of
Engineering and
Technology)
M.S.
Electrical and Computer
Engineering
Dr. John Volakis
Dr. Niru Nahar

DOCTOR OF EDUCATION

Jara Lee Packer, Dublin
B.A., M.A. (University of
Akron)
M.Educ. (Ashland University)
Education

William Thomas Sternberg,
Canal Winchester
B.S.Educ., M.Educ. (Bowling
Green State University)
Education

Joyce Lynne Thompson,
Tiltonsville
B.S.Educ., M.A.
Education

MASTER OF APPLIED CLINICAL AND PRECLINICAL RESEARCH

Hallie Eileen Hank, Columbus
B.S.Pharm.Sci.
Interdisciplinary Programs

Kelly Nicole Keeton,
Beavercreek
B.S.Nurs. (Wright State
University)
Interdisciplinary Programs

Shamalatha Devi Kolli,
Columbus
B.S., M.S. (Osmania
University)
Interdisciplinary Programs

Sarah Elizabeth Krygowski,
Girard
B.S., M.Pub.Hlth.
Interdisciplinary Programs
Kirsten Marie Linsenmeyer,
Dublin
B.S.
Interdisciplinary Programs

Larry Martin, Pickerington
B.S.Alld.Hlth.Prof.
Interdisciplinary Programs

Christopher Joseph Petek,
Columbus
B.S.
Interdisciplinary Programs

Jessica Mae Saunders, Dublin
B.A. (University of North
Carolina at Charlotte)
Interdisciplinary Programs

Allison Lee Streifthau, Dayton
B.S.Nurs.
Interdisciplinary Programs

Jeolmaly Velazquez-Sanchez,
Grove City
B.S. (Inter American University
PR)
Interdisciplinary Programs

Ariel David Weber, Lafayette,
IN
B.A. (Dartmouth College)
Interdisciplinary Programs

MASTER OF APPLIED STATISTICS

Pravalika Reddy Gogireddy,
Grand Rapids, MI
B.S. (Michigan State
University)
Statistics

Casey Alan Johnson,
Columbus
B.S.
Statistics

Seth Caleb Scarborough,
Nevada, MO
B.A. (University of Missouri-
Columbia)
Statistics

Chengzhou Zhang, Columbus
B.S.
Statistics

MASTER OF ARTS

Melissa Mary Abo, Dublin
B.A. (Alfred University)
M.A. (Western Kentucky
University)
Communication

Hailey Caitlin Akah, Columbus
B.A. (Lawrence University)
J.D.
Public Policy and
Management

Gregory Allen, Columbus
B.A., M.B.A. (Brigham Young
University)
Economics

Elias Assaf, Columbus
B.A., M.A. (University of
Central Florida)
Political Science

Emelie de Faro Bailey,
Columbus
B.A. (University of Vermont)
Geography

Stephanie K. Barrows,
Columbus
B.A. (Mount Vernon Nazarene
University)
M.A.Educ. (Marygrove
College)
Education

Julia E. Beckner, Westerville
B.S.Educ. (Ohio Dominican
University)
Education

Ziv Eli Bell, Columbus
B.A. (Willamette University)
Psychology

Patricia Lyn Biancone, Mount
Vernon
B.A.
Education

Brianna Nicole Bridgeman,
Hilliard
B.A.
Speech-Language Pathology
Program

Caitlin Marie Bultema,
Columbus
B.S. (University of Dayton)
Education

Commencement Convocation, December 20, 2016

Christy Leanne Camp, Columbus B.A., M.A. (University of Hawaii at Manoa) French and Italian	Kathleen Susan Hoeper, Cincinnati B.Art.Ed., B.A. Arts Administration, Education and Policy	Lacey Dyan McKown, Frazeysburg B.S.Hsp.Mgt. Arts Administration, Education and Policy
Benjamin Wesley Campbell, Springfield, MO B.A. (Southern Illinois University Carbondale) Political Science	Chenxing Jin, Hangzhou, China B.A. (Zhejiang University of Media and Communications) M.A. East Asian Languages and Literatures	Eric David Metcalf, Albany B.S. (University of South Carolina) Public Policy and Management
Dawn Michelle Combs, Marysville B.A. (Ohio Wesleyan University) Comparative Studies	Dana Eliya Kamara, Seattle, WA B.S. (University of Washington) Psychology	Lauren Elizabeth Muscott, Columbus B.A. (Oberlin College) Political Science
Yue Cui, Changyuan County, China B.A. (Sichuan University of Science & Engineering) Education	Qiao Ke, Daye, China B.A. (Zhejiang University of Science and Technology) Education	Samuel John Osea, Tulsa, OK B.S., M.S. (Georgetown University) Economics
Aysenur Dal, Columbus B.A. (Bogazici University) Communication	Alexis Ann Keaveney, Columbus B.S. (Oregon State University) Psychology	Joonsuk Park, Seoul, Korea B.A., M.A. (Seoul National University) Psychology
Kyle Aaron Davis, Hilliard B.S. (Miami University Oxford) Education	Benjamin Louis Kenzer, Richmond, VA B.A. (College of William and Mary) Political Science	Sarah E. Paxton, Columbus B.A. History
Derick Chun Pang Fan, Katy, TX B.A. (University of Houston) Political Science	Jordan King, Columbus B.Music (Lawrence University) Music	Ruth Pertsis, Woodbridge, ON, Canada B.A. (University of Toronto) Political Science
Yufan Fang, Huainan, China B.A. (Anhui University) East Asian Studies	Xueying Kong, Xuanchen, China B.A., B.A.Jour. (Fudan University) East Asian Languages and Literatures	Andre Joseph Plate, Columbus B.S. (Pennsylvania State University) Psychology
Laura Frizzell, Acton, MA B.A. (University of Miami) Sociology	Adam Morgenstern Lauretig, Beachwood B.A. (Grinnell College) Political Science	Jacqueline Powers, Columbus B.A. (University of California, Los Angeles) M.A.Teach. (University of Southern California) Education
Christopher James Guerrini, Hudson B.A. Slavic and East European Studies	Katherine Zumwalt Lin, Columbus B.A. (Kenyon College) Education	Sowdamini Saraswati, Bethlehem, PA B.A. (Wellesley College) M.A. (Columbia University) Political Science
M Gulick, Newark B.A. Education	Shelly Marie Martin, Columbus B.A. Education	Gregory Lyman Smith, Middlefield, CT B.A. (University of Connecticut) Political Science
Rachael Emma Gwinn, Columbus B.A. (University of California, Davis) Psychology	Mary Ana McKay, Perry, NY B.S.C.R.P. Sociology	Nikolis Austin Snyder, Loveland B.A. (Emory And Henry College) East Asian Languages and Literatures

Commencement Convocation, December 20, 2016

Zachary Nilsson Strand,
Lafayette, CO
B.Mus.Ed. (University of
Colorado at Boulder)
Education

Adam Tapal, Brno, Czech
Republic
Bachelor's, Magister (Masaryk
University)
Psychology

Leyla Mariam Tosun,
Columbus
B.A. (University of Virginia)
Political Science

Chloe A. Tull, Columbus
B.A. (Oregon State University)
History

Linnea Rose Turco, Columbus
B.A. (George Washington
University)
Political Science

Jennifer Lynn Waggoner,
Worthington
B.A. (Denison University)
Education

David M. Weiss, Columbus
B.A. (Muhlenberg College)
Psychology

Isaac N. Wittmann, Columbus
B.A. (Wittenberg University)
Education

Xiao Wu, Hangzhou, China
B.Med. (Zhejiang University)
Psychology

Douglas William Yacek,
Columbus
B.S.Mech.Eng. (University of
Texas at Austin)
Education

Yue Yue, Jinzhou, China
Bachelor's (Beijing City
University)
Education

Ting Zhao, Zhengzhou, China
B.Engr. (Zhengzhou
University)
M.Educ. (Beijing Normal
University, Zhuhai)
Education

**MASTER OF BUSINESS
ADMINISTRATION**

Temitope Grace Ajimati,
Columbus
B.S. (Ahmadu Bello
University)

Master's (Ohio University)
Business Administration

Craig Edward Babbert, Galena
B.S.Bus.Adm.
Business Administration

Andrew P. Balla, Columbus
B.S.Bus.Adm.
Business Administration

Dustin Lee Beckel, Columbus
B.A.
Business Administration

Alexander James Butler,
Columbus
B.S.Ald.Hlth.Prof.
Business Administration

Nicholas Paul Carey, Hilliard
B.S.Bus.Adm.
Business Administration

Erica D. Clark-Covert,
Columbus
B.S.Humn.Ecol.
Business Administration

Rodrigo Colin, Minster
B.S.Ind.Design (University of
Houston)
Business Administration

Lindsey Ann Durham, Dublin
B.Bus.Adm. (University of
Cincinnati - Main Campus)
Business Administration

Daniel Scott Eiferman, Dublin
B.A. (Northwestern University)
M.D. (University of Kentucky)
Business Administration

Ryan Louis France, Columbus
B.S.Ind.Sys.Eng.
Business Administration

Jason Robert Goodman,
Blacklick
B.S.Pharm.Sci., PharmDoc
Business Administration

David Michael Grimsley,
Kettering
B.S. (Wright State University)
Business Administration

Bradley Hagemeyer, Norwalk
B.S.Bus.Adm.
Business Administration

Bradley John Karovic,
Cortland
B.S. (Bowling Green State
University)
M.S. (Florida International
University)
Business Administration

Dustin Allyn Limburg, Clayton
B.S. (Wright State University)
Business Administration

Jacob Nathaniel Mendel,
Bexley
B.S.Bus.Adm.
Business Administration

Scott M. Neeley, Columbus
B.S.Educ., M.A.
Business Administration

Deepan Wanar Rajah, Dublin
B.S.Bus.Adm.
Business Administration

Ashley D. Randle, Columbus
B.A.
Business Administration

Dameyon Shipley, Columbus
Bachelor's (Ohio University)
Business Administration

Cynthia Miller Stemple, Canal
Winchester
B.A. (Valparaiso University)
Business Administration

Ryan McDonough Stewart,
Gambier
B.A. (Kenyon College)
Business Administration

Kellie Jo Uhrig, Columbus
B.S.Bus.Adm.
Business Administration

William T. Zaboski, Westerville
B.S.
Business Administration

**MASTER OF BUSINESS
LOGISTICS
ENGINEERING**

Santhosh Kumar Basava,
Srikakulam, Andhra
Pradesh, India
M.S. (Vellore Institute of
Technology)
Business Logistics
Engineering

Commencement Convocation, December 20, 2016

Sathya Sumadhur Venkata Subbaraya Batchu, Hyderabad, India B.Tech. (Jawaharlal Nehru Technological University) M.S. Business Logistics Engineering	Tianyuan Liu, Dalian, China B.S. (Pennsylvania State University) Business Logistics Engineering	Anqi Wei, Wuhan, China B.A. Business Logistics Engineering
Danyi Cao, Dalian, China B.S.Bus.Adm. Business Logistics Engineering	Yunan Lu, Taicang, Suzhou, China Bachelor's (Soochow University) Business Logistics Engineering	Jiarui Wu, Chengdu, China B.S.Bus.Adm. Business Logistics Engineering
Yuting Chai, Chengdu, China Bachelor's (Southwestern University of Finance and Economics) Business Logistics Engineering	Hengzhi Lyu, Shanghai, China Bachelor's (Zhejiang University) Business Logistics Engineering	Yi Wu, Shanghai, China Bachelor's (Shanghai University of Finance and Economics) Business Logistics Engineering
Houssein El Asmi, Washington, DC Bachelor's (University of Carthage) Business Logistics Engineering	Shenyang Ni, Hefei, China B.S. (University of California, San Diego) Business Logistics Engineering	Yan Xie, Nanjing, China B.S. (Purdue University) Business Logistics Engineering
Siqiang Guo, Yuncheng, China B.Engr. (Tongji University) Business Logistics Engineering	Ting Rong, Cixi, China B.Bus.Adm. (Zhejiang University of Technology) Business Logistics Engineering	Shan Xu, Fuzhou, China Bachelor's (Shanghai University of Finance and Economics) Business Logistics Engineering
Yuyang Han, Nanjing, China B.S.Bus.Adm. Business Logistics Engineering	Na Sha, Heilongjiang, China B.S. (Dalian Maritime University) Business Logistics Engineering	Bocheng Yu, Shenyang, China Bachelor's (Southwest University) Business Logistics Engineering
Yanyunwen He, Hangzhou, China B.A. (University of Indianapolis) Business Logistics Engineering	Linhu Shen, Changchun, China Bachelor's (Beijing Jiaotong University) M.S. (Michigan State University) Business Logistics Engineering	Fang Yuan, Kunshan, China Bachelor's (Nanjing University of Finance & Economics) Business Logistics Engineering
Bohao Hou, Beijing, China B.A., B.S.Bus.Adm. Business Logistics Engineering	Xianda Song, Columbus B.S.Bus.Adm. Business Logistics Engineering	Chuhan Zhang, Columbus B.A. Business Logistics Engineering
Mengqi Lei, Nanjing, China Bachelor's (Nanjing Agricultural University) Business Logistics Engineering	Benzeng Su, Shang Hai, China Bachelor's (Huazhong University of Science and Technology) Business Logistics Engineering	Yiyi Zhang, Ningde, China B.S. (Nankai University) Business Logistics Engineering
Fangtong Liu, Columbus Bachelor's (Central University of Finance and Economics) Business Logistics Engineering	Linda Akka Thomas, Thiruvalla, Kuala Lumpur, Malaysia B.Tech. (Mahatma Gandhi University) M.B.A. (Manipal University) Business Logistics Engineering	Hanqing Zhao, Shanghai, China B.Engr. (Donghua University) Bachelor's (East China Normal University) Business Logistics Engineering

Commencement Convocation, December 20, 2016

Lei Zhao, Beijing, China
B.S.Civ.Eng. (China University
of Geosciences)
M.S.
Business Logistics
Engineering

Lingxiao Zhou, Hefei, China
Bachelor's, Master's (Central
University of Finance and
Economics)
Business Logistics
Engineering

Yiran Zhu, Shenzhen, China
Business Logistics
Engineering

**MASTER OF BUSINESS
OPERATIONAL
EXCELLENCE**

Gokhan Anil, La Crosse, WI
M.D. (Ankara University)
Business Operational
Excellence

Jason Lamar Ayres, Columbia,
SC
B.Bus.Adm. (Baylor
University)
Business Operational
Excellence

Matthew Clayton Barrett,
Hilliard
B.A.
Business Operational
Excellence

Natalie Bridger, Fishers, IN
Bachelor's (Indiana University
Purdue University
Indianapolis)
Business Operational
Excellence

Jenifer K. Brown, Galloway
B.A. (Otterbein University)
Business Operational
Excellence

Randall Charles Brown,
Columbus
B.S. (Georgia Southern
University)
Business Operational
Excellence

Stephen August Brown,
Moore, OK
B.S.Aviation (Embry-Riddle
Aeronautical University)
M.S. (Southeastern Okla St.
Univ)
Business Operational
Excellence

Kristina Sue Burnside,
Lancaster
B.S.Nurs. (Ohio University)
Business Operational
Excellence

Bryan Grant Castro, Newark,
CA
B.S. (California Polytechnic
State University)
M.B.A. (IE University)
Business Operational
Excellence

Kyrsten Nicole Chambers,
Upper Arlington
B.A. (Miami University Oxford)
Business Operational
Excellence

Jason Paul Conner, Norman,
OK
B.S.Ind.Sys.Eng. (University of
Oklahoma-Norman)
Business Operational
Excellence

Samuel Cox, Westfield, IN
B.S. (Indiana State University)
Business Operational
Excellence

Margaret Mary Dayton, Grand
Rapids, MI
B.S.Nurs. (University of
Michigan, Ann Arbor)
Business Operational
Excellence

Linda Ann Dodge, Ada
B.Bus.Adm. (Mount Vernon
Nazarene University)
M.B.A. (Tiffin University)
Business Operational
Excellence

David Lee Garrett, Norman,
OK
B.A. (University of Oklahoma-
Norman)
Business Operational
Excellence

Paul Kevin Gattis, Norman,
OK
B.S.Elec.Eng., M.A.
(University of Oklahoma-
Norman)
Business Operational
Excellence

David Blake Griffith,
Worthington
B.S.Bus.Adm. (Otterbein
University)
Business Operational
Excellence

Billi J. Grooms, Newark
B.S.Nurs.
Business Operational
Excellence

Russ Oliver Haug, North
Newton, KS
B.S.Mech.Eng. (Wichita State
University)
Business Operational
Excellence

Jessica Brooke Holstine,
Pickerington
B.A. (Capital University)
Business Operational
Excellence

Cleveland Daniel Johnson,
Columbus
B.S. (University of Dayton)
Business Operational
Excellence

Christopher A. Kastl, Yukon,
OK
B.S. (Oklahoma State
University)
Business Operational
Excellence

Jared Kentner, Columbus
Business Operational
Excellence

Michael Frank
Krasnodembski, Westerville
Business Operational
Excellence

Timothy Erin Lafser, Fenton,
MO
B.S. (Missouri University of
Science and Technology)
Business Operational
Excellence

Dexter Larimore, Hilliard
B.S.Bus.Adm.
Business Operational
Excellence

Commencement Convocation, December 20, 2016

Jeffrey Judd Lawrence, Jr.,
Columbus
B.A. (University of
Massachusetts Amherst)
M.D. (Univ of Mass At
Worcester)
Business Operational
Excellence

Melissa Dawn Lawson, Powell
B.A.
Business Operational
Excellence

Kim Scott Mayberry, Caldwell,
ID
B.S. (Brigham Young
University)
Business Operational
Excellence

Marlene Louise O'Neil,
Columbus
B.S.Cptr.Inf.Sci.
Business Operational
Excellence

Loren J. Ranaletta, Jr.,
Huntersville, NC
B.S.Bus.Adm. (John Carroll
University)
Business Operational
Excellence

Luis Jaime Reyes, Spring, TX
TituloBach (Universidad
Technologica de Bolivar)
Business Operational
Excellence

Barbara Maher Rogers, Powell
B.S.Nurs., M.D.
Business Operational
Excellence

Thomas J. Scharschmidt,
Delaware
Bachelor's (Kent State
University)
M.D. (Northeastern Ohio
Universities Colleges of
Medicine and Pharmacy)
Business Operational
Excellence

Richard Sereno, Huntington,
IN
B.S. (Oakland University)
Business Operational
Excellence

Theodore Peter Sergakis II,
New Albany
B.S.Alld.Hlth.Prof.
Business Operational
Excellence

Douglas Matthew Shook,
Columbus
B.S.Alld.Hlth.Prof.
Business Operational
Excellence

Laurie Ann Spadaro, Galloway
B.Bus.Adm. (Mount Vernon
Nazarene University)
Business Operational
Excellence

Dale Wayne Swanson, Solon
B.S.Bus.Adm. (University of
Phoenix)
Business Operational
Excellence

Kimberly Tapia-Grullon,
Westerville
Bachelor's (Troy University-
Main Campus)
Business Operational
Excellence

Kelly Marie Trott
Theodosopoulos,
Cambridge
B.S.Nurs., M.B.A. (Ohio
University)
Business Operational
Excellence

Niraj R. Varia, Powell
B.S., M.S. (Wright State
University)
Business Operational
Excellence

John Visconti, Londonderry,
NH
B.S. (State University of New
York Institute of Technology
at Utica/Rome)
M.B.A. (Western Connecticut
State University)
Business Operational
Excellence

Georgia Ann Weilbacher,
Canal Winchester
B.S.Nurs.
Business Operational
Excellence

MASTER OF CITY AND REGIONAL PLANNING

Una Blanusa, Cincinnati
B.S.C.R.P.
City and Regional Planning

Erik James Engle, Columbus
B.S.Arch. (Kent State
University)
City and Regional Planning

William Alexander Pisha,
Columbus
Bachelor's (University of
Tennessee-Knoxville)
City and Regional Planning

Megan Witt, Perrysburg
B.A.
City and Regional Planning

MASTER OF DENTAL HYGIENE

Robert Edward Darr,
Reynoldsburg
B.S.Dent.Hygn.
Dental Hygiene

MASTER OF EDUCATION

Katie L. McBeth, Blacklick
B.A.
Education

MASTER OF ENVIRONMENT AND NATURAL RESOURCES

Claire Beck, Columbus
B.A. (Belmont University)
M.A. (University of Delaware)
Environment and Natural
Resources

Eric Garrison Flood, Canal
Winchester
B.S. (Ohio University)
M.S. (Missouri University of
Science and Technology)
Environment and Natural
Resources

Scott Thomas Goodfellow,
Freehold, NY
B.S. (Suny College at
Oneonta)
Environment and Natural
Resources

Eric David Metcalf, Albany
B.S. (University of South
Carolina)
Environment and Natural
Resources

MASTER OF FINE ARTS

Karen Ross, Mayfield Heights
B.F.A. (Edinboro University of
Pennsylvania)
Industrial, Interior and Visual
Communication Design

**MASTER OF GLOBAL
ENGINEERING
LEADERSHIP**

Abdirahim Mohamed Abdi,
Columbus
B.S.
Global Engineering
Leadership

**MASTER OF HEALTH
ADMINISTRATION**

Oksana Gizunterman,
Reynoldsburg
B.S.Ald.Hlth.Prof.
Health Services Management
and Policy

**MASTER OF HUMAN
RESOURCE
MANAGEMENT**

Peter Jared Fenimore, Powell
B.A. (Wabash College)
Human Resource
Management

Brittany Nicole Khol,
Columbus
B.S.Hsp.Mgt.
Human Resource
Management

**MASTER OF
LANDSCAPE
ARCHITECTURE**

Seth James Oldham,
Columbus
B.A. (Slippery Rock University)
Landscape Architecture

William Alexander Pisha,
Columbus
Bachelor's (University of
Tennessee-Knoxville)
Landscape Architecture

**MASTER OF
MATHEMATICAL
SCIENCES**

Evelyn E. Rodriguez,
Columbus
Diploma (Ponce Paramedical
College)
B.S. (Pontifical Catholic
University of Puerto Rico)
Mathematics

**MASTER OF
OCCUPATIONAL
THERAPY**

Bailey Barker, Lewis Center
B.S. (Ohio Dominican
University)
Health and Rehabilitation
Sciences

Alicia Anne Berman, Mentor
B.A. (University of Cincinnati -
Main Campus)
Health and Rehabilitation
Sciences

Christina Marie Green Clark,
Columbus
B.A.
Health and Rehabilitation
Sciences

Maria Michelle Eismann,
Beavercreek
B.S.
Health and Rehabilitation
Sciences

Julie Marie Faieta,
Pickerington
B.A.
Health and Rehabilitation
Sciences

Jennifer Lynn Freking,
Cincinnati
B.S. (Indiana University
Bloomington)
Health and Rehabilitation
Sciences

Gabrielle Gabrosek,
Wadsworth
B.A. (Ohio University)
Health and Rehabilitation
Sciences

Jessica Lynn Gillespie, Powell
B.S. (University of Pittsburgh)
Health and Rehabilitation
Sciences

Corey A. Glanzer, Columbus
B.S.Hlth.Reh.Sci.
Health and Rehabilitation
Sciences

Amy Elise Grooms, Groveport
B.A. (Otterbein University)
Health and Rehabilitation
Sciences

Jessica Lauren Grossman,
Solon
B.S.Educ.
Health and Rehabilitation
Sciences

Stephanie Lynn Hamm,
Galloway
B.S. (Ohio Northern
University)
Health and Rehabilitation
Sciences

Justin David Hammer,
Fostoria
B.S.Hlth.Reh.Sci.
Health and Rehabilitation
Sciences

Bryan Albert Larkin Hoffman,
Dublin
B.S.Hlth.Reh.Sci.
Health and Rehabilitation
Sciences

Alyssa Dree Iden, Marysville
B.A.
Health and Rehabilitation
Sciences

Veronica M. Kennedy,
Wadsworth
B.S. (Walsh University)
Health and Rehabilitation
Sciences

Kristin Catherine Kerper,
Twinsburg
B.S.Humn.Ecol.
Health and Rehabilitation
Sciences

Elizabeth Ann Koss,
Columbus
B.S. (Lindenwood University)
Health and Rehabilitation
Sciences

Keri Litmer, Beavercreek
B.S. (Wright State University)
Health and Rehabilitation
Sciences

Commencement Convocation, December 20, 2016

Erin Christine Lopresti,
Cranberry Township, PA
B.S. (James Madison
University)
Health and Rehabilitation
Sciences

Christopher Jon Lussier,
Findlay
B.S. (University of Cincinnati -
Main Campus)
Health and Rehabilitation
Sciences

Britney Teanne Millfelt,
Columbus
B.S.Humn.Ecol.
Health and Rehabilitation
Sciences

Allison Michelle Noss,
Cortland
B.S.Humn.Ecol.
Health and Rehabilitation
Sciences

Erin Elizabeth Novak, Powell
B.S. (University of Miami)
Health and Rehabilitation
Sciences

Amanda Marie Oress,
Willoughby
B.A.
Health and Rehabilitation
Sciences

Janell Lynn Piseгна, Marietta
B.A., B.S. (Shawnee State
University)
Health and Rehabilitation
Sciences

Chelsea Elizabeth Pitonyak,
West Chester
B.S. (Colorado State
University)
Health and Rehabilitation
Sciences

Julie Ellen Rennick, Dublin
B.A.
Health and Rehabilitation
Sciences

Rachel Elizabeth Ricotta,
Avon Lake
B.S.Humn.Ecol.
Health and Rehabilitation
Sciences

Lindsey Erin Scouten
Roehrenbeck, Columbus
B.A., M.Educ.
Health and Rehabilitation
Sciences

Margaret Rusnak, Columbus
B.A. (Antioch College)
Health and Rehabilitation
Sciences

Nicole Alexis Sarmiento, Solon
B.S.
Health and Rehabilitation
Sciences

Gina Marie Seitz, Vandalia
B.S.Hlth.Reh.Sci.
Health and Rehabilitation
Sciences

Hannah Storar, Kettering
B.A. (Capital University)
Health and Rehabilitation
Sciences

Megan Ann Suman, Norton
B.S.Ald.Hlth.Prof.
Health and Rehabilitation
Sciences

Olivia Nicole Thiemann,
Cincinnati
B.S.
Health and Rehabilitation
Sciences

Katherine Elizabeth Wheeler,
Stow
Bachelor's (Bowling Green
State University)
Health and Rehabilitation
Sciences

Molly Kathleen Wiberg,
Chagrin Falls
B.S.Hlth.Reh.Sci.
Health and Rehabilitation
Sciences

Amy Arminda Williams,
Bowling Green
B.A.
Health and Rehabilitation
Sciences

Rachel Grace Wise,
Worthington
B.S. (Otterbein University)
M.S.
Health and Rehabilitation
Sciences

Eliscia Ann Wisner, Bay
Village
B.S.Hlth.Reh.Sci.
Health and Rehabilitation
Sciences

Cortney Julianne Wisniewski,
Medina
B.S.Hlth.Reh.Sci.
Health and Rehabilitation
Sciences

Kimberly Zwissler, Saint
Leonard, MD
B.S.Honors (University of
Delaware)
Health and Rehabilitation
Sciences

MASTER OF PLANT HEALTH MANAGEMENT

Nicole V. Wright, Rocky River
B.A. (Oberlin College)
Plant Health Management

MASTER OF PUBLIC ADMINISTRATION

Christopher James Guerrini,
Hudson
B.A.
Public Policy and
Management

Julie Katherine Langenfeld,
Columbus
B.S. (Missouri University of
Science and Technology)
Public Policy and
Management

Nana Awukubea Oppong,
Columbus
Public Policy and
Management

Elizabeth Fulvia Paice,
Columbus
B.A. (University of
Massachusetts Amherst)
M.A.
Public Policy and
Management

Nicholas Robert Stefanik,
Columbus
B.A.
Public Policy and
Management

Sarah Frances Totedo,
Willoughby
B.A. (The University of
Findlay)
Public Policy and
Management

Lin Zhu, Longgang District,
Shenzhen, China
B.S. (Shenzhen University)
Public Policy and
Management

Commencement Convocation, December 20, 2016

MASTER OF PUBLIC HEALTH

Jayne Anne Barr, Circleville
B.S. (Allegheny College)
M.D. (Marshall University)
Public Health

Lauren Therese Battista,
Eastlake
B.A. (Miami University)
Public Health

Daniel Barry Collins,
Columbus
B.S.Educ., D.D.S.
Public Health

Stacey Michelle Conrad,
Alexandria
B.A. (Otterbein University)
Public Health

Jessica Lynn Hamilton,
Lebanon
B.S.Pub.Hlth.
Public Health

Vera Christina Kazaniwskyy,
Columbus
B.S. (University of Illinois at
Urbana-Champaign)
D.Vet.Med.
Public Health

Man Lai Leung, Brooklyn
B.S.
Public Health

Laura O. Rust, Columbus
B.S. (University of Miami)
M.D. (Wright State University)
Public Health

Arati Sharma, Columbus
Bachelor's (Tribhuvan
University)
Public Health

Brittany Kasumi Yarnell,
Napoleon
B.Appl.Sci. (Bowling Green
State University)
Public Health

MASTER OF SCIENCE

Keshav Aggarwal, New Delhi,
India
B.S., M.S. (Indian Institute of
Science)
Mathematics

Sarah Yaseen Abdulrazzaq Al-
Shareeda, Basrah, Iraq
B.S., M.S. (University of
Basrah)
Electrical and Computer
Engineering

Amy M. Alexander, Blacklick
B.S.Nurs. (Youngstown State
University)
Nursing

Rex Thomas Alexandre, Cary,
NC
B.S.Weld.Eng.
Welding Engineering

Ibrahim Majeed A. Alkanhal,
Riyadh, Saudi Arabia
B.Engr. (King Saud University)
Electrical and Computer
Engineering

George Michael Allen,
Columbus
B.S. (University of Illinois at
Urbana-Champaign)
Microbiology

Natalie Marie Alsup, Kalispell,
MT
B.S.
D.D.S. (Boston University)
Dentistry

Diana Marcela Ampudia
Sjogreen, Providencia Isla,
Colombia
TituloBach (Universidad Piloto
de Colombia)
Postgrad.Dipl. (Universidad de
Bogota Jorge Tadeo
Lozano)
Environment and Natural
Resources

Aravindh
Anantharamakrishnan,
Chennai, Tamil Nadu, India
B.Tech. (National Institute of
Technology Tiruchirappalli)
Industrial and Systems
Engineering

Bhavya Arora, Dehradun,
Uttarakhand, India
B.Tech. (Uttarakhand
Technical University)
Computer Science and
Engineering

Sita Madhu Asar,
Reynoldsburg
B.S.
Electrical and Computer
Engineering

Stephen Hardy Baine,
Columbus
B.S. (Texas Christian
University)
Pharmaceutical Sciences

Sanyam Bajaj, New Delhi,
India
B.S.Elec.Cptr.Eng.
Electrical and Computer
Engineering

Teng Bao, Jiashan, China
B.Engr. (Zhejiang University of
Science and Technology)
Master's (Jiangnan University)
Chemical Engineering

Kathleen O'Connell Barksdale,
Smithfield, VA
B.A., B.S. (Virginia
Commonwealth University)
Welding Engineering

Shelby Lee Behnke, Dublin
B.S. (University South
Carolina)
Chemistry

Donald Andrew Belcher,
Columbus
B.S. (Oklahoma State
University)
Chemical Engineering

Jennifer Christina Benjamin,
Columbus
B.Med.B.Surgry. (Christian
Medical College & Hospital)
Medical Science

Callie Lynn Benson, Brooklyn,
CT
B.S.Mech.Eng., M.S.
(Worcester Polytechnic
Institute)
Welding Engineering

Hannah Beus, Farmington, UT
D.D.S.
Dentistry

Hugo Blettery, Saint-
Chamond, France
Engr.Dipl. (Universite De
Compiegne)
Mechanical Engineering

Kyle Anthony Bodnyk, Ontario
B.S.Biomed.Eng.
Biomedical Engineering

Bethany Lyn Boleratz,
Kingsland, GA
B.S.Honors (Berry College)
Biochemistry

Commencement Convocation, December 20, 2016

Claire Eastment Bollinger, Columbus B.S. (University of Vermont) Public Health	Brian Allen Clark, Bridgeton, MO B.A. (Washington University in St. Louis) Physics	Bethany Louise Denton, Columbus B.S.Nutrition Animal Sciences
Nathan Robert Boyer, Mansfield B.S. (University of Toledo) Aeronautical and Astronautical Engineering	Jordan Dean Cluts, Bluffton B.S. (Case Western Reserve University) Aeronautical and Astronautical Engineering	Yashas Devaraju, Bangalore, India B.Eng., M.S. (Birla Institute of Technology and Science) Computer Science and Engineering
Kori L. Brady, Pickerington B.S. (University of North Carolina at Chapel Hill) J.D. Statistics	Ellen Louise Comes, Toledo B.S. (University of Dayton) Environment and Natural Resources	Catherine Eileen Dickey, Covington B.S. (The University of Findlay) Animal Sciences
Kirk Rowse Brouwer, Columbus B.S. (North Carolina State University) Aeronautical and Astronautical Engineering	Rosemary Lynn Compton, Hyde Park, NY B.S.Chem.Eng. (Florida Institute of Technology) Chemical Engineering	James Michael DiFranco, Chesterland B.S., D.D.S. Dentistry
Edwin R. Buchwalter, Ashley B.S. Earth Sciences	Samuel Charles Cook, Columbus B.A. (Bluffton University) Chemistry	Gary Chase Donaldson, New Orleans, LA B.S. (University of New Orleans) Welding Engineering
Victoria Bikogwa Bulegeya, Morogoro, Tanzania B.S. (Sokoine University of Agriculture) Horticulture and Crop Science	James Robert Cordle, Jr., Columbus B.S.Bus.Adm. Human Sciences	Jodi Jean Doney, Pataskala B.S. (University of Akron) Nursing
Thomas Gerard Burke, Jr., Medina D.D.S. Dentistry	Lauren E. Cosby, Columbus B.S.Chem.Eng. (University of Dayton) Biomedical Engineering	Kaley Jean Donovan, Youngstown B.S. (State University of New York College of Environmental Science and Forestry) Environment and Natural Resources
Rachel Danielle Capouya, Norcross, GA B.S. (University of Georgia) Plant Pathology	Chase E. Crowley, Galloway B.S. (Brigham Young University-Idaho) D.D.S. Dentistry	Stephanie Bryce Dooley, Manasquan, NJ B.A. (New York University) D.Vet.Med. (St. George's University) Comparative and Veterinary Medicine
Keerthi Chadalavada, Vijayawada, Andhra Pradesh, India B.Eng. (Birla Institute of Technology and Science) Computer Science and Engineering	Lucas A. Crumley, Davenport, IA B.S.Weld.Eng. Welding Engineering	Ami Dudhwala, Powell B.S. Nursing
Zechu Chai, Wuhan, China B.S.Elec.Cptr.Eng. Electrical and Computer Engineering	Gabriel Michael Dawson, Columbus D.D.S. (University of Washington) Dentistry	Nicole Paige Flower, Columbus B.S.Educ. Human Sciences
Linhu Chen, Columbus B.S. (Shanghai Jiao Tong University) Master's (Fudan University) Computer Science and Engineering	Ivory Tanu Dawson, Columbus B.S.Nurs. Nursing	Andrew Jacob Franson, Aurora, CO B.S. (Colorado School of Mines) Physics

Commencement Convocation, December 20, 2016

Theresa Frederick, Pickerington B.Bus.Adm. (City University of New York, Bernard M. Baruch College) B.S. (Suny Health Science Cente) Nursing	Tamaghna Hazra, Kolkata, India M.S. (Indian Institute of Technology Kanpur) Physics	Jian Jin, Shanghai, China Bachelor's (Shanghai Jiao Tong University) Computer Science and Engineering
Renan Frota Carvalho, Columbus B.S.Elec.Cptr.Eng. Electrical and Computer Engineering	Mei He, Baoji, China B.S.Mat.Sci.Eng. Welding Engineering	Christopher Allen Johnson, Columbus B.S. (Francis Marion University) Environment and Natural Resources
Kevin Galiano, Hialeah, FL B.S. (Massachusetts Institute of Technology) Physics	Mark Douglas Hornak, Fairlawn B.S.Mat.Sci.Eng. Materials Science and Engineering	Adam Khalaf, Lima B.S.Food.Ag.Bio.Eng. Food, Agricultural and Biological Engineering
Hantian Gao, Nanjing, China B.S. (Nanjing University) Physics	Senyang Hu, Columbus Bachelor's (Northeastern University) Computer Science and Engineering	Hyeong Jun Kim, Columbus B.S.Ind.Sys.Eng. (Hanyang University ERICA Campus) Industrial and Systems Engineering
Marwa Jamal Ghumrawi, Munroe falls B.S. Food, Agricultural and Biological Engineering	Jaqueline Huzar Novakowiski, Guarapuava, Brazil Bachelor's (Universidade Estadual do Centro-Oeste) Plant Pathology	Benjamin Ross Knost, Urbana B.S. (United States Air Force Academy) M.S. (Air Force Institute of Technology) Civil Engineering
Morgan Marie Guider, Marysville B.S.Env.Nat.Res. Food, Agricultural and Biological Engineering	Andrei Gabriel Iacob, Columbus B.S.Mech.Eng. Mechanical Engineering	Ashish gupta Konda, Bangalore, KA, India B.Engr. (Visvesvaraya Technological University) Computer Science and Engineering
Rebecca E. Guinther, Bucyrus B.S.Agr. Agricultural and Extension Education	Nne Edith Ihemere, Galloway Diploma (Federal Medical Centre) Certificat (Okezie School of Midwifery) B.S.Nurs. Nursing	Julie Katherine Langenfeld, Columbus B.S. (Missouri University of Science and Technology) Civil Engineering
Nlingilili Oarabile Kgosietsile Habana, Gaborone, Botswana Bachelor's (University of Botswana) Geodetic Science and Surveying	Md. Rashedul Islam, Dhaka, Bangladesh B.S.Civ.Eng. (Bangladesh University of Engineering and Technology) Postgrad.Dipl. (Chartered Institute ofProcurement & Supply) Master's (BRAC University) Civil Engineering	Jenny Vi Le, Columbus B.S. (University of California, Los Angeles) Biophysics
Patrick D. Halley, Columbus B.S.Chem.Eng. Chemical Engineering	Jerad Robert Jaborek, Vesper, WI B.S. (University of Wisconsin- River Falls) Animal Sciences	Anthony James Lefeld, St. Henry B.S. (University of Notre Dame) Physics
Zhibo Han, Poway, CA B.S.Civ.Eng. Civil Engineering	Wenhan Jia, Guangyuan, China B.S. (Zhejiang University) Chemical Engineering	Kevin Michael Lehtinen, Concord Twp. B.S.Mech.Eng. Mechanical Engineering
Hasmin Hakim Bin Hasbullah, Selangor, Malaysia B.S. (University of Wisconsin- Madison) Industrial and Systems Engineering		Ziying Lei, Shi He Zi, China B.Engr. (Guilin University of Technology) Civil Engineering

Commencement Convocation, December 20, 2016

Jansen Charles Lenzo, Newcomerstown B.S.Weld.Eng. Welding Engineering	Peter L. Lu, Columbus B.A., M.D. (Northwestern University) Medical Science	Merve Merakli, Antalya, Turkey B.S., Certificat, M.S. (Bilkent University) Industrial and Systems Engineering
Shuang Li, Wenzhou, China Bachelor's (Xidian University) Computer Science and Engineering	Daniel Joseph Lyons, Edmond, OK B.S. (University of Dallas) Chemistry	Karasi B. Mills, Orrville B.S. (University of Washington) Plant Pathology
Xia Li, Beijing, China B.S. (China Agricultural University) Computer Science and Engineering	Nabeel Ali Mahmood, Rocky River Bachelor's (Birzeit University) Civil Engineering	Michelle Christine Miranda, Columbus B.A. (University of Cincinnati) Human Sciences
Xiang Li, Upper Arlington Bachelor's, M.S. (Tsinghua University) M.S., Ph.D. Computer Science and Engineering	Preston Kim Manwill, Columbus B.S. (Southern Utah University) Pharmaceutical Sciences	Hardik Mody, Mumbai, India B.Pharm. (University of Mumbai) Pharmaceutical Sciences
Zhuoran Li, Jinan, China B.S.Cptr.Sci.Eng. (Beijing Institute of Technology) Computer Science and Engineering	Nickolas Francis Martin, Copley B.A., B.S.Mech.Eng. Industrial and Systems Engineering	Paulo Montero Camacho, Alajuela, Costa Rica B.S. (Universidad de Costa Rica) Physics
Bowen Liang, Bengbu, China B.S. (Shanghai Jiao Tong University) Mechanical Engineering	Brian Sennett Mason, Zionsville, IN B.A. (Denison University) M.A. (Bluffton University) M.S. (Purdue University) Human Sciences	Amanda Kay Montoya, Columbus B.S. (University of Washington) M.A. Statistics
Nan Liang, Shiyan, China Bachelor's (Wuhan University) Computer Science and Engineering	Sarah Elizabeth McClure, Grove City B.A., B.S. (Miami University Oxford) Nursing	Molly K. Moran, Waddy, KY B.F.A. (University of Kentucky) Food, Agricultural and Biological Engineering
Xi Lin, Shenzhen, China B.S. (University of Cincinnati - Main Campus) B.S. (South China Normal University) Chemistry	Katie McCool, Pittsburgh, PA B.S. (Allegheny College) D.Vet.Med. Comparative and Veterinary Medicine	Kelly J. S. Morgan, Worthington B.S.Nurs. (Otterbein University) Nursing
Brianna Lipscomb, Galena B.S. (Miami University Oxford) Human Sciences	Joseph Patrick McEney, Worthington B.S.Mech.Eng. Mechanical Engineering	Joan John Msuya, Morogoro, Tanzania B.S. (Sokoine University of Agriculture) Human Sciences
Wade Howarth Litt, Lancaster B.A. (Muskingum University) M.S. (Ohio University) Agricultural, Environmental and Development Economics	Anne J. McGhee, Westerville B.S.Nurs. Nursing	Anand Nagarajan, Mumbai, India B.Tech. (Indian Institute of Technology Bombay) Mechanical Engineering
Cheng Liu, Columbus B.Engr. (Tongji University) Mechanical Engineering	Anne Marie McIntire, Centerville B.S.Nurs. Health and Rehabilitation Sciences	Krystal Annines Navarro- Acevedo, Wooster Bachelor's (University of Puerto Rico) Plant Pathology
Elizabeth Mary Loker, Hilliard B.S.Nurs. Nursing	Madeline JoAnn McIntyre, Columbus B.S.Bus.Adm. Human Sciences	

Commencement Convocation, December 20, 2016

Julio Cesar Neira Gutierrez, Santiago, RM, Chile TituloBach (Academia Politecnica Militar) M.S. (Cranfield University) Geodetic Science and Surveying	Mohammad Ali Rezaei, Columbus B.S. (Amir Kabir University of Tech) Master's (Tarbiat Modares University) Biophysics	Qianli Shen, Wuhan, China B.S. (China Agricultural University) Horticulture and Crop Science
Michael Romanoff Orr, Akron B.S.Weld.Eng. Welding Engineering	Katarina Geneva Rose, Budd Lake, NJ B.A. (The College of New Jersey) Mathematics	Skyler Singh, Columbus B.S. (University of Maryland, Baltimore) Biomedical Engineering
Wei Pan, Shanghai, China Bachelor's (Shanghai Jiao Tong University) Electrical and Computer Engineering	Spencer Alan Rudolph, Gates Mills B.S.Cptr.Sci.Eng. Computer Science and Engineering	Daniel Scott Stentz, Columbus B.S., D.D.S. Dentistry
Dimitrios Papantonis, Columbus Bachelor's (National Technical University of Athens) Electrical and Computer Engineering	Joyce Elizabeth Rudy, East Hanover, NJ B.A. (Boston University) Public Health	Caitlin Erin Stripling, Ann Arbor, MI B.S. (Michigan State University) Atmospheric Sciences
Creighton Joseph Parent, Columbus B.S.Elec.Cptr.Eng. Electrical and Computer Engineering	Craig Aaron Sacco, Alliance B.S.Aero.Astro.Eng. Aeronautical and Astronautical Engineering	Kyle B. Stritch, Carlisle, PA B.S. (Lehigh University) Welding Engineering
Graciela Carolina Penso, Cypress, TX B.S. (Texas A&M University) Welding Engineering	Navtej Singh Saini, Mohali, India B.Tech. (Vellore Institute of Technology) Electrical and Computer Engineering	Xingchi Su, Changsha, China B.Engr. (Central South University) Electrical and Computer Engineering
Gina Ayana Price, Atlanta, GA B.S.Agr. Agricultural, Environmental and Development Economics	Janani Sampath, Bangalore, India B.Engr. (Visvesvaraya Technological University) Chemical Engineering	Sanghyun Suh, Busan, Korea B.S.Mat.Sci.Eng. Welding Engineering
Hanming Qin, Qingdao, China B.S. Mechanical Engineering	Eka Novita Sari, Wooster B.S.Agr. (Bogor Agriculture University) Horticulture and Crop Science	Xiaowen Sun, Dublin B.S.Cptr.Sci.Eng. Computer Science and Engineering
Gurudatt Alias Vinayak Rao, Mumbai, India B.Engr. (University of Mumbai) M.Tech. (Indian Institute of Technology Bombay) Electrical and Computer Engineering	Joshua Pritchard Schimmel, Boalsburg, PA B.S.Ind.Sys.Eng. Industrial and Systems Engineering	Xun Sun, Hangzhou, China Bachelor's (Wuhan University of Science and Technology) Electrical and Computer Engineering
Rachel Marie Reineck, Columbus B.S.Nurs. Nursing	Nicholas Stephen Sharp, Milford B.Bus.Adm. (Kentucky Christian University) Human Sciences	Deepakrajanayak Sundaravaradarajan, Bures sur Yvette, France Bachelor's (Ecole Nationale Supérieure de Mecanique et D'AeroTec) Aeronautical and Astronautical Engineering
Yanhai Ren, Nanyang, China B.S., M.S. (Harbin Institute of Technology) Mechanical Engineering	Nathan Michael Shay, Columbus B.S.Civ.Eng. (Ohio Northern University) M.C.R.P. Civil Engineering	Bradford Kent Talbert, Columbus B.S. (Brigham Young University) Physics
		Minghao Tang, Guangzhou, China B.Engr. (Guangdong Ocean University) Industrial and Systems Engineering

Commencement Convocation, December 20, 2016

Xiang Tang, Washington, DC B.S.Elec.Cptr.Eng. Electrical and Computer Engineering	Kyle Matthew Wald, Litchfield, MN B.S. (North Dakota State University) M.B.A. (St. Cloud State University) Welding Engineering	Qisheng Wu, Changzhou, China B.Engr. (Nanjing University of Science and Technology) Electrical and Computer Engineering
Tekle Mebrahtu Tekle, Columbus Bachelor's (University of Asmara) Agricultural and Extension Education	Zicong Wang, Wuhan, China B.S.Elec.Cptr.Eng. Electrical and Computer Engineering	Yujia Xiao, Shanghai, China Bachelor's (Shanghai Jiao Tong University) Electrical and Computer Engineering
Deepa Thiagarajan, Columbus B.Tech. (Pondicherry University) M.S. (University of Bradford) Electrical and Computer Engineering	Sarah June Watzman, Cincinnati B.S.Mech.Eng. Mechanical Engineering	Yuhan Xu, Shanghai, China Bachelor's (Shanghai Jiao Tong University) Electrical and Computer Engineering
Nathan Paul Titkemeier, Luckey B.S. (Ohio Northern University) Integrated Biomedical Science Graduate Program	Gabriel Vincent Wawrin, Kent B.S. Atmospheric Sciences	Hao Xue, Qingdao, China B.Engr. (Xiamen University) Electrical and Computer Engineering
Thomas Mason Todaro, Wooster B.A. (Kent State University) Horticulture and Crop Science	Eric Brian Weston, Pittsburgh, PA Industrial and Systems Engineering	Chen Yang, Renqiu, China B.Engr. (Southwest Petroleum University) Earth Sciences
Ahmet Bayram Toluc, Samsun, Turkey Bachelor's (Ondokuz Mayıs University) Civil Engineering	Austin Taylor Wilson, Grove City B.S. (Xavier University) Chemistry	Fei Yang, Beijing, China B.S. (Beijing University of Civil Engineering and Architecture) Civil Engineering
Kristen Marie Towne, Brecksville B.S. (Cornell University) Environment and Natural Resources	Nathan James Winkler, Wadsworth B.S.Elec.Cptr.Eng. Electrical and Computer Engineering	Peiyu Yang, Shanghai, China B.S.Mech.Eng. Mechanical Engineering
Abhinav Krishnendra Varma, Indore, India B.S.Aero.Astro.Eng. Aeronautical and Astronautical Engineering	Caroline Winters, Pickerington B.S. (Rose-Hulman Institute of Technology) Aeronautical and Astronautical Engineering	Sihan Yang, Beijing, China B.S.Elec.Cptr.Eng. Electrical and Computer Engineering
Anne Marie Vascik, Oxford B.S.Env.Nat.Res. Environment and Natural Resources	Matthew Austin Wright, New Albany B.A. (University of Pittsburgh) M.S. (Missouri University of Science and Technology) Civil Engineering	Yulou Yang, Columbus B.S.Elec.Cptr.Eng. Electrical and Computer Engineering
Arrvind Venugopal, Vellore, India B.Tech. (Amrita University) Computer Science and Engineering	Hao-Hsiang Wu, New Taipei City, Taiwan B.S. (National Cheng Kung University) M.S. (National Taiwan University) Industrial and Systems Engineering	Han Baek Yu, Columbus B.S. (Seoul National University) Mathematics
Brooklyn Kay Wagner, Columbus B.S.Agr. Animal Sciences	Jiaxin Wu, Guangzhou, China B.S. (Sun Yat-sen University) Physics	Sisheng Yu, Ezhou, China Bachelor's (University of Science and Technology of China) Physics
		Yongze Yu, Wuhu, China B.S. (Lanzhou University) Chemistry

Commencement Convocation, December 20, 2016

Matthew Alan Yurkovich,
Columbus
B.S.Aero.Astro.Eng.
Aeronautical and Astronautical
Engineering

Soroush Zamanian, Dublin
B.S. (Islamic Azad University)
Civil Engineering

Christina Louise Zerda,
Edinburg, TX
B.S.
Earth Sciences

Yujing Zhai, Beijing, China
B.S. (Peking University)
M.S.
Chemical Engineering

Xu Zhang, Baotou, China
B.Engr. (Tongji University)
Computer Science and
Engineering

Yongsheng Zhang, Benxi,
China
Bachelor's (Beijing Jiaotong
University)
Computer Science and
Engineering

Zhengda Zhang, Harbin,
China
B.S. (Harbin Institute of
Technology)
Electrical and Computer
Engineering

Zicong Zheng, Foshan, China
B.Engr. (South China
University of Technology)
Computer Science and
Engineering

Wei Zhou, Tianjin, China
B.S. (Nankai University)
Ohio State Biochemistry
Program

Qin Zhu, Shanghai, China
Bachelor's, Master's
(Shanghai University)
Electrical and Computer
Engineering

Sloan Miriam Zimmerman,
Solon
B.S.Mech.Eng. (Harvard
University)
Mechanical Engineering

**MASTER OF SOCIAL
WORK**

Molly Rom Comunale, Medina
B.S. (Miami University Oxford)
Social Work

Roger Dale Hawkins, Shelby
B.S.Humn.Ecol.
Social Work

Johnna Grace Kovach, Dublin
B.A.
Social Work

Angela Renae Tyler,
Columbus
B.S. (Loyola University
Chicago)
Social Work

Christine Elizabeth Wheeler,
Marysville
B.S. (Otterbein University)
M.A. (George Washington
University)
Social Work

**COLLEGE OF ARTS
AND SCIENCES**

Executive Dean: David C.
Manderscheid

Peter L. Hahn, Divisional Dean
Arts and Humanities

Christopher M. Hadad,
Divisional Dean
Natural and Mathematical
Sciences

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

BACHELOR OF ARTS

Ahlam Zaher Abdelmajid,
Hilliard

Rebekah Anne Abel,
Johnstown

Magna Cum Laude
with Honors in the Arts and
Sciences

Taylor Kristen Abel, Holgate

Maryam Abidi, Maumee
Magna Cum Laude

Emma Ann Acheson, Athens
Summa Cum Laude

Colin Gregory Adams,
Cincinnati

David Emmanuel Addison, Jr.,
Worthington

Clement Adu Boahen,
Westerville

Cum Laude

Habibah Faizatulmuna

Ahmad, Jakarta, Indonesia

Victoria June Alesi, Arlington
Heights, IL

Magna Cum Laude

Ekram Ahmed Ali, Columbus

Aubrie Anne Allen, Centerburg
Cum Laude

Christina Anne Allen, Hilliard
Cum Laude

Nicole Helen Almenar, Akron
Magna Cum Laude

Ameryst Danae Alston,
Canton

Hana A. Amer, Gahanna

Natasha Marie Anderson,
Shaker Heights

Hannah Brooke Andrews,
Roswell, GA

Magna Cum Laude

Maria Zaharenia

Androulakakis, Stow
Magna Cum Laude

with Honors in the Arts

Michael Amedeo Anese, Stow
Magna Cum Laude

Chloe Elena Aparcedo,
Chicago, IL

David Mark Argaman,
Rochester, NY

Harris Raine Atha-Simonton,
Cincinnati

Anna Margaret Attea, Buffalo,
NY

Cum Laude

Luke David Axelson,
Pickerington

Lalka Atanasova Babaleeva,
Petrich, Bulgaria

Alexander Christopher Bailey,
Middletown

Cayli Elizabeth Baldwin,
Middletown

Chase Woodhouse Baldwin,
Cohasset, MA

Shannon Kathleen Ballman,
Cincinnati

Cynthia L. Ballou, Plain City

Samantha Marie Barnett,

Fairborn

Joe Thomas Barrett IV,
Witchita Falls, TX

Mackenzie Victoria Bart,
Brockway, PA

Rachel Marie Bartram,
Columbus

Kelsey Lynn Basar, Brunswick

Lindsey Marion Basista,
Cleveland

Amanda Baxter, Columbus

Benjamin Patrick Beall,
Columbus

Summa Cum Laude

Andrew Silas Beals,
Centerburg

Taylor Nicole Beard, Copley
Summa Cum Laude

Emma Joyce Mary Beaver,
Gahanna

Magna Cum Laude
with Honors in the Arts and
Sciences

Haley Noel Bedocs, Ashland

Stephanie Marie Belieu, West
Chester

Cum Laude

Samoni M. Bell, Columbus

Delaney Nicole Bertino,
Columbus

Maggie Philena Betz, Liberty
Township

Alyssa Lynn Bhat, Dayton
Summa Cum Laude

Patrick James Bigley,
Westerville

Michael George Billingham III,
LaGrange

Quwanyshia Esterra Billups,
Akron

Tristin L. Bivens, Columbus

Sarah Ariadne Blakeman,
Canton

Magna Cum Laude

Elizabeth Christine Blessing,
Bexley

Elizabeth Regan Bollinger,
Columbus

Timothy Alan Booth,
Cambridge

Katie Marie Bosley,
Westerville

Carmen I. Bowden, Grandview
Heights

Brian Acunis Bowers, Hilliard

Mark Christopher Bowes,
Columbus

Shelby Rayne Brady,
Cardington

Brittany Paige Brauer,
Cincinnati

Ashley Renee Brewster,
Cincinnati

Dominique A. Brown,
Youngstown

Katherine Maude Brown,
Cincinnati

Cum Laude

Robert William Warren Bruner,
Canton

Summa Cum Laude
with Honors in the Arts and
Sciences

Bryan Christopher Bruns,
Heath

Deborah Kay Bryan, Alliance

Adam Joel Bryant, Canton

Mary A. Bucher, Marion
Cum Laude

Michael Thomas Burkett,
Hilliard

Magna Cum Laude
Patrick Michael Burns, East
Pembroke

Blair Butler, Galion
Magna Cum Laude

Victoria Marie Byram, Hilliard

Zachary Alex Cain,
Gaithersburg, MD

Lauren Elise Caldwell,
Columbus

Gabriella Capogreco,
Youngstown

Aren Huang Carman,
Westerville

Stephen Michael Carr, Toledo

Jeffrey Raymond Casey,
Lakewood

Maria Alexandra Chabali,
Dayton

Magna Cum Laude
with Honors in the Arts and
Sciences

Amandeep Singh Chahal,
Delhi, India

Mitchell Allan Chan, Bel Air,
MD

Alexa Nicole Chapman,
Delaware

Summa Cum Laude

Hannah Claire Chelimsky, Fox
Point, WI

Jessica Chen, Ada

Erin Elizabeth Chesko,
Columbus

Melissa Mary Chilcote, Mount
Gilead

Commencement Convocation, December 20, 2016

Charlotte Elaine Clark,
Westerville
Lyn Ann Clark, Wolf Point, MT
Brennan O'Brien Clegg,
Powell
Bobbie Jo Coates, Columbus
Cum Laude
Dwight David Coates,
Columbus
Jose Alejandro Cobo, Cali,
Colombia
Sophie Lee Coldiron, Los
Altos, CA
Magna Cum Laude
Meghan Lindsey Coleman,
Brunswick
Alyssa Michelle Collier, Fort
Meyers, FL
Stephen Alexander Collier,
Leesburg, GA
Mackenzie Lynn Conley, Lima
Brittany Nicole Conner,
Gahanna
Kelsey Lee Cook, Milford
Christopher Michael Cooksey,
Columbus
Townshend Robert Cooper,
Cincinnati
Magna Cum Laude
Casey Barrett Coriell,
Wheelersburg
Steffon L. Corna, Rocky River
Benjamin Ryan Corshen,
Bethpage
Daniel Aaron Coyle, Toledo
Katherine Louise Craycraft,
Waldo
Cum Laude
Larisa Therese Cribben, North
Canton
Cum Laude
Nikeisha Lynn Cross, Toledo
Brianna Leigh Crouch,
Columbus
Allison Gail Crow, Swanton
Benjamin Matthew Crowder,
Ashtabula
Marta B. Csejtey, Columbus
Alison Marlene Cummins,
Warrenton, VA
with Research Distinction in English
Madison Anne Curtis,
Springfield, VA
Magna Cum Laude
Ethan Bradford Cutlip,
Waverly
Cian Laine Dabrowski,
Amaranth
Julia Katherine Dagg, Fremont
Zachary Duane Dallman,
Grove City
Jordan Eppley Davies,
Columbus
Samuel Robert Davis,
Cleveland
Allison Marie Dean
Summa Cum Laude

Zachary Michael Lewis Dean,
Mount Sterling
Kristen Grace DeJongh,
Lakewood, CA
Leticia Faith DeLeon,
Worthington
David Allen Dempsey III,
Huntington, WV
Olivia Taylor Denzy, Loveland
Hanna Grayce DePuy,
Caldwell
Cum Laude
Carolyn Roxanne Dever,
Columbus
Samantha Renee Devereaux,
Louisville
Caleb Daniel Devitt, Carrollton
Mame Mbaye Diagne,
Houston, TX
Jennifer Ashley Dienno,
Columbus
Ashlyn Brooke Dilbone,
Harrod
Tianyu Ding, Shandong
Province, China
Lauren Elyse DiSalvo,
Columbus
Shengchen Dong, Jilin, China
Cum Laude
Eirin Mackenzie Machle
Donovan, Worthington
Levi Charles Dotson, Utica
Magna Cum Laude
Merrilee Elizabeth Dresbach,
Chillicothe
Georgina Drury, Cincinnati
Halle Morgan DuMoulin,
Wellsville
Brooke Ashley Dutton, Canal
Winchester
Kaitin Nicole Earley, Hilliard
Faith Morgan Radde Edwards,
Berrien Springs, MI
Summa Cum Laude
Jessica Anne Eichenlaub,
Elyria
Brittany Ann Elia, Tenafly, NJ
Zane David Ellenwood, Belpre
Courtney Paige Elliott, Dublin
Richard Edward Elliott,
Ashtabula
Nicole Marie Ellis, Findlay
Cum Laude
Brittain Lee Elswick, Chardon
Austin Thomas Emmons,
Delaware
Claire Elizabeth Enderle,
Columbus
Brian Erlichman, New Albany
Jordan Colleen Espino-Arvizu,
Cardington
Cum Laude
Katherine Clarisa Esteve,
Vernon Hills, IL
Jake Dalton Estornell,
Philadelphia, PA
Cum Laude

Justin Avery Eyer,
Worthington
Craig Alan Fada, Columbus
Thomas Patrick Feerick,
Zanesville
Magna Cum Laude
Sydney Marie Feldhaus,
Cincinnati
Laura Emily Fend, Cincinnati
Christopher Thomas Field,
Toledo
Charles Edward Fisher,
Prospect, KY
Michael William Fisher,
Mansfield
Brian Patrick Flaherty,
Cincinnati
Anna Rose Flood, Dayton
Summa Cum Laude
Basheera Muslima Foggie,
Columbus
Caroline Elizabeth Fox,
Centerville
Jenna Kiran Fox, Gahanna
Ian Daniel Frankenburg,
Findlay
Cum Laude
*with Honors in the Arts and
Sciences*
Tonya E. Fransen, Marion
Cum Laude
Chandler Nicole French,
Cincinnati
Cum Laude
Joshua David Frilling, Fort
Loramie
Mariah Sue Ann Fuerst,
Columbus
Jeffrey Edward Fuller,
Columbus
Alexandra Marie Fuxa, San
Juan, Puerto Rico
Cum Laude
Conrad Gainski, Chicago, IL
Melanie Elizabeth Gaitten,
Grove City
Jiaxin Gan, Guangzhou, China
Magna Cum Laude
Laura Brooks Gannon, Urbana
Alden Elizabeth Gardiner,
Maumee
Megan Julie Garner, Avon
Jackson Phillip Garrity,
Columbus
Magna Cum Laude
Joshua Paul Gebhart,
Pickerington
Peter Michael Geraghty,
Middletown, RI
Devan Aja Gibson, Chiayi,
Taiwan
Ryan Nicole Gifford, Cincinnati
Tessa Marie Gilcher, Canal
Winchester
Magna Cum Laude
Clay Anthony Gilkerson,
Powell
Magna Cum Laude

Commencement Convocation, December 20, 2016

Nicholas Rossi Giorgi, Chardon	Alisha Kelly Harris, San Diego, CA	Hallie Rebecca Israel, Orange <i>Cum Laude</i>
Hannah Grace Girton, Washington Court House	Meka Michelle Hart, Gahanna	<i>with Research Distinction in Criminology</i>
David James Gliebe, Brunswick	Monica Blake Hartzler, West Liberty	Doyle Aaron Jackson, Jr., Hilliard
Jessica Leevette Glover, Cleveland	Alexander Harvey, Centerville <i>Magna Cum Laude</i>	Nicholas Alan Jackson, Sandusky
Nicholas William Glynn, Gahanna	Madison Marie Haupricht, Toledo	Laura Janeann Jameson, Sidney
Adam A. Goerlitz, Columbus	Ryan Lloyd Heil, Hinckley <i>Cum Laude</i>	Blake Edward Jarvis, Troy
Madyson Joye Goodfleisch, Ashville	Anthony John Hein, Dublin	Tyler Kennedy Jaszchke, Des Moines, IA
Brenea Jillian Gordon, Bedford Heights	Edward Joseph Held III, Columbus	Kari Beth Jasinski, Columbus
Hannah Mae Grace, Centerburg	Lindsey Heldenbrand, Ashland	Bo Jensen Jenkins, Lakewood
<i>Magna Cum Laude</i>	Ryan Edward Helle, Oak Harbor	Kacie Lynn Jewett, Galena
Brigid Anne Graham, Akron	Addison James Hennen, Columbus	Christopher Matthew Johnson, Grove City
Madeline Skye Graham, Upper Arlington	Ruth Jinhee Heo, South Korea	Clarence M.n. Johnson, Cleveland
Katherine Lynnann Grant, Monclova	Sarah Sue Herman, Edgerton	Lauren Kali Johnson, Milford <i>Cum Laude</i>
Devin Thomas Gray, Springfield, VA	Samuel Jacob Herold, Powell	Richard Alexander Johnson, Marysville
Jeffery Dwayne Gray, Fort Thomas, KY	Rodney Lee Hilderbrandt, Westerville	Sarah Elizabeth Johnson, Columbus
<i>Summa Cum Laude</i>	<i>Magna Cum Laude</i>	Layla Kahaulani Johnston, Cleveland
Teresa Faye Green, Pickerington	Justin Chun-Wai Ho, Lewis Center	Keshawn Allen Demond Jones, Toledo
Kimberly Dianne Greulich, Gahanna	Cory Lynn Hohenstein, Gahanna	Maria Frances Kahan, Columbus
Marcus Jordan Grice, Ramstein, Germany	Sara Hunter Holloway, Hilliard	<i>Cum Laude</i>
Andra Larkins Griffin II, Maple Grove, MN	William Hale Holtkamp, Cleveland	Tori Elizabeth Kanicki, Pierpont
Tyler A. Griffin, Canal Winchester	<i>with Research Distinction in Sociology</i>	Anjali Sunila Kanwar, Blacklick <i>Magna Cum Laude</i>
Adam Matthew Griffith, Miamiisburg	Nathan Cole Honecker, New Philadelphia	Alison Pearl Kearney, Long Beach, CA
William Patrick Grimm, Cleveland	Ezekiel Scott Honegger, Lake Zurich, IL	Isaac Joseph Kebe, Columbus
Alexander William Gross, St. Clairsville	Andrew William Hoolihan, Worthington	Philip James Kebe, Columbus <i>Cum Laude</i>
<i>Summa Cum Laude</i>	Dillan Michael Hooper, Marion	Bradley Ray Kelly, Alexandria
Mallory Joy Gruich, Wadsworth	Austin Hauge Horner, Upper Arlington	Kendra Ann Kelly, East Liverpool
Rachel Lyn Guarino, Willoughby Hills	Patricia Kathleen Hosler, Logan	Kirby Elizabeth Kelly, Twinsburg
Natalie Elena Guido, Olmsted Falls	<i>Cum Laude</i>	<i>Cum Laude</i>
Yameng Guo, Qingdao, China	Bryan Nathaniel House, Clyde	Marean Amelia Jane Kennedy, Columbus
Andrew James Gutierrez, Bay Village	Erin Elise Howard, Columbus	Emily Anne Kenney, Mason <i>Magna Cum Laude</i>
<i>Cum Laude</i>	Megan Abigail Howe, Granville	Dillon Michael Kern, Loveland
Dylan Matthew Haines, Lexington	Courtney B. Howell, Kenton	Maximilian Paul Kerns, Medina
Maria Celestina Hamman, Dublin	Shannon M. Hrabak, Columbus	Mathew Spencer Kessler, Boca Raton, FL
Jessica Marie Hanson, Kansas City, MO	Zheng Hui, Beijing, China	Momina Khatri, Austin, TX <i>Summa Cum Laude</i>
<i>Cum Laude</i>	Vaughn Ashton Blake Hunt, Aurora	Daniel Thomas Khourie, Columbus
<i>with Honors in the Arts and Sciences</i>	Alanna Christine Hurdley, Lancaster	Bo Sung Kil, Seoul, Korea
Alfred Wick Hardenbergh, Cincinnati	<i>Magna Cum Laude</i>	Byung Chan Kim, Seoul, Korea
Stephanie Ann Harkin, Upper Arlington	Taylor John-Edward Hurff, Sewell, NJ	<i>Magna Cum Laude</i>
	Laura Kathryn Hurst, Columbia Station	Hyunwoo Kim, Seoul, Korea
	Eyad Hussein, Pickerington	Tae Young Kim, Columbus
	AdaObinna Marcaniqua Ijomah, Columbus	
	<i>Magna Cum Laude</i>	
	Afnan Mohammed Isleem, Gaza, Palestine	

Commencement Convocation, December 20, 2016

Lindsey Annamaria
Kinderdine, Kalamazoo, MI
Cum Laude

Brandon Andre Kittle, Newark
Shaina Marie Klammer,
Perrysburg
Aaron Michael Kleespies,
Cincinnati
Kevin Matthew Knipe,
Napoleon
*with Research Distinction in
Sociology*

Max Brandon Kogan,
Cleveland
Kody Allen Kohler,
Wapakoneta
Raneem Ameer Kokash,
Cleveland
Mark Alan Kolat, Mentor
Summa Cum Laude

Lauren Nikol Kolberg, Mount
Vernon
Yuliya O. Kotova, Columbus
Jacob Michael Kovach, Huron
Michael Troy Kowaleski,
Westerville
Sarah Grace Koza, Lima
Lydia Jo Kruse, Gahanna
Ryan Howard Kuebler, Hilliard
Troy Alan Kuhn, Zionsville, IN
George Garentino Kutrolli,
New London, CT
Cum Laude

Christopher Michael Kuzak,
South Amherst
Katie Renee Lament, West
Liberty
Jenna Marie Landuyt,
Groveport
Steven Sing Lao, Jr., Gahanna
Cum Laude

Madison Amara Laskarzewski,
Cincinnati
Cum Laude

Corey Robert Leasure,
Smithfield
Colin Henry Lee, Sylvania
Magna Cum Laude

Connie Pei Ying Lee, Malaysia
Cum Laude

David Jinil Lee, Columbus
Keunwoo Lee, Seoul, Korea
Jaclyn R. Lehman, Heath
Magna Cum Laude

Alyssa Rose Leonard,
Westerville
David Christian LePera,
Romeoville, IL
Hunter Stephen Lepi,
Zanesville
Sarah Elizabeth Lewis,
Westlake
Taylor Jae Lewis, Canton
Tyquan Dominique Lewis,
Tarboro, NC
Chaoyun Li, Beijing, China
Duan Li, Feng Cheng, China
Sung Hyun Lim, Seoul, Korea
Chang Liu, Nanjing, China

Kevin Timothy Livingston,
Cameron Park, CA
Cum Laude

Timothy Earl Loesch, Mason
Christina Nicole Lograsso,
Highland Heights
Cory James Long, Ashland
Monica Ashley Loper, Dublin
Frank J. Loreda, Cincinnati
Haley Shaw Losacco,
Columbus
Allison Elizabeth Loughry,
Hudson
Cum Laude

*with Honors in the Arts and
Sciences*

Taylor Latrice Love, Columbus
Kayla Faye Lowery, New
Philadelphia
Taylor Alexis Ludwig, Lima
Magna Cum Laude

Park William Lukich,
Pickerington
Kasi Brooke Lumbatis, Newark
Elizabeth Helen Lutz, West
Jefferson
Peter Quinn Lyon, Bothell, WA
Pinqi Lyu, Jiangsu Province,
China
Courtney J. Machan, Canton
Suneil K. Maddali, Westlake
Roger Allen Madison,
Columbus
Cum Laude

Emily Marie Magill, McDonald
Cum Laude

Azafirah Chafanti Aurea
Maldonado, Columbus
Zachary Benjamin Maley,
Huber Heights
Najjam Iqbal Malik, Akron
William Sebastian Malley,
Brecksville
Kyle Matthew Maloney, Dublin
Jennifer J. Maron, Hammond,
IN
Kristy Linn Marshall, Circleville
Brianna Kelsie Martin, Newark
Jonathan Kenneth Martin,
Galena
Kyle Michael Massey,
Cincinnati
Joseph Matalon, Pataskala
Cody Franklin Maynard,
Hebron
David Nathaniel Mayo,
Columbus
Patrick Michael McBride,
Powell
Alyssa Lauren McClain,
Cincinnati
Emily Frances Ruch
McClintock, Granville
Magna Cum Laude

Emory Sophia McCorkle,
Chillicothe
Caitlyn Marie McCoy, Ashland

Matthew Clare McCoy,
Marysville
Summa Cum Laude

Miles Miller McCoy, Grove City
Tai Anthony McCurdy,
Mohawk
Collin Kathleen McGarrett,
Austin, TX
Cum Laude

Maxx Robert McKenna,
Coshocton
Javona Shawnte McKinney,
Springfield, VA
Kavin Rex McLaughlin, Jr.,
Baltimore, MD
Sean McManus, Strongsville
Lyndsey Ann McMath,
Uhrichsville
Mallory Alexis McMullen,
Columbus
Madison Ann Means,
Columbus
Angela Marie Medina,
Sanford, NC
Josh Rainier Lucas Medrano,
Cincinnati
Ross David Meeker,
Westerville
Casey Lee Mehl, Bellefontaine
Cum Laude

Christin Elizabeth Meiburg,
Columbus
Cum Laude

Pedro David Mejia, Jr., Canton
Shawn Meme, Fort
Lauderdale, FL
Trevor Allen Mendes,
Houston, TX
Luke Michael Mesiano, Shaker
Heights
Magna Cum Laude

*with Honors in the Arts and
Sciences*

Kate Lynn Michaels, Lexington
Alexander Douglas Migliore,
Dover
Gabriel Scott Miller, Ashland
Leann Christine Miller,
Bellefontaine
Sydney Rebekah Miller,
Columbus
Vincent Jerome Miller,
Columbus
Leah S. Minor, Columbus
Cum Laude

Ashkhan Michael Moghadam,
West Hills, CA
Sarah Molitor, Cincinnati
Cum Laude

Rachel Caroline Monnin,
Mason
Kyle Kenton Montler, Dublin
Rebecca Nicole Morford,
Toledo
David Morgan, Oldsmar, FL
Madison Marie Morr, Powell
Bailey Annmarie Morris,
Copley

Commencement Convocation, December 20, 2016

Moenique Morris, Canal Winchester	Derrick Graham Overholt, Urbana	Christa Anne Reffey, Bucyrus
Megan Leigh Morrison, Merrill, MI	April Tracy Overly, Columbus	Megan Marie Renner, Columbus
<i>Magna Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	<i>Summa Cum Laude</i>	Matthew Devin Reny, Toledo
Austin Christopher Moyer, Marysville	Derek R. Pack, Marysville	Shelby Michele Revalee, Columbus
Ryan Phillip Mulholand, Powell	Riane Aubrey Paige, Pickerington	<i>Cum Laude</i>
Keiichi Murayama, Tokyo, Japan	Ambra Elaine Parish, Detroit, MI	Mehdi Reza Gholi Lalani, Columbus
<i>Cum Laude</i>	Leeseul Park, Seoul, Korea	Hee Sang Rheu, Buffalo, NY
Zach Tyler Murphy, Hamilton	<i>Magna Cum Laude</i>	<i>Cum Laude</i>
Alexander Joseph Myers, Canton	Ryan Glenn Parr, Mentor	Eric Carl Richard, Hollidaysburg, PA
Elizabeth Caroline Myers, North Ridgeville	Joseph Larry Patterson, Nashport	<i>Magna Cum Laude</i>
Andrew Pierce Mylar, Columbus	Tyler Allen Payne, Hilliard	Megan Elizabeth Richardson, Covington
Aamir Nabeel Nabeel, North Royalton	Chase G. Pendergrass, St. Paris	Daniel Mark Richtand, Cincinnati
Conor John Neary, Dayton	Chad Joseph Pennebaker, Macedonia	<i>Magna Cum Laude</i>
Brianna Rachel Neff, Cincinnati	Zachary L. Perez, Ventura, CA	Adam Gregory Rickabaugh, Columbus
Megan Elizabeth Neff, Columbus	Christian Lee Perry, Pataskala	Benjamin Elias Riedmiller, Rushsylvania
Ashley Lynn Nelson, New Philadelphia	Taylor Kaye Perry, Springfield	Alexander Carlton Riegler, Bradenton, FL
Rebecca Marie Nelson, Springboro	<i>Magna Cum Laude</i>	Lexie Marie Rindler, Fort Loramie
<i>Cum Laude</i>	Katheryn Sara Perse, Hudson	<i>Magna Cum Laude</i>
Tiko Korei Nelson, Mason	<i>Summa Cum Laude</i>	Amber Pauline Rinehart, Ontario
Karla Neninger, Tampa, FL	James Arthur Phillips, Broadview Heights	Stephanie A. Rios, Dublin
Carol Frances Newbauer, Cincinnati	<i>Magna Cum Laude</i>	Doug S. Roberts, Columbus
<i>Cum Laude</i>	Monica Marie Phipps, Cincinnati	Andrea Jean Robertson, Mount Gilead
Noah Van Nguyen, Fort Mill, SC	<i>Cum Laude</i>	Clint Logan Robinson, Bellbrook
<i>Summa Cum Laude</i>	Vicky Phipps, Fairfax, VA	Poppy Lynn Rockhold, Lucas
<i>Summa Cum Laude</i>	Aaron Michael Pincus, Chagrin Falls	<i>Cum Laude</i>
Damon Allen Nicely, Elkhart, IN	<i>Summa Cum Laude</i>	Sarah Jessica Rodriguez, Dublin
Meredith Ann Niehaus, Toledo	Connor Alec Plensdorf, Grass Lake	Ellie Jessica Kate Rogers, Bellevue, WA
<i>Cum Laude</i>	<i>Magna Cum Laude</i>	Lucas Daniel Rogers, Gahanna
Kevin Thomas Niehoff, Mason	Kelsey Lee Pohlman, Delphos	Seneca Rae Rogers, Maumee
Winston Njomin, Medan, Indonesia	<i>Cum Laude</i>	<i>Magna Cum Laude</i>
Morgan Taylor Norman, Bellevue	Roberto Antonio Pomaes, Albino, Akron	Jessica Jean Roller, Hubbard
Amanda M. Norris, Zanesville	Cameron April Prantl, Ashville	Halley Michelle Ross, Pickerington
Barbara A. Norris, Heath	Ashton Marie Preston, Chillicothe	Damon James Rothgeb, Columbus
Kody Michael Novak, Sunbury	<i>Magna Cum Laude</i>	Emma Jane Royce, Thames Ditton, Surrey, England
Milana Novgorodsky, Columbus	Ryan Allen Price, New Washington	Jerry Lee Rudolph III, Plain City
Seth Alan O'Brien, Columbus	Amanda Lauren Pyle, Lancaster	Tannar Danyel Rutschilling, St. Mary's
Trevor Riley O'Hara, Kettering	Jackson Christopher Quier, Logan	<i>Cum Laude</i>
<i>Magna Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Kaitlyn Rabe, Hilliard	James Emerson Ryan, Columbus
Daniel Christopher O'Kane, Chagrin Falls	<i>Magna Cum Laude</i>	Kevin Joseph Rywalski, Toledo
Dylan Eamon O'Neill, Branford, CT	<i>with Research Distinction in International Studies</i>	Derek Lawrence Saad, Eastpointe, MI
<i>Cum Laude</i>	Natalie Frances Radaci, Worthington	Braden Elijah Saalfeld, Long Beach, CA
Aubrey Anne Oiler, Marion	<i>Cum Laude</i>	Megan Danielle Sand, Chagrin Falls
Katie Ann Olson, Van Wert	Joseph Raphael Ragan, Woodville	
Tomas Ortiz, Cincinnati	Christopher Levi Ratliff, West Portsmouth	
	Cassidy Joy Rausch, Unionville Center	
	Alayna Corinne Reckner, Columbus	
	<i>Cum Laude</i>	
	Terry Lee Redman, Columbus	

Commencement Convocation, December 20, 2016

Seema Sandhu, Streetsboro
 Adrienne Eloisa Santos,
 Holgate
 Benjamin Reed Sarkis, Akron
 Sydney Jane Schaefer, Powell
Magna Cum Laude
 David Brian Schatz,
 Calabasas, CA
 Garrett Lee Schling, Findlay
 Justin Lee Schnees, Delaware
 Jayna L. Schneider, Dublin
Magna Cum Laude
 Sarah Nicole Schneider,
 Chardon
 Andrea Michelle Schroeder,
 Toledo
 Zachary Edward PerDue
 Schultz, Madison
 Nicholas Gregory Schwab,
 Westerville
 Juan Manuel Schwartzman,
 Shaker Heights
 Kaitlyn Paige Schwieterman,
 Delphos
 Kathryn Rose Scruppi,
 Pittsburgh, PA
Magna Cum Laude
 Kristyn Bianca Seda, Long
 Island, NY
 Kelley Danielle Selhorst,
 Ottawa
Magna Cum Laude
 Derek John Sepelak,
 Bellefontaine
 Hannah Leeah Shank, North
 Baltimore
 Brian Shannon, Cincinnati
 Heather Elaine Shappard,
 Marion
 Shannon Nicole Shenefield,
 Delaware
Cum Laude
 Ashley Sherf, Bemidji, MN
Cum Laude
 Chorok Shin, Palisades Park,
 NJ
 Ehsan Mahalati Shirazi, Dublin
 Andrew David Shisler, Sugar
 Grove
Cum Laude
 Ross Patrick Shoopman,
 Dublin
 Austin Robert Siemer,
 Westerville
 Cody Phillip Siemer,
 Westerville
 Sarah Grace Siewe,
 Centerville
Cum Laude
 Kendyl Justine Sinai,
 Columbus
 Arielle Elizabeth Sinclair,
 Hilliard
 Steven Siphengpheth,
 Harrisonburg, VA
 Kandyce Starr Smallwood,
 Hamilton

Aubrey Taylor Smith,
 Cincinnati
 David Turner Smith, Bexley
Cum Laude
 Savannah Leigh Smith,
 Atlanta, GA
 Tiffany Michelle Smith,
 Columbus
 Michael Joseph Smolinski,
 Columbus
 Joseph E.B. Snider, Somerset
 Alexander Jordan Snyder,
 Rocky River
 Katherine Nicole Snyder,
 Columbus
Cum Laude
 Lauren Kathleen Snyder,
 Newark
 Wade Tyler Sockman,
 Washington Court House
 Mallory Rene Sodders, Hilliard
 Xitong Song, China
Cum Laude
 Darcy Elizabeth Sorrell,
 Lexington, KY
Summa Cum Laude
 Marjan Souayvixay, Columbus
 Emily Lorraine Sowski,
 Anaheim Hills, CA
 Connor Nordstrom Spears,
 Bellbrook
 Jacqueline Nicole Spence,
 Westerville
 Collin Brooks Spencer, Shreve
Cum Laude
 Jessica Nicole Spletter,
 Marysville
 Olivia Ann Stanley, Brunswick
 Dylan Shane Statler, New
 Philadelphia
Cum Laude
 Joshua Dunham Stemen,
 Westerville
 Connor Alexander Stephan,
 Massillon
 Matthew William Stephens,
 Springboro
 Francis Brooks Stephenson,
 Dayton
Magna Cum Laude
 Christopher Ray Stertzbach,
 Louisville
Summa Cum Laude
 Makenzie Soleil Stewart,
 Powell
 Ryan Stewart, Zanesville
 Michael Chacon Stillwagon,
 Louisville
 LeeAnn Vivian Stone,
 Pickerington
 Kara Alexandra Straight,
 Massillon
 Mitchell Steven Stronczek,
 Fort Wayne, IN
 Dongdong Su, China
 Christa Nicole Suever,
 Delphos
 Daniel J. Summers, London

Huining Sun, Beijing, China
Summa Cum Laude
 Brianne Elise Szymanski,
 Toledo
Magna Cum Laude
 Natalie Rose Talerico, Parma
 Heights
Summa Cum Laude
 Jordan M. Tank, Marysville
 Zhengyi Tao, Nanjing, China
Magna Cum Laude
 Tadas Jonas Taraskevicius,
 Chesterland
 Zachary Ryan Tatemán,
 Vandalia
 Veronica Jeanne Taylor,
 Gibsonburg
 Dominique Alexandra
 Thomas, Lisbon
Cum Laude
 Xavier Vincent Thomas-
 Hughes, Cleveland
Magna Cum Laude
 Trevor Alexander Thompkins,
 Olympia Fields, IL
 Amber Renee Thompson,
 Pataskala
 Daniel James Thompson,
 Louisville
 Nicholas Joseph Thompson,
 Piqua
Cum Laude
 Tanner Grant Thompson,
 Brecksville
 Kylie Zunru Tien, Ithaca, NY
Cum Laude
 Kaleigh Rose Timko, Buffalo,
 NY
 Gabriella Allyce Tizzano,
 Worthington
 Amanda Cristina Tovar,
 Zanesville
 Jessica N. Townsend,
 Millersport
 Brendan Crawford Trago,
 Lexington
 Phuong T. Tran, Dayton
Magna Cum Laude
 Braden Allen True, Huntsville
 Bethani Nicole Turley,
 Charleston, WV
Summa Cum Laude
 with *Research Distinction in*
Comparative Studies
 Kenneth James Turscak,
 Medina
Summa Cum Laude
 Alyssa Ann Uller, Canton, MI
 Peter Nagy Vaccarella,
 Columbus
 Cheyenne Vanfossen, West
 Lafayette
 Kayla Diane Vannatta,
 Baltimore
 Annabel Varanese, Columbus
 Philip Michael Varble,
 Columbus
 Samantha Nicole Vasquez,
 Columbus

Commencement Convocation, December 20, 2016

Katherine Ashley Verde,
Cleveland
Magna Cum Laude
Ina Verija, Columbus
Emily Loren Vinsel, Gahanna
Maria Vlasie, West Lake
Magna Cum Laude
Jaclyn Joyce Volney, Grafton
Anne Louise VonderBrink,
Kettering
Maggie Nicole Wagner, Xenia
Magna Cum Laude
India Ma-Leaa Walker, Joliet,
IL
James Joseph Walker, Findlay
Sonikqua Oprah Walker,
Atlanta, GA
Christopher Robert Wallace,
Westerville
Emily Rose Walter, Westerville
Li Wang, Kunming, Yunnan,
China
Magna Cum Laude
Luling Wang, Beijing, China
Nemin Wang, Shanghai,
China
Ziheng Wang, Xuzhou, China
Emily Marie Warburton,
Hilliard
Spencer James Warholic,
Medina
Victoria Warren, Solon
Ikran Jama Warsame,
Charlotte, NC
Lindzey Marie Watson,
Westerville
Mary Dupuis Watson,
Richmond, VA
Savannah Aaren
Weatherington, Cincinnati
Cum Laude
Kristen Marie Weimar,
Columbus
Mark Richard Welther, Dayton
Ying Weng, Shanghai, China
Magna Cum Laude
Benjamin David Wenger,
Columbus
David Roberts Werst, Lima
Wesley William Werstiuik, Sr.,
Westerville
Laura Ashley Werts,
Westerville
Teresa L. Westervelt, Galena
John Wayne Whitehead,
Bellevontaine
Corbin Michael Whitis, Dublin
Camille Jael Whyte-Henry,
Columbus
Kelly Nicole Widerschein,
Dublin
Magna Cum Laude
Brantley Williams, Canyon
Country, CA
Lawrence Lentry Williams,
Cleveland

Roberta Jolene Williams,
Orville
Summa Cum Laude
with Research Distinction in English
Courtney Louise Williamson,
Columbus
Jake Alexander Wilson,
Cleveland
Cum Laude
Alexis Christine Winters,
Dayton
Kristen Leigh Wisecarver,
Powell
Jackson Douglas Wolfe,
Granville
Bryce Jackson Wood, Ashland
Jennifer Amanda Wright,
Newark
Lanqi Wu, Hilliard
Harrison Liu Xu, Columbus
Shinan Xu, Nanjing, China
Magna Cum Laude
with Research Distinction in English
Xiran Xu, Zhengzhou, China
Yuqin Yang, Changzhou,
China
Kristin Nicole Yannacey,
Delaware
Joshua Simon Yen, Columbus
Jasmine Suzahn Yetts,
Columbus
Magna Cum Laude
Jonathan Matthew Yoesting,
Bellevontaine
Erin Allison Yonchak,
Cincinnati
Magna Cum Laude
Benjamin Harrison Young,
Lima
Fallon Ladan Zakeri, Toledo
Magna Cum Laude
*with Honors in the Arts and
Sciences*
Justin Michael Zetts,
Youngstown
Ge Zhang, Tianjin, China
Cum Laude
Rongbin Zhang, Kunming,
Yunnan, China
Zhilin Zhuang, Shanghai,
China
Cum Laude
Alexandria Zlojutro, Brecksville
Magna Cum Laude

BACHELOR OF ARTS IN JOURNALISM

Giustino Eugenio Bovenzi,
Dayton
Allison Claire Bugenstein,
Westerville
Jingwen Chen, Fujian, China
Magna Cum Laude
Breanna Celeste Crye, Toledo
Maria Julia Fernandez,
Westerville

Mariesha Catanna Gibson,
Cincinnati
Lauren Nicolle Holley, Mentor
Samuel O'Reilly Kayuha,
Columbus
William Michael Kosileski,
Cleveland
Magna Cum Laude
Jillian Noelle McVicker,
Metuchen, NJ
Nathan John Rubinstein,
Southbury, CT
Abigail Elfriede Secker,
Cincinnati
Cum Laude
*with Honors in the Arts and
Sciences*
Stephanie Nicole Wise, Hilliard

BACHELOR OF ART EDUCATION

Amaal Adnan Shehabi,
Columbus
Cum Laude

BACHELOR OF FINE ARTS

Victoria June Alesi, Arlington
Heights, IL
Magna Cum Laude
with Honors in the Arts
with Distinction in Dance
Jordan M. Baker, Columbus
Austyn Quinn Dropsey,
Mansfield
Allison Ann Dudney,
Springfield
Chloe Nicole Faherty, New
Albany
with Distinction in Art
Cari Michelle Gaynes, Closter,
NJ
Cum Laude
Gregory Nathan Khutoryan,
Cleveland
Alec Michael Licata,
Centerville
Ryan Edward Mann, Medina
Brandon Mark Messner,
Mentor
Magna Cum Laude
Margaret Ruth Morrison,
Columbus
Cum Laude
Jordyn Mikaela Scott,
Columbus
Magna Cum Laude
Ann Elizabeth May Stults,
Toledo
Cum Laude
Derek Joseph Swinhart,
Cornwall, VT
Matthew Thomas Takacs,
London
Cum Laude

Kayla Consuela Tate,
Columbus
Cody Wittekind, Marietta
Elean Yang, Westerville
Sheila Nuchia Zeng, Louisville,
KY
Magna Cum Laude

BACHELOR OF MUSIC

Cameron Wait Chandler,
Cincinnati
Cum Laude
Joshua Alexander Cook,
Worthington
Colin David Higgs, Cleveland
Heights
Cum Laude
Harrison Michael Paul,
Columbus
Magna Cum Laude
Emily Paige Stowell,
Ashtabula
Cum Laude

BACHELOR OF MUSIC EDUCATION

Jaz Wallace Bluhm, Sandusky
Benjamin Ryan Haimann,
Lombard, IL
Summa Cum Laude
Ashley Margaret Rohm,
Brecksville
Cum Laude

BACHELOR OF SCIENCE IN DESIGN

Sulaina Elizabeth Hrenko,
Galena

BACHELOR OF SCIENCE IN ATMOSPHERIC SCIENCES

Ryan Paul Colantonio,
Holliston, MA
Summa Cum Laude
Kyle T. Raypole, Washington
Court House
Thomas Sullivan West,
Wellington

BACHELOR OF SCIENCE IN GEOGRAPHIC INFORMATION SCIENCES

Don Jeffery Gibson II, Dayton
Junghyon Han, Seoul, Korea
Sean William Hayes, Olmsted
Falls
Dillon Jackson Haynor, Grove
City
Alexander Steven Jokerst,
Westerville
Kyle Stephen Kuebler, Hilliard
Evan David Logsdon, Upper
Sandusky
Michael Alan McGrothers II,
Baltimore
Brandon Joseph Rachwal,
Toledo
Corey Andrew Schnedl,
Cincinnati
Kanad Sengupta, Hilliard
Brian P. Steffes, Tucson, AZ
Austin Michael Teets, Dublin
Vanessa Rene' Vickroy, Sugar
Grove

BACHELOR OF SCIENCE

Intisar Bashir Abdi, Columbus
Joseph Daniel Abraham,
Cincinnati
Sarah Anne Adams, Franklin
Larissa Neala Andono,
Pasuruan, Jawa Timur,
Indonesia
Summa Cum Laude
Donald William Andrus,
Willowick
Matthew Thomas Angles,
Fostoria
Thomas Paul Antenucci,
Canton
Daniel Paul Ardrey, Zanesville
Keith Wyate Armstrong,
Zanesville
Eric Thomas Arnold, Saco,
Maine
Lakshya Arora, Lewis Center
Sydney Elizabeth Aten,
Cincinnati
Ezekiel Philip Badowski, Solon
Runxi Bai, Shenzhen, China
Summa Cum Laude
Valerie Danika Banas,
Columbus
Joshua Andrew Bellisario,
Fairfield
Cum Laude
Jillian Renae Bendt, Findlay
Magna Cum Laude
*with Honors in the Arts and
Sciences*

Malorie Rebecca Bergman,
Maria Stein
Gregory Joseph Bonavita, Jr.,
North Canton
Elizabeth Audrey Boor,
Westlake
Mark Christopher Bowes,
Columbus
Joshua Maarten Brown, Upper
Arlington
Max Higgins Buck, Cleveland
Matthew Samuel Byo,
Uniontown
Summa Cum Laude
*with Honors in the Arts and
Sciences*
Mark Alexander Caldwell,
North Canton
Sebastian Cardenas, Lewis
Center
Taylor Scott Case, Powell
Natalie Angela Celmer, Solon
Summa Cum Laude
Linh My Chau, Gahanna
Usman A.G. Chaudhary,
Gahanna
Mengqi Cheng, Guangzhou,
Guangdong, China
John Morris Christenson,
Allison Park, PA
Floyd Roman Clapgood, Dublin
Elisabeth Grace Clendenin,
Columbus
Alyssa Gayle Cleveland,
Bascom
Grace Meryl Coffman,
Sunbury
Caley Raechelle Conkling,
Warsaw
Thomas Alan Copeland,
Delaware
Carl Mitchell Cruey, Cincinnati
Ashley Marie Crum, Oak
Harbor
Darby Alexander Curtis, South
Lebanon
Bowen Dai, Hangzhou,
Zhejiang, China
Kylie Taylor Dean, Westerville
Cum Laude
Alexandra Brooke Dennis,
Cincinnati
Derrick Michael Dent, Jr.,
Cleveland
Joseph Christopher Dillon,
Cincinnati
Kelly Doan, Toledo
Magna Cum Laude
*with Honors in the Arts and
Sciences*
Rachel Frances Doering,
Columbus
Colin Michael Dolan,
Lexington
Jennifer Lynn Donais, Medina
Barry Lynn Draper III, St.
Marys, GA

Commencement Convocation, December 20, 2016

Zackery David Osgood
Dunnells, O'Fallon, IL
Magna Cum Laude
with Honors in the Arts and Sciences

Ron Durant, Sealy Hall, St. John, Barbados

Niara LaFawn East, Delaware

Samuel William Eckert, Findlay

Collin Alexander Eckman, Green
Cum Laude

Kelli Rose Ehemann, Anna

Rebecca JoAnn Engelhardt, Columbus

Michael Nabil Fahmy, Bidwell Square, NY

Anthony Raymond Falzarano, Newark, DE

Justin Scott Fimple, Grove City

Joseph Gary Fiorito III, Prospect Heights, IL

Samantha Leonore Flechtner, Fostoria

Michael Antonio Forbes, Akron

Lauren McKenzi Fox, Circleville

Morgan Fox, Barberton

Johnathan Michael Freedman, Huntington Beach, CA

Rebecca Ciara Freeman, Solon
Magna Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Psychology

Amy Gall, Newark

David Muhizi Gatorano, Huber Heights

Amanda Michelle Glatzhofer, Brunswick

Stacy Elaine Goins, Reynoldsburg

Marissa Cecilia Granitto, Lyndhurst
Cum Laude

Ashley Zoe Gregory, Centerville

Olivia-Marie Leah Groves, Powell
Cum Laude

Treg Michael Grubb, Columbus

Anna Elaine Grushetsky, Lyndhurst
Magna Cum Laude
with Honors in the Arts and Sciences

Yuling Gu, Beijing, China
Cum Laude
with Honors in the Arts and Sciences

Victoria Aisa Guillen, Dayton
with Honors in the Arts and Sciences

Adam Gregory Hagarman, Westerville

Kennedy Kristia Hall, Buffalo, NY

Peniel Z. Hambissa, Columbus

Jamison Tyler Hammack, Newark

Brian Charles Hannaford, Westerville

Leah Frances Harrison, Monroe

Hannah Leigh Helber, Lewis Center

Alysha Skyy Higgins, Canton

Desiree Elisea Hill, Pittsburgh, PA
Magna Cum Laude

Zachary Joseph Hood, Geneva, NY

Sheshadri Hoque, Kings Mills

Chaohao Huang, Columbus

Zhe Huang, Guangzhou, Guangdong, China
Summa Cum Laude

Nolita Latrese Hubbard, Ashville

Joseph Aaron Hyland, Columbus

Ahmed Abdul Issack, Balanbale, Somalia

Saida K. Jama, Galkacyo, Somalia

Chunyu Jiang, Somerset, NJ

Daniel Matthew Jones, Edison, NJ

John Michael Jones, Powell

Carelle Mbombo Kalambayi, Upper Arlington

Susan Catherine Kalliantas, Columbus

Hamin Kang, Anyang, Korea

Joseph Anthony Kay IV, Strongsville

Brett Michael Keith, Lima

Kevin Charles Kessler, Columbus

Leila Khaled Khamees, Hilliard

Ameera Furqan Khan, Lincolnshire, IL

Shameen Yusuf Khan, Columbus

Matthew Michael Killmer, Canton

Dong Uk Kim, Seoul, Korea

Jeongjae Kim, Seoul, Korea

Seora Kim, Upper Arlington

Hannah Caroline King, Mount Vernon

Hannah Michelle Knight, Delaware
Cum Laude

Caitlin Ja'le Knox, Westerville

Er Wynn Kok, Penang, Malaysia
Magna Cum Laude

Annemarie Rose Krug, Vandalia
Magna Cum Laude

John Joseph Kuczek II, Youngstown
Cum Laude

Jade Brittany Lac, Cincinnati

Amanda Brittany Lancaster, Pickerington

Kody Brandon Phillip Lecurgo, Powell

Cooper Morgan Legeza, Conneaut

Alexander Andreas Lehmann, Cleveland
Cum Laude

Thomas Michael Leung, Strongsville

John Andrew Lewis, Westlake
Magna Cum Laude

Gaoyu Li, Harbin, China

Gen Li, Jinan, China

Maokun Li, Diamond Bar, CA
Cum Laude

Katie Clare Lindsey, Hilliard

Chang Liu, Chengdu, China

Jincheng Liu, Jining, Shandong, China
Summa Cum Laude

Licheng Liu, Beijing, China

Yilan Liu, Guangzhou, China

Sachinda Yasasvi Liyanaarachchi, Malabe, Sri Lanka

Kristen Marie Looman, Steubenville

Tyler Scott Loomis, Huber Heights

Anna Marie Lunsford, Midland, MI
Cum Laude

Elizabeth Helen Lutz, West Jefferson

Emily Rose Lutz, Grove City

Nathaniel James Lyell, Waterville
Cum Laude

Daniel Steven Manson, Brunswick

Kim Bryanne McArdle, Carmel, NY
Cum Laude

Erin Marie McKenna, Florida, NY

Lia Isabell Mejia, Washington, DC
Cum Laude

Alec Christopher Mell, Cape Coral, FL

Nicholas Paschalis Mihalitsas, Rochester, NY

Kyle Thomas Miller, Xenia

Luke Bernard Miller, Vienna, VA

Corea Sheysonia Mitchell, Cincinnati

Mitchell John Modie, Hinckley

Commencement Convocation, December 20, 2016

Norhashimah Binti Mohamad
haida, Masai, Johor,
Malaysia

Julie Kathleen Morell, Avon
Lake
Cum Laude

Samantha Abigail Morey,
Homeworth

David Michael Morgan,
Hamilton
*with Research Distinction in
Microbiology*

Ryan Alan Mulac, Brecksville

Samuel Nicholson, Granville
Summa Cum Laude

Chad Lloyd Nidderly,
Penticton, BC, Canada

Daniel Patrick O'Brian, West
Bloomfield, MI
Magna Cum Laude
*with Honors in the Arts and
Sciences*

Kyle Anthony O'Connor, Avon
Lake

Ryan William O'Gara,
Springboro
Cum Laude
*with Honors in the Arts and
Sciences*

Meghan Elizabeth Olson, Bay
Village
Cum Laude
*with Honors in the Arts and
Sciences*

Aleeya Brenna Ossoli, Dublin
Magna Cum Laude

Alexander Thomas Overfield,
Cuyahoga Falls

Samuel Paul Palumbo, Solon

WonKee Park, Seoul, Korea

Sydney Taylor Parrott,
Magnetic Springs

Aaron Joseph Parry,
Zanesville

Dip Ameet Patel, Willowick

Janki Ashok Patel, Mason

Audrianna Nicole Penza,
Powell

Sonia Ngoc Hanh Pham,
Powell

Maneesha Pimplikar, Shaker
Heights

Natalie Jane Pinney,
Westerville
Magna Cum Laude

Chloe Alexis C. Polo,
Commack, NY

Abigail Jean Pope, Dublin
with Research Distinction in Biology

Brandon Lawrence Porter,
Johnstown
Magna Cum Laude
*with Research Distinction in
Psychology*

Nathaniel Sterling Porter,
Columbus

Alexander Michael Potts,
Westerville
Magna Cum Laude

Jessica Nicole Purnell,
Twinsburg

Danielle Marie Pvirre, Grove
City

Xinlu Qiu, Dalian, China

Yuchen Qiu, Luoyang, China

Sydney Lynne Quarm, Grafton

Donya Anwar Rabadi,
Columbus

Erin Katherine Ramirez,
Holland, MI

Grant Edward Ranchoff,
Columbia Station
Cum Laude

Timothy Kevin Reagan,
Brunswick

Emily Jean Reinhart, Fremont

Morgan Amanda Rittichier, La
Canada Flintridge, CA

Sean Casey Robbins, Akron
Cum Laude

Shelby Lynn Rode, Dublin

Stella Ifeyinwa Ross, Dayton

Elena Loredana Rotariu,
Lakewood

Alexander Charles Roy,
Cincinnati

Nur Zafira Akma Binti Rozlan,
Seremban, Malaysia

Abdulmuti M. Saleh, West
Carrollton
Magna Cum Laude

James Todd Schmidt,
Cincinnati

Allison Marie Schneider, Avon
Lake

Emily Kate Scolaro, New York,
NY
Magna Cum Laude
with Research Distinction

Nathan Michael Seawell,
Sunbury
Magna Cum Laude

Christopher Paul Seguin,
Columbus

Salar Mohammad Sharif, Sr.,
Tehran, Iran

Yijia Shi, Hangzhou, China

Zhen Shuai, Chongqing, China

Dilpreet Singh, Medina

Dilpreet Singh, Strongsville

Brian Jeffrey Smith, Sandusky

Jacob George Foley Smith,
Chesapeake

Jody Keller Smith, New York,
NY

Laura Caroline Snyder, Powell

Ira Coby Stacy, Prospect
Magna Cum Laude

Nicholas J. Steed, St.
Clairsville

Avram Ilan Stein, New Albany

Joseph Milton Steingold, Los
Angeles, CA
Cum Laude

Rebecca F. Steward, Delphos

Lidiya V. Sul, Broadview
Heights

Alex Gunther Taylor, Akron

Kaitlyn Nicole Thatcher, Canal
Winchester

Justin Thomas, North Canton

John William Tomashot,
Williston, VT

Osman Touray, Serekunda,
Gambia

Karri Ann Underwood, Detroit,
MI

Joseph Michael Van Hulle,
Madeira

Bailey Noelle Van Order,
Granville

Annica Marie Veljanovski,
Worthington

Quinn Michael Verfurth,
Westerville
Cum Laude

Clayton Marc Vondriska,
Seville

Samuel Sullivan Wagner,
Pickerington

Reed R. Walter, Loveland

Danye Wang, Changzhou,
Jiangsu, China

Guanqian Wang, Jinzhong,
Shanxi, China

Michael Wang, Hamilton

Ziyi Wang, Shenzhen, China
Magna Cum Laude

Ziyu Wang, Luohe, Henan,
China

Kacper Tomasz Wardega,
Brecksville
Cum Laude

Elizabeth Mae Watling,
Corunna, MI

John Brian Webster, Jr.,
Mansfield

Brennan Matthew Weiner,
Columbus

Hannah Marie Weisbarth,
Strongsville

Xu Weng, Lewis Center
Cum Laude

Kylee Elizabeth Wetterauer,
Powell
Magna Cum Laude

William Albert Wilber,
Cleveland

Christa Jean Wilk, Tallmadge

Steven Alfred Wilke,
Flemington, NJ
Cum Laude

Claire Lorene Wilson, Bay
Village
Cum Laude

Michael Alexander Wilson,
Columbus

Alex Lee Winter, Melville, NY
Summa Cum Laude

Benjamin Walton Wright,
Boiling Springs, PA

Yue Wu, Shaoxing, China

Alexander Jean Wunderlich,
Upper Arlington
Cum Laude

Zilong Xu, Beijing, China

Commencement Convocation, December 20, 2016

Kristen Ann Yalenty,
Westerville
Samira Yasmeen, Dublin
Runmeng Zhai, Beijing, China
Xueqiong Zhang, Shanghai,
China
Danjing Zhao, Shenyang,
China
Magna Cum Laude
Jingyu Zhao, Dalian, China
Cum Laude
Shaoguang Zhao, Hebei
Province, China
Zihan Stephanie Zhong, New
Albany
Jingyu Zhou, Tianjin, China
Magna Cum Laude
Ziyi Zhou, Shanghai, China
Magna Cum Laude

ASSOCIATE OF ARTS

Noah Daniel Adkinson,
Gahanna
Idil Omar Ali, Westerville
Magna Cum Laude
Zane Ian Alsbach, Lowell
Chase Mitchell Altier,
Somerset
Grace Ackah Amoako,
Columbus
Colby Lee Amweg, Dunkirk
Faven Dawit Araya, Whitehall
Luke Austin, Newark
Megan Azzarello, Lima
Ciera Nicole Badertscher,
Belle Center
Cum Laude
Jake Dean Bair, Wapakoneta
Exaucet Van Bamanabio,
Cincinnati
Daniel Lee Bandagski,
Mansfield
Alexis Paige Barnt, Elida
Timothy Jerald Bassett II,
Columbus
William Corey Bassitt,
Cridersville
Blaire Alisan Beavers,
Worthington
Joshua Michael Belcher,
Alexandria
Cum Laude
Kevin Michael Bell,
Worthington
Benjamin Ray Benfield,
Columbus
Richard Anthony Bennett, St.
Louisville
Cum Laude
Stephen C. Bennett, Galloway
Jillian Berning, Pickerington
Cum Laude
Sahana Betuli Purushothama,
Westerville
Ashley Dawn Blakely,
Coshocton

Nadia Michelle Boggs, New
Lexington
Cum Laude
Erica Botello, Canal
Winchester
Brooke Ashley Bowen,
Willshire
Summa Cum Laude
Gabrielle Kathryn Bower,
Blacklick
Samuel David Branstool,
Johnstown
Addison Victoria Brayton, Lima
Georgia Lynn Brown,
Coshocton
Savannah Elizabeth Brown,
Coshocton
Alex Gerald Brunswick, Lima
Allen Frederic Bryan,
Reynoldsburg
Cameron Wayne Buhrts,
Groveport
Cum Laude
Cieria Burgett, Marion
Cum Laude
Hunter Reed Burnett, Milford
Center
Erin Anne Busalacchi,
Granville
Jenna Elizabeth Bush, Lima
Summa Cum Laude
Elizabeth Christine Butler,
Lebanon
Melody Carmen Paige Butturff,
Tiffin
Madeleine Nathalie Camara,
Reynoldsburg
Jarred Jason Carpenter,
Wapakoneta
Alyssa Marie Carroll, Dublin
Liam Chayse Casto, Gallipolis
Makayla Whitley Cherry,
Gahanna
Cum Laude
Phillip G. Chin, Dublin
Zarin Tasnim Chowdhury,
Columbus
Emily Jane Christman, Anna
Ching Min Chu, Dublin
Da-Yeon Chung, Columbus
Corrine May Cicale, Cincinnati
Magna Cum Laude
Trent Ciechomski, St.
Clairsville
Maria Kay Ciotola, Grove City
Adam James Cline, Shelby
Reno John Colaianne, Adena
Justin Ayers Conant,
Westerville
Miranda Linn Conway,
Columbus
Sarah Margaret Cotterman,
Hebron
Magna Cum Laude
David Coutelier, Gahanna
Melanie G. Craft, Heath
Golda Nana Danquah,
Reynoldsburg

Shaun William Darfus, Lewis
Center
Sabyien Tierrani Justis
Davidson, Marysville
Trenice Nichole Davidson,
Reynoldsburg
Mackenzie Rose Davisson,
Obetz
Kori Lynn Deemer, Prospect
Dakota Rudy Denney, Anna
Grace Elizabeth DeNunzio,
Pickerington
Emily Nicole Dickerson,
Granville
Rachel Elizabeth Dickey,
Youngstown
Summa Cum Laude
Clarissa Lynn Dillon, New
Lexington
Bradley Michael Dinan,
Columbus
Kati Marie Donahue, Martins
Ferry
Cum Laude
Kiauna King Drafton,
Columbus
Lauren M. Dunn, Newark
Alexandra Danielle Edwards,
Marion
Taylor Ashley Elder, Powell
Eleanor Leora Eldredge,
Delaware
Emily Ann Euans, Marysville
Yusuf Hirsi Farah, Columbus
Nicholas M. Farrish, West
Chester
Jonathan Dean Fissel, Jr.,
Kenton
Uriah Paige Fitzpatrick, Akron
Kaitlyn Jean Fitzthum, Toledo
Erin Jane Fleckenstein,
Wilmington
Kendall Elizabeth Fout, Galion
Summa Cum Laude
Jared Patrick Gandelot,
Cardington
Ryan Geiger, Delaware
Bernadette Lynn Geraghty,
Austintown
Joel Robert Giffin, St.
Clairsville
Paige Mariah Gillam, London
Tanner Tyson Gillum,
Pickerington
Cole Gilmore, Westerville
Madison Krystine Gomez,
Mentor
Victoria Gonzales, Dennison
Brienna Lora Goodyear,
Coshocton
Alex Michael Green, Circleville
Jordan Allen Greene,
Richwood
Cara Louise Greenwood, St.
Clairsville
Justin Andrew Grubaugh,
Gahanna
Abigail Haberski, Gahanna

Commencement Convocation, December 20, 2016

Regan Denae Hahn, Minster
William John Haines, Coto de
Caza, CA
Bradley James Hall,
Pickerington
Nicholas Walter Hall,
Westerville
Kathryne Fay Halloran,
Columbus
Cum Laude
Rian Awad Hamadnalla,
Dublin
Jacob J. Hamel, Medina
Michael Allen Hamilton,
Richwood
Joseph Reid Hamlett,
Columbus
Keilee Brooke Harkins,
Reynoldsburg
Karlene Harrison, Westerville
Samuel Todd Hart, Warsaw
Yusuf Ahmed Hassan,
Galloway
Brittany N. Hatfield, Sunbury
Cum Laude
Andrew Michael Hawthorn,
Baltimore
Mark Henry Heneman, Dublin
Magna Cum Laude
Eric Bondor Henry, Granville
Dalyn Lee Herrmann, Medina
Derek James Hixenbaugh,
Pickerington
Danielle Ashley Rose Horvath,
Mansfield
Mahnoor Humayun, New
Albany
Cody Lee Jackson, St.
Clairsville
Zachary Ryan James, Liberty
Twp
Nikolina Jandric, Cleveland
Benjamin Adam Jessberger,
New Albany
Jacob Adrian Johnson,
Newark
Jasmine Monet Johnson,
Pickerington
Elise Marie Jones, Dublin
Elisha Lee Jones, Columbus
Grove
Adriana Jurich, Lima
Drita Kaili, Blacklick
Sena Kart, Dublin
Melat Girma Kassahun,
Columbus
Zachary James Kaylor,
Pickerington
Kevin James Kazlauskys,
Reynoldsburg
Shartel Davone Keith,
Columbus
Brooke Nicole Kelley, Marion
HanBee Kim, Columbus
Jacob Alexander King,
Westerville
Magna Cum Laude
Alonna B. Kleckley, Columbus
Jacob Edward Knapp, Grove
City
Randi Michelle Knight, Galion
Hannah Rose Kocher, Marion
Anthony Charles Koehler,
Mansfield
Alexandria Marie Koser, Grove
City
Peter Douglas Kraner,
Wyoming
James Victor Krebs, Pataskala
Clayton Michael Kreuz,
Metamora
Eric Anthony Kulas, Columbus
Lauren Susan Ladd, Tiffin
Kain Rylie Lager-Lowe,
Columbus
Alex James Landon,
Columbus
Stephanie Jane Lange,
Lebanon
Andrew Joseph Langen,
Upper Arlington
Kwame Larbi-Korang,
Columbus
Thomas Gallagher Lear,
Medina
Aerin Michelle Ledbetter,
Commercial Point
Sarah I. Lehn, Mount Gilead
Ryan Thomas Lewis,
Worthington
Ashley Nicole Lindsay,
Columbus
Hannah Kate Linkous, New
Albany
Akeeyla Briana Littlefield,
Columbus
Samantha Renee Lodge,
Mount Gilead
Magna Cum Laude
Emily Jo Loeb, Dublin
Monica Ek Long, Columbus
Stephanie Renee Longwell,
Van Wert
Ryan Micheal Lott, Newark
Mason Douglas Madeline,
Homeworth
Courtney Nicole Mann, Brook
Park
Drew Strickland Marks,
Landen
Cum Laude
Jessica Rose Marosis,
Granville
Ashley Nicole Martija, Alliance
Liam Fisher Martin,
Worthington
Griffin Anthony Martz,
Columbus
Fatimah Azhar Masood,
Hilliard
Megan Marie Mathews,
Clayton
Lindsey Elizabeth May, Hilliard
Hanna Marie Mays, Pataskala
Cameron Mazzone, Plano, TX
Kayleigh Marie McCarthy,
Dublin
India Jai'Lynn McDougald,
Columbus
Nathaniel Scott McPherson,
Morral
Linnea Kirsten Mead, Dublin
Tegest Mengestu, Columbus
Joshua Allen Mergler,
Delaware
Allison N. Miller, Miamisburg
Kayley Morgan Miller,
Crestline
Haley Breann Miner, Marion
Thurayya Hashem
Mohammad, Hilliard
Jiaan Amir Mooers, Columbus
Jessica Nicole Moore,
Pataskala
Amandrea Marlee Mortensen,
Genoa
Badawi Sharif Munye,
Columbus
Andrea Marie Murch, Hilliard
Shane Thomas Murray, New
Albany
Ambir Marcelle Myers, Logan
Rachael Myers, Cincinnati
Sydney Michelle Neff,
Commercial Point
Magna Cum Laude
Katherine Taylor Nelson,
Gahanna
Haley Vanessa Newton, Canal
Winchester
Martin Nguyen, Pickerington
Quoc-Hao Tran Nguyen,
Chillicothe
Jessica Paige Nincehelsler,
Johnstown
Chukwukwesiri Njoku, Dublin
Antonio Nocevski,
Reynoldsburg
Kyle David Nugent, Baltimore
Chelsea Brooke O'Connor,
Columbus Grove
Daniel John O'Flaherty,
Frazeytsburg
Joshua Michael Oberster,
Pickerington
Megan Brook Oder, Mount
Gilead
Sheridan Brooke Oliver,
Byesville
Cum Laude
Gregory Scott Oman,
Columbus
Emmanuel Opong,
Columbus
Cum Laude
Taylor Marie Ort, Etna
Ayotomiwa Oluwaseun
Owoeye, Cincinnati
Zachary Michael Padovan,
Delaware
Sawyer Dean Parrott,
Marysville
Harshit D. Patel, Columbus

Panthini Patel, Westerville
Andrew Michael Paternoster,
Westerville
Olmares Pena, Columbus
Magna Cum Laude
Alan A. Perez-Pereo, Canton
Rory Scott Perlman, Cincinnati
Kelly Kavanaugh Peterson,
Pickerington
Ryan William Petrou, Medina
Kevin Phan, Pickerington
Eli S. Philpott, Johnstown
Francesco Joseph Platania,
Pickerington
Alec Joseph Posterli,
Westerville
Ryan James Prater, Heath
Lindsey Anne Prichard,
Ottawa
Brook Nicole Ray, Newark
Summa Cum Laude
Robert Franklin Reed,
Columbus
Megan Michaela Ries,
Loveland
Monica Rinderle, Newark
Jazleine Destiny Rivas,
Chicago, IL
Joey Emmett Edward Roach,
Middlefield
Emmah C. Roepke, Mansfield
Nancy Ruiz-Chagolla,
Columbus
Joshua David Ryan, Dublin
Kellin Ann Ryan, Perrysburg
Hannah Grace Sailor,
Johnstown
Nichole Elisabeth Sakis,
Westerville
Alivia Nicole Salyer, Blacklick
Zeyna Samba, Columbus
Justin Wade Sanders,
Pickerington
Sarpomaa Antonia Sarpong,
Gahanna
Brenna Schlager, Cincinnati
Karli Raquel Schneider,
Wapakoneta
Magna Cum Laude
Austin Scott Shaver, Killbuck
Cum Laude
Thomas Isaac Shaw,
Alexandria
Summa Cum Laude
Emily Nicole Sheets, Sunbury
Jonikka R. L. Shepherd,
Marion
Mackenzie L. Short,
Pickerington
Alexis Simuel, Cleveland
Baley Nichole Sipple, Lima
Cum Laude
Hannah Smerdell, Groveport
Hannah Jane Smith, Dublin
Abbigayle Geraldine Soliday,
Piqua
Amelia M. Staats, Granville
Cum Laude

Leisha Nicole Stainer,
Columbus
Beverly Grace Steele,
Cincinnati
Summa Cum Laude
Nickole Kristen Stiegler,
Zanesville
Allison Elizabeth Stigall,
Mansfield
Joshua Lee Stimpert, Danville
Julia Susan Strand, Dublin
Noel Stute, Dayton
Cailyn Laura Sutliff, Granville
Carli Makenzie Swisher,
Morral
Andrew S. Tackett, Marion
Michael Thorsen, Westerville
Daniel Miezah Toffey, Jr.,
Pataskala
Kelly Lauren Truslow,
Johnstown
Zachary M. Turner, New
Albany
Magna Cum Laude
Eric Norman Valentine, West
Chester
Michael Anthony Vieta,
Columbus
Stanley C. Vinning, Newark
Nichole Brittany Viscoglosi,
Powell
Magna Cum Laude
Nadia Rocha Volpini, Powell
Christopher Robert Wagner,
Upper Arlington
Kevin Wang, Vandalia
Nickolas Ray Weber, Canton
Shelby Nicole Weber,
Centerburg
Jacob Bodie Wells, Newark
Logan Herschel Martian
Wilburn, Bucyrus
Christian David Wilkoski,
Centerbury
Ebony Timaya Williams,
Cleveland Hts
Kyle J. Williams, New
Lexington
Taylor Nicole Williamson,
Continental
Scott Lee Willis, Kingman, AZ
Megan Ashley Wittkopf, Lewis
Center
Morgan Scott Wright,
Johnstown
Dakota Yates, Pataskala
Mattison Renee Young, St.
Clairsville
Cum Laude
McKenzie Brienne Young,
Marion
Sarah Brooke Zavarelli,
Groveport
Elizabeth Marie Zehala,
Columbus
Cum Laude
Amanda Marie Zelnik,
Columbus

THE MAX M. FISHER COLLEGE OF BUSINESS

Dean: Anil K. Makhija

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION

Fayz Abu-Hajar, Columbus
Ryan Nicholas Agler, Van
Wert
Hussein Ahmad Ali, Columbus
Zahra S. Almoosawi, Sharjah,
UAE
Matthew Holmes Arnold,
Columbus
Aaron Alden Artis,
Pickerington
Chandler Flagg Austin,
sylvania
Shane Michael Austin,
Columbus
Ashton Marie Bailey, Plain City
Spence D. Bailey, Kenton
Michael Bradley Ballantine,
Columbus
Joseph Garrigan Barry,
Nashville, TN
Parker Johnson Bayer, Toledo
Cum Laude
John R. Beal, Caledonia
James Joseph Bebbington,
Jr., Centerville
Ryan Beckett, Findlay
Mourad Belabid, Columbus
Hannah Frances Benjamin,
Upper Arlington
Eric Thomas Bennett,
Maineville
Zachariah Anthony Berardi,
Centerville
Dominique Rae Bidawid, Long
Valley, NJ
Cum Laude
Harprit K. Bir, Columbus
Summa Cum Laude
Jessica Lynn Blair, Findlay
Cum Laude
Laurel Hosanna Bocka,
Ontario
Chiedu Benedict Bosah, New
Albany
John Michael Bove,
Westerville
Cum Laude
Michael Joseph Brant,
Columbus
Andrew P. Burger, Pasadena,
CA
Conner Steele Burton,
Westerville
Sean Terrance Busch, West
Lafayette, IN
Cum Laude

Commencement Convocation, December 20, 2016

Jacob Todd Bush, Lima
Magna Cum Laude

Kevin Cahyady, Bandung, Indonesia
Cum Laude

Stephen Lewis Carl, Columbus

Quinn Christopher Cartheuser, Loveland

Nick Alexander Catsichtis, Flushing, NY
Cum Laude

Seth Kaleb Chandler, Bucyrus

Siyang Chang, Nanjing, China
Cum Laude

Lahari Chatla, Dublin

Baobao Chen, Dongguan, China
Magna Cum Laude

Tiffany E-Hawn Chen, Gahanna
Cum Laude

Xiaobin Chen, Shenzhen, Guangdong, China

Xiaomin Chen, Shantou, China
Magna Cum Laude

Xuanyi Chen, Ningbo, Zhejiang, China
Cum Laude

Haiyan Cheng, Taiyuan, China
Magna Cum Laude

Dominique Duane Clark, Columbus

Adam Tyler Cole, Cincinnati

Sarah Kathryn Comella, Powell
Cum Laude

Joanna Kay Cook, Tiffin

Thomas John Coon, Dublin

Tanner Gene Copsey, Antwerp

Meghan O'Helen Corcoran, Cincinnati

Frank Joseph Covine, Jr., Meadville, PA
Summa Cum Laude

Wesley Leonard Cowell, Tipp City

Jonathan Houston Cremeans, Marietta
Magna Cum Laude

Andrew Joseph Crist, Circleville
Cum Laude

Austin Chandler Francis Cuervo, Westerville

Tess Murphy Cummins, Cleveland

Anna Dai, Hefei, Anhui, China

Jiabien Dai, Shaoxing, Zhejiang, China

Yilin Dai, Changzhou, China

Alexander Conrad Dale, Oak Forest, IL

Elizabeth Hannah Davis, Bexley

Ian Colin Davis, Bexley

Daniel Joseph Dawson, Lewis Center
Cum Laude

James M. Dawson, Hudson

Cole Daniel DeCamp, Terrace Park

Kamal Deiratany, Columbus

Eric Robert Deuber, Cincinnati
Magna Cum Laude
with Honors in Business Administration

Hayley Clare Dillabaugh, Westerville

Daniel Joseph DiSalle III, Toledo

Xiaru Dong, Shanghai, China
Magna Cum Laude

Kellen Patrick Donnelly, Hudson

David Cameron Drummond, Pickerington
Summa Cum Laude

Xilin Du, Chengdu, China
Cum Laude

Tingwei Duan, Xi'an, China
Cum Laude

Ellen Jane Dupont, Powell

Alexis Lynn Ecker, Powell

Kaleb Edward Eckles, Washington Court House

JaNae Lachelle Edwards, Westerville

Youssif Amr Mohamed Farouk Elsonbaty, Cairo, Egypt

India Janay Erby, Whitehall

Tyler Joseph Erwin, Tiro

Brandon Oluwamuyiwa Fadairo, Hempstead, NY

Fang Fan, Ningbo, China
Magna Cum Laude

Yiqiao Fan, Shenzhen, China
Magna Cum Laude

Qi Feng, Dalian City, China

Ariel Flasterstein, San Jose, Costa Rica

Ashlynn Sierra Flournoy, Blacklick

Christen Nicole Foltz, Mansfield

Nicholas Scott Foy, Elkhart, IN

Alexandria Rae Frost, Strongsville

Hunter Kirtlund Frye, Bay Village

Zachary David Gallagher, Laurel, MD

Lan Gao, Zhengzhou, China

Zeyang Gao, Shenyang, China

Ian Anthony Stanley Geary, Columbus

Tewbesta Haileselassie Gebrewahid, Reynoldsburg

Alayna Rose Giesting, Lewis Center
Magna Cum Laude

Jared John Gilberg, New Bremen

Drew Joseph Gillis, Dayton

Jared Daniel Goodman, Chagrin Falls
Cum Laude

Alexander John Grant, Columbus

Amy Lynn Grayson, Sagamore Hills
Magna Cum Laude

David J. Gresak, Strongsville

Mengxue Guo, Park Ridge, IL
Cum Laude

Grant William Guthery, Dublin

Paul Arthur Guzi, Hudson

Donald Robert Haeuptle, Springfield, VA

Ubada Hafez, Toronto, Canada
Cum Laude

Vicky Magnalia Hamzah, Bandung, Indonesia

Dena Ariel Handler, Columbus

Alexander Matthew Hapner, Cincinnati

Geoffrey Daniel Hardy, Medina
Cum Laude

Abhinav Hasija, New Delhi, India
Magna Cum Laude

Yidan He, Wuxi, China
Magna Cum Laude

Brittany Marie Helm, Gahanna
Cum Laude

Sean Patrick Hickey, Toledo
Cum Laude

Eric William Hildebrandt, Mason

Benjamin A. Hoffman, Columbus
Cum Laude

Eric Michael Hoffman, Pickerington

Alyssa Jean Holmes, Willard

Cody Evan Hostetler, Mansfield
Summa Cum Laude

Qiongyi Hu, Shanghai, China
Magna Cum Laude

Chu Huang, Enshi, Hubei, China

Soodong Hur, Daejeon, Korea

Adam Hiroki Iman Putra, Jakarta, Indonesia

Addison James Ingle, Cincinnati

Boris Ivanov, Lake Zurich, IL

Adam Alexander Jackson, Lewis Center

Jody Livia James, St. Lucia

Rachel Elizabeth Jender, Grove City

Jeffrey Taylor Jenkins, Columbus

Sunghun Jeong, Pohang, Korea

Song Jiao, Qingdao, Shandong, China

Kailun Jin, Shanghai, China

Eric Johns, Westerville

Commencement Convocation, December 20, 2016

Ryan Alexander Johnson,
Plain City

Brianna Lee Jones,
Pickerington

Michael Andrew Jones, New
Carlisle

Mikayla Rebecca Jones,
Galloway
Cum Laude

Neil Riley Jump, Columbus

Nur Arina Kamarulzaman,
Kuala Kangsar, Malaysia

Sunghoon Kang, Busan,
Korea

Trevor Neil Kanwal, Sylvania
Magna Cum Laude
with Honors in Business
Administration

Angela Karen, Jakarta,
Indonesia

Daanish Ahmed Kazi, Yorba
Linda, CA
Cum Laude

Christina Marie Kehres,
Mason

Ashley Marie Keith, Valencia,
CA
Cum Laude

Jordan Michael Kempton,
Lancaster

Salem Najam Khan, Columbus

Jae Hyung Kim, Seoul, South
Korea

Kelli Michele King, Johnstown

Cyrus Nathaniel Kinkead,
Zanesville

Virginia Lynne Kirby,
Columbus

Zachary Paul Kitzmiller,
Loveland

Tyler Daniel Knapp, Olmsted
Falls

Whee Ko, Windermere, FL

Er Wynn Kok, Penang,
Malaysia
Magna Cum Laude

Alexandra Marie Kozak,
Olmsted Falls
Magna Cum Laude

Joseph Joseph Kozar, Dayton
Cum Laude

Douglas Gregor Kremer, New
Bremen

Christian Michael Kreunen,
Mason
Cum Laude

Austin Michael Kryc, Avon
Lake
Cum Laude

Laura Katelyn Kucan, Powell

Zachary J. Lambert,
Westerville

Yuxuan Lan, Hebei, China
Cum Laude

George Devon Laughlin,
Springfield

Sunkyoung Lee, Gimhae,
Korea

Yoon Seok Lee, Seoul, Korea
Magna Cum Laude

Max Hunter Leibowitz,
Warren, NJ

Alexis Nicole Lesko, Solon

Ka Wai Leung, Hong Kong,
China
Cum Laude

Robert Foster Lewe, Jr.,
Dublin
Magna Cum Laude

Rebecca Grace Lewis,
Germantown, MD
Cum Laude

Dongdong Li, Wuhan, China
Magna Cum Laude

Yiu Kai Kevin Li, Hong Kong,
Hong Kong

Trent Nicholas Link, St. Henry

Yaroslav Olegovich Lisheba,
Chagrin Falls

Kangjing Liu, Suining, China

Qingyang Liu, Beijing, China

Xiaonuo Liu, Chengdu, China

Yujia Liu, Changsha, China
Cum Laude

Amanda D. Lloyd, Newark

Vincent Phillip Lombardi,
Navarre

Cristina Maria Lopez, St.
Louisville

Valentina Elizabeth Lorek,
New Albany
Cum Laude

Brandon Michael Lowery,
Brook Park

Daniel Brian Ludwig,
Strongsville

Tori Anne Lumbatis, Newark

ReginaMary McGroarty Lynn,
Grove City

Rui Ma, JiNan, China
Cum Laude

Seth Austin Maack, Lombard,
IL

Nathan Michael Maag, Findlay
Magna Cum Laude

Kaitlyn Grace Mackall,
Gahanna
Magna Cum Laude

Gloria Elizabeth MacLean,
Gahanna

Michael James Mahan,
Hudson
Magna Cum Laude

Kyle David Manning, Kent

Anthony Gabriel Marino,
Rockville Centre, NY

Ashley Taylor Martin,
Ashtabula

Andrew Roy Massie,
Columbus

Evan Robert Matuszak,
Brecksville
Summa Cum Laude

Benjamin Peter McConnell,
Cincinnati

Matthew W. McCuen, Hudson

Tyler John McGhee, Findlay

Michael Anthony McKune,
Cary, IL
Magna Cum Laude
with Honors in Accounting

Siwen Meng, Shenyang,
China

Yuta Miki, Kawasaki, Japan
Summa Cum Laude

Sean Michael Miles,
Strongsville

Taylor Michelle Miller,
Columbus

Tessa Ann Miller, Columbus

Tyler John Mizera, Gahanna

Taku Mizusawa, Nerima-ku,
Japan

Jasma Mehul Mody,
Pittsburgh, PA

Sarah Molitor, New Richmond
Cum Laude

Brett David Montague,
Bellevue
Magna Cum Laude

Mohamed Khaled Abdel
Moneim Ahmed

Mosbah, Cairo, Egypt

Maria Catherine Moscato,
Powell

Thomas Davies Moyer, North
Canton

Zachary Tyler Nagy, Newark
Magna Cum Laude

Phuong Linh Nguyen, Hanoi,
Vietnam
Summa Cum Laude

Austin Northern, Cincinnati
Cum Laude

Abigail Elizabeth Norton, New
Albany
Summa Cum Laude

Alexander Patrick Norton,
Cleveland

Benita Nou, Columbus

Brady MacKenzie Nye,
Hartsgrove
Cum Laude

Sean Patrick O'Donnell, Avon
Lake

Richard James Oberle,
Ostrander
Magna Cum Laude

Abigail Elise Oravec, Grove
City

Douglas Hyo-Young Owens,
Fort Lee, NJ

John F. Pacelli, Jr., Trumbull,
CT

Xinyue Pang, Nanchong,
Sichuan, China
Cum Laude

Melody Nicole Pantzer,
Sebastopol

Sara Paprocka, Bialystok,
Poland

Wonshin Park, Seoul, Korea

Cory Allen Parkhurst, Lima

Jeena N. Patel, Clifton, NJ

Burke Cameron Peters,
Covington

Commencement Convocation, December 20, 2016

Jaymes Delmont Pew,
Marshallville

Zachary Adam Pezzner,
Wilmington, DE

James Arthur Phillips,
Broadview Heights
Magna Cum Laude

Thomas James Pike, North
Canton

Logan Kent Pitcher, Newark

Nikola Popovich, Columbus

Jackson Andrew Pranic,
Evanston, IL
Summa Cum Laude

Clayton Kourie Preston,
Columbus

Jamie Leigh Prop, Cincinnati
Magna Cum Laude
with Honors in Accounting

Tian Qiu, Jiaxing, China

Hui Quan, Shenyang, China

Megan Taylor Radcliff,
Columbus

Gabrielle Genevieve Ramsey,
Columbus

Alec Morgan Raymond, Mars,
PA

Alexander Martin Rech,
Springboro

Luke William Recker, Ottawa
Magna Cum Laude

Wajahat Rehman, Karachi,
Pakistan

Colton Richard James
Reynolds, Grove City
Cum Laude

Sydney Lauren Riedl,
Cincinnati
Magna Cum Laude

Casey Neligan Riley,
Lakewood

Adam David Risch, Westerville
Cum Laude

Daniel William Rizzen, Valley
City

Adam Elliot Rocca, Gahanna

Christopher M. Rock,
Westerville

Anthony Charles Rogers,
Paris
Magna Cum Laude

Zachary Aaron Rosebrook,
Deshler

Michelle Ann Ruhe, Ottawa

Samantha Kay Runser,
Pittsburgh, PA
Cum Laude

Trey R. Rutschilling, St. Henry

Johnathan Patrick Ryan,
Dalton

Ryota Ryoake, Columbus

Lindsay Margaret Sayre,
Maumee
Magna Cum Laude

Jonathan Andrew Schmidt,
Westerville

Bradley David Schulze, Dublin

Jenna Michelle Seagle, Hilliard

Woan Yng Seah, Penang,
Malaysia
Summa Cum Laude

Abigail Elfriede Secker,
Cincinnati
Cum Laude

Li Gine Regine See, Shah
Alam, Malaysia
Cum Laude

Nicholas Andrew Setser,
Cincinnati

Mir Ali Seyed Norouzian,
Westerville

Hannah Leeah Shank, North
Baltimore

Andrew Taft Shannon, San
Leandro, CA
Cum Laude

Nicholas Keen Sharick,
Worthington

Paul Douglas Shearer,
Hartville

Rohit Rajesh Shendge,
Mansfield

Menghan Shi, Zhengzhou,
China
Magna Cum Laude

Xiaojian Shu, Collegville, PA

Michael Gabriel Sidders,
Granville

Jeffrey Patrick Silcott,
Lancaster

Lili Xingting Silva, Scituate,
MA

Donald Thomas Sinclair III,
Westlake

Brendan Vincent Smith,
Mason
Cum Laude

Dongyuan Song, Qingdao,
China

Zhenhao Song, Jiangsu,
Yixing, China

William Francis Sorokas,
Westerville

Ross A. Spaulding, Marion
Cum Laude

William Robert Stackhouse,
Indianapolis, IN

Luke Moor Stafford, Columbus

Anthony Michael Stames,
Solon

Steven James Steffas,
Independence

Timothy Blaire Stephenson,
Jr., Aurora, IL

Sydney Nicole Sterling,
Nashport

Cara A. Stevens, Cincinnati

Joshua David Strickland,
Goldsboro, NC

Blair Edward Strupp, Delaware

Yuning Su, Beijing, China

Belinda Michelle Sullivan,
North Canton

Luobin Sun, Columbus

Lindsay Nicole Swipas,
Warren

Robert Joseph Tanner,
Plymouth, MN

Rabia Tariq, Hilliard

Thomas Clinton Taulbee,
Lucasville

Blake Matthew Thomas,
Westlake

Kristopher Scott Thomas,
Concord, NC

Brooke Marie Tittle,
Wadsworth

Carl Marchiano Tjo, Arcadia,
CA

Zachary Glen Tomi, New
Albany
Magna Cum Laude

Julia Margarita Toro, San
Juan, Puerto Rico

Phuong T. Tran, Dayton
Magna Cum Laude

Christopher Matthew Trond,
Stafford, NY
Cum Laude

Jeremy T. Troyer, Plain City

Yip Kan Tse, Lam Tin, Hong
Kong

Scott Edward Tucci, Montville

Clayton Tad Turner,
Coshocton
Cum Laude

David Michael Umberger,
Columbia, MD

Mitchell Allen Vallis, Rancho
Santa Margarita, CA

Brian Andrew Vogtsberger,
Maumee

Senia Eurica Vong, Macau,
Macau

Paige Wagner, Barrington, IL
Cum Laude

Clay Christian Walter,
Ostrand

Chenyin Wang, Wuxi, China

Lei Wang, Wuhan, China

Li Wang, Columbus
Magna Cum Laude

Mengjia Wang, Suzhou, China
Magna Cum Laude

Siyi Wang, Shenyang, China
Cum Laude

Yachao Wang, Changzhi,
China
Magna Cum Laude

Eric Ryan Ward, Cincinnati

Marqel P. Watkins, Dublin

Christopher Andrew Weaver,
Sylvania

Jared Evan Weber, Concord,
NC
Summa Cum Laude
with Honors in Accounting

Shelby Nicole Weber,
Centerburg

Joshua Allen Wegert,
Lancaster, PA
Summa Cum Laude

Bradley Joseph Wehrle,
Lebanon

Commencement Convocation, December 20, 2016

Philip Alexander Weil,
Columbus
Robert Chris-Andrew Weldon,
Millersport
Zachary Jacob Wells,
Lordstown
Magna Cum Laude
Russell Joseph Weston III,
East Canton
Samantha Westrick,
Pittsburgh, PA
Magna Cum Laude
Britton Wilder, Newark
Derek A. Williams, Findlay
Thomas Williams, Englewood,
NJ
Erin Michelle Wilson, Silver
Lake
Magna Cum Laude
Michael Raymond Wirthlin,
Cincinnati
MyungChul Woo, Seongnam-
Si, Korea
Alan Michael Wood, Delaware
Cum Laude
Lanqi Wu, Hilliard
Yue Wu, Kirkland, WA
Longyue Xi, Shandong, China
Biyang Xiao, Jiangxi, China
Cum Laude
Shinan Xu, Nanjing, China
Magna Cum Laude
Yuchen Yan, Wuxi, China
Cum Laude
Budan Yang, Shanghai, China
Magna Cum Laude
Simon Yang, New Bremen
Tara Marie Yetzer, Shelby
Alberto Yongko, Medan,
Indonesia
Shanchun Yu, Xi'an, China
Benjamin Daly Zake, Pepper
Pike
Jared Joseph Zeller, Kalida
Yujing Zhai, Zhanjiang, China
Ge Zhang, Tianjin, China
Cum Laude
Shiyu Zhang, Shenzhen,
China
Suiwei Zhang, Guangzhou,
China
Zhi Zhang, Shanghai, China
Magna Cum Laude
Bo Zhao, Sichuan, China
Yuyang Zhao, Shanghai,
China
Magna Cum Laude
Bowen Zheng, Shenzhen,
China
Magna Cum Laude
Cici Xiao Xi Zheng, Columbus
Magna Cum Laude
Jie Zheng, Ningbo, China
Magna Cum Laude
Li Zheng, Columbus
Xiaojie Zheng, Xiamen, China
Summa Cum Laude
Tailong Zhou Tai, Palma de
Mallorca, Spain

Danqing Zhu, Hangzhou,
Zhejiang, China
Magna Cum Laude
Qianying Zhu, Shenzhen,
China
Magna Cum Laude
Zongrong Zhuang, Fujian,
China
Cum Laude

COLLEGE OF DENTISTRY

Dean: Patrick M. Lloyd

DOCTOR OF DENTAL SURGERY

Chad P. Lyons, Mesa, AZ
B.S. (Brigham Young
University)

BACHELOR OF SCIENCE

Jennifer Anne Gerrick,
Westlake
Justin Robert Nance,
Wapakoneta

COLLEGE OF EDUCATION AND HUMAN ECOLOGY

Dean: Cheryl L. Achterberg

BACHELOR OF SCIENCE IN HUMAN DEVELOPMENT AND FAMILY SCIENCE

Sarah Christine Buczek,
Fairfield, CT
Magna Cum Laude
John Michael Chadwell,
Worthington
Stephanie N. Chambers,
Dayton
Michael Anthony Costorf II,
Dublin
Matthew Joseph Dascenzo,
Columbus
Tatum Emiliana Davenport,
New Albany
Kathryn Dianne Demko,
Columbus
Magna Cum Laude
Natalie Rose Forrest,
Westerville

Karlee Ann Fryman, Grove
City
RaeLynn Nicole Hall, Canton
Ayan Irad Hassan, Hilliard
Morgan Alicia Hawkins,
Millersburg
Cum Laude
Jillian A. M. Heinonen,
Conneaut
Magna Cum Laude
Darneisha Monique Higgins-
Awudu, Cleveland
Erin Catherine Kearns, Avon
Lake
Karissa Jean Lee, Troy
Kristen Marie McCarthy,
Chillicothe
Jennifer Lynn McManis,
Westerville
Olivia Alexis Nugent,
Jamestown, NY
Sarah May Odum, Westerville
Cum Laude
Paige Marie Poling, Laurelville
Shawnriel Tiona Pope, East
Cleveland
Rachael Renee Reuter, West
Liberty
Miranda Chantria Short,
Milford
Summa Cum Laude
Shadia K. Smidi, Findlay
Katie Lynn Snell, Columbus
Sara Rose Sokolowski,
Fairview Park
Vanessa Lynn Stacey,
Amherst
Laurencia Marie Walker,
Wooster
Matthew Yohannes Wareti,
Columbus

BACHELOR OF SCIENCE IN HUMAN ECOLOGY

Bolarinwa Peters Adeleye,
Columbus
Rebecca Agunga, Columbus
Christopher Ryan Banks,
Nashport
Ahmadou Bayo, Columbus
Emma Marie Belcher, Hilliard
Louis LaCour Belyn, New
Albany
James Michael Bowen, Marion
Cum Laude
Christopher Henry Boyd,
Worthington
Mikayla Nicole Boyer, Akron
Emily Elizabeth Brogan, Dover
Sabrina Monique Byrd,
Columbus
Jacqueline Danielle Carroll,
Upper Arlington
Brittany Ann Chavana, Carey
Westerville

Commencement Convocation, December 20, 2016

Angela Rose Christopher,
Mayfield
Stephanie Louise Davis,
Rocky River
Cum Laude
Thomas John Edgar,
Worthington
Jordan Lee Ellerbrock, Kalida
Lindsey Fenton, Columbus
Halle Morgan Griesinger,
Gahanna
Jay Luke Griffith, New Albany
Ryan Scott Gutierrez,
Columbus
Paige Elizabeth Holcomb,
Hilliard
Jasmyn Kendell Hoover-Grier,
Columbus
Cameron Lavon Howard,
Columbus
Taylor Morgan Hyer,
Pickerington
Cum Laude
Hannah Noelle Jacobs, Lima
Natalie Nicole Jenkins,
Fairfield
Jessa Angelica Kellie, Huber
Heights
Keri Ann Koeller, Defiance
Christopher Nicholas
Korthaus, Cincinnati
Emily Ann Lachey, Grandview
Heights
Laila N. Latif, Dublin
Seungju Lee, Seoul, South
Korea
Evan Richard Lisle, Centerville
Heidi Nicole Lykins, Columbus
Magna Cum Laude
Devlin Hayes McDaniel,
Marion
Jordyn Kristine Meade, New
Albany
Hayley Marie Miller,
Wapakoneta
Kevan Jerome Murphy,
Worthington
Craig Anthony Nennig,
Wrightstown, WI
Nathan Scott Nichols,
Delaware
Carlette Robin Nixon, Canal
Winchester
Jiani Qin, Columbus
Cassandra Paige Rafferty,
North Canton
Laura Jean Ribble, Hilliard
Cum Laude
Nicolette Romano, Jersey
City, NJ
Hollie Beth Rose, Ironton
Alexa Lynn Rowland, Ansonia
Cody James Schnipke, Kalida
Aaron Anthony Schwarz,
Lorain
Amie Lyn Swayne, Hillsboro
Chesna Monet Sykes,
Columbus

Taron Rajon Taylor, Mansfield
Yincheng Wang, Xin Jiang,
China
Lisa Anne Wardell, Waterville
Sela Rheanne Williams,
Columbus
Whitley Kathryn Williams,
Columbus
Rui Xiang, Columbus
Kailee Yasmin Yassini, Canal
Winchester
Remington Virginia
Yokoyama, Granville
Menglin Zhang, Sichuan,
China
Summa Cum Laude
Qiwei Zhang, Suzhou, China

BACHELOR OF SCIENCE IN HOSPITALITY MANAGEMENT

Cara Elizabeth Joan Bettinger,
North Olmsted
Carson Elizabeth Blasko,
Ellicott City, MD
Amanda Rose Brubaker,
Lakewood
Thomas Stuart Gallagher,
Dublin
Gannon David Hall,
Pickerington
Casey Ann Hawkins,
Cincinnati
Tak Yeung Ip, Westerville
Daynin Jacks, Windermere, FL
Kara Jean Kirlangitis,
Uniontown, PA
Dione Lee, San Diego, CA
Rebecca Erin Neff, Columbus
Victoria Noel Porter,
Barnesville
Ronald William Reynolds,
Columbus
Aleese Elizabeth Sarrouh,
Strongsville
John Quint Shalvoy, Upper
Arlington
Anza Maple Tang, Arcadia,
CA
Summa Cum Laude
Xiangning Wang, Xian
Shaanxi Province, China
Rebecca Lauren Watkins,
Cuyahoga Falls

BACHELOR OF SCIENCE IN NUTRITION

Maddie Collins, Mansfield
Kyle Adam Culbertson,
Delaware
Cum Laude

Mallory Marie Giannamore,
Steubenville
Yilin Hong, Jinhua, China
Jordan Randolph Kloss,
Twinsburg
Magna Cum Laude
Jamie Lynn Kuhlman, Lima
Kalika Meredith Litwin,
Cincinnati
Arianna Camielle Martin,
Sacramento, CA
Bryan Dennis Olmstead,
Amelia
Marcus James Otte, Mason
Bethanni Brienne Shoewalter,
Blacklick
Daniel Patrick Valley,
Springfield
Kimberly Nicole Wright,
Lancaster, PA
Yuyi Zhang, Shenzhen, China

BACHELOR OF SCIENCE IN EDUCATION

Aisha Nadene Abu-Hajar,
Dublin
Summa Cum Laude
Sarah Louise Grace Adelman,
Canton
Cum Laude
Shameya Ayad Ayad,
Columbus
Magna Cum Laude
Celeste Cierra Bacon,
Cleveland
Haley Nicole Balsler, Heath
Magna Cum Laude
Kaitlyn N. Barger, Pickerington
Tyler Edward Begley, Fairfield
Dominique Rae Bidawid,
Morristown, NJ
Cum Laude
Ann Theresa Billman, Jackson
Cum Laude
Joseph Ettore Boerner, Hilliard
De' van M. Bogard, Cleveland
Amanda D. Borchers,
Delaware
Zachary D. Brenner, Dublin
Magna Cum Laude
Tyler Deron Brickey, Whitehall
Jordan Mykel Brown, Winter
Haven, FL
Summa Cum Laude
Lindsay Michelle Brown,
Granville
Magna Cum Laude
Blake Anthony Callahan,
Columbus
Kellie Ashley Carmendy,
Powell
Jonathan Michael Carter,
Upper Arlington
Kerry Elizabeth Carter,
Beavercreek
Cum Laude

Commencement Convocation, December 20, 2016

Cayla Nickole Cermak, Marion
Cum Laude
 Jessica Rene Chatelain,
 Hilliard
Cum Laude
 Sarah Christine Chidester,
 Delaware
Cum Laude
 Veronica Elizabeth Cisneros,
 Cleveland
Magna Cum Laude
 Gareon Rashad Conley,
 Canton
 Dominic Robert Crea, Lima
 Zachary Alan Davis, Medina
Magna Cum Laude
 Kathryn Elizabeth Deibel,
 Powell
Magna Cum Laude
 Dominic Del Monte, Columbus
 Brandon Kyle Dickerson,
 Granville
 Brooke Alison Dionisio,
 Woodsfield
Cum Laude
 Jamie Lynn DiPerna,
 Twinsburg
Magna Cum Laude
 Amber Renee Dunn, Marion
Cum Laude
 Thomas Jack Ellis, Hebron
 Lauren Hope Esselburn,
 Warsaw
Magna Cum Laude
 Joao Pedro Fachineto Ehlers,
 Caxias Do Sul, Brazil
 Elaine Marie Farabee,
 Columbus
Magna Cum Laude
 Nyssa Fallon Finn, Vernon
 Hills, IL
Magna Cum Laude
 Maria Christine Flemming,
 Hilliard
Magna Cum Laude
 Johnathon Charles Frasier,
 Baltimore, MD
 Jennifer Nicole Freking, Mount
 Sterling
Magna Cum Laude
 Kelsey Marie Fresch,
 Sandusky
Cum Laude
 Megan Eileen Geldernick,
 Aurora, IL
Cum Laude
 Daniel Stephen Gilinsky,
 Chagrin Falls
 Kerry Anne Godsil, Ottawa
Summa Cum Laude
 Ashley May Goetz, Mansfield
 Kayla Ashley Goldstein, Akron
Magna Cum Laude
 Kayla Henderson, Lima
 Marena Racheal Hernandez,
 Monroe
Magna Cum Laude
 Meghan Leigh Hickey,
 Massillon
 Abigail Anne Hill, Edon
Cum Laude
 Kianna Marie Holland,
 Seneca, SC
 Zackery Patrick Hoyt, Hilliard
 Amanda Sue Hunt, Newark
Cum Laude
 Kelsey Lynn Ingle, New
 Richmond
Magna Cum Laude
 Jaron Troy Isaac, Dayton
 Leegin Jang, Seoul, South
 Korea
 Shunshun Jiang, Shanghai,
 China
Summa Cum Laude
 Cameron Joseph Johnson,
 Etna
Cum Laude
 Lori Jo Jones, Grove City
 Brooke Victoria Keber, Ohio
 City
Magna Cum Laude
 Taylor Marie Keserich,
 Cleveland
 Nicholas K. Khan,
 Pickerington
 William P. A. Kipp, Mansfield
 Jessie Erin Kirk, Athens
Summa Cum Laude
 Tracey Lynne Kirk, Orient
 Justin Michael Kubisch, Elyria
 Jordan T. Kyff, Mansfield
 Ashley Renae Lewis,
 Grandview Heights
Magna Cum Laude
 Jiahui Lin, Jiangsu, China
Cum Laude
 Stephen Patrick Luther,
 Carmel, IN
 Danielle Elizabeth Madden,
 Pataskala
 Crystal Lachey Martin,
 Columbus
 Jessica Lynn McCurdy,
 Centerville
 Molly Rae McDonough,
 Granville
Magna Cum Laude
 Taylor Jean McGonigle, West
 Jefferson
Magna Cum Laude
 Nicholas Cole Merrick,
 Uhrichsville
 Rachel Elizabeth Mistler,
 Cincinnati
Magna Cum Laude
 Alexis Shai Mitchell, Hanover
 Faiso S. Mohamud, Gahanna
 Zachary Michael Moore,
 Hilliard
 Heather Fay Mousavi,
 Cuyahoga Falls
Magna Cum Laude
 Kelly Jan Mueller, Minster
Magna Cum Laude
 Drew Mitchell Murray,
 Somerset
 Jessica Lynn Musgrave,
 Cleveland
Magna Cum Laude
 Reid Keiji Narimatsu, Los
 Angeles, CA
 Shane Thomas Olivea, Long
 Beach, NY
 Ann-Sofia Maria Olsson,
 Ashville
Magna Cum Laude
 Kara Danielle Palm, Canal
 Winchester
Summa Cum Laude
 Courtney Michelle Parker,
 Lewis Center
Cum Laude
 Rachel Marie Parrish,
 Westerville
Summa Cum Laude
 Alexander Perez, Cincinnati
 Timothy George Phelps,
 Columbus
 Patrick Martin Porter, Jr.,
 Chagrin Falls
 Justin Edward Powell,
 Centerville
 Amber Nicole Prater, Heath
Magna Cum Laude
 Alexander Paul Ranalli, Powell
Cum Laude
 Miranda Rose Ranker,
 Marysville
 Daniel C. Ray, Columbus
 Cheyenne Rachel Rieger,
 Sylvania
 Donovan Christopher
 Robertson, Berea
 Benjamin Douglas Romer,
 Galena
 Joseph Broderick Rovner,
 Danville, CA
 Johnathan Patrick Ryan,
 Massillon
 Rachel Anne Sapp, Columbus
Magna Cum Laude
 Kaitlyn Joann Sauer,
 Westerville
Cum Laude
 Rachel Elizabeth Savage,
 Westerville
Summa Cum Laude
 Kathryn Veronica
 Scheckelhoff, Ottawa
Magna Cum Laude
 Emily Maxine Schlagbaum,
 Chagrin Falls
Magna Cum Laude
 Katherine Lynn Schroeder,
 Port Clinton
Cum Laude
 Sarah Kate Schwall, Gahanna
Summa Cum Laude
 Teresa Nicole Schwenk,
 Heath
Magna Cum Laude
 Faith HeeYun Schwenning,
 Upper Sandusky
 Rachel Elizabeth Sherer,
 Milford Center

Victoria Paige Siefker,
Pandora

Cum Laude

Braydon Robert Small,
Pataskala

Alyssa Sue Smith, Richwood
Erica Sollitto, Upper Arlington
Magna Cum Laude

Lucy Claire St. John,
Evansville, IN

Cum Laude

Taylor Anne Staneluis,
Gahanna

Ralf Otto Herbert Steinbach,
Halle, Germany

Claire Marie Sugrue,
Centerville

Magna Cum Laude

Samuel James Swisher,
Grove City

Summa Cum Laude

Tasia Marie Tanner, Vermilion
Summa Cum Laude

Matthew Mancino Thiede,
Ashburn, VA

Justin Adam Tisevich, Canton
Laiken Nicole Valentine,
Johnstown

Logan Dale Valtz, Columbus
Carrington Kinsey Clara

VanWinkle, Hamilton
Bridget Theresa Vilbig,

Bethpage, NY

Cum Laude

Daniela Nicole Villa-Cruz,
Dublin

Summa Cum Laude

Heaven Leigh Vines,
Columbus

Lindsey Ruth Waterman,
Newark

Kimberly Diane White, Newark
Magna Cum Laude

Tisha Lynn White, Columbus
Lowry Leigh Wisner, Bay

Village

Summa Cum Laude

Alyson Kathleen Woodring,
Newark

Samantha Taylor Woolard,
Newark

Christina Ann Yarger,
Lexington

Heather Lynn Yontz,
Battleground, WA

Magna Cum Laude

Emily Jo Young, Englewood
Cum Laude

Krsna-Jivani Draupadi Ziyad,
Cleveland

Magna Cum Laude

COLLEGE OF ENGINEERING

Dean: David B. Williams

BACHELOR OF SCIENCE IN AERONAUTICAL AND ASTRONAUTICAL ENGINEERING

Benjamin Samuel Korobkin,
Sandusky

Alex James Lamberjack,
Carey

BACHELOR OF SCIENCE IN ARCHITECTURE (AUSTIN E. KNOWLTON SCHOOL OF ARCHITECTURE)

Mohammed Jassim Benlemlih,
Fez, Morocco

Matthew William Hayes,
Gahanna

BACHELOR OF SCIENCE IN AVIATION

Bernard Patrick McCann, Put-
in-Bay

Kaitlynn Victoria Meelhuysen,
Gilbert, AZ

Dean Mark Rodabaugh, Van
Buren

Joshua John Utter, Oregon

BACHELOR OF SCIENCE IN BIOMEDICAL ENGINEERING

Benjamin Joel Albert, Dublin

Magna Cum Laude
with Honors Research Distinction in
Biomedical Engineering

Tyler John Bishop, Columbus
Cum Laude

with Honors in Engineering

Matthew Lawrence Brockman,
Centerville

Summa Cum Laude

with Honors in Engineering

William Edgar Carson IV,
Hilliard

Cum Laude

Lindsey Nicole Fox, Dublin
Cum Laude

Kunal Kumar Gupta,
Centerville

with Honors in Engineering

Mckenzie Jacob Kresslein,
Lebanon

Cum Laude

Carlos Enrique Mendez,
Dayton

Cum Laude

Haylie Aileen Nelson,
Mansfield

Cum Laude

Samuel M. Seelbach, Upper
Arlington

Summa Cum Laude

with Research Distinction in
Biomedical Engineering

Jared Colin Seidel,
Beachwood

Magna Cum Laude

with Honors in Engineering

Joel Daniel Watson, Hilliard

Magna Cum Laude

Jacob Carl Zbinden, Cadiz
Cum Laude

BACHELOR OF SCIENCE IN CHEMICAL ENGINEERING

Ryan Amatulli, Columbus

Bradley Thomas Barrett,
Belpre

Kevin Paul Beyersdorf,
Sylvania

William Douglas Blincoe III,

Huber Heights

Magna Cum Laude

with Honors in Engineering

Julianne Noel Bresson,
Louisville

Cum Laude

Robert Taylor Busch,
Cincinnati

Christopher Jia Jen Chang,
Gahanna

Cum Laude

with Honors Research Distinction in
Chemical Engineering

Marie Catherine Cotter,
Westbury, NY

Joshua William Crosby,
Centerville

Emily Ann Diersing, Cincinnati

Andong Du, Shanghai, China

Mitchell James Eaton,
Cincinnati

Magna Cum Laude

Abbey Mae Empfield, Apollo,
PA

Cum Laude

with Honors in Engineering

Kain Michael Fadeley, New
Philadelphia

Charles C. Fletcher, Columbus
Cum Laude

Joseph John Gallagher,
Willoughby Hills

Cum Laude

Commencement Convocation, December 20, 2016

Thomas James Getz, Medina
Joshua Robert Groves,
Middletown
Aaron Daniel Hastings,
Medina
Magna Cum Laude
Ryan David Kindell, Cincinnati
Cum Laude
Patrick Charles Kinnunen,
Springboro
Magna Cum Laude
with Honors in Engineering
with Honors Research Distinction in
Chemical Engineering
David Joseph Kopechek,
Blacklick
Cum Laude
Kevin P. Kuntz, Springfield
Angela Carol Lawver, Dover
Michael Gustav Lindell III,
Westerville
with Honors in Engineering
with Honors Research Distinction in
Chemical Engineering
Michael Francis Louis,
Loveland
Summa Cum Laude
Haris Baber Malik, Columbus
Callie Elizabeth Marks,
McMurray, PA
Cum Laude
Emily Lauren Martin,
Wapakoneta
Marissa Kathleen McHugh,
Medina
Magna Cum Laude
Katherine Louella Mitchell,
Canton
Colin Patrick Murray,
Cincinnati
Samantha Maria Nehrbass,
Centerville
David Lee Nelson, Perry
Damian Payne O'Malley,
Rocky River
Matthew Edward Papiernik,
Hubbard
Da Inn Park, Toledo
Raymond Patrick Parr,
Richfield
Edward Myer Peck, Medina
Cum Laude
Christopher Michael Poore,
Conneaut
with Research Distinction in
Chemical Engineering
Viraj Prashant Shah,
Centerville
Michelle Lynn Snow,
Circleville
Rebecca Florence Steward,
Delphos
Florian Livia Giovana Teguh,
Monterey Park, CA
Thomas Tyler Testoff,
Highland, MD
Cheng Han Thong, Rawang,
Malaysia
Courtney Patrice Tolber-
Sutton, Columbus

Mackenzie Leigh Tomlinson,
Amherst
John Michael Troisi, Jr.,
Neshanic Station, NJ
Randy Michael Ulinski,
Oregon
Gregory Paul Voorhees,
Cincinnati
Ashley Kathleen Voskuhl,
Kettering
Michael Wang, Hamilton
Jesse James Westfall, Elyria
Darren Scott Wethington,
Cincinnati
Connor Ray Wiegand, Fort
Thomas, KY
Leon Zhang, Copley
Cum Laude

**BACHELOR OF
SCIENCE IN CITY AND
REGIONAL PLANNING
(AUSTIN E. KNOWLTON
SCHOOL OF
ARCHITECTURE)**

Kristiana Burgi, Laguna
Niguel, CA
Magna Cum Laude
with Honors in City and Regional
Planning
with Honors Research Distinction in
City and Regional Planning
Spencer McMellon Davis,
Akron
Maxwell Holmes
Fuangaromya, Seattle, WA
Brandon Adam Goss,
Cleveland
Alexander Joseph William
Heyl, Cincinnati
Vincent E. Johns, Columbus
Cum Laude
Lisa Frances Kowalski,
Lakewood
Eric Tristan Myers, The
Woodlands, TX
David Evan Ogden, Grove City
Christopher Alexander
Schoenig, North Olmsted
Erin Kathleen Schwab, Soddy
Daisy, TN
Sandy Sechang, Loveland
Anthony Kyle Stevens,
Reynoldsburg

**BACHELOR OF
SCIENCE IN CIVIL
ENGINEERING**

Hope Lynn Bagarus, Hudson
Adam David Barnes, Bowling
Green
Brent Lawrence Baumgartner,
Bay Village
Cum Laude

Taylor McKenzie Brentin,
Vienna
Andrew David Brower,
Cincinnati
Domenic M. Caporale,
Highland Heights
Magna Cum Laude
with Honors in Engineering
Sophia Carter, Perrysburg
Chad Michael Coon, Lima
Michael Frederick DeLisio,
Cleveland
Kyle A. Depperman, Cincinnati
Zachary William Dick,
Lakewood
Cum Laude
with Honors in Engineering
Jake Donald Duggan, Toledo
Andrew Photos Dunlap,
Cincinnati
Andrew James Durkin, Akron
Brandon Peter Duschl,
Canton, MI
Michael Allen Ellman, Chardon
Patrick Samuel Enright, Stow
Jamie Lauren Fink, Solon
Christiana Helen Fote,
Houston, TX
Wade Winston Gambos,
Richmond
Adam Joseph Grebenc,
Willoughby Hills
Justin David Green, Celina
Madeline Rose Haney,
Cincinnati
Cum Laude
Marcus John Harding, Marietta
Cum Laude
Jacob Andrew Hogue, Mason
John Thomas Hong,
Pittsburgh, PA
Adam Robert Kalta, Aurora
Dustin James Knippen,
Ottoville
Brian Charles Kotter, Liberty
Township
Andrew Paul Kushmeider,
Worthington
Jacob Daniel Lautanen,
Andover
Michael Albert Lewis,
Strongsville
Cum Laude
Connor Marshall Locke,
Hudson
Austin T. Mack, Rochester, NY
Adam Maras, Lyndhurst
Kristen Marie Mastalski,
Mentor
Kyle Andrew Miller, Medina
Linh Tuan Nguyen, Columbus
Kyle Arthur Oberster,
Pickerington
Gregory James Piazza,
Mentor
Lawrence Anthony Pinto, Jr.,
Mayfield Village
Haley Michelle Poli, Cincinnati

Commencement Convocation, December 20, 2016

Connor Aaron Pons,
Twinsburg
Edward Paul Rein, Mason
Magna Cum Laude
Cody Adam Schellhammer,
Aurora
Taylor Richard Schoepf,
Granville
Daniel Steven Schweikert,
Mentor
Nicholas Ryan Seling,
Westerville
Summa Cum Laude
Alec Serfozo, Lorain
Dylan Mitchell Shays, New
London
Michael Shijie Sheng, Sylvania
Matthew Collin Shiftett,
Charlottesville, VA
Zhen Shuai, Chongqing, China
Chad Jennings Simms,
Delaware
Michelle Lynn Simpson,
Strongsville
Andrew Brian Smith, Mansfield
Jonas Andrew Smith,
Wheelersburg
Bradley Allen Snyder,
Montpelier
Magna Cum Laude
Daniel Soroka, Mentor
Anthony Joseph Stevens,
Canton
Henry Michael Suleski, Jr.,
East Windsor, NJ
Dylan Matthew Thompson,
Columbus
Michael John Alfredo Timas,
Middlefield
Shelby W. Troyer, Winesburg
Patrick M. Valerius, Kent
Ye Wang, Nanjing, China
Margaret Olivia Wilson,
Columbus
Magna Cum Laude
Paul Vito Wojtila, Euclid
Wesley James Wolters, Anna
Jonathan Ross Young, Upper
Arlington
Amirul Rahman Zamri,
Subang Jaya, Malaysia
Xingyu Zhu, Chongqing, China
Cum Laude
Thomas George Zupan III,
Ashland

**BACHELOR OF
SCIENCE IN COMPUTER
SCIENCE AND
ENGINEERING**

Karl Jakob Ahlqvist,
Worthington
Mariamawit Amha Alula,
Columbus
Cum Laude
Akhil Anilkumar, Lewis Center

Jonathan Charles Arnett,
Cincinnati
Derek R. Ault, Columbus
Tyler Ronald Axt, Liberty
Township
Alexandru Barbur, Hudson
John Charles Barnett, Jr.,
Granville
Dylan Michael Barrow,
Columbus
Danielle Marie Beckley, Tiffin
Abigail Fox Benedict, Canton
Cum Laude
Michael Berkovich, Columbus
David Franklin Browning,
Delaware
Rory Mark Caputo,
Willowbrook, IL
Xinye Chen, Beijing, China
Christina Marie Clyde, Liberty
Township
Magna Cum Laude
Mychelle Ann Decker, New
Carlisle
Taylor Anne DeJesus,
Charleston, SC
Leah Kaitlin Duello, Hamilton
Alexander Stutson Edgar,
Worthington
Hani Ewais, Columbus
Skylor Evan Sergio Gomes,
Chesterland
Cheng Guo, Zheng Zhou,
China
Yubin He, Tianjin, China
Summa Cum Laude
Thomas James Hofferberth,
Liberty Township
Lingkai Hu, Cixi, China
Alexander Kern Humphries,
Columbus
Kathryn Marie Jackson,
Chesterland
Cum Laude
with Honors in Engineering
Seung Bum Jun, Seoul, Korea
Cum Laude
with Honors in Engineering
Brodan Andrew Kelly, London
Richard Poe Kochert,
Moreland Hills
Cum Laude
with Honors in Engineering
Tyler Robert Kucera,
Painesville
Cum Laude
Tyler Keenan Lacks, Upper
Arlington
Nicholas James Leight,
Strongsville
Magna Cum Laude
Yuzhen Liu, Zibo, China
Cameron T. Lloyd,
Pickerington
Jackson Dean Luken,
Cincinnati
Cum Laude
with Honors in Engineering

Kathryn Elizabeth Mendiola,
Hudson
Tyler Lehman Moore, Powell
Stephanie Renee Muhammad,
Columbus
William Taylor Osler, Mason
Robert Terrence Otting,
Gahanna
Cum Laude
Austin P. Palmer, Leesburg
Frank Angelo Patrizio, Piqua
Christopher George Phillips,
Broadview Heights
Cailin Avery Pitt, Pataskala
Samuel Joseph Ploucha, New
Richmond
Shengjie Quan, Shanghai,
China
Summa Cum Laude
with Honors in Engineering
Chen Rong, Wuxi, China
Oscar Rubio, Jr., Pasadena,
CA
Magna Cum Laude
Jacob Daniel Sage,
Westerville
Paul Anthony Sandels, Jr.,
Copley
Sukhjit Singh, Washington
Court House
W Dustin Stanley, Westerville
Joseph Thomas Stone, Green
Branden Lee Tenbrink,
Clarksville, TN
Brendan Cameron Todahl,
West Chester
Cum Laude
Jacob Christopher Turner,
Pittsford, NY
Magna Cum Laude
Caleb Richard Underwood,
Grove City
Daniel Umberto Valentini,
Cincinnati
Ryan Patrick Wachowski,
Mount Orab
Carlos Steven Waibl,
Worthington
Kacper Tomasz Wardega,
Brecksville
Cum Laude
with Honors in Engineering
Xiaochi Weng, Hangzhou,
China
Cum Laude
Xu Weng, Lewis Center
Cum Laude
with Honors in Engineering
Logan William Joseph Wilson,
Chillicothe
Magna Cum Laude
Kaye Nicole Wroblecki,
Mansfield
Yani Xie, Shenzhen, China
Magna Cum Laude
Yilang Xuan, Columbus
Xuanxuan Xue, Zhengzhou,
China
Seth Yoder, Ashland
Cum Laude

Commencement Convocation, December 20, 2016

Garrett Philip Young, Flower
Mound, TX
Te Zhang, Jinan, China
Magna Cum Laude

BACHELOR OF SCIENCE IN ELECTRICAL AND COMPUTER ENGINEERING

Andrea Louise Ames,
Waynesville
Steven Robert Apicella, San
Jose, CA
Shafe Assaf, Columbus
Cum Laude
Hemza Khalid Azzam, Parma
Luke Alexander Beene,
Norfolk, VA
Robert Daniel Beitman,
Westerville
Magna Cum Laude
Maxwell Drew Boynton,
Newington, NH
Michael William Brazier,
Wadsworth
Shayla Mona Breedlove,
Columbus
Cum Laude
Austin Finley Brooks,
Westerville
Joseph Alexander Caraballo,
Oberlin
Donghui Cen, Columbus
Yoon Suk Chang, Seoul,
Korea
Adam Joshua Collins,
Madison
Christopher Campbell Creech,
Beavercreek
Dylan James Davey, Katy, TX
Deo N. Dulal, Columbus
Lucas James Desisle Duncan,
Toledo
Mark Leo Ebert, Sheffield
Lake
Virgil Wayne Ellett, Lima
Raag Mehul Engineer,
Wadsworth
Nathan Michael Felice, Mentor
Justin Patrick Fienberg,
Strongsville
Eric J. Gardner, Piney Point,
MD
Bruce Zachary Gibbon,
Zanesville
Justin Mitchell Gibson, Galion
Vaibhav Grover, Delhi, India
Sean Michael Harrington,
Hamilton
Daniel Jacob Hudson,
Westerville
Reece Richard Iovine, Stow
Jessica Lynn Jackson, Galena
Hussam Jalanbo, Dayton

Steven Enriquez Janes,
Cincinnati
Mohamed Lamine Kaba,
Columbus
Magna Cum Laude
Adam S. Khoury, Plain City
Christopher Richard
Kiedrowicz, Norwalk
Thomas Edward Kucinsky,
Naperville, IL
Kartavya Dharmeshbhai
Ladwa, Columbus
Antonio Ramone Lampkins,
Columbus
Gregory Steven Lehmkuhl,
Tipp City
Magna Cum Laude
Mary Claire Lenk, Chardon
Summa Cum Laude
with Honors in Engineering
Wanlin Li, Taiyuan, China
Cum Laude
Jacob Stuart Liebenow,
Lebanon
Kevin Ali Lopez-Garrity, Dublin
Yongfeng Lu, Zhuhai, China
Tianzuo Luo, Shenyang,
China
Jordan Micah Lydy, Mansfield
Jonathan D. Maher, Milton,
MA
Wayne Philip Marshall,
Newark
David Michael Moritz,
Columbus
Magna Cum Laude
Nile Michael Myers, Frisco, TX
Marwan M. Nakhaleh, Trainer,
PA
Robert Tyler Nelson, Dublin
Magna Cum Laude
Ryan Mitchell Newport, Hilliard
Magna Cum Laude
Thin Phuc Nguyen,
Columbus
Jared M. Niese, Miller City
Nathan Thomas Norway,
Findlay
Sung Heum Oh, Seoul, Korea
Benjamin Turner Ozcomert,
Columbus
Todd Charles Packard, Belpre
Dhruv Parti, New Delhi, India
Cum Laude
Scott Joseph Pohlman,
Ottoville
Zhewei Qiu, Wenzhou, China
Cum Laude
Marko Rajcevic, North
Royalton
Cum Laude
Samuel Jay Rominger,
Wyoming
David Paul Ross, Upper
Arlington
Ryan Carter Rowe, Papillion,
NE
Mutsuo Sasaki, Wapakoneta
Gautham Sivakumar, Mason

Aaron Miley Staib, Fremont
Magna Cum Laude
Isiah Jackson Stapleton,
Crown city
Benjamin John Straiton,
Pataskala
Summa Cum Laude
Evan Michael Tomko,
Springboro
Cum Laude
Michael Andrew Van Schaik,
Galena
Anton Michael Venetta,
Columbus
Daniel Patrick Wolfe, Chagrin
Falls
Tommy Ka Ho Yu, Cleveland
Cum Laude
Qingqing Zhang, Wuhan,
China
Cum Laude
Hanrui Zhu, Nanjing, China

BACHELOR OF SCIENCE IN ENGINEERING PHYSICS

Lucas Wayne Beaufore,
Dublin
Summa Cum Laude
with Honors in Engineering
with Honors Research Distinction in
Engineering Physics
Anthony Harrison Birri,
Westerville
Cum Laude
Yuriy Los, Perrysburg
Cum Laude
Alec Brian Michael, Centerville

BACHELOR OF SCIENCE IN ENVIRONMENTAL ENGINEERING

Matthew Christopher Ambrogio,
Columbus
Ruth Irene Cathers,
Worthington
Cody Thomas Chandler, Coal
City, IL
Joseph Anthony DeLuca,
North Royalton
Alana Shae Gildner, Ashley
Qingyan Min, Nanjing, China
Cum Laude
Andrea Nicole Patterson, Kent
Kristen VonderBrink,
Cincinnati
Bennett Firstencel Wildey,
Cleveland Heights

**BACHELOR OF
SCIENCE IN FOOD,
AGRICULTURAL, AND
BIOLOGICAL
ENGINEERING**

Ashleigh Rose Budrick, Saline,
MI
Zack L. Casparro, Grove City
John Robert Core,
Spencerville
Dylan Lee Eltzroth, New
Vienna
Benjamin Edward Gerhardt,
Cincinnati
Kevin Christopher Gruscinski,
North Olmsted
Alexandria Kosoma Jensen,
Havelock, NC
Joshua Randall Stephens,
Columbus Grove
Jamier Antoine Tascoe-Davis,
Aldan, PA
Stephanie Elizabeth Weagraff,
Mentor
Cum Laude

**BACHELOR OF
SCIENCE IN
INDUSTRIAL AND
SYSTEMS
ENGINEERING**

Kushagra Aggarwal, New
Delhi, India
Cum Laude
Sanchi Arora, Gahanna
Emily Grace Bascom,
Kettering
Cum Laude
Sydney Brienne Benge,
Centerville
Mariah Ariel Benson,
Trotwood
Joseph Michael Burger,
Cincinnati
Julia Diane Burrowbridge,
Stow
Magna Cum Laude
William Mead Busch,
Cincinnati
Collin Eugene Callahan, Elyria
Daniel Gregory Calvin, Akron
Alexis Rae Clark, Canton
Maxwell Lloyd Conover, Troy
Magna Cum Laude
Steven Robert Cowles,
Westerville
Basil Jaffe DeJong, Cincinnati
Morgan Choi Fitzgerald, West
Dundee, IL
Amanda Rose Havrilla,
Twinsburg
Emily Nicole Hess, St. Henry
Anngatu Guluma Hubena,
Columbus

Jacqueline Ibrahim, Cincinnati
Stephanie Ann Keller,
Worthington
Cum Laude
Samuel Richard Krebs, New
Albany
Nicholas William Lennon,
Cincinnati
Magna Cum Laude
with Honors in Engineering
Jianang Li, Harbin, China
Magna Cum Laude
Brian Edward Mader, West
Linn, OR
Gina Anne Masarik, Columbus
John Colin Moore, Galena
Rachel Erin Nash, Powell
Alyssa Melody Nitta,
Washington Court House
Anthony Alexander Pacella,
Youngstown
Cum Laude
Li Pan, Guangzhou, China
Siddhant Mukesh Purohit,
Vadodara, India
Vanessa Teresa Serrano,
Camas, WA
Nicholaus Brett Shaut,
Worthington
Lindsey Michelle Shaw,
Brunswick
Nicholas John Skuggen, Avon
Lake
Karras Milan Snowden,
Gaithersburg, MD
Matthew Charles Snyder,
Medina
Alexander Luis Cass
Straughter, Reynoldsburg
Adam Michael Stump, Avon
Rachel Marie Ulstad, Dublin
Logan Shannon Whitten,
Chillicothe
Cum Laude
Kobby Wiafe Ababio,
Columbus
Boyun Xiao, Columbus
Qingyuan Yu, Wuxi, China
Cum Laude
with Honors in Engineering
Leilei Zhang, Lanzhou, China

**BACHELOR OF
SCIENCE IN MATERIALS
SCIENCE AND
ENGINEERING**

Thomas Craig Altic, Cincinnati
Gali Blumenthal, Pittsburgh,
PA
Cum Laude
Cameron Evan Contario,
Milford
Guy Michael Dille, Dublin
Benjamin Michael Frederic
Georgin, Dayton

Lauren Michelle Gerber,
Columbus
Magna Cum Laude
Tyler Matthew Groehl,
Marysville
Runnan Jiang, Nanjing, China
Cum Laude
*with Honors Research Distinction in
Materials Science and
Engineering*
Bridgette Vee Kelly, Maineville
Janet Marie Meier, Kansas
City, MO
Jacob Anthony Napolitan,
Lakewood
Jackson Wade Peck,
Columbus
Jackson Pope, Chappaqua,
NY
Victoria Richards, Gahanna
Kyle William Roberts, Medina
Samuel Gene Slingluff,
Chesterland
Mike Andrew Ujvari, Dublin
Jesse Adam Volk, Columbus
Tianyi Wang, Qingdao, China
Kate Elizabeth Williams,
Columbus

**BACHELOR OF
SCIENCE IN
MECHANICAL
ENGINEERING**

Dheepak Arumukhom Revi,
Trivandrum, India
Magna Cum Laude
with Honors in Engineering
*with Honors Research Distinction in
Mechanical Engineering*
Kyle Andrew Babiak,
Cincinnati
Zihe Bai, Columbus
Cum Laude
Kelly Christine Bakken, West
Chester
Trent Evan Baptiste, Gahanna
Magna Cum Laude
with Honors in Engineering
Michael Patrick Bemmes,
Cincinnati
Cum Laude
Forrest Clark Beran, New
Madison
Matthew Edward Berno,
Bolton, Canada
Summa Cum Laude
John David Brillhart,
Coshocton
Cum Laude
Eric Andrew Celeste, Mentor
Chien Haw Chong, Kuala
Lumpur, Malaysia
Cum Laude
Bennett Dobson Coltman,
Conneaut
Patrick Michael Combs,
Pickerington

Commencement Convocation, December 20, 2016

- Andrew William Crall,
Loveland
Anthony Christian Davis,
Silver Spring, MD
Abhyuday Dwivedi, Lucknow,
India
Maxwell Everett, Wyckoff, NJ
Haotian Fang, Tianjin, China
Zachary Bilus Feldman,
Andover, MA
Mark Nelson Ferber, Amherst
Troy Matthew Ferris, Canfield
Herryanto Fungsi, Jakarta,
Indonesia
Raymond Lee Gaines, Burghill
Magna Cum Laude
Alexander Robert Greene,
Port Clinton
Mohammad Hafiz Bin Gulam
Mohd Khan, Ipoh, Malaysia
Magna Cum Laude
Muhammad hazreen Haizi,
Puchong, Malaysia
Sungjun Han, Bucheon, Korea
Cum Laude
Clark Daniel Heinz, Lima
Ruiqi Hu, Shanghai, China
Magna Cum Laude
*with Honors Research Distinction in
Mechanical Engineering*
Muhammad Nabil Bin Imran,
Skudai, Malaysia
Richard Manning Jones,
Strongsville
Cum Laude
John Kates, Liberty Township
Cum Laude
Muhammad Naquiuddin Bin
Khafiz, Simpang Renggam,
Malaysia
Ryan Matthew Krivanek,
Brecksville
Magna Cum Laude
Nicholas James Leight,
Strongsville
Magna Cum Laude
Anudeep Singh Lotey,
Ludhiana, India
Magna Cum Laude
with Honors in Engineering
Jesse Maltz, West Hartford,
CT
Cum Laude
Reece Crandall Martinez,
Loveland
Summa Cum Laude
Karen Anne Mazza,
Centerville
Cum Laude
John Michael Ryan Menke,
Grandview Heights
Cum Laude
Moeed Parvez Nagra,
Houston, TX
Kristen Marie Nemeth,
Cleveland
Cum Laude
Caleb William Nielsen, New
Lenox, IL
- Trevor Andrew Nielsen,
Richfield
Cum Laude
Muhammad Haziq Othman,
Batu Pahat, Malaysia
Nicholas Christopher Papa,
Loveland
Cum Laude
Christopher James Pawlowski,
Mount Prospect, IL
Magna Cum Laude
Thomas Anthony Probel,
Mason
Magna Cum Laude
with Honors in Engineering
Boqiang Qian, Nantong, China
Cum Laude
Brian Andrew Rice,
Westerville
Summa Cum Laude
with Honors in Engineering
Alex Paul Riestenberg,
Cincinnati
Rushikesh Nandkumar Salvi,
Columbus
Joseph B. Sanders, Massillon
Bradley J. Scherpenberg,
Cincinnati
Cody Lee Schrand, Mason
Cum Laude
Colin Michael Sexton, North
Attleboro, MA
Vrishank Shah, Columbus
Cum Laude
Carinne Kathleen Shannon,
Pickerington
Zachary J. Sieber, West
Chester
Cum Laude
Charanjit Singh Jagidar Singh,
Kuala Lumpur, Malaysia
Matthew Kirkham Stankey,
Dublin
Mike Tannoury, Kaa El Rim,
Lebanon
Magna Cum Laude
Benjamin James Tedrick,
Cincinnati
Cum Laude
Kyle B. Thibaut, Pickerington
Magna Cum Laude
Clayton Austin Thomas,
Westerville
Summa Cum Laude
Julie Marie Toth, Broadview
Heights
Magna Cum Laude
Daniel Christopher Urbanek,
Solon
Magna Cum Laude
Nicholas Vincent Van Eman,
Columbus
Kan Wang, Qingdao, China
Taida Wang, Beijing, China
Wenhui Wang, Lanzhou,
China
Ze Wang, Beijing, China
Cody Leroy Webster, Derby,
KS
Cum Laude
- Joseph Carson Whisler,
Mansfield
Yu Wu, Yangzhou, China
Zhaoxuan Zhu, Jinzhong,
China
Summa Cum Laude

BACHELOR OF SCIENCE IN WELDING ENGINEERING

- Bryan Michael Barthel, Powell
Joanna Marie Boutillier,
Cincinnati
Nicole Brown, Dublin
with Honors in Engineering
Harris G. Cohn, New Albany
Nicholas Anthony Colvin,
Cincinnati
Joshua Benjamin Drechsler,
Solon
Bryan Andrew Drescher,
Milford
Ethan Matthew Flathers,
Granville
Walter Brandt Green,
Pleasantville
Alexander David Griffith,
Westerville
Daniel Stephen Grodek,
Brooklyn
Douglas Ernest Hartmayer,
Hudson
Nicholas Trenton Hillard,
Columbus
Wojin Robin Jung, Atlanta, GA
Lucas Peter Kelly, Olmsted
Falls
Nicole Elaine Klidas, Westlake
Jackson James Laubacher,
Aurora
Connor F. Meehan, Lakewood
Matthew Henry Moore,
Columbus
Owen Michael Repp, Tiffin
Jesse E. Rutter, Madison
Tyler Richard Smith, Avon
Lake
Nathan Michael Sulc, Hilliard
Dominic John Szpak, Grafton
Clay Franklin Wirsing,
Columbus
Zachary Todd Wright, South
Webster
Cum Laude
Robert John Yarshen,
Chardon

**COLLEGE OF FOOD,
AGRICULTURAL, AND
ENVIRONMENTAL
SCIENCES**

Interim Dean: Lonnie J. King

**BACHELOR OF
SCIENCE IN
AGRICULTURE**

Hope Chandra Andrews,
Spencer
Brandon Jacob Barlage, Fort
Loramie
Melanie Cora Bastock,
Marysville
Benjamin Isaac Betteridge,
Conneaut
Tara Carolyn Bilbrey,
Marysville
John Henry Bolte V, Dublin
Cum Laude
Amanda Jean Bosley,
Wadsworth
Jennifer Marie Braden,
Columbus
Cum Laude
Kyle Timothy Brinkman,
Holgate
Kristen Ann Browne, Hudson
Matthew James Bucklew,
Columbus
Gabrielle Marie Buehler, Anna
Joshua Alexander Burkhard,
St. Joseph, MI
Kelly Lee Carson, Ringgold,
GA
Lila Cart, Columbus
Aaron Scott Coolman,
Sylvania
Cum Laude
Alexandria Ann Cope, Alliance
Brooke Danielle Corcoran,
Piketon
Brian Christopher Crawford,
Columbus
Levi Ezra Current, DeGraff
Kaleb John Curry, Columbus
Summa Cum Laude
Renee Anita Davis, Columbus
Taylor Adare Davis, Lancaster
Dirk Davis Dempsey, Oak Hill
Haley Nicole Drake, Salem
Cum Laude
Lena Katharine Duffey, Grove
City
Hee Soon Federico, Columbus
Hannah Kay Fergang,
Columbus
Daniel Alexander Flake,
Medina
Cristen Lynn Flamm,
Cincinnati
Collin Scott Foltz, Clinton
Cum Laude

Jordan Thomas Frank,
Fremont
Matthew Kristian Gandor,
Marietta
Kelli Marie Gerber, Middletown
Magna Cum Laude
Ashley Morgan Gerlach, Piqua
Summa Cum Laude
Natalie Ellen Geuy, Marysville
Alexander Lee Glessner, Stow
Hanad Hussien Gutala,
Delaware
Amel Khaled Hamed,
Galloway
Takeisha Louree Hankins,
West Carrollton
Michael Patrick Headlee,
Houston, TX
Charles Steven Hebble,
Shelby
Ashley Nicole Hegidus,
Uniontown
Cum Laude
Emily Ellin Hencereth, Lisbon
Jeremy Edward Hershberger,
Dundee
Magna Cum Laude
Kelsie Catherine Hinds,
Newcomerstown
Magna Cum Laude
Nhu Quynh Thuy Ho, Upper
Arlington
Chandler Ann Hopkins,
McConnelsville
Bryson Scott Hoppes,
Greenfield
Katherine Helen Hostler,
Findlay
Kendyl Alexandra Hull,
Newark
Robin Frances Iritz,
Centreville, VA
Cody Thomas Jodrey,
Winchester
Bryanna Nicole Justice,
Wilmington, NC
Rebekah Anne Keller,
Columbus
Elizabeth Kim, Tamuning, GU
Yongchan Kim, Chuncheon,
Korea
Hannah Lynn Kirby, Lebanon
Haley Elizabeth Kocher,
Bucyrus
Summa Cum Laude
Alexandra M. Koutras,
Massillon
Marisa Lynn Kruszewski,
Sylvania
Rempeng Li, Columbus
Douglas Michael Liebe,
Brockport, NY
Magna Cum Laude
with Honors Research Distinction in
Animal Sciences
Robert Anthony Lindeman,
Powell
Jessica Kathleen Loucks,
Columbus

Karli June Lump, De Graff
Kevin Roy Lynch, Marysville
Cum Laude
Allison Cassidy Mangun,
Burbank
Kraig J. Manion, Blacklick
Mikayla Dalene Marshall,
Toronto
Joshua Robert Martin, Hilliard
Cum Laude
Jordan Thomas Marx, Botkins
Logan E. Mazik, Gahanna
Heather Nicole McKibben,
New Vienna
JaMezz M. McKinney,
Columbus
Nicholas Earl Melvin, East
Liberty
Neil Ferhath Mezache,
Columbus
Mikayla Rae Moore, Oregonia
Matthew Bryant Moran,
Hamilton
Abang Abdul Rahim Ossen,
Pusa, Malaysia
Brandy Lynn Palmer,
Columbus
Sydney Alicia Palmer,
Springfield
Cum Laude
Brandon Gerald Parks,
Caledonia
Kelsi Anne Parsons, Delaware
Marissa Skye Pioso, Dayton
Derek Alan Rieman, Ottawa
Kylie E. Rieman, Ottawa
Lori Romie, Piqua
Cum Laude
April Lynn Rose, Conover
Theodore Richard Saker,
Columbus
Laura Mae Schmuki,
Columbus
Summa Cum Laude
Adam Christopher Seal, Stow
Garrett Keith Searl, Ashland
Elizabeth Grace Sebrasky,
Hiram
Katherine Lee Share, Fresno
Faryal Iram Sharif, Marion, IN
Nathan Edward Shevelov,
Pickerington
Daniel Paul Shinkle,
Waynesville
Summa Cum Laude
Blake Stewart Sims, Morral
Cum Laude
Samuel Todd Slovisky, Akron
Travis Donovan Smith, West
Mansfield
Zachary Dwayne Smock,
Pataskala
Demi Snider, Kenton
Summa Cum Laude
Shane Michael Stanton,
Columbus
Joshua August Stueve, Hilliard
Tyler Swanson, Columbus
Kayla Corrin Thomas, Cable

Jessica Annabelle Tittle,
Powell
Paulus An Truong, Heath
Tate Allan Waddell, Columbus
Antoinette D. Wainwright,
Devonshire, Bermuda
Courtney Janice Wallace,
Columbus
Nicole Marie Wallace,
Gibsonburg
Magna Cum Laude
Darby Jay Walton, Sycamore
McKenna JoElle Weaver,
Circleville
Dylan James Weese, Seville
Kristen Marie Wetzel, Batavia,
NY
Summa Cum Laude
Dillon D. Wilson, Marysville
Delanie Sue Wiseman,
London
Alexandra Paige
Wolfingbarger, Columbus
Yue Wu, Columbus
Emily Rose Yax, Powell
Alexandra Marie Yochens,
Columbus
Katelyn Sue Zellner, Mount
Gilead

**BACHELOR OF
SCIENCE IN
CONSTRUCTION
SYSTEMS
MANAGEMENT**

Taha Algothani, Columbus
Scott Douglas Anast, Findlay
Mikiayes Bihane Belay,
Columbus
Daniel Michael Bonacci, Akron
Aaron Michael Boone, Urbana
Spencer David Boyer, Holland
Robert Coburn Brownlee,
Columbus
Cum Laude
Timothy Michael Cole, Jr.,
Columbus
Derek Jordan Dixon, Mansfield
Marcus Dean Durbin, Danville
Matthew David Edmonds,
Xenia
Forrest John Farson, Hilliard
Kyle Daniel Finch, Akron
Brian Free, Columbus
Magna Cum Laude
Caleb Christian Gabriel, Grove
City
Nathan D. Golding, Obetz
Dexter LeRoy Haynes, Jr.,
Toledo
James Marshall Lough IV,
Newark
Michael David Metz,
Maineville
Cody Paul Mullins, Mansfield

David Lee Nace, Chillicothe
Matthew E. Novak, Wellington
Michael Allen Richards, Lorain
Brennan Patrick Rolander,
Kenton
Derek Adam Rowley,
Pataskala
Riley James Saelens,
Aberdeen
Nathan James Sketch, Mason
Tyler Richard Souders, Yellow
Springs
Anthony Kekoh Taah,
Columbus
Adam Michael Thompson,
Columbus
Nathan James Whipple,
Johnstown
Jacob Lee Zifzal, North
Royalton

**BACHELOR OF
SCIENCE IN FOOD
SCIENCE**

Michael Edwin Hlatky,
Columbus
Daniel John Hohman, Mount
Vernon
Chanel Taylor Lambert,
Columbus
Claudia Gabi Lavinia,
Bandung, Indonesia
*with Research Distinction in Food
Science and Technology*
Kanjun Li, Columbus
Menghan Shi, Zhengzhou,
China
*Magna Cum Laude
with Research Distinction in Food
Science and Technology*
Peter Colin Steffes, Hilliard

**BACHELOR OF
SCIENCE IN NUTRITION**

Jillian E. Tatman, London

DAIRY CERTIFICATE

Bryanna Nicole Justice,
Wilmington, NC

**SCHOOL OF
ENVIRONMENT AND
NATURAL
RESOURCES**

**BACHELOR OF
SCIENCE IN
ENVIRONMENT AND
NATURAL RESOURCES**

Peter Alexander Aldag,
Columbus
Rachelle Terri Bendele,
Ottoville
John Alfred Berger IV,
Columbus
Magna Cum Laude
Jeremie Ellen Beverstock,
Lakewood
Aaron Joel Bishop, Bucyrus
Lauryn Kaitlin Bone, Euless,
Texas
Stephen Wayne Borton, Grove
City
Jacob Alan Bradshaw, Lima
Jamie Eugene Clarkson,
Gahanna
Seth Blaine Collingwood,
Willard
Joshua Michael Cook,
Westerville
Mickey James Croxton,
Columbus
Elizabeth Kathryn DeLain,
Waukesha, WI
Magna Cum Laude
Rachael Erin Dinger,
Columbus
Nicholas Doarn, Columbus
Cum Laude
Christopher Anderson Griffith
Donohue, Ironton
Christopher Franklin Ellwood,
Worthington
Magna Cum Laude
Daniel Thomas Grainger,
Westerville
Ryan Alexander Hallowell,
Dublin
Cum Laude
Maria Nichole Hart, North
Canton
James Alexander Heinen,
Westerville
Tiffany Marie Hupp, Strasburg
Magna Cum Laude
Paige Tamzen Kobe,
Columbus
Kyle Daniel Kohlwey,
Delaware
Lauren Christine Kokinda,
Lorain
Daniel Kruszniowski,
Independence
Benjamin David Malone,
Columbus

Commencement Convocation, December 20, 2016

Casimir Anthony Martina,
Grandview Heights
Emma Grace Matcham,
Columbus
Cum Laude
with Research Distinction in
Forestry, Fisheries, and Wildlife
Lucas Allen McClish, Bellville
Cum Laude
Denise Marie McDonough,
Whitehall
Marisa Marie Murphy,
Columbus
Milana Novgorodsky,
Columbus
Emily Ann Obringer, Chagrin
Falls
Jason Christopher Orabella,
Loveland
Shirali Nilesh Patel, Columbus
Katelyn Elizabeth Penza,
Powell
Nicole Ratliff, Springboro
Cum Laude
Jordan Michael Reding,
Chagrin Falls
Summa Cum Laude
Jordan Alexander Ruth,
Columbus
Timothy Russell Saxton,
Defiance
Kathryn Elizabeth Stierwalt,
Fremont
Magna Cum Laude
Ryan Michael Thomas, New
Philadelphia
Sara Emily Toskin, Ashville
Luke Henry Treece, Upper
Arlington
Katherine Anne Truax, Avon
Lake
Cum Laude
Ella Mae Weaver, Archbold
Cum Laude
Marina Hassan Zahran, Powell

AGRICULTURAL TECHNICAL INSTITUTE - WOOSTER

ASSOCIATE IN APPLIED SCIENCE

Kathryn Elizabeth Anderson,
Belle Center
Seth David Arnold, Alvada
Magna Cum Laude
Victoria Elizabeth Bruns, Anna
Seth Christopher Clark,
Covington
Taylor Mackenzie Coss,
Canton
Amanda Lee Davis, Salem

Kyle Lewis Hack, Mount
Gilead
Jonathan Robert Hogan,
Berlin Heights
Matthew Douglass Horst,
Smithville
Alyssa Nicole Lautzenheiser,
New Philadelphia
Hailley Jo McDonnall, Delta
Bailey Lynn Miller, Creston
Tristan Laetner Myers, Logan
John-Murphy Paulin, Nova
Robert Paul Ruman, Fairlawn
Magna Cum Laude
Jacob Elijah Rutan, Urbana
Evan J. Schaefer, Salem
Magna Cum Laude
Ryan Andrew Schmidt,
Dundee
Cum Laude
Garrett Andrew Shafer,
Covington
Garrett Benjamin Smith,
Wooster
Brooke Ann Steele, Polk
Allison Marie Steven, Medina
Cum Laude
Sam Aaron Trommer, Hudson
Madison Nichole Ventola,
Grove City
Abigail Lynn Wagner,
Waynesburg
Cum Laude
Luke William Wells, Howard
Rachel Ann Woodruff, Bluffton
Magna Cum Laude
Daniel Alan Zellers, Hartville
Summa Cum Laude

Tanya Larissa Lippert,
Broadview Heights
Magna Cum Laude
Timothy Joseph Lowe,
Burbank
Katelyn Susan Maloney,
Lancaster
Morgan Ann Mandley,
Wooster
Joseph M.H. Martin,
Millersburg
Kattie Marie McGrath, Medina
Levi Plocher, Salem
Mason Aaron Plumly,
Somerton
Aaron Christopher Post, Ft.
Recovery
Laura Mae Schmuki, Navarre
Summa Cum Laude
Haley Catherine Sherman,
Kenton
Cum Laude
Meredith Grace Simo, Chagrin
Falls
Morgan Leigh Wirick,
Sherwood
China Rose Woods,
Uniontown
Cum Laude
Stephanie Marie Wuebben,
Xenia
Daniel Alan Zellers, Hartville
Summa Cum Laude

MICHAEL E. MORITZ COLLEGE OF LAW

Dean: Alan C. Michaels

JURIS DOCTOR

Scott Patrick Abell, Columbus
B.A. (Harvard University)

Patrick John Kelly-Hauser,
New Haven, CT
B.S. (Ohio University)

Abigail C. Mack, Columbus
B.A. (Colorado State
University)
M.C.R.P.

Natalie R. Salazar, Columbus
B.S.Bus.Ad., M.B.A.

Daniel E. White, Avon Lake
B.A. (University of Denver)

ASSOCIATE OF SCIENCE

Olivia Jean Allison, Medina
Austin J. Arps, Wauseon
Dalanie N. Barns, West Liberty
William Colton Burkett,
Ashland
Jacob Earl Copelin, London
Taylor Marie Dickman, Fayette
Mikaila Nichole Drake,
Stoutsville
David Frederick Farrell, Jr.,
Hudson
Robert Allen Gilliland,
McCutchenville
Caleb Donovan Gray,
Salesville
Andrew L. Herzog, Solon
Brenna Lianne Holter,
Pomeroy
Nicole Leigh Koontz, Litchfield
Benjamin Steimel Ladrach,
Wooster
Christina M. Legg, North
Royalton

MASTER OF LAWS

Heena Kampani, Patiala, India
B.A., B.Laws (Punjab
University)

M.B.A. (Punjab Technical
University)

LL.M. (Rajiv Gandhi National
University of Law)

Kazuma Segawa, Tokyo,
Japan

B.Laws&B.Economics (Chuo
University)

Rakhi Srivastava, Delhi, India
B.A., B.Laws (University of
Delhi)

**COLLEGE OF
MEDICINE**

Dean: K. Craig Kent

DOCTOR OF MEDICINE

Suraj Prakash, Orlando, FL
B.S.Chem.Eng., M.B.A.

**SCHOOL OF HEALTH
AND
REHABILITATION
SCIENCES**

**BACHELOR OF
SCIENCE IN HEALTH
AND REHABILITATION
SCIENCES**

Cameron Houston Armstrong,
Wilmington

Magna Cum Laude

Megan Azzarello, Lima

Matthew Bickelhaupt, Huxley,
IA

Cum Laude

Seth Michael Blankenbeker,
Port Clinton

Cum Laude

Jacob Weber Brobst,
Columbus

Cum Laude

Alexa Kay Brownfield, West
Chester

Caitlin Cahill, Grove City

Nickolas Kevin Crosby, Elyria

Courtney Marie Dommer,
Reynoldsburg

Cum Laude

Hye Ryon Downey, Lima

Emily Megan Ensworth,
Medina

Cum Laude

Austin Michael Hicks, St. Paris

Kyle Thomas Hiers,
Westerville

Elissa Rose Hoffman,
Cincinnati

Kacy Lee Kapinos, Fallston,
MD

Michele Katherine Kilbarger,
Columbus

Cum Laude

Carley Marie Medley, West
Chester

Kaitlyn Michelle Morrisey,
Lima

Alexander Daniel Radanovich,
Lorain

Adam Jacob Reitz, Galena

Margaret Lynn Rothgery,
Elyria

Cum Laude

Sarah Caitlin Smith, Buffalo
Grove, IL

Magna Cum Laude

Rachel Marie Sperry,
Centerville

Cum Laude

Samantha Rae Ventura,
Cincinnati

Magna Cum Laude

Gabriella Cherie Wright,
Indianapolis, IN

**COLLEGE OF
NURSING**

Dean: Bernadette M. Melnyk

**BACHELOR OF
SCIENCE IN NURSING**

Jaime Ba, Bucyrus

Amy Sue Casmer, Groveport

Erika Elaine Chafin, Columbus

Laura Gwynn Davis,
Zanesville

Aimee Leah Davison, London

Dawn Marie Ebron, Galena

Daniel Joseph Eckles,
Columbus

Michael Anthony Ford,
Whitehall

Amanda Joan Frenton,
Newark

Miranda Rochelle Gerald, Ft.
Washington, MD

Lauren Elizabeth Hammond,
Nashport

Ebrima Jatta, Columbus

Ann M. Mayfield, Hilliard

Jessica Jean Meyer, Ottawa

Melinda Kay Miller, Mount
Vernon

Rebecca Lynn Nelson,
Hartville

Kelly O'Brien, Columbus

James Denver Oakley,
Nashport

Melissa Ann Oatman, Lima

Laura Kay Ruffing, Attica

Mariah Claire Smith, Newark

Heather Spiegelberg,
Delaware

Kristin G. Waugh, Dublin

Ralph M. Weaver, Ashland

Johanne Pamela Wilson,
Zanesville

**COLLEGE OF
PHARMACY**

Dean: Henry J. Mann

**BACHELOR OF
SCIENCE IN
PHARMACEUTICAL
SCIENCES**

Rick Andrew Artrip, Grove City
Cum Laude

Kyle Andrew Barth, Upper
Sandusky

Cum Laude

Samuel Austin Berens, Dayton

Hannah Jo Berg, Mound, MN

Seth Thomas Blumling,
Newark

Rose Alexandria Denzer, San
Antonio, TX

Cum Laude

Michael Andrew Garber,
Grafton

Cum Laude

Calley Jean Kaluzny,
Libertyville, IL

Jenna Karajeh, Oak Forest, IL

Michael Ky Lee, Quincy, MA

Mengyu Li, Kaifeng, China

Heidi Meeds, Granville

Cum Laude

Phuc Hoang Nguyen, Katy, TX

Summa Cum Laude

Roseline Ngozi Okoro, Ebonyi
State/Nigeria

Pooja Kirit Patel, Loveland

Emily Jean Reinhart, Fremont

Michael Patrick Saeed,
Westerville

Dominic Donald Stewart,
Springfield

**JOHN GLENN
COLLEGE OF PUBLIC
AFFAIRS**

Dean: Trevor L. Brown

BACHELOR OF ARTS

Matthew James Bogard,
Westlake
Oumar Dinn Camara, Canal
Winchester
Shelby Clutter, Cleveland
Demi Shea Levitch, Overland
Park, KS
Magna Cum Laude
Dietrich Eugene Lutz,
Columbus
Allison Marie Myers, Pataskala
Nadav Michael Pecha, Solon
Christopher Stephen Riley,
Mansfield
Cum Laude
Joel Richard Thomas,
Galloway
Kylie Zunru Tien, Columbus
Cum Laude
Avery Leigh Tucker, Olney,
MD
Cum Laude
Nicole Marie Wallace,
Gibsonburg
Magna Cum Laude
Allison Becker White,
Kettering
Cum Laude
Erin Allison Yonchak,
Cincinnati
Magna Cum Laude

**BACHELOR OF
SCIENCE**

Dorian Ilene Bell, Cincinnati

**COLLEGE OF PUBLIC
HEALTH**

Dean: William J. Martin II

**BACHELOR OF
SCIENCE IN PUBLIC
HEALTH**

Shiva Lal Dahal, Columbus
Olivia Starr DiCarlantonio,
Wellington, FL
Eleanor Elizabeth Fahs,
Atlanta, GA
Nasro Hassan, Columbus
Haley Joy Hawkinberry,
Westerville
Magna Cum Laude
Andrew Michael Leichty, Fort
Wayne, IN
Deanna Lohn, Orient
Summa Cum Laude
Lauren Jo-Lee Milhouse,
Perrysburg
Katharine Braxton Moore,
Cincinnati
Cum Laude
Brea Michelle Porter,
Columbus
Erika Michelle Rodriguez,
Cincinnati
Susan Salari, Toledo
Summa Cum Laude
with Honors in Public Health
Caitlyn Ann Sarich, Grandview
Heights
Cum Laude

**COLLEGE OF SOCIAL
WORK**

Dean: Thomas K. Gregoire

**BACHELOR OF
SCIENCE IN SOCIAL
WORK**

Taylor Nicole Barnett, Bucyrus
Jessica Marie Bloomfield,
Harpster
Jessica Lynn Bollack,
Marysville
Jordann Marie Hill, Zanesville
Heidi M. Miller,
Newcomerstown
Magna Cum Laude
Katlyn Rose Nestor, Mount
Vernon
Shianne A. Niles, Marysville
Taylor Michelle Prass, Hilliard
Gary Kendall Stevens,
Columbus
Jacelyn Diane Thornsberry,
Portsmouth
Danielle Erin Valentine,
Columbus
Katie Lynn Wagoner,
Fredericktown
Cum Laude

APPENDIX XXII

Major General Charles Frank Bolden, Jr.

Maj. Gen. Charles Frank Bolden, Jr., (USMC-Ret.) was nominated by President Barack Obama and confirmed by the U.S. Senate as the 12th Administrator of the National Aeronautics and Space Administration. He began his duties as head of the agency on July 17, 2009. As Administrator, Bolden leads a nationwide NASA team to advance the missions and goals of the U.S. space program.

At NASA, Bolden has overseen the safe transition from 30 years of space shuttle missions to a new era of exploration focused on full utilization of the International Space Station and space and aeronautics technology development. He has led the agency in developing a Space Launch System rocket and Orion spacecraft that will carry astronauts to deep space destinations, such as an asteroid and Mars.

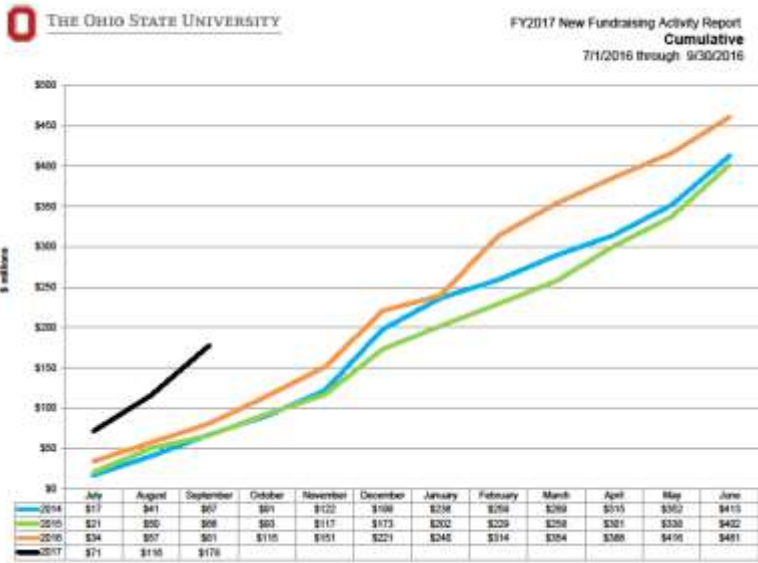
He also established a new Space Technology Mission Directorate to develop cutting-edge technologies for the missions of tomorrow. During Bolden's tenure, the agency's support of commercial space transportation systems for reaching low-Earth orbit have enabled successful commercial cargo resupply of the space station and significant progress toward returning the capability for American companies to launch astronauts from American soil by 2017.

Bolden has also supported NASA's contributions toward development of developing cleaner, faster, and quieter airplanes. The agency's dynamic science activities under Bolden include an unprecedented landing on Mars with the Curiosity rover, launch of a spacecraft to Jupiter, enhancing the nation's fleet of Earth-observing satellites, and continued progress toward the 2018 launch of the James Webb Space Telescope, the successor to the Hubble Space Telescope.

Bolden's 34-year career with the Marine Corps also included 14 years as a member of NASA's Astronaut Office. After joining the office in 1980, he traveled to orbit four times aboard the space shuttle between 1986 and 1994, commanding two of the missions and piloting two others. His flights included deployment of the Hubble Space Telescope and the first joint U.S.-Russian shuttle mission, which featured a cosmonaut as a member of his crew.

Prior to his nomination as NASA administrator, Bolden was Chief Executive Officer of JACKandPANTHER LLC, a small business enterprise providing leadership, military, and aerospace consulting, as well as motivational speaking.

APPENDIX XXIII



November 4, 2016 meeting, Board of Trustees

	Amount Establishing Endowment*	Total Commitment
<u>Establishment of Named Endowed Chair (University)</u>		
Dr. Floyd M. Beman Chair in Gastroenterology Established January 29, 2016, with gifts from Irvin L. and Helen M. Lyon Allison of Columbus, Ohio, in honor of Floyd M. Beman, MD, Professor of Medicine, Division of Gastroenterology, The Ohio State University College of Medicine; used to provide a chair position that will support research and training in gastroenterology, including such things as graduate fellowships, equipment, consumable supplies for research, salary for the faculty chair holder and other costs of an active researcher. Revised November 4, 2016.	\$1,500,000.00	\$1,500,000.00
<u>Establishment of Named Endowed Funds (University)</u>		
Nancy Ward Scholarship Fund Established November 4, 2016, with a fund transfer by the College of Engineering of a restricted gift from the estate of Nancy Ward (BS 1969); used to provide scholarships for students studying Mechanical Engineering.	\$769,013.60	\$769,013.60
George and Nancy Ward Scholarship Fund Established November 4, 2016, with a fund transfer by the College of Engineering of a restricted gift from the estate of George (BS 1970) and Nancy (BS 1969) Ward; used to provide scholarships for students studying Mechanical Engineering who demonstrate financial need.	\$371,288.38	\$371,288.38
<u>Change in Description of Named Endowed Fund (University)</u>		
Herbert Osborn Scholarship Fund		
<u>Establishment of Named Endowed Professorship (Foundation)</u>		
Samuel J. Kiehl III MD Professorship in Emergency Medicine Established June 3, 2016, with gifts from Dr. Samuel J. Kiehl III (BA 1967; MD 1971) and Terry L. Kiehl of Grove City, Ohio; and from OSU Emergency Medicine LLC of Columbus, Ohio; used to support a professorship position who is a nationally or internationally recognized physician faculty member in the field of Emergency Medicine with achievements and leadership in, and who shall foster innovation and excellence for, the academic education, residency training and mentorship of physicians in the specialty. Revised November 4, 2016.	\$1,000,000.00	\$2,000,000.00

November 4, 2016 meeting, Board of Trustees

Establishment of Named Endowed Funds
(Foundation)

<p>Fred E. Obey, Florence Saunders Obey, and Frederick Creighan Obey Endowed Scholarship Fund Established November 4, 2016, with an estate gift from Fred E. Obey (BS 1951); used to provide renewable tuition-only scholarships to graduate students from the state of Ohio who are enrolled in the College of Arts and Sciences and majoring in one of the Natural and Mathematical Sciences with preference given to candidates who demonstrate financial need. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, minority students.</p>	<p>\$1,000,000.00</p>	<p>\$1,717,513.39</p>
<p>Robert S. Livesey Professorship Fund in Architecture Established November 4, 2016, with a gift from the Austin E. Knowlton Foundation, Inc; used to support the Robert S. Livesey Professorship in the Architecture Section of the Knowlton School of Architecture. Revised November 4, 2016.</p>	<p>\$200,000.00</p>	<p>\$1,000,000.00</p>
<p>Medical Class of 1966 Endowed Scholarship Fund Established November 4, 2016, with gifts from members of the medical class of 1966; used to provide OSC scholarships. First-time recipients shall be enrolled in the College of Medicine and display financial need and/or academic merit.</p>	<p>\$165,066.99</p>	<p>\$165,066.99</p>
<p>College of Pharmacy Alumni Society Ohio Scholarship Challenge Fund Established November 4, 2016, with gifts from the College of Pharmacy Alumni Society; used to provide OSC support. First-time recipients shall be second, third, or fourth year PharmD students who are in good academic standing, participate in one or more of the college's student organizations, demonstrate financial need and exhibit potential for success.</p>	<p>\$158,438.70</p>	<p>\$158,438.70</p>
<p>The Paul B. and Mable D. Jones Endowed Fund for Study Abroad Established November 4, 2016, with an estate gift from Mable D. Jones; used to provide assistance with tuition, travel costs, and fees for students participating in the Study Abroad Program at The Ohio State University at Newark with preference given to candidates who demonstrate financial need.</p>	<p>\$150,000.00</p>	<p>\$150,000.00</p>

November 4, 2016 meeting, Board of Trustees

<p>The David H. and Virginia Russ Brown Endowed Scholarship Fund Established November 4, 2016, with a gift from Virginia R. and David H. (BS 1962) Brown; used to provide renewable scholarships to undergraduate or graduate students with preference given to candidates who are enrolled in the College of Food, Agricultural, and Environmental Sciences and majoring in the Department of Food Science and Technology.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>The Douglas and Carol Mancino Endowed Scholarship Fund in Tax Law Established November 4, 2016, with gifts from Carol A. Mancino and Douglas M. Mancino (JD 1974); used to provide annual OSC scholarship support to a student enrolled in the Michael E. Moritz College of Law with preference given to a student interested in the study of taxation. First-time recipients must be enrolled in the college.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>The Optometry Alumni Society College Discretionary Fund Established November 4, 2016, with gifts from the Optometry Alumni Society; used at the discretion of the dean of the College of Optometry.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>Richard Palmer MD Scholarship Fund Established November 4, 2016, with a gift from Beverly B. and Richard C. Palmer; used to provide OSC scholarships. First-time recipients shall be professional/doctoral students enrolled in the College of Medicine who are pursuing a MD degree. Candidates must be from the State of Ohio. Preference given to candidates who demonstrate financial need.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>The Dale H. Rieder Scholarship Fund Established November 4, 2016, with a gift from the estate of Mrs. Kathryn S. Rieder of Wooster, Ohio; used to provide a scholarship to be awarded to at least one student attending Ohio State ATI in the College of Food, Agricultural, and Environmental Sciences who is in good academic standing with a cumulative grade point average of at least 2.5.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>Steve and Anne Milligan International Scholarship Fund Established November 4, 2016, with gifts from Stephen D. Milligan (BS 1985) and Anne O. Milligan of Los Gatos, California, as part of the Joseph A. Alutto Initiative; used to provide scholarship(s) to undergraduate students enrolled in the Max. M. Fisher College of Business to support critical, action-based, learning experiences around the world with first preference given to the recipient of the <i>Steve and Anne Milligan Undergraduate Accounting Scholarship</i>.</p>	<p>\$80,000.00</p>	<p>\$100,000.00</p>

November 4, 2016 meeting, Board of Trustees

<p>Lloyd Richard Mawhorr Leukemia Fund Established November 4, 2016, with gifts from Judith Abraham Mawhorr of Mansfield, Ohio given in memory of her husband, Lloyd Richard Mawhorr; used to support medical research at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) on chronic lymphocytic leukemia (CLL), with preference given to research on Richter's Syndrome, to help eradicate the disease and/or improve treatments and patient outcomes; and as undertaken or overseen by the director of Division of Hematology.</p>	<p>\$60,050.00</p>	<p>\$100,000.00</p>
<p>The Vetter Family Scholarship Fund Established November 4, 2016, with gifts from Thomas Vetter and Bud Vetter; used to provide scholarships to currently enrolled students, with a preference to those who are active members of the Sigma Phi Epsilon Fraternity, who have made an impact on the campus, through leadership, commitment to their studies, service to the campus as well as the community, and who exhibit potential to have a significant positive impact after graduation.</p>	<p>\$57,410.00</p>	<p>\$57,410.00</p>
<p>Dr. Robert and Cynthia Aurand Endowed Scholarship Fund Established November 4, 2016, with a gift from Dr. Robert L. (MD 1983) and Mrs. Cynthia (BS 1981) Aurand; equally support the Max M. Fisher College of Business and the College of Arts and Sciences to provide tuition-only scholarships to undergraduate students ranked as juniors or seniors with preference given to candidates from the State of Ohio. Business candidates must be participating in the Fisher Futures program and have a minimum 3.5 grade point average; Arts and Sciences candidates must be majoring in chemistry and have a minimum 3.2 grade point average.</p>	<p>\$57,120.76</p>	<p>\$57,120.76</p>
<p>The Ann and Barry Klein Commitment to Community Scholarship Fund Established November 4, 2016, with gifts from BEK Services, LLC; used to provide a merit-based scholarship for a third or fourth year student enrolled in the College of Pharmacy, who participates in community services and demonstrates a commitment to community service. First preference will be given to candidates from who are graduates of high schools in Summit County, Ohio. Second preference is for candidates who are graduates of high schools in one of the following contiguous counties: Portage, Stark, Wayne, Medina, Cuyahoga.</p>	<p>\$51,750.00</p>	<p>\$51,750.00</p>

November 4, 2016 meeting, Board of Trustees

<p>The Carl T. Hanks Endowment for Medieval and Renaissance Manuscripts Established November 4, 2016, with gifts from John Conrad Hanks and his colleagues, family, and friends.; used to purchase original manuscripts produced prior to the year 1600 CE in any format, language or subject to promote the curricular, research and outreach services provided by the Department of Rare Book and Manuscripts, University Libraries.</p>	<p>\$51,045.30</p>	<p>\$51,045.30</p>
<p>The Judge James H. Williams Scholarship Fund Established November 4, 2016, with gifts from William I. Kohn (JD 1976) and Karen M. Kohn (MA 1976) and friends of The Honorable James Howard Williams Sr. (JD 1957); used to provide scholarships to students enrolled in the Michael E. Moritz College of Law.</p>	<p>\$50,410.00</p>	<p>\$50,410.00</p>
<p>The Donald L. Bennett and Amy Sabino Bennett Pharmacy Scholarship Fund Established November 4, 2016, with gifts from Donald L. Bennett (BS 1970) and Amy Sabino Bennett (BS 1970); used to provide scholarship support to a third or fourth year student in the PharmD program in the College of Pharmacy who demonstrates financial need and is involved in pharmacy professional associations.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>Bonita and Sylvan Frank Endowed Scholarship Fund Established November 4, 2016, with a gift from Bonita K. and Sylvan G. Frank; used to provide a need-based academic scholarship with first preference given to a Doctor of Pharmacy (PharmD) student (or an equivalent degree program should the requirements for a Pharmacist license change).</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>Robert F. Gagel/Margo Cox Endowment Fund to Honor Frances Naylor and Wolfgang Fleischhauer Established November 4, 2016, with gifts from Robert F. Gagel, MD (BA/MD 1971); used to provide OSC scholarships. First-time recipients must be enrolled in the College of Arts and Sciences and ranked as juniors. It is the donor's preference that two tuition-only scholarships be awarded: one to a student who has declared a major of pre-medicine in honor of Frances Naylor and one to a student who has declared a major in German in honor of Professor Wolfgang Fleischhauer.</p>	<p>\$50,000.00</p>	<p>\$100,000.00</p>
<p>The LTC Don and Mrs. Susan B. Hulslander Army ROTC Scholarship in memory of CPT Dennis A. Smith Established November 4, 2016, with a gift from Donald J. Hulslander Jr. and Susan B. Hulslander; used to provide scholarships to students enrolled in the Army ROTC program.</p>	<p>\$50,000.00</p>	<p>\$65,000.00</p>

November 4, 2016 meeting, Board of Trustees

<p>Dr. Robert V. and Aneta K. Hutchison Scholarship Fund Established November 4, 2016, with gifts from Dr. Robert V. and Aneta K. Hutchison; used to provide OSC scholarships. First-time recipients must be enrolled in the College of Veterinary Medicine and express an interest in canine reproduction or Standardbred horse racing.</p>	<p>\$50,000.00</p>	<p>\$100,000.00</p>
<p>The Helen and Gregory Jones Endowment in Memory of Gordon Jones Established November 4, 2016, with gifts from Gregory W. Jones from Calabasas, California; used to supplement the grant-in-aid scholarship costs of an undergraduate student-athlete who is pursuing an undergraduate degree. Preference will be given to a student-athlete majoring in African American and African Studies.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>Mills Family Scholarship Fund Established November 4, 2016, with grants from the donor advised fund of John and Dorothy Mills at the Vanguard Charitable Endowment Program; used to provide OSC scholarships. First-time recipients must be enrolled in the Michael E. Moritz College of Law and demonstrate financial need. Preference shall be given to students from the State of Ohio.</p>	<p>\$50,000.00</p>	<p>\$175,000.00</p>
<p>The Captain Nick Rozanski Memorial Scholarship Fund Established November 4, 2016, with gifts from the Nick Rozanski Memorial Foundation; used to provide scholarship support towards the cost of attendance to undergraduate students who demonstrate financial need. First consideration shall be given to students who are serving, or who have served, in the Ohio Army National Guard from Dublin, Ohio; Central Ohio; and the State of Ohio (in that order of preference). Second consideration shall be given to students who are Army veterans from Dublin, Ohio; Central Ohio; and the State of Ohio (in that order of preference).</p>	<p>\$50,000.00</p>	<p>\$100,000.00</p>
<p>The Stephen F. Vogel International Fellow Award Fund II Established November 4, 2016, with gifts from Stephen F. Vogel (JD 1978); used to provide OSC scholarships. First-time recipients must be enrolled in the Michael E. Moritz College of Law. It is the desire of the donor that the scholarship provides the recipient(s) with an international experience for academic credit toward a degree from the college.</p>	<p>\$50,000.00</p>	<p>\$100,000.00</p>

November 4, 2016 meeting, Board of Trustees

Brian Mehling Endowed Research Fund Established November 4, 2016, with gifts from Brian Mehling (BA 1989, MS 1994); used to provide a research stipend for students in College of Medicine interested in Orthopaedics or Sports Medicine, with preference given to candidates studying growth hormones or other therapies related to the knees.	\$25,000.00	\$25,000.00
--	-------------	-------------

The Katharine A. Russell Scholarship Endowment Fund Established November 4, 2016, with an estate gift from Katharine A. Russell (BS 1942) of Belleair, Florida; used to provide a scholarship(s) to an undergraduate student(s) enrolled in the College of Education and Human Ecology who is (are) focused on mathematics education with preference given to candidates from northwest Ohio.	\$25,000.00	\$25,000.00
--	-------------	-------------

Change in Name and Description of Named Endowed Fund (Foundation)

From: The Jeanette McCleery Zupancic Memorial Fund

To: The Judith and Philip Eggers Fund for the support of Social Work practice within the Aging Population

From: The Donna Redman-Bentley Unrestricted Endowed Fund

To: The Donna Redman-Bentley Endowed Fund

From: The Frank C. Woodside III Fund for the Pro Bono Research Group at the College of Law

To: The Frank C. Woodside III Trial Technology Fund at the Moritz College of Law

Change in Name of Named Endowed Fund (Foundation)

From: Donovan D. and Shirley J. Schuster Endowed Fund

To: Donovan G. and Shirley J. Schuster Endowed Fund

Change in Description of Named Endowed Fund (Foundation)

Charles A. Bush M.D. Professorship in Cardiovascular Medicine

Michael J. Patzakis MD Endowed Lectureship Fund in Orthopaedics

Total	\$5,722,593.73
-------	----------------

*Amounts establishing endowments as of September 30, 2016.

November 4, 2016 meeting, Board of Trustees

Dr. Floyd M. Beman Chair in Gastroenterology

The Dr. Floyd M. Beman Chair Fund in Gastroenterology was established January 29, 2016, by the Board of Trustees of The Ohio State University, with gifts from Irvin L. and Helen M. Lyon Allison of Columbus, Ohio, in honor of Floyd M. Beman, MD, Professor of Medicine, Division of Gastroenterology, The Ohio State University College of Medicine. The required funding level for a chair has been reached. Effective November 4, 2016, the fund name and description shall be revised.

Dr. Beman was an alumnus of The Ohio State University (BA 1939; MD 1943) and a faculty member of its College of Medicine from 1950 until becoming Professor Emeritus in 1967. He was a specialist in the field of Gastroenterology.

The annual distribution from this fund shall provide a chair position that will support research and training in gastroenterology, including such things as graduate fellowships, equipment, consumable supplies for research, salary for the faculty chair holder and other costs of an active researcher. The chair holder shall be appointed by the Board of Trustees of The Ohio State University, as recommended and approved by the dean of the College of Medicine, in consultation with the chair of the Department of Internal Medicine, and the director of the Division of Gastroenterology, Hepatology and Nutrition. The activities of the chair holder shall be reviewed no less than every four years by the dean of the College of Medicine to determine compliance with the intent of the donors, as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Internal Medicine or the director of the Division of Gastroenterology, Hepatology and Nutrition.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the College of Medicine, the chair of the Department of Internal Medicine and the director of the Division of Gastroenterology, Hepatology and Nutrition. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Nancy Ward Scholarship Fund

The Board of Trustees of The Ohio State University shall establish the Nancy Ward Scholarship Fund effective November 4, 2016, with a fund transfer by the College of Engineering of a restricted gift from the estate of Nancy Ward (BS 1969).

The annual distribution from this fund shall be used to provide scholarships for students studying Mechanical Engineering. Scholarship recipients shall be selected by the College of Engineering scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

November 4, 2016 meeting, Board of Trustees

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

George and Nancy Ward Scholarship Fund

The Board of Trustees of The Ohio State University shall establish the George and Nancy Ward Scholarship Fund effective November 4, 2016, with a fund transfer by the College of Engineering of a restricted gift from the estate of George (BS 1970) and Nancy (BS 1969) Ward.

The annual distribution from this fund shall be used to provide scholarships for students studying Mechanical Engineering who demonstrate financial need. Scholarship recipients shall be selected by the College of Engineering scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Herbert Osborn Scholarship Fund

The Herbert Osborn Scholarship Fund was established June 23, 1955, by the Board of Trustees of The Ohio State University with a bequest from Professor Herbert Osborn. Effective November 4, 2016, the description shall be revised.

November 4, 2016 meeting, Board of Trustees

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 from the fund shall be used to promote scholarship in the field of entomology and is to be used to support scholarships, graduate student participation at scientific meetings, purchase of books or in any manner as may be deemed most useful in any given period. The fund is to be administered by the chairperson of the Department of Entomology with the approval of the dean of the College of Food, Agricultural, and Environmental Sciences.

Should the need for this fund cease to exist or so diminish as to provide unused income, then the income may be used for any purpose whatsoever as determined by the Board of Trustees, with preference being given to the field of entomology.

Samuel J. Kiehl III MD Professorship in Emergency Medicine

The Samuel J. Kiehl III MD Resident Program Enhancement Endowment Fund was established June 3, 2016, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Samuel J. Kiehl III (BA 1967; MD 1971) and Terry L. Kiehl of Grove City, Ohio; and from OSU Emergency Medicine LLC of Columbus, Ohio. The required funding level for a professorship has been reached. Effective November 4, 2016, the fund name and description shall be revised.

Dr. Kiehl was born in Columbus, Ohio and has served as a faculty member of the Department of Emergency Medicine; first as a clinical assistant professor in 1980 and then full time in 2002. He became the director of the Emergency Medicine Department at Riverside Methodist Hospital in 1980. Shortly thereafter, he jointly developed Ohio State's residency training program in the specialty with Dr. Douglas Rund (division director and later department chairperson, 1978-2011) of Emergency Medicine at The Ohio State University.

The annual distribution from this fund shall be used for a professorship position. The appointee shall be a nationally or internationally recognized physician faculty member in the field of Emergency Medicine with achievements and leadership in, and who shall foster innovation and excellence for, the academic education, residency training and mentorship of physicians in the specialty. The annual distribution shall be used for the program enhancements for resident growth and development, but may not be used as a substitute, or additional funding for, the University-provided salary or benefits of the appointee; nor be used for operational costs to run the residency program. Funds shall be directed towards improvements in curriculum, program duration and educational opportunities; critical clinical skills and research training; life and work integration; and fellowship awards. Expenditures shall be recommended by the holder of the professorship and approved by the chairperson of the Department of Emergency Medicine, in consultation with program director for residency training and the dean of the College of Medicine.

The professorship holder shall be appointed by the University's Board of Trustees as recommended and approved by the dean of the College of Medicine, in consultation with the chairperson of the Department of Emergency Medicine. The activities of the holder shall be reviewed no less than every four years by the college's dean to determine compliance with the intent of the donors as well as the academic and research standards of the University.

The fund shall be revised to the *Samuel J. Kiehl III MD Chair in Emergency Medicine* should the principal balance reach \$2,000,000 by December 31, 2020. After December 31, 2020, the fund shall be revised when the endowment principal balance reaches the minimum funding level required at that date for a chair.

November 4, 2016 meeting, Board of Trustees

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chairperson of the Department of Emergency Medicine.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chairperson of the Department of Emergency Medicine and the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Fred E. Obey, Florence Saunders Obey, and
Frederick Creighan Obey 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 Fred E. Obey, Florence Saunders Obey, and Frederick Creighan Obey Endowed Scholarship Fund effective November 4, 2016, with an estate gift from Fred E. Obey (BS 1951).

The annual distribution from this fund shall be used to provide renewable tuition-only scholarships to graduate students from the state of Ohio who are enrolled in the College of Arts and Sciences and majoring in one of the Natural and Mathematical Sciences with preference given to candidates who demonstrate financial need. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, minority students. Scholarship recipients shall be selected by the executive dean of 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.

Per the request of donor, the University agrees that 100 percent of the unused annual distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed

November 4, 2016 meeting, Board of Trustees

funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Robert S. Livesey Professorship Fund in Architecture

The Board 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 S. Livesey Professorship Fund in Architecture effective November 4, 2016, with a gift from the Austin E. Knowlton Foundation, Inc.

The annual distribution from this fund shall be used to support the Robert S. Livesey Professorship in the Architecture Section of the Knowlton School of Architecture. The intent is that the head of the Architecture Section would be appointed the Robert S. Livesey Professor and that the funds would be available to the Section Head to advance the mission of the section and school through scholarship, teaching, and student support. The funds are not to be used to replace salary. Appointment to the position shall be recommended to the Provost by the director of the Knowlton School of Architecture, in consultation with the Architecture Section faculty and the dean of the College of Engineering and approved by the University's Board of Trustees.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of 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.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee and the director of the Austin E. Knowlton School of Architecture or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Medical Class of 1966 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 Medical Class of 1966 Endowed Scholarship Fund effective November 4, 2016, with gifts from members of the medical class of 1966.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients shall be enrolled in the College of Medicine and display financial need and/or academic merit. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

November 4, 2016 meeting, Board of Trustees

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

This fund is eligible included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

College of Pharmacy Alumni Society Ohio Scholarship Challenge 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 College of Pharmacy Alumni Society Ohio Scholarship Challenge Fund effective November 4, 2016, with gifts from the College of Pharmacy Alumni Society.

The annual distribution from this fund shall be used to provide scholarship support. First-time recipients shall be second, third, or fourth year PharmD students. Candidates must be in good academic standing, participate in one or more of the college's student organizations, demonstrate financial need and exhibit potential for success. Recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the college's dean or his/her designee. Modifications to endowed funds shall be approved by the

November 4, 2016 meeting, Board of Trustees

University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Paul B. and Mable D. Jones Endowed Fund for Study Abroad

The Board 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 Paul B. and Mable D. Jones Endowed Fund for Study Abroad effective November 4, 2016, with an estate gift from Mable D. Jones.

The annual distribution from this fund shall be used to provide assistance with tuition, travel costs, and fees for students participating in the Study Abroad Program at The Ohio State University at Newark with preference given to candidates who demonstrate financial need. Recipients shall be selected by The Ohio State University at Newark scholarship committee, in consultation with the director of the Newark Study Abroad Program and Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean/director of The Ohio State University at Newark or his/her designee. The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean/director of The Ohio State University at Newark 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 David H. and Virginia Russ Brown 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 David H. and Virginia Russ Brown Endowed Scholarship Fund effective November 4, 2016, with a gift from Virginia R. and David H. (BS 1962) Brown.

The annual distribution from this fund shall be used to provide renewable scholarships to undergraduate or graduate students. Preference shall be given to candidates who are enrolled in the College of Food, Agricultural, and Environmental Sciences and are majoring in the Department of Food Science and Technology. Recipients will be selected by the Department of Food Science and Technology's scholarship selection committee, in accordance with guidelines established by the dean of the college or his/her designee and, in consultation with Student Financial Aid.

If there are no eligible students, the annual distribution funds may be used to provide program support at the discretion of the chair of the Food Science and Technology

November 4, 2016 meeting, Board of Trustees

Department. Expenditures may include, but not be limited to, research and teaching equipment, conferences, research assistance, reference materials, etc.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Douglas and Carol Mancino Endowed Scholarship Fund in Tax Law

The Board 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 Carol Mancino Endowed Scholarship Fund in Tax Law effective November 4, 2016, with gifts from Carol A. Mancino and Douglas M. Mancino (JD 1974).

The annual distribution from this fund shall be used to provide annual scholarship support to a student enrolled in the Michael E. Moritz College of Law with preference given to a student interested in the study of taxation. First-time recipients must be enrolled in the college. Scholarship recipients shall be selected by college's dean of admissions, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused distribution cannot be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

November 4, 2016 meeting, Board of Trustees

Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Optometry Alumni Society College Discretionary 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 Optometry Alumni Society College Discretionary Fund effective November 4, 2016, with gifts from the Optometry Alumni Society.

The annual distribution from this fund shall be used at the discretion of the dean of the College of Optometry.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Optometry or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Optometry or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Richard Palmer MD 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 Richard Palmer MD Scholarship Fund effective November 4, 2016, with a gift from Beverly B. and Richard C. Palmer.

The annual distribution from this fund shall be used to provide scholarships. It is the donors' preference that first-time recipients be professional/doctoral students enrolled in the College of Medicine who are pursuing a MD degree. Candidates must be from the State of Ohio. Preference given to candidates who demonstrate financial need. Recipients will be approved by the college's dean, in consultation with the college's scholarship committee and Student Financial Aid.

November 4, 2016 meeting, Board of Trustees

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Dale H. Rieder 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 Dale H. Rieder Scholarship Fund effective November 4, 2016, with a gift from the estate of Mrs. Kathryn S. Rieder of Wooster, Ohio.

The annual distribution from this fund shall be used to provide a scholarship to be awarded to at least one student attending Ohio State ATI in the College of Food, Agricultural, and Environmental Sciences. Eligible candidates must be in good academic standing with a cumulative grade point average of at least 2.5. Recipients shall be selected by the scholarship selection committee at Ohio State ATI, in accordance with guidelines established by the dean of 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 (1) held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or (2) reinvested in the endowment principal at the discretion of the dean of the College of Food, Agricultural, and Environmental Sciences.

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

November 4, 2016 meeting, Board of Trustees

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Food, Agricultural, and Environmental Sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Steve and Anne Milligan 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 Steve and Anne Milligan International Scholarship Fund effective November 4, 2016, with gifts from Stephen D. Milligan (BS 1985) and Anne O. Milligan of Los Gatos, California, as part of the Joseph A. Alutto Initiative.

The annual distribution from this fund shall be used to provide scholarship(s) to undergraduate students enrolled in the Max. M. Fisher College of Business to support critical, action-based, learning experiences around the world. First preference shall be given to the recipient of the *Steve and Anne Milligan Undergraduate Accounting Scholarship*. Expenditures from this fund shall be approved by the college's scholarship committee, in consultation with Student Financial Aid.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max. M. Fisher College of Business or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max. M. Fisher College of Business. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Lloyd Richard Mawhorr Leukemia 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 Lloyd Richard Mawhorr Leukemia Fund effective November 4, 2016, with gifts from Judith Abraham Mawhorr of Mansfield, Ohio given in memory of her husband, Lloyd Richard Mawhorr.

November 4, 2016 meeting, Board of Trustees

The annual distribution from this fund shall support medical research at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) on chronic lymphocytic leukemia (CLL), with preference given to research on Richter's Syndrome, to help eradicate the disease and/or improve treatments and patient outcomes; and as undertaken or overseen by the director of Division of Hematology. Allocation of funds shall be made by division's director, in consultation with chief executive officer of The James.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Division of Hematology, in consultation with the chief executive officer of The James.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the division director, the chief executive officer of The James. 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 Vetter 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 Vetter Family Scholarship Fund (The Vetter Impact Award) effective November 4, 2016, with gifts from Thomas Vetter and Bud Vetter.

The annual distribution from this fund shall provide scholarships to currently enrolled students, with a preference to those who are active members of the Sigma Phi Epsilon Fraternity, who have made an impact on the campus, through leadership, commitment to their studies, service to the campus as well as the community, and who exhibit potential to have a significant positive impact after graduation. The donor may suggest a preference for different scholarship criteria from time to time. Scholarship recipients shall be selected by Student Life, in consultation with Student Financial Aid. The donor, the donor's spouse, Thomas A. Vetter or other lineal descendants may request notification of the scholarship recipients.

The University reserves the right to modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy at any time in the future.

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 the subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president of Student Life or his/her designee.

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

November 4, 2016 meeting, Board of Trustees

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the vice president of Student Life or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Dr. Robert and Cynthia Aurand 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 Dr. Robert and Cynthia Aurand Endowed Scholarship Fund effective November 4, 2016, with a gift from Dr. Robert L. (MD 1983) and Mrs. Cynthia (BS 1981) Aurand.

The annual distribution from this fund shall equally support the Max M. Fisher College of Business and the College of Arts and Sciences to provide tuition-only scholarships to undergraduate students ranked as juniors or seniors. Preference shall be given to candidates from the State of Ohio. Business candidates must be participating in the Fisher Futures program and have a minimum 3.5 grade point average; Arts and Sciences candidates must be majoring in chemistry and have a minimum 3.2 grade point average. Recipients will be selected in accordance with the respective college's current guidelines and procedures for scholarship administration, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business and the executive dean of the College of Arts and Sciences or their designees, respectively.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business and the executive dean of the College of Arts and Sciences or their designees. 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 Ann and Barry Klein Commitment to Community 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 Ann and Barry Klein Commitment to Community Scholarship Fund effective November 4, 2016, with gifts from BEK Services, LLC.

November 4, 2016 meeting, Board of Trustees

The annual distribution from this fund shall be used to provide a merit-based scholarship for a third or fourth year student enrolled in the College of Pharmacy, who participates in community services and demonstrates a commitment to community service. Candidates must submit an original essay to describe their community service and the impact this service will have on their career as a health care professional. First preference will be given to candidates who are graduates of high schools in Summit County, Ohio. Second preference is for candidates who are graduates of high schools in one of the following contiguous counties: Portage, Stark, Wayne, Medina, Cuyahoga. Recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Pharmacy or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Carl T. Hanks Endowment for Medieval and Renaissance Manuscripts

The Board 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 Carl T. Hanks Endowment for Medieval and Renaissance Manuscripts effective November 4, 2016, with gifts from John Conrad Hanks and his colleagues, family, and friends.

The annual distribution from this fund shall be used to purchase original manuscripts produced prior to the year 1600 CE in any format, language or subject. The manuscripts purchased with this fund will be used to promote the curricular, research and outreach services provided by the Department of Rare Book and Manuscripts, University Libraries. Expenditures shall be at the discretion of the department's chair with approval from the libraries' director.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of University Libraries or his/her designee.

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

November 4, 2016 meeting, Board of Trustees

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of University Libraries or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Judge James H. Williams 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 Judge James H. Williams Scholarship Fund effective November 4, 2016, with gifts from William I. Kohn (JD 1976) and Karen M. Kohn (MA 1976) and friends of The Honorable James Howard Williams Sr. (JD 1957).

The annual distribution from this fund shall be used to provide scholarships to students enrolled in the Michael E. Moritz College of Law. Scholarship recipients shall be selected by the college's dean of admissions, in consultation with Student Financial Aid.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purpose of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Michael E. Moritz College of Law.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Donald L. Bennett and Amy Sabino Bennett Pharmacy 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 Donald L. Bennett and Amy Sabino Bennett Pharmacy Scholarship Fund effective November 4, 2016, with gifts from Donald L. Bennett (BS 1970) and Amy Sabino Bennett (BS 1970).

The annual distribution from this fund shall be used to provide scholarship support to a third or fourth year student in the PharmD program in the College of Pharmacy who demonstrates financial need and is involved in pharmacy professional associations. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid.

November 4, 2016 meeting, Board of Trustees

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Pharmacy or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult of the dean of the College of Pharmacy or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Bonita and Sylvan Frank 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 Bonita and Sylvan Frank Endowed Scholarship Fund effective November 4, 2016, with a gift from Bonita K. and Sylvan G. Frank.

Bonita Kirson Frank is the daughter, granddaughter, niece, and wife of pharmacists. Sylvan Gerald Frank joined the faculty of the Division of Pharmaceutics and Pharmaceutical Chemistry of the College of Pharmacy in 1970 and retired in 2013 as Professor and Associate Dean. They and their family enjoyed their association with Ohio State to the fullest and this scholarship is given in appreciation to the University and its fine students and faculty.

The annual distribution from this fund shall be used to provide a need-based academic scholarship with first preference given to a Doctor of Pharmacy (PharmD) student (or an equivalent degree program should the requirements for a Pharmacist license change). In the case that no professional programs at the University exist that result in a Pharmacist license, the scholarship may be awarded to any undergraduate student with financial need enrolled at the University. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Pharmacy or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

November 4, 2016 meeting, Board of Trustees

Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Pharmacy or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Robert F. Gagel/Margo Cox Endowment Fund
to Honor Frances Naylor and Wolfgang Fleischhauer**

The Board 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 F. Gagel/Margo Cox Endowment Fund to Honor Frances Naylor and Wolfgang Fleischhauer effective November 4, 2016, with gifts from Robert F. Gagel, MD (BA/MD 1971).

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the College of Arts and Sciences and ranked as juniors. It is the donor's preference that two tuition-only scholarships be awarded: one to a student who has declared a major of pre-medicine in honor of Frances Naylor and one to a student who has declared a major in German in honor of Professor Wolfgang Fleischhauer. Scholarship recipients shall be selected by the college's executive dean or his/her designee, in consultation with the chair of the Department of Germanic Languages and Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before June 30, 2020, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before June 30, 2020, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if

November 4, 2016 meeting, Board of Trustees

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 LTC Don and Mrs. Susan B. Hulslander Army ROTC Scholarship
in memory of CPT Dennis A. Smith**

The Board 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 LTC Don and Mrs. Susan B. Hulslander Army ROTC Scholarship in memory of CPT Dennis A. Smith effective November 4, 2016, with a gift from Donald J. Hulslander Jr. and Susan B. Hulslander.

The annual distribution from this fund shall be used to provide scholarships to students enrolled in the Army ROTC program. Scholarships may be awarded to up to four (4) students annually. Recipients will be selected by the Department of Military Science, in consultation with Student Financial Aid.

If the Army ROTC is no longer offered by the University, funds will be used to support veterans and their dependents. If the Army ROTC is subsequently reinstated by the University, the fund will revert to its original purpose.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Military Science or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chair of the Department of Military Science 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.

Dr. Robert V. and Aneta K. Hutchison 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 Dr. Robert V. and Aneta K. Hutchison Scholarship Fund effective November 4, 2016, with gifts from Dr. Robert V. and Aneta K. Hutchison.

November 4, 2016 meeting, Board of Trustees

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the College of Veterinary Medicine and express an interest in canine reproduction or Standardbred horse racing. Scholarship recipients shall be selected by the scholarship committee in the College of Veterinary Medicine, in consultation with the college's dean, or his/her designee, and Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2021 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2021 the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Veterinary Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Helen and Gregory Jones Endowment in Memory of Gordon Jones

The Board 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 Helen and Gregory Jones Endowment in Memory of Gordon Jones effective November 4, 2016, with gifts from Gregory W. Jones from Calabasas, California.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of an undergraduate student-athlete who is pursuing an undergraduate degree. Preference will be given to a student-athlete majoring in African American and African Studies. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

November 4, 2016 meeting, Board of Trustees

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the director of the Department of Athletics.

Mills 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 Mills Family Scholarship Fund effective November 4, 2016, with grants from the donor advised fund of John and Dorothy Mills at the Vanguard Charitable Endowment Program. This endowment does not represent or create a legally binding obligation by the Vanguard Charitable Endowment Program or the Mills.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the Michael E. Moritz College of Law and demonstrate financial need. Preference shall be given to students from the State of Ohio. Scholarship recipients shall be selected by the college's dean or his/her designee, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before June 30, 2021 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before June 30, 2021 the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the

November 4, 2016 meeting, Board of Trustees

purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Captain Nick Rozanski 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 Captain Nick Rozanski (BA 1999) Memorial Scholarship Fund effective November 4, 2016, with gifts from the Nick Rozanski Memorial Foundation.

The annual distribution from this fund shall be used to provide scholarship support towards the cost of attendance to undergraduate students. To qualify candidates must demonstrate financial need. First consideration shall be given to students who are serving, or who have served, in the Ohio Army National Guard from Dublin, Ohio; Central Ohio; and the State of Ohio (in that order of preference). Second consideration shall be given to students who are Army veterans from Dublin, Ohio; Central Ohio; and the State of Ohio (in that order of preference). Recipients will be selected by the director of the Office of Military & Veterans Services, in consultation with Student Financial Aid. Scholarships are renewable.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Office of Military & Veterans Services or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Office of Military & Veterans Services or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Stephen F. Vogel International Fellow Award Fund II

The Board 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 Stephen F. Vogel International Fellow Award Fund II effective November 4, 2016, with gifts from Stephen F. Vogel (JD 1978).

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the Michael E. Moritz College of Law. It is the desire of the donor that the scholarship provides the recipient(s) with an international experience for

November 4, 2016 meeting, Board of Trustees

academic credit toward a degree from the college. Experiences must be suggested by the recipient(s) and approved by the college. Scholarship recipients shall be selected by the college's dean of admissions, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2019, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2019, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law 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.

Brian Mehling Endowed Research 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 Brian Mehling Endowed Research Fund effective November 4, 2016, with gifts from Brian Mehling (BA 1989, MS 1994).

The annual distribution from this fund shall provide a research stipend for students in College of Medicine interested in Orthopaedics or Sports Medicine, with preference given to candidates studying growth hormones or other therapies related to the knees. Expenditures shall be approved by the college's dean.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Medicine.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

November 4, 2016 meeting, Board of Trustees

Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine. 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 Katharine A. Russell Scholarship Endowment 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 Katharine A. Russell Scholarship Endowment Fund effective November 4, 2016, with an estate gift from Katharine A. Russell (BS 1942) of Belleair, Florida.

The annual distribution from this fund shall be used to provide a scholarship(s) to an undergraduate student(s) enrolled in the College of Education and Human Ecology who is (are) focused on mathematics education with preference given to candidates from northwest Ohio. The recipient(s) shall be selected based on academic merit and financial need. Recipients shall be recommended by the college's scholarship committee and approved by the dean, in coordination with Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the College of Education and Human Ecology.

The Judith and Philip Eggers Fund for the support of Social Work practice within the Aging Population

The Jeanette McCleery Zupancic Memorial Fund was established August 31, 2012, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Judith C. Eggers (BSSW 1962). Effective November 4, 2016, the fund name and description shall be revised.

The annual distribution from this fund shall be used at the discretion of the dean of the College of Social Work for the benefit of the Champion Intergenerational Center, a

November 4, 2016 meeting, Board of Trustees

university-community partnership dedicated to providing expert care and improved quality of life for young children and aging adults.

In any given year that the endowment distribution is not fully used for its intended purposes, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Social Work or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Donna Redman-Bentley Endowed Fund

The Donna Redman-Bentley Unrestricted Endowed Fund was established June 22, 2012, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from Donna Redman-Bentley, PT, PhD (Certificate 1970 and MS 1973) of Banning, California. The required funding level for a restricted fund has been reached. Effective November 4, 2016, the fund name and description shall be revised.

The annual distribution from this fund shall be used to support the Division of Physical Therapy in the School of Health and Rehabilitation Sciences (HRS), specifically to provide scholarship or research support for Physical Therapy students or to support inter-professional education initiatives and programs in the division and HRS. Annual distribution shall be allocated by the division director, in consultation with the director of HRS. Student recipients will be selected by the director of the division, in consultation with the director of HRS, with the College of Medicine Scholarship Committee as needed and with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the School of Health and Rehabilitation Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the donor, if possible, and as recommended by the director of the School of Health and Rehabilitation Sciences, in consultation with the director of the Division of Physical Therapy, the dean of the College of Medicine.

November 4, 2016 meeting, Board of Trustees

The Frank C. Woodside III Trial Technology Fund at the Moritz College of Law

The Frank C. Woodside III Fund for the Pro Bono Research Group at the College of Law was established May 7, 1999, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Frank C. Woodside (BS Biological Sciences 1966; JD 1969) of Wyoming, Ohio. Effective November 4, 2016, the fund name and description shall be revised.

The annual distribution shall be used to support and advance technology in the area of trial instruction at the Michael E. Moritz College of Law as determined by the college's dean.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean the Michael E. Moritz College of Law or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean the Michael E. Moritz College of Law or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Donovan G. and Shirley J. Schuster 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 Donovan D. and Shirley J. Schuster Endowed Fund effective September 2, 2016, with gifts from Richard D. Schuster (JD 1981). Effective November 4, 2016, the fund name shall be revised.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the Michael E. Moritz College of Law and demonstrate academic excellence and financial need based on their FAFSA applications. Preference shall be given to applicants who are married. Scholarship recipients shall be selected by the dean of the Michael E. Moritz College of Law or his/her designee, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before June 30, 2020 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before June 30, 2020 the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual

November 4, 2016 meeting, Board of Trustees

distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law 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.

Charles A. Bush M.D. Professorship in Cardiovascular Medicine

The Charles A. Bush M.D. Chair Fund in Cardiovascular Medicine was established April 10, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts made by friends, grateful patients, medical alumni (including past residents and fellows), faculty and other colleagues; given in honor of the career and leadership of Dr. Charles A. Bush of Powell, Ohio. The funding level for an endowed professorship was reached and the professorship was established June 3, 2016. Effective November 4, 2016, the description shall be revised.

Dr. Bush is a Professor Emeritus of the Department of Internal Medicine and in Cardiovascular Disease. He joined the faculty in 1972 as assistant professor after completing medical residency training and a post-graduate fellowship at The Ohio State University. His leadership was instrumental in the development of the Richard M. Ross Heart Hospital, one of the nation's first fully integrated academic hospitals dedicated to comprehensive cardiovascular patient care. Dr. Bush served as its director since its opening in 2004 through 2012. At what is now the Wexner Medical Center, he also held positions of chief-of-staff from 1991-1993 and directed the cardiac catheterization labs for 26 years. He was honored as Professor of the Year and awarded the Charles F. Wooley MD Transmission of Excellence Teaching Award.

The annual distribution from this fund shall be used for a professorship in the Division of Cardiovascular Medicine in the Department of Internal Medicine supporting a nationally or internationally recognized physician faculty member in the field of Cardiology. The professorship holder shall be appointed by the University's Board of Trustees as recommended and approved by the dean of the College of Medicine, in consultation with the department chairperson, division director and the executive vice president of health sciences. The activities of the professorship holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors as well as the academic and research standards of the University.

The fund may be revised when the endowment principal balances reaches the minimum funding level required at that date for chair position.

November 4, 2016 meeting, Board of Trustees

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean, department chairperson, division director and senior vice president for health sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Michael J. Patzakis MD Endowed Lectureship Fund in Orthopaedics

The Michael J. Patzakis MD Endowed Lectureship Fund in Orthopaedics was established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Michael J. Patzakis, MD (BA 1959, MD 1963) and Susan G. Patzakis (BS 1963). Effective November 4, 2016, the description shall be revised.

The annual distribution from this fund shall be used to provide support for a lectureship series for medical professionals, researchers and clinicians relating to advancements in Orthopaedics and an affiliated award to residents. Expenses may include, but are not limited to, speaker honorarium and travel/lodging costs, space rental, supplies, publicity and other necessary expenses. The Michael J. Patzakis Endowed Lectureship shall be held annually. The donor requests that the lectureship give a commemorative award (plaque) to the visiting professor as a thank you token for presenting at the Michael J. Patzakis Lectureship. The Michael J. Patzakis Leadership Excellence Award in Clinical Care shall be awarded annually in a minimum amount of \$1,000 to recognize a resident who demonstrates leadership. Allocations shall be approved by the department's chair, in consultation with the dean of the College of Medicine.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Medicine or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

November 4, 2016 meeting, Board of Trustees

APPENDIX XXIV

The Ohio State University

(A Component Unit of the State of Ohio)

Financial Statements

As of and for the Years Ended June 30, 2016 and 2015

And Reports of Independent Auditors

Table of Contents

Report of Independent Auditors	1
Management's Discussion and Analysis	3
Statements of Net Position	20
Statements of Revenues, Expenses and Other Changes in Net Position	21
Statements of Cash Flows	22
Notes to the Financial Statements	24
Required Supplementary Information on GASB 68 Pension Liabilities	86
Other Information on the Long-Term Investment Pool	87
Report of Independent Auditors on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	89
Acknowledgements	91
Board of Trustees	92



Report of Independent Auditors

To the Board of Trustees of
The Ohio State University
Columbus, Ohio:

We have audited the financial statements of The Ohio State University (the "University"), a component unit of the State of Ohio, appearing on pages 20 to 85, which consist of the statements of net position as of June 30, 2016 and June 30, 2015, the related statements of revenues, expenses, and other changes in net position and of cash flows, and the related notes to the financial statements for the years then ended, of the primary institution and of the aggregate discretely presented component units, which collectively comprise the University's basic financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; this includes 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.

Auditors' Responsibility

Our responsibility is to express opinions on the financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the University's preparation and fair presentation of the financial statements 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, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

PricewaterhouseCoopers LLP, 41 South High Street, Suite 2500, Columbus, OH 43215
T: (614) 225 8700, F: (614) 224 1044, us02.pwc.com/us



Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the primary institution and the aggregate discretely presented component units of the University as of June 30, 2016 and June 30, 2015, and the respective changes in financial position and cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

The accompanying management's discussion and analysis on pages 3 through 19, and the Required Supplementary Information on GASB 68 Pension Liabilities on page 86 are required by accounting principles generally accepted in the United States of America to supplement the basic financial statements. Such information, 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 Information

Our audits were conducted for the purpose of forming opinions on the financial statements that collectively comprise the University's basic financial statements. The accompanying other information on the long-term investment pool on pages 87 through 88 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October XX, 2016 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 for the year ended June 30, 2016. The purpose of that report is 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 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.

October XX, 2016

Management's Discussion and Analysis for the Year Ended June 30, 2016 (Unaudited)

The following Management's Discussion and Analysis, or MD&A, provides an overview of the financial position and activities of The Ohio State University (the "university") for the year ended June 30, 2016, with comparative information for the years ended June 30, 2015 and June 30, 2014. We encourage you to read this MD&A section in conjunction with the audited financial statements and footnotes appearing in this report.

About The Ohio State University

The Ohio State University is the State of Ohio's flagship research institution and one of the largest universities in the United States of America, with over 65,000 students, 6,800 faculty members and 24,000 staff members. Founded in 1870 under the Morrill Land Grant Act, the university – which was originally known as the Ohio Agricultural and Mechanical College – has grown over the years into a comprehensive public institution of higher learning, with over 200 undergraduate majors, 157 master's degree programs, 121 doctoral programs and seven professional degree programs.

The Ohio State University Wexner Medical Center is one of the largest and most diverse academic medical centers in the country and the only academic medical center in central Ohio. As a part of the Wexner Medical Center, the Health System operates under the governance of The Ohio State University Board of Trustees and is comprised of The Ohio State University Hospital, The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, Richard M. Ross Heart Hospital, University Hospital East, OSU Harding Hospital, The Ohio State University Specialty Care Network, Dodd Rehabilitation Hospital, The Eye and Ear Institute, The Stefanie Spielman Comprehensive Breast Center, and operates Ambulatory and Primary Care sites throughout central Ohio. The Health System provided services to approximately 59,300 adult inpatients and 1,724,000 outpatients during fiscal year 2016, 58,200 adult inpatients and 1,664,000 outpatients during fiscal year 2015, and 57,000 adult inpatients and 1,593,000 outpatients during fiscal year 2014.

The university is governed by a board of trustees who are responsible for oversight of academic programs, budgets, general administration, and employment of faculty and staff. The university's 15 colleges, four regional campuses, the Wexner Medical Center and various academic support units operate largely on a decentralized basis. The Board approves annual budgets for university operations, but these budgets are managed at the college and department level.

The following financial statements reflect all assets, liabilities, deferred inflows/outflows and net position (equity) of the university, the Ohio State University Wexner Medical Center, the Ohio Agricultural Research and Development Center (OARDC) and the Ohio Technology Consortium (OH-TECH), which is an umbrella organization that includes the Ohio Academic Resources Network (OARnet), the Ohio Supercomputer Center and the Ohio Library and Information Network (OhioLINK). These entities constitute the "primary government" for financial reporting purposes. In addition, the financial statements include consolidated financial results for a number of "component units", which are legally separate entities that meet the financial accountability criteria set forth in Governmental Accounting Standards

Management's Discussion & Analysis (Unaudited) - continued

Board (GASB) Statement No. 14, *The Financial Reporting Entity*, as amended by GASB Statement No. 61, *The Financial Reporting Entity: Omnibus*.

The following component units are considered to "exclusively benefit" the university and are shown in a blended presentation with the primary government:

- The OSU Foundation (a fundraising foundation operating exclusively for the benefit of the university)
- OSU Health Plan (a non-profit organization – formerly known as OSU Managed Health Care Systems – that administers university health care benefits)
- Oval Limited (captive insurer that provides medical malpractice coverage to university hospitals and physicians)

The GASB has indicated that, under the amended consolidation standards, the "exclusive benefit" criterion for blending is not met when a component unit provides services to parties external to the primary government. As a result, the university presents the following component units in a discrete presentation:

- OSU Physicians, Inc. (the practice group for physician faculty members of the Colleges of Medicine and Public Health)
- Campus Partners for Community Urban Redevelopment (a non-profit organization participating in the redevelopment of neighborhoods adjacent to the main Columbus campus)
- Transportation Research Center, Inc. (an automotive research and testing facility in East Liberty, Ohio)
- Dental Faculty Practice Association (the practice group for faculty members of the College of Dentistry)

Condensed financial information for both blended and discretely presented component units is provided in the Notes to the Financial Statements. The university is considered a component unit of the State of Ohio and is included in the State of Ohio's Comprehensive Annual Financial Report.

About the Financial Statements

The university presents its financial statements in a "business type activity" format, in accordance with GASB Statement No. 34, *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments* and GASB Statement No. 35, *Basic Financial Statements – and Management's Discussion and Analysis – for Public Colleges and Universities – an amendment of GASB Statement No. 34*. In addition to this MD&A section, the financial statements include a Statement of Net Position, a Statement of Revenues, Expenses and Other Changes in Net Position, a Statement of Cash Flows and Notes to the Financial Statements. Separate columns are presented for the primary institution (which includes the primary government and the blended component units), discretely presented component units and the total university. Unless otherwise specified, the amounts presented in this MD&A are for the primary institution.

Management's Discussion & Analysis (Unaudited) - continued

The **Statement of Net Position** is the university's balance sheet. It reflects the total assets, deferred outflows, liabilities, deferred inflows and net position (equity) of the university as of June 30, 2016, with comparative information as of June 30, 2015. Liabilities due within one year, and assets available to pay those liabilities, are classified as current. Other assets and liabilities are classified as non-current. Investment assets are carried at fair value. Capital assets, which include the university's land, buildings, improvements, and equipment, are shown net of accumulated depreciation. Net position is grouped in the following categories:

- Net investment in capital assets
- Restricted – Nonexpendable
- Restricted – Expendable
- Unrestricted

In addition to assets, liabilities and net position, the university's balance sheet includes deferred outflows of resources and deferred inflows of resources. Deferred outflows are similar to assets and will be recognized as expense in future periods. Deferred inflows are similar to liabilities and will be recognized as revenue (or reductions of expense) in future periods.

The **Statement of Revenues, Expenses and Other Changes in Net Position** is the university's income statement. It details how net position has increased (or decreased) during the year ended June 30, 2016, with comparative information for the year ended June 30, 2015. Tuition revenue is shown net of scholarship allowances, patient care revenue is shown net of contractual allowances, charity care and bad debt expense, depreciation is provided for capital assets, and there are required subtotals for net operating income (loss) and net income (loss) before capital contributions and additions to permanent endowments.

It should be noted that the required subtotal for net operating income or loss will generally reflect a "loss" for state-supported colleges and universities. This is primarily due to the way operating and non-operating items are defined under GASB Statement No. 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities That Use Proprietary Fund Accounting*. Operating expenses include virtually all university expenses, except for interest on long-term debt. Operating revenues, however, exclude certain significant revenue streams that the university and other public institutions have traditionally relied upon to fund current operations, including state instructional support, current-use gifts and investment income.

The **Statement of Cash Flows** details how cash has increased (or decreased) during the year ended June 30, 2016, with comparative information for the year ended June 30, 2015. It breaks out the sources and uses of university cash into the following categories:

- Operating activities
- Noncapital financing activities
- Capital financing activities
- Investing activities

Management's Discussion & Analysis (Unaudited) - continued

Cash flows associated with the university's expendable net position appear in the operating and noncapital financing categories. Capital financing activities include payments for capital assets, proceeds from long-term debt and debt repayments. Purchases and sales of investments are reflected as investing activities.

The **Notes to the Financial Statements**, which follow the financial statements, provide additional details on the numbers in the financial statements. Behind the notes is a section that provides required supplementary information related to pensions and other information on the university's Long-Term Investment Pool.

Financial Highlights and Key Trends

Total net position for the primary institution increased \$63 million in Fiscal Year 2016, primarily due to revenue growth and increases in operating margins for the OSU Health System. University investments yielded an \$11 million net investment loss, reflecting declines in fair value. Two March 2016 bond issues, totaling \$631 million, increased the university's long-term debt to \$3.37 billion at June 30, 2016.

Demand for an Ohio State education remains strong, and student outcomes continue to improve. 65,184 students were enrolled in Autumn 2015, up 316 students compared to Autumn 2014. 94% of the freshmen enrolled in Autumn 2014 returned to OSU in Autumn 2015. Over the past five years, four-year graduation rates have increased from 51% to 59%, and six-year graduation rates have increased from 78% to 83%.

The following sections provide additional details on the university's 2016 financial results and a look ahead at significant economic conditions that are expected to affect the university in the future.

Management's Discussion & Analysis (Unaudited) - continued

Statement of Net Position

Summary Statement of Net Position (in thousands)			
	2016	2015	2014
Cash and temporary investments	\$ 1,571,323	\$ 1,762,851	\$ 1,404,608
Receivables, inventories, prepaids and other current assets	789,872	664,482	611,236
Total current assets	2,361,195	2,427,333	2,015,844
Restricted cash:			
Noncurrent notes and pledges receivable	802,707	375,425	435,293
Noncurrent notes and pledges receivable	156,628	118,257	117,159
Long-term investment pool	3,816,562	3,653,387	3,613,668
Other long-term investments	132,911	93,387	94,751
Capital assets, net of accumulated depreciation	4,852,433	4,893,242	4,492,896
Total noncurrent assets	9,511,281	9,049,678	8,743,945
Total assets	12,192,183	11,496,131	10,759,789
Deferred outflows	688,125	227,863	6,650
Total assets and deferred outflows	\$ 12,880,308	\$ 11,723,214	\$ 10,766,441
Accounts payable and accrued expenses	\$ 469,218	\$ 447,364	\$ 391,864
Deposits and advance payments for goods and services	216,372	261,537	229,530
Current portion of bonds, notes and lease obligations	658,418	625,919	504,165
Other current liabilities	34,883	15,788	47,445
Total current liabilities	1,428,889	1,441,600	1,172,994
Noncurrent portion of bonds, notes and lease obligations	2,714,842	2,186,890	2,101,365
Net pension liability	2,794,528	2,130,432	-
Other noncurrent liabilities	461,788	360,382	373,105
Total noncurrent liabilities	5,911,178	4,696,364	2,474,568
Total liabilities	7,350,065	6,138,512	3,647,572
Deferred inflows	587,190	693,251	494,450
Net investment in capital assets	2,282,647	2,340,342	2,320,611
Restricted:			
Nonspendable	1,378,884	1,365,980	1,291,640
Expendable	968,953	969,360	999,929
Unrestricted	382,389	202,549	2,035,839
Total net position	4,954,013	4,891,451	6,637,119
Total liabilities, deferred inflows and net position	\$ 12,880,308	\$ 11,723,214	\$ 10,766,441

During the year ended June 30, 2016, cash and temporary investment balances increased \$190 million, to \$1.97 billion, primarily due to strong operating margins at the OSU Health System. Amounts shown as restricted cash consist primarily of unspent proceeds from the General Receipts Bonds, which are being used to fund various capital projects. The Statement of Cash Flows, which is discussed in more detail below, provides additional information on sources and uses of university cash.

Accounts receivable, net of allowances, increased \$28 million, to \$513 million at June 30, 2016, primarily due to increases in patient care receivables of the Health System. Inventories and prepaid expenses increased \$28 million, to \$111 million, reflecting increases in prepayments for contractual services.

Management's Discussion & Analysis (Unaudited) - continued

The fair value of the university's long-term investment pool decreased \$43 million, to \$3.62 billion at June 30, 2016. Increases in the pool, including \$235 million of principal additions and \$71 million of interest and dividend income, were offset by distributions (\$145 million), expenses (\$74 million) and a \$129 million decline in fair value. The long-term investment pool operates similar to a mutual fund, in that each named fund is assigned a number of shares in the pool. It includes the gifted endowment funds of the university, gifted endowment funds of the OSU Foundation, and operating funds which have been internally designated to function as endowments. The pool is invested in a diversified portfolio of equity and fixed-income securities, partnerships and hedge funds that is intended to provide the long-term growth necessary to preserve the value of these funds, adjusted for inflation, while making distributions to support the university's mission.

The university has established a securities lending program through its custodian bank for the long-term investment pool. Securities loaned by the university are secured by collateral in the form of cash, equity, U.S. government obligations, and foreign government/private debt. The portion of this collateral that was received in cash totaled \$28 million at June 30, 2016 and is reflected in the Statement of Net Position as a current asset and a corresponding current liability.

Other long-term investments are non-unitized investments that relate primarily to gift arrangements between donors and the OSU Foundation and long-term investments of operating funds. These investments increased \$40 million, to \$133 million, at June 30, 2016.

Capital assets, which include the university's land, buildings, improvements, equipment and library books, increased \$49 million, to \$4.85 billion at June 30, 2016. The university depreciates its capital assets on a straight-line basis, using estimated useful lives ranging from 5 years (for computer equipment and software) to 100 years (for certain building components such as foundations).

The most significant project completed in 2016 was the North Residential District Transformation (NRDT) student facilities project. The NRDT encompassed ten new buildings including dormitories and dining halls, the related enabling infrastructure and landscaping, and improvements to three existing housing facilities for second-year students. The \$371 million project is in alignment with the Second-Year Transformational Experience Program (STEP) and its commitment to achieving on-campus residency for the majority of second year undergraduates.

Also completed in 2016 was a \$15 million boiler replacement project in the McCracken Power Plant facility, phase one of the Veterinary Hospital project which included \$12 million of renovations to 97,000 gross square feet of the existing facility, and an \$8 million renovation and enhancement to the Wilce Student Health Center.

Major infrastructure improvements completed in 2016 included \$13 million related to the replacement of tunnel sections beneath College Road and 18th and 19th Avenues and the second phase of the East Regional Chiller Plant project, which encompassed connectivity to the NRDT and additional tunnel replacements in the Academic Core North.

Management's Discussion & Analysis (Unaudited) - continued

In addition, several major construction projects are currently underway or in advanced planning stages, including:

- **Arts & Science Academic Buildings** — The \$59 million project will renovate Pomerene, Baker and Oxley Halls to accommodate academic programs. The first phase of the project, Baker Commons, is slated for completion in the spring of 2018.
- **Jameson Crane Sports Medicine Institute** – The \$38 million project, slated for completion in the fall of 2016, will construct a state-of-the-art, comprehensive sports medicine facility housing 15 interdisciplinary specialties and 160 sports medicine faculty and staff.
- **Covelli Multi-Sport Arena** – The \$30 million project will construct a new multi-sport arena to house the men's and women's varsity volleyball teams and fencing, wrestling, and gymnastics matches. The project is in the design phase and slated for completion in the spring of 2018.
- **Ohio Stadium Upgrades** – The \$42 million project will include power upgrades, suite expansion and renovation, C-Deck restoration and a suite and loge addition. The project is currently in the design phase and slated for completion for the summer of 2017.
- **Student Athlete Development Center** – The \$32 million project will construct a state-of-the-art athletic training center with new weight training and cardio conditioning for use by most of the university's sports programs. The project is in the design phase and slated for completion the summer of 2018.
- **Schottenstein Center-North Expansion and Concourse Renovation** — The \$32 million project will renovate the concourse walls and lighting and include an addition to the north end of the facility. The initial phase of the project is slated for completion in late 2017.

The university's estimated future capital commitments, based on contracts and purchase orders, total approximately \$189 million at June 30, 2016.

Accounts payable and accrued expenses were up \$22 million, to \$469 million at June 30, 2016, reflecting increases in payables to vendors for supplies and services. **Deposits and advance payments for goods and services** decreased \$45 million, to \$216 million. This decrease is primarily due to a shift in the academic calendar for summer term, which reduced unearned tuition revenues at June 30.

University debt, in the form of bonds, notes and capital lease obligations, increased \$531 million, to \$3.37 billion at June 30, 2016. On March 4, 2016, the university closed on \$600 million in taxable Fixed Rate General Receipts Bonds, Series 2016 A and \$31 million in tax-exempt Fixed Rate General Receipts Bonds, Series 2016 B. The 2016 A bonds will pay interest semiannually with final maturities on December 1, 2046 and 2056. The interest rates on the two term bonds are 3.80% and 4.05%. The proceeds of the 2016 A bonds will be

Management's Discussion & Analysis (Unaudited) - continued

used for the continuation of an ongoing program of improvements to the capital plant of the university. The Series 2016 B bonds will have semiannual interest payments and annual principal payments until final maturity on June 1, 2030 with interest rates ranging from 3% to 5%. The proceeds of the 2016 B bonds refunded the Series 2005 A bonds.

The university's plant debt includes variable rate demand bonds that mature at various dates through 2044. GASB Interpretation 1, *Demand Bonds Issued by State and Local Governmental Entities*, provides guidance on the statement of net position classification of these bonds. Under GASB Interpretation 1, outstanding principal balances on variable rate demand bonds may be classified as noncurrent liabilities if the issuer has entered into a "take-out agreement" to convert bonds "put" but not resold into some other form of long-term obligation. In the absence of such an agreement, the total outstanding principal balances for these bonds are required to be classified as current liabilities.

Although it is the university's intent to repay its variable rate demand bonds in accordance with the maturities set forth in the bond offering circulars, the university does not have "take-out agreements" in place per the GASB Interpretation 1 requirements. Accordingly, the university has classified the total outstanding principal balances on its variable rate demand bonds as current liabilities. These obligations totaled \$596 million at June 30, 2016 and 2015.

GASB Statement No. 68 requires governmental employers participating in defined-benefit pension plans to recognize liabilities for plans whose actuarial liabilities exceed the plan's net assets. These liabilities are referred to as net pension liabilities. The university participates in two multi-employer cost-sharing retirement systems, OPERS and STRS-Ohio. Under GASB 68, the university is required to record a liability for its proportionate share of the net pension liabilities of the retirement systems. The university's share of these net pension liabilities increased \$664 million, to \$2.79 billion at June 30, 2016. Total net pension liabilities increased at both STRS-Ohio and OPERS, reflecting increases in actuarial liabilities and reductions in fiduciary net position. Deferred outflows associated with pension liabilities increased \$457 million and deferred inflows decreased \$96 million, primarily due to deferrals for lower-than-projected investment returns. Total pension expense recognized by the university increased \$157 million, to \$410 million in 2016. Total pension expense includes \$299 million of employer contributions and \$111 million in GASB 68 accruals.

It should be noted that, in Ohio, employer contributions to the state's cost-sharing multi-employer retirement systems are established by statute. These contributions, which are payable to the retirement systems one month in arrears, constitute the full legal claim on the university for pension funding. Although the liabilities recognized under GASB 68 meet the GASB's definition of a liability in its conceptual framework for accounting standards, they do not represent legal claims on the university's resources, and there are no cash flows associated with the recognition of net pension liabilities, deferrals and related expense.

Other (non-pension) deferred inflows consist primarily of the unamortized proceeds of the parking service concession arrangement. The parking deferred inflows, which totaled \$445 million at June 30, 2016, are being amortized to operating revenue on a straight-line basis

Management's Discussion & Analysis (Unaudited) - continued

over the 50-year life of the agreement. In addition, the deferred inflows include \$19 million of deferred gains on debt-related transactions.

Prior-Year Highlights: *In 2015*, the university implemented GASB Statement No. 68, *Accounting and Financial Reporting for Pensions*. The adoption of the new standard resulted in a \$2.16 billion reduction in the university's opening unrestricted net position. The net pension liability recognized by the university at June 30, 2015 was \$2.13 billion. Capital assets grew \$310 million, to \$4.80 billion, as the university completed several large projects and continued work on the North Residential District Transformation (NRDT). *In 2014*, the fair value of the university's long-term investment pool increased \$465 million, to \$3.61 billion, primarily due to \$577 million of net investment income. Capital assets increased \$357 million, to \$4.49 billion, reflecting capital expenditures for the Medical Center Expansion, the Chemical and Bio-molecular Engineering and Chemistry Building and infrastructure improvements.

Management's Discussion & Analysis (Unaudited) - continued

Statement of Revenues, Expenses and Other Changes in Net Position

Summary of Revenues, Expenses and Changes in Net Position (in thousands)			
	2016	2015	2014
Operating Revenues:			
Tuition and fees, net	\$ 894,805	\$ 858,209	\$ 815,743
Grants and contracts	830,898	897,238	828,992
Auxiliary enterprises sales and services, net	281,781	281,261	228,997
OSU Health System sales and services, net	2,625,075	2,347,824	2,120,691
Departmental sales and other operating revenues	173,880	181,532	267,502
Total operating revenues	4,579,339	4,359,234	4,806,125
Operating Expenses:			
Educational and general	2,359,243	2,238,015	2,260,135
Auxiliary enterprises	254,137	248,079	241,910
OSU Health System	2,251,030	1,979,124	1,839,645
Depreciation	391,901	358,881	268,287
Total operating expenses	5,259,211	4,792,099	4,812,067
Net operating loss	(679,872)	(432,865)	(21,942)
Non-operating revenues (expenses):			
State share of instruction and line-item appropriations	496,063	435,824	440,924
Gifts - current use	156,237	183,800	138,230
Net investment income (loss)	(10,513)	173,290	620,605
Grants, interest expense and other non-operating	(11,135)	35,699	4,633
Net non-operating revenue	591,152	798,613	1,204,392
Income (loss) before other changes in net position	(48,720)	313,953	582,350
State capital appropriations	36,281	40,969	54,909
Private capital gifts	10,422	1,688	5,406
Additions to permanent endowments	64,537	82,295	54,296
Total other changes in net position	111,240	104,851	114,500
Increase in net position	62,560	418,804	696,935
Net position - beginning of year	4,891,491	5,637,113	5,340,104
Cumulative effect of accounting change	-	(2,144,472)	-
Net position - end of year	\$ 4,954,051	\$ 4,891,451	\$ 6,037,039

Net tuition and fees increased \$35 million, to \$885 million in 2016, primarily due to a 4% increase in non-resident enrollments. Resident enrollments declined 1%. The university did not increase its undergraduate instructional and mandatory fees for fiscal 2016.

Operating grant and contract revenues decreased \$26 million, to \$631 million in 2016. Federal grant and contract revenues were down \$8 million, primarily due to declines in HRSA (hospital expansion) and Reading Recovery funding, which were partially offset by increases in funding for the National Longitudinal Survey. State grants and contract revenues were down \$18 million, reflecting decreases in Ohio Research Scholar capital grants and Ohio Department of Education projects. Total revenues for sponsored research programs administered by the Office of Sponsored Programs decreased \$13 million, to \$493 million.

Educational and general expenses increased \$121 million, or 5%, to \$2.36 billion in 2016. Additional details are provided below.

Management's Discussion & Analysis (Unaudited) - continued

Educational and General Expenses (in thousands)	2016	2015	2014
Instruction and departmental research	\$ 894,297	\$ 840,108	\$ 808,388
Separately budgeted research	444,077	434,624	437,497
Public service	168,281	131,358	131,389
Academic support	287,688	192,140	168,641
Student services	163,784	100,329	96,992
Institutional support	227,157	230,749	278,852
Operation and maintenance of plant	101,027	95,866	98,878
Scholarships and fellowships	125,982	112,944	110,851
Total	\$ 2,358,243	\$ 2,238,818	\$ 2,280,118

Approximately \$64 million of the overall increase in educational and general expense is related to GASB 68 pension accruals. These accruals are allocated to functional expense lines in the Statement of Revenues, Expenses and Other Changes in Net Position, based on pension-eligible salaries. Total educational and general salaries increased \$30 million, or 2.5%, reflecting budgeted salary increases for faculty and staff.

Total auxiliary revenues increased \$1 million, to \$262 million in 2016. Revenues were flat for Athletics, Student Life and other major auxiliary operations. Auxiliary expenses were up \$5 million, to \$254 million, reflecting increases in salary and benefit expenses.

Health System operating revenues grew \$267 million, to \$2.63 billion in 2016. Operating expenses (excluding depreciation, interest and transfers) increased \$281 million, to \$2.25 billion. An in-depth look at the Health System, as presented in their stand-alone financial statements, is provided below.

The Health System operates nearly 1,300 inpatient beds and serves as a major tertiary and quaternary referral center for Ohio and the Midwest. The Wexner Medical Center delivers superior patient care, quality outcomes, and patient safety and has been recognized by US News and World Report for 24 consecutive years as one of "America's Best Hospitals" and has eight nationally ranked specialties and is one of only a handful of hospitals in the country ranked in multiple specialties. The Medical Center is ranked in the top three percent of U.S. hospitals, the number two hospital in Ohio, and the best hospital in central Ohio demonstrating its commitment to serving the healthcare needs of the region. The Wexner Medical Center is the only medical center in Ohio to receive the Bernard A. Birnbaum, MD, Quality Leadership Award from Vizient. This is the third consecutive year to receive this award given to academic medical centers that have demonstrated excellence in delivering high-quality care, as measured by the Vizient Quality and Accountability Study. The Health System works with a strong physician group that provides exceptional patient care. Seventy five percent of the central Ohio honorees listed on "Best Doctors in America" list were Ohio State faculty.

The largest development project in the history of The Ohio State University was completed in fiscal 2015. Included in the project was the construction of the new Arthur G. James Cancer Hospital and Richard J. Solove Research Institute ("The James"). The new tower is a

Management's Discussion & Analysis (Unaudited) - continued

transformational facility that fosters the collaboration and integration of cancer research and clinical cancer care. The James is the largest cancer hospital in the Midwest and the third largest in the nation. The new 21-level tower opened in December 2014. The James experienced solid volume growth in the past year as 2016 represented the first full fiscal year after the opening of the new tower. Additionally, the project included an expansion of the emergency department which has increased the number of treatment spaces from 72 to 115. The expansion of the emergency department has contributed to the growth in Health System volume.

In 2016, the Health System continued with the Medical Center mission of "improving people's lives through innovation in research, education and patient care" and remained financially sound due to solid activity levels and strong expense management. Inpatient admissions increased 2.0% compared with prior year. Outpatient visits increased 3.6% and total observation patients increased 19.4% over the previous year. Outpatient visits experienced significant growth at the James Cancer Hospital specific to surgical, radiation oncology, and chemotherapy. This growth in outpatient services is consistent with the industry trend of more care delivered in the outpatient setting. The Health System will continue its ambulatory expansion strategy and meeting the needs of the community with the Upper Arlington outpatient facility in Kingsdale and The Jameson Crane Sports Medicine Institute set to open in fiscal 2017.

The Health System continued to experience strong volumes in cancer, cardiac surgery, transplant, orthopedic surgery, neurology and neurosurgery, and hospital medicine which contributed to increases in admissions, revenues, and outpatient volumes. Contributing to the strong volumes, the Health System received approval from Centers for Medicare and Medicaid Services (CMS) to perform lung transplants in fiscal 2016 which has enhanced an already strong transplant program.

Total operating revenues grew \$259.9 million, or 11.0% from the prior year. The increases in operating revenues are a result of the additional volumes related to Medical Center Expansion and the new James Cancer Hospital being open for the entire fiscal year and strong revenues related to the Retail Pharmacy. Total operating revenues grew \$237.6 million, or 11.2% from 2014 to 2015. The increases from 2014 to 2015 is a result of increased volume related to the opening of the new James Cancer Hospital, an increase in the insured population and reduced self-pay, and Medicaid expansion.

Approximately 94% of total operating revenues are from patient care activities. Other operating revenue is composed of items such as reference labs, cafeteria operations, rental agreements and other sources. To ensure appropriate access and education for outpatients, the Health System opened the Retail Pharmacy due to the increasing complexity and significantly growing number of specialty oral and self-administered pharmaceuticals available for cancer and non-cancer patients. The Retail Pharmacy contributed \$70.3 million of operating revenues in 2016 and \$32.7 million in 2015. To standardize care across the Neonatal Intensive Care Units in central Ohio, the Health System shares other revenue from Nationwide Children's Hospital management of the unit. The Neonatal Intensive Care Units contributed \$18.8 million of operating revenues in 2016 and \$14.7 million in 2015.

Management's Discussion & Analysis (Unaudited) - continued

Operating expenses increased \$322.0 million, or 16.0% from 2015 to 2016. The increase in salaries and benefits from 2015 to 2016 is reflective of increased salaries and a larger workforce due to the additional volumes related to the new James Cancer Hospital. Increased chemotherapy sessions and strong Retail Pharmacy volumes contributed to the increase in supplies and drugs. The increase in depreciation expense from 2014 to 2016 is primarily due to the first full fiscal year of MCE. The increase in pension expense is related to the decrease in actual returns compared to projected returns of the OPERS pension plans as well as an overall increase in the Health System's proportionate shares of OPERS and STRS liabilities.

The Health System incurred a total of \$41.6 million in interest cost in 2016, with the majority paid (or payable) to the University to service debt incurred on behalf of the Health System. The Health System incurred a total of \$42.9 million interest cost in both 2015 and 2014, respectively, with the majority paid to the University to service debt incurred on behalf of the Health System. Of these amounts, \$28.9 million and \$9.4 million were recognized as period expense in each respective year. The remaining interest costs were capitalized.

The Health System's income before changes in Net Position for fiscal year 2016 totaled \$248.6 million compared to \$330.1 million in 2015 and \$229.1 million in 2014. The decrease in income before other changes in Net Position from 2015 to 2016 is due to \$63.0 million of pension expense related to GASB 68. Income before other changes in Net Position for clinical activities was \$312.3 million in 2016 versus \$319.8 million in 2015 reflecting strong activities, a strong patient mix and maintaining expenses in line with activities throughout the Health System.

The Health System's other changes in net position for fiscal year 2016 includes Medical Center Investments of \$125.3 million reinvested back into research, education, and programs at the Medical Center. This compares to Medical Center Investments of \$136.9 million in 2015 and \$120.5 million in 2014. Additionally, other changes in net position for fiscal year 2016 includes recognition of the final \$2.0 million related to HRSA under capital contributions in support of MCE. This compares to \$20.9 million in 2015 and \$23.3 million in 2014 in recognition of HRSA in support of MCE.

Revenues and operating expenses of OSU Physicians, Inc. (OSUP), the University's central practice group for physician faculty members of the College of Medicine and Public Health, continued to grow in 2016. Total consolidated operating revenues increased \$81 million, to \$487 million, reflecting increases in patient volumes and growth in other operating revenues. Total consolidated OSUP expenses (excluding depreciation and interest) increased \$58 million to \$441 million in 2016. These figures are included in the Discretely Presented Component Units columns of the university's financial statements.

Total state operating support increased \$20 million, to \$456 million, in 2016. State share of instruction increased \$12 million, to \$362 million. State line-item appropriations were up \$8 million.

Total gifts to the university increased \$4 million, to \$232 million in 2016. Increases in capital and endowment gifts were partially offset by a \$7 million decrease in current use gifts.

Management's Discussion & Analysis (Unaudited) - continued

During 2016, over 245,000 alumni and friends made gifts to the university, up from 237,000 in 2015.

University investments yielded an \$11 million net investment loss in 2016. The net investment loss figure includes \$94 million of interest and dividend income and an \$105 million net decrease in the fair value of university investments.

High volatility in the equity markets continued this year driven by central bank activity, concerns on world growth, oil and gas prices and Brexit. Virtually all endowments experienced negative returns for the year. The investment return for the Long-Term Investment Pool (LTIP) was negative 3.4% for 2016. Real estate was the highest performer for the year with natural resources (oil and gas) being the largest detractor on investment returns.

Currently, the US equity markets are reaching new highs and the US Treasury markets are at historic low yields. The LTIP is a diversified pool of assets that is structured to navigate the uncertainty of today's financial markets.

Prior-Year Highlights: *In 2015*, the implementation of GASB 68 reduced beginning net position by \$2.16 billion. Excluding the effect of the GASB 68 accounting change, total net position for the primary institution increased \$419 million, reflecting revenue growth and increases in operating margins for the OSU Health System and \$173 million of net investment income. Other university operating revenues and expenses were relatively flat compared with 2014. *In 2014*, total net position for the primary institution increased \$697 million, to \$6.64 billion. Net investment income accounted for \$621 million of the increase. Consolidated Health System operating revenues grew \$102 million, to \$2.12 billion in 2014, driven primarily by growth in outpatient revenues and a strong patient mix. Other sources of university operating revenues were flat or showed modest increases compared with 2013.

Management's Discussion & Analysis (Unaudited) - continued

Statement of Cash Flows

University Cash Flows Summary (in thousands)	2016	2015	2014
Net cash flows provided by (used in) operating activities	\$ (174,888)	\$ (113,426)	\$ (255,848)
Net cash flows from noncapital financing activities	752,828	715,137	696,421
Capital appropriations and gifts for capital projects	48,511	63,892	70,877
Proceeds from capital debt	618,242	300,820	-
Payments for purchase or construction of capital assets	(428,988)	(610,776)	(568,746)
Principal and interest payments on capital debt and leases, net of federal Build America Bond interest subsidies	(130,001)	(146,095)	(146,514)
Net cash flows provided by (used in) investing activities	(301,522)	(14,374)	70,887
Net increase (decrease) in cash	\$ 321,792	\$ 183,778	\$ (230,923)

University cash and cash equivalents increased \$322 million in 2016. Net cash flows from operating and non-capital financing activities were relatively stable, decreasing \$24 million to \$578 million. Total cash provided by capital financing activities was \$45 million, with proceeds from the 2016 bond issues offsetting capital expenditures and payments for debt service. Total cash used by investing activities was \$302 million, reflecting net purchases of temporary investments.

Economic Factors That Will Affect the Future

The university has made continued progress in executing its strategic plan to become the world's preeminent public comprehensive university. The university's strategic plan focuses on four core goals:

- **Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.
- **Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship, and solutions for the world's most pressing problems.
- **Outreach and Engagement:** to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world, so that our communities are actively engaged in the exciting work of The Ohio State University.
- **Resource Stewardship:** to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

Management's Discussion & Analysis (Unaudited) - continued

In his March 2015 investiture address, the university's 15th president, Michael V. Drake, MD, set forth his 2020 Vision for the university. The 2020 Vision is focused on three key areas that underpin Ohio State's overarching academic mission:

- **Access, affordability and excellence** – the university must work to reduce student debt and provide access to an excellent and affordable education.
- **Community engagement** – the university must re-commit to its motto of Education for Citizenship, engaging with community partners to extend its scholarship with the full force and precision of one of the most powerful institutions in the world.
- **Diversity and inclusion** – the university must exemplify what it means to be an inclusive university in the 21st century, a place where diversity is a defining characteristic and source of strength.

The university is focused on innovative funding strategies in light of our focus on student affordability and our expectation that traditional government revenue sources will not grow significantly. Both revenue enhancement and expense streamlining are needed to ensure that resources are in place to fund both current needs and our strategic initiatives. The 2020 Vision goal of generating \$400 million over five years includes \$200 million of administrative efficiencies and \$200 million in new revenue from sources other than tuition or taxpayers.

The major themes for the university's 2017 budget are affordability, access and quality as well as safety and security issues for students and systems. The university has frozen in-state undergraduate tuition and mandatory fees since 2012-13, allowing two classes to graduate without ever experiencing an increase. At the same time, the university will expand the President's Affordability Grants, which supply need-based financial aid for low- and middle-income Ohio undergraduates, to provide \$20 million in aid for students in 2017. This grant program was established as part of the 2020 Vision plan to increase need-based student aid by \$100 million over five years. In addition, the university continues to add new faculty members in disciplines that support the Discovery Themes (Health and Wellness, Energy and the Environment, and Food Production and Security).

Based on what is now known regarding the university's financial outlook, university management anticipates that Ohio State will maintain its sound financial position in Fiscal Year 2017. However, the university does face certain financial challenges, including limited growth in tuition revenues and the impacts of a new funding model on state support, and continued pressure on government expenditures for research. The final state budget as passed contained a freeze on in-state undergraduate instructional fees for all institutions, along with a corresponding increase in the State Share of Instruction (SSI). The SSI pool was increased 4.7% in fiscal 2016 and another 4.0% in fiscal 2017. The new SSI funding model emphasizes degree completion, rewards retention of the best and brightest students in Ohio after graduation and recognizes the additional financial requirements for assisting at-risk students to degree attainment. The university continues to assess the impacts of the funding model change within the context of growth in distance education and other non-traditional programs across the state.

Management's Discussion & Analysis (Unaudited) - continued

Despite the challenges and uncertainties outlined above, the university remains committed to executing its long-range strategic plan. By doing so, we believe that The Ohio State University will continue its progress towards becoming the world's preeminent comprehensive public university.

Cautionary Note Regarding Forward-Looking Statements

Certain information provided by the University, including written as outlined above or oral statements made by its representatives, may contain forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. All statements, other than statements of historical facts, which address activities, events or developments that the University expects or anticipates will or may occur in the future contain forward-looking information.

In reviewing such information, it should be kept in mind that actual results may differ materially from those projected or suggested in such forward-looking information. This forward-looking information is based upon various factors and was derived using various assumptions. The University does not undertake to update forward-looking information contained in this report or elsewhere to reflect actual results, changes in assumptions or changes in other factors affecting such forward-looking information.

THE OHIO STATE UNIVERSITY
STATEMENTS OF NET POSITION
 June 30, 2016 and June 30, 2015
 (In thousands)

	Primary Institutions		Discontinuously Operating Units		Total University	
	2016	2015	2016	2015	2016	2015
ASSETS AND DEFERRED LIABILITIES						
Current Assets						
Cash and cash equivalents	\$ 462,878	\$ 688,505	\$ 67,051	\$ 78,707	\$ 529,929	\$ 767,212
Investments	1,329,854	1,213,468	7,200	6,201	1,616,904	1,229,679
Accounts receivable, net	142,825	454,798	92,715	48,247	698,248	503,843
Notes receivable - related parties, net	22,768	23,125	2,790	-	25,558	23,125
Prepaid expenses - current positions, net	38,372	28,808	-	-	38,372	28,808
Accrued and related receivables	18,206	25,244	-	-	43,450	22,946
Prepayments and prepaid expenses	111,398	92,734	5,794	5,826	82,118	101,318
Investments held under securities lending program	27,838	37,808	-	-	27,838	37,808
Amounts due from the primary institutions	118,102	114,819	18,751	14,813	-	-
Total Current Assets	\$ 2,019,931	\$ 2,686,297	\$ 191,451	\$ 193,694	\$ 2,001,218	\$ 2,099,858
Noncurrent Assets						
Restricted cash	682,527	375,425	-	-	682,527	375,425
Notes receivable, net	41,802	48,854	942	1,817	43,746	50,671
Prepaid expenses, net	86,548	73,820	-	-	86,548	73,820
Long term investments	3,614,802	3,978,907	-	-	3,614,802	3,978,907
Other long term investments	133,171	163,307	4,769	726	137,940	164,033
Capital assets, net	4,807,429	4,923,242	117,285	138,811	4,924,714	4,885,052
Other noncurrent assets	62,112	6,698,619	755,715	82,249	1,050,646	8,777,747
Total Noncurrent Assets	\$ 12,181,931	\$ 11,498,131	\$ 869,691	\$ 861,214	\$ 12,491,813	\$ 11,711,119
Deferred Outflows	\$ 179,708	\$ 278,358	\$ 124	\$ 42	\$ 179,708	\$ 278,358
Other deferred outflows	22,418	8,828	-	-	22,418	8,828
Total Deferred Outflows	\$ 199,126	\$ 287,186	\$ 124	\$ 42	\$ 199,126	\$ 287,186
Total Assets and Deferred Outflows	\$ 12,389,718	\$ 11,722,214	\$ 709,773	\$ 718,954	\$ 12,194,151	\$ 11,666,298
LIABILITIES, DEFERRED INFLOW AND NET POSITION						
Current Liabilities						
Accounts payable and accrued expenses	\$ 498,218	\$ 447,394	\$ 27,735	\$ 18,216	\$ 491,302	\$ 465,610
Deposit and advance payments for goods and services	216,272	261,227	22,227	842	238,499	262,479
Current portion of bonds, notes and other liabilities	91,302	52,464	811	818	92,113	53,282
Long term debt payable, subject to cancellation	986,498	986,258	-	-	986,498	986,428
Liability under securities lending program	27,928	37,808	-	-	27,928	37,808
Other current liabilities	91,877	102,842	4,862	-	96,739	103,652
Amounts due to other primary institutions - current	124,800	128,800	24,800	28,258	-	-
Total Current Liabilities	\$ 1,486,895	\$ 1,447,893	\$ 77,425	\$ 27,132	\$ 1,486,895	\$ 1,497,829
Noncurrent Liabilities						
Bonds, notes and leases payable	5,114,842	5,198,888	14,758	19,843	5,129,600	5,218,731
Net pension liability	5,734,629	2,178,422	385	308	5,734,914	2,178,730
Contingential advances	118,874	151,864	-	-	118,874	151,864
Self-insurance liabilities	94,818	107,814	-	-	94,818	107,814
Amounts due to third party lessors - Health System	92,246	94,768	-	-	92,246	94,768
Obligations under security and SW income agreements	28,578	28,804	-	-	28,578	29,004
Refundable advances for Federal Patient Care	92,179	37,278	-	-	92,179	37,278
Other noncurrent liabilities	112,807	94,143	465	724	113,272	94,867
Amounts due to other primary institutions - noncurrent	108,870	68,119	28,223	66,418	-	-
Total Noncurrent Liabilities	\$ 6,271,718	\$ 4,888,894	\$ 55,476	\$ 87,807	\$ 6,287,294	\$ 4,775,822
Total Liabilities	\$ 7,768,613	\$ 6,178,612	\$ 132,901	\$ 114,939	\$ 7,494,189	\$ 6,273,721
Deferred Inflows						
Pending revenue conversions - amortized	448,478	448,478	-	-	448,478	448,478
Revenue	123,308	218,626	7	8	123,315	218,640
Other deferred inflows	19,942	19,942	-	-	19,942	19,942
Total Deferred Inflows	\$ 591,728	\$ 687,046	\$ 7	\$ 8	\$ 591,725	\$ 687,060
Net Position						
Net investment in capital assets	\$ 2,281,847	\$ 2,948,243	\$ 63,080	\$ 6,468	\$ 2,281,711	\$ 2,954,711
Restricted	1,378,804	1,395,203	-	-	1,378,804	1,395,203
Unrestricted	608,859	893,028	-	-	608,859	893,028
Unrestricted	327,548	757,248	28,211	44,728	428,607	749,981
Total Net Position	\$ 4,605,218	\$ 4,893,722	\$ 91,291	\$ 51,196	\$ 4,605,218	\$ 4,693,922
Total Liabilities, Deferred Inflows, and Net Position	\$ 12,389,718	\$ 11,722,214	\$ 709,773	\$ 718,954	\$ 12,194,151	\$ 11,666,298

The accompanying notes are an integral part of these financial statements.

**THE OHIO STATE UNIVERSITY
STATEMENTS OF REVENUES, EXPENSES, AND OTHER
CHANGES IN NET POSITION**

 Years ended June 30, 2016 and June 30, 2015
(In thousands)

	Funding Institutions		Statewide Provider Entity Receipts		Total University	
	2016	2015	2016	2015	2016	2015
Operating Revenues						
Student tuition and fees net of discounts	\$ 584,883	\$ 560,289	\$ -	\$ -	\$ 584,883	\$ 560,289
Stipends of \$18,000 and \$17,767, respectively						
Federal grants and contracts	715,895	577,285	11,262	8,509	727,157	585,794
State grants and contracts	13,480	80,042	-	-	13,480	80,042
Local grants and contracts	18,721	15,484	-	-	18,721	15,484
Private grants and contracts	227,762	227,429	40,280	43,183	268,042	270,612
Fees and services of educational institutions, state and services of auxiliary enterprise (net of discounting materials of \$25,130 and \$34,236, respectively)	124,862	127,623	8,717	8,883	133,579	136,506
State and services of the OSU Health System, net based and services of OSU Physicians, Inc., net	-	-	-	-	2,628,315	2,287,014
Other operating revenues	2,403,676	3,287,024	-	-	2,403,676	3,287,024
Total Operating Revenues	3,778,509	4,285,722	497,426	480,019	4,275,935	4,765,741
Operating Expenses						
Educational and General						
Institution and departmental salaries	962,287	940,138	6,472	6,448	968,759	946,586
Depreciable buildings/equipment	449,271	424,024	26,476	23,043	475,747	447,068
Public service	183,231	131,266	6,885	7,817	190,116	139,083
Academic support	287,489	182,342	-	-	287,489	182,342
Student services	183,794	188,222	-	-	183,794	188,222
Instructional support	223,119	230,149	83,108	7,188	306,227	237,337
Operation and maintenance of plant	181,207	85,080	7,884	7,011	189,091	92,091
Instructional instructional	123,862	112,984	-	-	123,862	112,984
Auxiliary Enterprise	254,117	240,079	-	-	254,117	240,079
OSU Health System	2,281,033	1,070,124	-	-	2,281,033	1,070,124
OSU Physicians, Inc. Expenses	-	-	441,300	383,667	441,300	383,667
Total Operating Expenses	5,118,117	4,180,882	511,020	413,024	5,629,137	4,593,906
Net Operating Income (Loss)	(1,339,608)	(895,160)	(1,513)	21,164	(1,339,608)	(873,942)
Non-Operating Revenues (Expenses)						
State share of institution state-wide appropriations	463,382	426,024	-	-	463,382	426,024
Federal subsidies for food service/food service	13,423	10,440	-	-	13,423	10,440
Federal non-entitlement grants	45,884	87,382	-	-	45,884	87,382
State non-entitlement grants	8,843	7,187	-	-	8,843	7,187
Gifts	188,727	162,683	-	-	188,727	162,683
Net investment income/loss	(13,410)	173,285	1,608	188	175,273	173,473
Interest expense on plant debt	(83,281)	(89,716)	11,207	24,777	(72,074)	(64,939)
Other non-operating revenues (expenses)	8,824	19,129	(2,583)	12,024	6,241	2,214
Net Non-Operating Revenues (Expenses)	587,142	785,720	15,222	11,911	602,364	797,631
Income before other changes in net position	(752,466)	(109,440)	13,709	11,011	(738,757)	(77,311)
Other Changes in Net Position						
State capital appropriations	18,381	40,260	-	-	18,381	40,260
Private capital gifts	13,422	1,080	-	-	14,502	1,080
Payments for permanent endowments	64,817	83,295	-	-	64,817	83,295
Capital contributions and other changes in net position	-	-	3,785	(1,825)	1,960	(1,825)
Total Other Changes in Net Position	96,620	124,635	3,785	(1,825)	96,620	121,785
Income before other changes	(655,846)	(234,005)	17,494	9,186	(638,352)	(199,096)
Income before other changes	82,440	470,085	88,021	10,488	170,461	380,573
Net Position - Beginning of Year	4,881,461	5,027,110	180,080	81,112	5,061,541	5,108,222
Beginning of Year, as previously reported	-	(1,162,278)	(180,080)	(81,112)	(1,342,358)	(1,243,390)
Comparative effect of accounting change	4,881,461	6,189,388	360,160	162,224	5,441,641	6,351,612
Net Position - End of Year	\$ 4,964,055	\$ 5,263,437	\$ 368,095	\$ 192,696	\$ 5,173,106	\$ 5,263,437

The accompanying notes are an integral part of these financial statements.

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS
 Years Ended June 30, 2016 and June 30, 2015
 (in thousands)

	Primary Institution		Discretely Presented Component Units		Total University	
	2016	2015	2016	2015	2016	2015
Cash Flows from Operating Activities:						
Cash and cash equivalents	\$ 780,180	\$ 790,883	\$ -	\$ -	\$ 780,180	\$ 790,883
Good and intangible receipts	632,073	889,344	33,381	46,777	665,454	936,161
Receipts for sales and services	2,076,181	2,787,280	487,880	474,738	2,564,061	3,262,018
Payments to or on behalf of employees	(2,274,570)	(2,073,660)	(328,012)	(336,304)	(2,602,582)	(2,410,044)
Unrelated unrelated benefit payments	(619,984)	(810,665)	(39,182)	(32,704)	(659,166)	(843,369)
Payments to students for supplies and services	(1,014,982)	(1,487,178)	(119,970)	(137,205)	(1,134,952)	(1,624,383)
Payments to students and fellow	(172,486)	(162,701)	-	-	(172,486)	(162,701)
Student loans issued	(7,074)	(6,089)	-	-	(7,074)	(6,089)
Student loans collected	85,485	17,624	-	-	85,485	17,624
Student loan interest and fees collected	2,437	3,187	-	-	2,437	3,187
Other receipts	36,531	31,688	-	-	36,531	31,688
Net cash provided (used) by operating activities	\$ (175,860)	\$ (114,202)	\$ 69,572	\$ 69,272	\$ (106,288)	\$ (45,030)
Cash Flows from Noncapital Financing Activities:						
State share of instruction and development programs	490,083	400,024	-	-	490,083	400,024
Nonexchange grant receipts	65,027	66,190	-	-	65,027	66,190
Gift receipts for current use	669,981	187,732	-	-	669,981	187,732
Additions to permanent endowments	84,537	82,289	-	-	84,537	82,289
Disbursements of federal direct loan proceeds	321,081	380,000	-	-	321,081	380,000
Disbursements of federal direct loans to students	(321,145)	(380,197)	-	-	(321,145)	(380,197)
Repayment of loans from related organizations	-	552	-	-	-	552
Receipts in respect of annuity and life income funds	-	1,074	-	-	-	1,074
Amount used to accumulate annuity contributions	(1,692)	(6,982)	-	-	(1,692)	(6,982)
Agency fees received	4,626	4,430	-	-	4,626	4,430
Agency fees disbursements	(4,472)	(2,562)	-	-	(4,472)	(2,562)
Other receipts (disbursements)	783	(7,946)	2,088	(868)	1,215	(8,814)
Net cash provided (used) by noncapital financing activities	\$ 192,606	\$ 76,731	\$ 2,088	\$ (868)	\$ 194,694	\$ 75,923
Cash Flows from Capital Financing Activities:						
Proceeds from capital debt	610,242	380,000	-	-	610,242	380,000
State share appropriations	30,782	43,421	-	-	30,782	43,421
Gift receipts for capital projects	6,739	6,627	-	-	6,739	6,627
Payments for purchase or construction of new facilities	(420,065)	(833,776)	(44,470)	(39,211)	(464,535)	(873,086)
Interest payments on capital debt and interest	(100,084)	(80,738)	(1,016)	(477)	(101,100)	(81,215)
Interest payments for Bond America Bonds interest	10,461	35,488	-	-	10,461	35,488
Net cash provided (used) by capital financing activities	\$ 45,785	\$ (180,002)	\$ (43,476)	\$ (39,211)	\$ 2,303	\$ (114,000)
Cash Flows from Investing Activities:						
Net (disposals) and/or temporary investments	(290,511)	(133,196)	(188)	2,871	(290,699)	(133,174)
Dividends from debt and maturities of long-term investments	1,570,221	1,072,284	-	-	1,570,221	1,072,284
Investment income	60,927	132,666	(1,886)	63	59,041	132,729
Purchases of long-term investments	(1,087,186)	(922,381)	(4,093)	318	(1,091,173)	(922,063)
Net cash provided (used) by investing activities	\$ (716,549)	\$ (852,727)	\$ (4,067)	\$ 2,852	\$ (713,706)	\$ (789,264)
Net Increase (Decrease) in Cash	\$ (145,782)	\$ (140,198)	\$ (7,873)	\$ (7,703)	\$ (145,782)	\$ (140,198)
Cash and Cash Equivalents - Beginning of Year	\$ 925,962	\$ 1,066,160	\$ 7,873	\$ 7,703	\$ 933,835	\$ 1,073,863
Cash and Cash Equivalents - End of Period	\$ 780,180	\$ 925,962	\$ -	\$ -	\$ 780,180	\$ 933,835

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS, Cont'd
Years Ended June 30, 2016 and June 30, 2015
(in thousands)

	Primary Institutions		Discretely Presented Component Units		Total University	
	2016	2015	2016	2015	2016	2015
Reconciliation of Net Operating Loss to Net Cash Used by Operating Activities:						
Operating loss (income)	\$ (33,832)	\$ (44,852)	\$ 42,051	\$ 20,534	\$ (88,009)	\$ (43,188)
Adjustments to reconcile net operating loss (cost) to net cash provided (used) by operating activities:						
Depreciation expense	331,602	328,891	6,420	8,218	338,022	347,109
Changes in assets and liabilities:						
Accounts receivable, net	(26,825)	(48,858)	(2,473)	(858)	(32,094)	(48,126)
Notes receivable, net	3,265	738	(1,888)	2,212	917	2,842
Accounts receivable, non-trade	(172)	288	-	-	(271)	288
Investments and financial instruments	(28,484)	(1,892)	1,892	(1,892)	(28,692)	25,198
Amounts due to/from primary institution	14,113	-	(34,132)	-	-	-
Deferred outflows	(458,234)	(58,827)	(84)	-	(458,098)	(603,811)
Accounts payable and accrued liabilities	48,863	52,468	(2,648)	(1,802)	43,288	51,447
Self-insurance accounts	(12,258)	(3,898)	-	-	(15,994)	(2,998)
Amounts due to participants - Health System	(1,422)	24,308	-	-	11,428	24,308
Operating and investment payments	(25,218)	28,308	22,285	(272)	(3,322)	19,888
Compensation expense	7,860	1,842	-	-	7,960	1,842
Retirement allowances for Federal Reserve banks	(118)	571	-	-	(130)	371
Net pension obligations	804,194	(294,872)	70	-	689,294	(294,872)
Interest income	(205,852)	(28,274)	2	(228)	(195,682)	(28,504)
Other liabilities	26,100	(2,851)	1,658	-	25,001	(2,851)
Net cash provided (used) by operating activities	\$ (122,895)	\$ (112,428)	\$ 65,079	\$ 20,128	\$ (117,626)	\$ (48,828)
Non-Cash Transactions:						
Construction in Progress - Accounts Payable	\$ 30,255	\$ 58,868	-	-	\$ 30,255	\$ 58,868
Stock Gifts	20,746	12,815	-	-	20,746	12,815

The accompanying notes are an integral part of these financial statements.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

NOTE 1 — SUMMARY OF SIGNIFICANT ACCOUNTING AND REPORTING POLICIES

Organization

The Ohio State University (the "university") is a land grant institution created in 1870 by the Ohio General Assembly under provisions of the Morrill Act. The university is one of several state-supported universities in Ohio. It is declared by statute to be a body politic and corporate and an instrumentality of the State.

The university is governed by a Board of Trustees which is granted authority under Ohio law to do all things necessary for the proper maintenance and continual successful operation of the university. Trustees are appointed by the governor, with the advice and consent of the state Senate. In 2005, the Ohio General Assembly voted to expand the Board from 11 to 17 members. The standard term for voting members of the Board is nine years. However, as part of the transition to a larger board membership, the additional trustees appointed in 2005 and 2006 will serve terms ranging from four to eight years. The Board also includes two non-voting student trustees who are appointed to two-year terms.

In 2009, the Board appointed its first charter trustee, which expanded the Board to 18 members. A maximum of three charter trustees may be appointed and removed by a vote of the Board. Charter trustees, who must be non-Ohio residents, are appointed to three-year terms and do not have voting privileges.

The Board of Trustees has responsibility for all the university's financial affairs and assets. The university operates largely on a decentralized basis by delegating this authority to its academic and support departments. The Board must approve the annual budgets for unrestricted academic and support functions, departmental earnings operations and restricted funds operations, but these budgets are managed at the department level.

Basis of Presentation

The accompanying financial statements present the accounts of the following entities, which constitute the primary government for financial reporting purposes:

- The Ohio State University and its hospitals and clinics
- Ohio Agricultural Research and Development Center
- The Ohio Technology Consortium (OH-TECH)

In addition, these financial statements include component units – legally separate organizations for which the university is financially accountable. Governmental Accounting Standards Board (GASB) Statement No. 14, *The Financial Reporting Entity*, as amended by Statement No. 61, *The Financial Reporting Entity: Omnibus*, defines financial accountability. The criteria for determining financial accountability include the following circumstances:

- Appointment of a voting majority of an organization's governing authority and the ability of the primary government (i.e. the university) to either impose its will

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

on that organization or the potential for the organization to provide specific financial benefits to, or impose specific financial burdens on, the primary government, or;

- An organization is fiscally dependent on the primary government and provides specific financial benefits to, or imposes specific financial burdens on, the primary government.

The university's component units and the reasons for their inclusion in the university's financial statements are described below:

- **The Ohio State University Foundation** – The fiscal dependency criteria apply to this not-for-profit fundraising organization, which operates exclusively for the benefit of The Ohio State University.
- **OSU Health Plan, Inc.** – The university appoints a voting majority of the board for this organization, which provides medical benefit plan administration services to the university and its faculty and staff.
- **Oval Limited** – The university holds all of the voting stock of this captive insurance entity, which was established by the university to provide medical malpractice coverage to physicians in the university's medical center.

The component units listed above provide services entirely, or almost entirely, to the university or otherwise exclusively, or almost exclusively, benefit the university. Therefore, the transactions and balances for these organizations have been blended with those of the university.

In addition to the blended component units described above, the university's financial statements include the following discretely presented component units:

- **The Ohio State University Physicians, Inc.** – The university appoints a voting majority of the board of the medical practice group for physician faculty members in the Colleges of Medicine and Public Health.
- **Campus Partners for Community Urban Redevelopment, Inc.** – The university appoints a voting majority of the board for this non-profit organization, which participates in the redevelopment of neighborhoods adjacent to the Columbus campus.
- **Transportation Research Center of Ohio, Inc.** – The university appoints a voting majority of the board for this automotive research and testing facility in East Liberty, Ohio.
- **Dental Faculty Practice Association, Inc.** – The university appoints a voting majority of the board for the dental practice group for faculty in the College of Dentistry.

Summary financial statement information for the university's blended and discretely presented component units is provided in Notes 19 and 20. Audited financial statements for component units considered to be material to the university may be obtained from the Office

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

of the Controller. A total university column in the financial statements is provided as memorandum only for purposes of additional analysis by users. The total university column reflects eliminations of transactions between the primary institution and the discretely component units. These transactions consist primarily of (a) discretionary subsidies and contributions which are presented as either non-operating activities or capital additions at the component unit level and (b) exchanged-based good and services that support the operations of the entity, which are presented as operating revenues and expenses at the component unit level. The net impact of these transactions on the statement of revenues, expenses and other changes in net position was \$3,709 and \$8,417 for the years ended June 30, 2016 and 2015, respectively.

The university, as a component unit of the State of Ohio, is included as a discrete entity in the State of Ohio's Comprehensive Annual Financial Report.

Basis of Accounting

The financial statements of the university have been prepared in accordance with accounting principles generally accepted in the United States of America, as prescribed by the GASB. The university is reporting as a special purpose government engaged in business type activities (BTA) on the accrual basis. Business type activities are those that are financed in whole or in part by fees charged to external parties for goods and services. In accordance with BTA reporting, the university presents Management's Discussion and Analysis; Statements of Net Position; Statements of Revenues, Expenses and Other Changes in Net Position; Statements of Cash Flows; and Notes to the Financial Statements. In the Financial Statements, separate columns are presented for the *primary institution* (which includes the primary government and the blended component units), *discretely presented component units* and the *total university*. The Notes to the Financial Statements include separate disclosures for the primary institution and the discretely presented component units, where relevant and material. Unless otherwise specified, the amounts presented in MD&A are those of the primary institution.

The university's financial resources are classified for accounting and reporting purposes into the following four net position categories:

- **Net investment in capital assets:** Capital assets, net of accumulated depreciation, cash restricted for capital projects and outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets.
- **Restricted - nonexpendable:** Amounts subject to externally-imposed stipulations that they be maintained in perpetuity and invested for the purpose of generating present and future income, which may either be expended or added to the principal by the university. These assets primarily consist of the university's permanent endowments.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

- **Restricted - expendable:** Amounts whose use is subject to externally-imposed stipulations that can be fulfilled by actions of the university pursuant to those stipulations or that expire by the passage of time.
- **Unrestricted:** Amounts which are not subject to externally-imposed stipulations. Substantially all unrestricted balances are internally designated for use by university departments to support working capital needs, to fund related academic or research programs, and to provide for unanticipated shortfalls in revenues and deviations in enrollment.

Under the university's decentralized management structure, it is the responsibility of individual departments to determine whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted funds are available.

For internal financial management purposes, the university classifies financial resources into funds that reflect the specific activities, objectives or restrictions of the resources.

Cash and Investments

Cash and cash equivalents consist primarily of petty cash, demand deposit accounts, money market accounts, savings accounts and investments with original maturities of ninety days or less at the time of purchase. Such investments consist primarily of U.S. Government obligations, U.S. Agency obligations, repurchase agreements and money market funds. Restricted cash consists of bond proceeds restricted for capital expenditures. For purposes of the Statement of Cash Flows, "cash" is defined as the total of these two line items.

Investments are carried at fair value in accordance with GASB Statement No. 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*, as amended by GASB Statement No. 72, *Fair Value Measurement and Application*. The average cost method is used for purposes of determining gains and losses on the sale of investments. The specific identification method is used for purposes of determining gains and losses on the sale of gifted securities.

The university holds investments in limited partnerships, private equity and other investments, which are carried at estimated fair value provided by the management of these limited partnerships. The purpose of this alternative investment class is to increase portfolio diversification and reduce risk due to the low correlation with other asset classes. Investments in these limited partnerships are fair valued based on the university's proportional share of the net asset value of the total fund. Because these investments are not readily marketable, the estimated value is subject to uncertainty and, therefore, may differ from the value that would have been used had a ready market for the investments existed, and such differences could be material. As of June 30, 2016, the university has made commitments to limited partnerships totaling \$751,733 that have not yet been funded. These commitments may extend for a maximum of ten years.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Investment income is recognized on an accrual basis. Interest and dividend income is recorded when earned.

Endowment Policy

All endowments are invested in the university's Long Term Investment Pool, which consists of more than 5,275 Board authorized funds and 330 pending funds. Each named fund is assigned a number of shares in the Long Term Investment Pool based on the value of the gifts, income-to-principal transfers, or transfers of operating funds to that named fund. For donor restricted endowments, the Uniform Prudent Management of Institutional Funds Act (UPMIFA), as adopted in Ohio, permits the university's Board of Trustees to appropriate an amount of realized and unrealized endowment appreciation as the Board deems prudent. The UPMIFA, as adopted in Ohio, establishes a 5% safe harbor of prudence for funds appropriated for expenditure. Net realized and unrealized appreciation, after the spending rule distributions, is retained in the Long Term Investment Pool, and the associated net position is classified as restricted-expendable, unless otherwise restricted by the donor.

Annual distributions to named funds in the Long Term Investment Pool are computed using the share method of accounting for pooled investments. The annual distribution per share is 4.25% of the average fair value per share of the Long Term Investment Pool over the most recent seven year period. In 2016, the Board of Trustees approved an increase in the distribution rate to 4.5%, effective fiscal year 2017.

At June 30, 2016, the fair value of the university's gifted endowments is \$1,740,505, which is \$183,572 above the historical dollar value of \$1,556,933. Although the fair value of the gifted endowments in total exceeds the historical cost at June 30, 2016, there are 2,729 named funds that remain underwater. The fair value of these underwater funds at June 30, 2016 is \$822,501, which is \$99,527 below the historical dollar value of \$922,028.

At June 30, 2015, the fair value of the university's gifted endowments was \$1,805,143, which was \$318,259 above the historical dollar value of \$1,486,884. Although the fair value of the gifted endowments in total exceeded the historical cost at June 30, 2015, there were 1,466 named funds that were underwater. The fair value of these underwater funds at June 30, 2015 was \$499,341, which was \$48,910 below the historical dollar value of \$548,251.

The depreciation on non-expendable endowment funds is recorded as a reduction to restricted non-expendable net position. Recovery on these funds is recorded as an increase in restricted non-expendable up to the historical value of each fund. Per UPMIFA (§ 1715.53(D)(C)), the reporting of such deficiencies does not create an obligation on the part of the endowment fund to restore the fair value of those funds.

Gift Pledges Receivable

The university receives pledges and bequests of financial support from corporations, foundations and individuals. Revenue is recognized when a pledge representing an unconditional promise to pay is received and all eligibility requirements have been met. In the absence of such promise, revenue is recognized when the gift is received. In accordance

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

with GASB Statement No. 33, *Accounting and Financial Reporting for Non-exchange Transactions*, endowment pledges are not recorded as assets until the related gift is received. An allowance for uncollectible pledges receivable is provided based on management's judgment of potential uncollectible amounts and includes such factors as prior collection history, type of gift and nature of fundraising.

Inventories

The university's inventories, which consist principally of publications, general stores and other goods for resale by earnings operations, are valued at the lower of moving average cost or market. The inventories of the Health System, which consist principally of pharmaceuticals and operating supplies, are valued at cost on a first-in, first-out basis.

Capital Assets and Collections

Capital assets are long-life assets in the service of the university and include land, buildings, improvements, equipment, software and library books. Capital assets are stated at cost or acquisition value at date of gift. Depreciation of capital assets (excluding land and construction in progress) is provided on a straight-line basis over the following estimated useful lives:

Type of Asset	Estimated Useful Life
Improvements other than buildings	20 years
Buildings	10 to 100 years
Moveable equipment, software and furniture	5 to 15 years
Library books	10 years

The university does not capitalize works of art or historical treasures that are held for exhibition, education, research and public service. These collections are neither disposed of for financial gain nor encumbered in any way. Accordingly, such collections are not recognized or capitalized for financial statement purposes.

Advance Payments for Goods and Services

Advance payments for goods and services primarily consist of receipts relating to tuition, room, board, grants, contracts and athletic events received in advance of the services to be provided. Tuition and fees relating to the summer academic term are recorded as revenue in the year to which they pertain. The university will recognize revenue to the extent these services are provided over the coming fiscal year.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Derivative Instruments

The university accounts for all derivative instruments on the statement of net position at fair value. Changes in the fair value (i.e., gains or losses) of the university's interest rate swap investments and futures investments are recorded each period in the statement of operations and changes in net position as a component of other non-operating expense.

Operating and Non-Operating Revenues and Expenses

The university defines operating activities, for purposes of reporting on the Statement of Revenues, Expenses, and Other Changes in Net Position, as those activities that generally result from exchange transactions, such as payments received for providing services and payments made for goods or services received. With the exception of interest expense on long-term indebtedness, substantially all university expenses are considered to be operating expenses. Certain significant revenue streams relied upon for operations are recorded as non-operating revenues, as defined by GASB Statement No. 35, including state appropriations, current-use gifts and net investment income.

Tuition, Room and Board

Student tuition and residence hall fees are presented net of scholarships and fellowships applied to student accounts. Stipends and other payments made directly to students are presented as scholarship and fellowship expense. Fee authorizations provided to graduate teaching, research and administrative associates as part of an employment arrangement are presented in instruction, research and other functional categories of operating expense.

State Support

The university is a state-assisted institution of higher education which receives a student enrollment-based instructional subsidy from the State of Ohio. This subsidy, which is based upon a formula devised by the Ohio Board of Regents, is determined annually and is adjusted to state resources available.

The state also provides line-item appropriations which partially support the current operations of various activities, which include clinical teaching expenditures incurred at The Ohio State University Health System and other health sciences teaching facilities, The Ohio State University Extension, the Ohio Agricultural Research and Development Center, and the Center for Labor Research.

In addition to current operating support, the State of Ohio provides the funding for and constructs major plant facilities on the university's campuses, and this funding is recorded as state capital appropriations. The funding is obtained from the issuance of revenue bonds by the Ohio Public Facilities Commission (OPFC) which, in turn, initiates the construction and subsequent lease of the facility by the Ohio Board of Regents.

Such facilities are reflected as buildings or construction in progress in the accompanying statement of net position. Neither the obligations for the revenue bonds issued by OPFC nor

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

the annual debt service charges for principal and interest on the bonds are reflected in the university's financial statements. Debt service is funded through appropriations to the Ohio Board of Regents by the General Assembly.

These facilities are not pledged as collateral for the revenue bonds. Instead, the bonds are supported by a pledge of monies in the Higher Education Bond Service Fund and future payments to be received by such fund, which is established in the custody of the Treasurer of State.

Government Grants and Contracts

Government grants and contracts normally provide for the recovery of direct and indirect costs and are subject to audit by the appropriate government agency. Federal funds are subject to an annual OMB Uniform Guidance audit. Recovery of related indirect costs is generally recorded at fixed rates negotiated for a period of one to three years.

The university generally considers grants, contracts and non-capital appropriations to be exchange transactions. Under these arrangements, the university provides a bargained-for benefit, typically in the form of instruction, research or public service programs, either directly to the funding entity or to its constituents. The overall scope and nature of these program activities is determined by the level of funding and the requirements set forth by these resource providers.

OSU Health System Revenue

Net patient service revenue represents amounts received and the estimated realizable amounts due from patients and third-party payers for services rendered net of contractual allowances, charity care and bad debt expenses. Revenue received under third-party cost reimbursement agreements (primarily the federal Medicare and Medicaid programs) are subject to examination and retroactive adjustments by the agencies administering the programs. In the normal course of business, the Health System contests certain issues resulting from examination of prior years' reimbursement reports. The accompanying financial statements include provisions for estimated retroactive adjustments arising from such examinations and contested issues. The Health System recognizes settlements of protested adjustments or appeals upon resolution of the matters.

OSU Physicians Revenue

Net patient service revenue represents amounts received and the estimated realizable amounts due from patients and third-party payers for services rendered net of contractual allowances, charity care, self-pay discounts and bad debt expenses. OSU Physicians (OSUP), a discretely presented component unit of the university, provides care to patients under various reimbursable agreements, including Medicare and Medicaid. These arrangements provide for payment for covered services at agreed-upon rates and under certain fee schedules and various discounts from charges. Provisions have been made in the financial statements for estimated contractual adjustments, representing the difference between the customary charges for services rendered and related reimbursement.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Charity Care and Community Benefit

Care is provided to patients regardless of their ability to pay. A patient is classified as charity care in accordance with policies established by the OSU Health System and OSUP. Because collection of amounts determined to qualify as charity care are not pursued, such amounts are written off as administrative adjustments and not reported as net patient service revenue. OSU Health System and OSUP maintain records to identify and monitor the level of charity care provided, including the amount of charges foregone for services rendered. Net charity care costs for the OSU Health System for the years ended June 30, 2016 and 2015 are \$36,020 and \$12,639, respectively, after applying an additional expense of \$12,380 and a reduction of \$12,993, respectively, for support received under the Health Care Assurance Program (HCAP). HCAP is administered by the State of Ohio to help hospitals cover a portion of the cost of providing charity care. The increase in net cost of charity care from 2015 to 2016 is related to the distribution of HCAP dollars received subject to the Omnibus Reconciliation Act (OBRA) cap. Charity care costs for OSUP for the years ended June 30, 2016 and 2015 are \$6,022 and \$6,743, respectively.

Management Estimates

The preparation of financial statements in conformity with accounting principles, generally accepted in the United States of America, requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenditures during the reporting period. Disclosure of contingent assets and liabilities at the date of the financial statements may also be affected. Actual results could differ from those estimates.

Implementation of GASB Statement No. 68

In fiscal year 2015, the university implemented GASB Statement No. 68, *Accounting and Financial Reporting for Pensions*, as amended by GASB Statement No. 71. GASB Statement No. 68 requires employers participating in cost-sharing multiple-employer pension plans to recognize a proportionate share of the net pension liabilities of the plans. The university participates in two cost-sharing multiple-employer pension plans – the State Teachers Retirement System of Ohio and the Public Employees Retirement System of Ohio. A proportionate share of the net pension liabilities of the retirement systems has been allocated to the university, based on retirement plan contributions for university employees. The cumulative effect of adopting GASB Statement No. 68 was a \$2,164,472 reduction in the university's net position as of July 1, 2014. Additional information regarding net pension liabilities, related deferrals and pension expense is provided in Note 15.

Implementation of GASB Statement No. 72

In fiscal year 2016, the university implemented GASB Statement No. 72, *Fair Value Measurement and Application*. GASB Statement No. 72 expands the guidance on valuation of university investments and requires new disclosures of fair value measurements grouped by level and allows Net Asset Value (NAV) to be used for valuation of certain investments. In addition, the new standard requires additional disclosures related to investments valued at

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

NAV, including information on unfunded commitments and a general description of redemption terms and related restrictions. These disclosures are provided in Note 3.

Newly Issued Accounting Pronouncements

In June 2015, the GASB issued Statement No. 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not Within the Scope of GASB 68, and Amendments to Certain Provisions of GASB Statements 67 and 68*. Statement No. 73 establishes requirements for those pensions and pension plans that are not administered through a trust meeting specified criteria (in other words, those not covered by Statements No. 67 and 68). The requirements in Statement No. 73 for reporting pensions generally are the same as in Statement No. 68. The provisions in Statement No. 73 are effective for fiscal years beginning after June 15, 2015 (FY2016)—except those provisions that address employers and governmental non-employer contributing entities for pensions that are not within the scope of Statement No. 68, which are effective for financial statements for fiscal years beginning after June 15, 2016 (FY2017).

In June 2015, the GASB issued Statements No. 74, *Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans*, and No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*. Statements No. 74 and 75 establish new accounting and reporting standards for other postemployment benefits (OPEB), such as health insurance provided to retirees. Under the new standards, governments that participate in OPEB plans will be required to report in their statement of net position a net OPEB liability, which is the difference between the total OPEB liability and the assets set aside to pay OPEB. Statement No. 74, which applies to plans (such as OPERS and STRS-Ohio), is effective for periods beginning after June 15, 2016 (FY2017). Statement No. 75, which applies to plan participants (including the university), is effective for periods beginning after June 15, 2017 (FY2018).

In December 2015, the GASB issued Statement No. 78, *Pensions Provided through Certain Multiple-Employer Defined Benefit Pension Plans*. This standard amends the scope and applicability of Statement No. 68 to exclude pensions provided to employees of state or local governmental employers through a cost-sharing multiple-employer defined benefit pension plan that (1) is not a state or local governmental pension plan, (2) is used to provide defined benefit pensions both to employees of state or local governmental employers and to employees of employers that are not state or local governmental employers, and (3) has no predominant state or local governmental employer (either individually or collectively with other state or local governmental employers that provide pensions through the pension plan). The standard is effective for financial statements for fiscal years beginning after December 15, 2015 (FY2017).

In December 2015, the GASB issued Statement No. 79, *Certain External Investment Pools and Pool Participants*. Statement No. 79 establishes criteria for an external investment pool to qualify for making the election to measure all of its investments at amortized cost for financial reporting purposes. These criteria were formerly based on SEC regulations. The requirements of this Statement are effective for reporting periods beginning after June 15, 2015 (FY2016), except for the provisions in paragraphs 18, 19, 23–26, and 40, which are

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

effective for reporting periods beginning after December 15, 2015 (FY2017). The provisions effective in FY2016 had no impact on university investment reporting.

In January 2016, the GASB issued Statement No. 80, *Blending Requirements for Certain Component Units—an amendment of GASB Statement No. 14*. This standard expands the blending criteria in Statement No. 14 to require blending of a component unit incorporated as a not-for-profit corporation in which the primary government is the sole corporate member. The standard is effective for financial statements for fiscal years beginning after June 15, 2016 (FY2017).

In March 2016, the GASB issued Statement No. 81, *Irrevocable Split-Interest Agreements*. This standard requires that a government that receives resources pursuant to an irrevocable split-interest agreement recognize assets, liabilities, and deferred inflows of resources at the inception of the agreement. It also requires that a government recognize assets representing its beneficial interests in irrevocable split-interest agreements that are administered by a third party, if the government controls the present service capacity of the beneficial interests. In general, revenue recognition related to these agreements will be delayed until a specified event occurs (such as the death of the lead beneficiary). The standard is effective for financial statements for fiscal years beginning after December 15, 2016 (FY2018).

In March 2016, the GASB issued Statement No. 82, *Pension Issues—an amendment of GASB Statements No. 67, No. 68, and No. 73*. This standard addresses issues regarding (1) the presentation of payroll-related measures in required supplementary information, (2) the selection of assumptions and the treatment of deviations from the guidance in an Actuarial Standard of Practice for financial reporting purposes, and (3) the classification of payments made by employers to satisfy employee (plan member) contribution requirements. The standard is effective for financial statements for fiscal years beginning after June 15, 2016 (FY2017).

University management has elected to early-implement Statement No. 82 in FY2016 and is currently assessing the impact that implementation of GASB Statements No. 73, 74, 75, 76, 79, 80 and 81 will have on the university's financial statements.

Other

The university is exempt from income taxes as an instrumentality of the State of Ohio under Internal Revenue Code §115 and Internal Revenue Service regulations. Any unrelated business income is taxable.

Revision

The financial statements for the year ended June 30, 2015 have been revised to correct for errors relating to a misclassification of certain transactions between the primary institution and aggregate discretely presented component units (primarily related to OSU Physicians) as presented in the statement of revenues, expenses and other changes in net position and the statement of cash flows. Previously reported net position and the change in net position for fiscal year 2015 were not impacted by the misclassification. These errors were not material to

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

prior periods' financial statements. The effect on fiscal year 2015 financial statements is presented below:

(in thousands)	Primary Institution			Discretely Presented Component Units		
	As Previously Reported	Adjustment	As Revised	As Previously Reported	Adjustment	As Revised
Statement of Revenues, Expenses and Other Changes in Net Position						
Operating Revenues:						
Private Grants and Contracts	\$219,540	\$11,886	\$231,426	\$37,221	\$2,959	\$40,180
Total Operating Revenues	\$4,296,348	\$11,886	\$4,308,234	\$460,189	\$2,959	\$463,120
Operating Expenses:						
Public service	\$131,965	(\$607)	\$131,358	\$2,917	\$5,000	\$7,917
OSUP Physicians, Inc.				\$373,658	\$9,845	\$383,503
Total Operating Expenses	\$4,793,506	(\$607)	\$4,792,899	\$423,179	\$14,845	\$438,024
Net Operating Income	(\$497,158)	\$12,460	(\$484,698)	\$36,990	(\$11,886)	\$25,104
Non-operating Revenues (Expenses):						
Other Non-operating Revenues and Expenses	\$6,352	\$13,417	\$19,769	\$1,125	(\$14,024)	(\$12,899)
Net Non-operating Revenue	\$765,201	\$13,417	\$778,618	\$831	(\$14,024)	(\$13,193)
Income (Loss) before Other Changes in Net Position	\$288,043	\$25,910	\$313,953	\$37,821	(\$25,910)	\$11,911
Other Changes in Net Position:						
Additions to Permanent Endowments	\$60,792	\$1,503	\$62,295			
Capital Contributions and Other Changes				\$0	(\$1,503)	(\$1,503)
Transfers	\$27,413	(\$27,413)	\$0	(\$27,413)	\$27,413	\$0

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

(in thousands)	Primary Institution			Discretely Presented Component Units		
	As Previously Reported	Adjustment	As Revised	As Previously Reported	Adjustment	As Revised
Statement of Cash Flows						
Cash Flows from Operating Activities:						
Grant and Contract Receipts	\$657,856	\$11,886	\$669,744	\$46,818	\$2,569	\$49,777
Payments to vendors for supplies and services	(\$1,496,386)	\$607	(\$1,497,779)	(\$82,355)	(\$14,845)	(\$107,200)
Net cash in operating activities	(\$125,919)	\$12,493	(\$113,426)	\$40,111	(\$11,886)	\$28,225
Cash Flows from Noncapital Financing Activities:						
Additions to Permanent Endowments	\$60,792	\$1,503	\$62,295			
Other receipts	\$12,551	(\$13,596)	(\$1,445)	(\$12,551)	\$11,886	(\$665)
Net cash effect of noncapital financing activities	\$727,630	(\$12,493)	\$715,137	(\$12,551)	\$11,886	(\$665)

The above revision had no impact on the Total University column as presented within the financial statements for memorandum purposes only.

Note 20 to the financial statements presents combining information for discretely presented component units and the fiscal year 2015 condensed statement of revenues, expenses and changes in net position and condensed statement of cash flows were also impacted by the above revision, and adjusted amounts are reflected in that footnote.

NOTE 2 — CASH AND CASH EQUIVALENTS

At June 30, 2016, the carrying amount of the primary institution's cash, cash equivalents and restricted cash is \$1,265,782 as compared to bank balances of \$1,324,013. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$53,280 is covered by federal deposit insurance and \$1,270,733 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

At June 30, 2015, the carrying amount of the primary institution's cash, cash equivalents and restricted cash is \$943,990 as compared to bank balances of \$937,154. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$27,838 is covered by federal deposit insurance and \$909,316 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

At June 30, 2016, the carrying amount of the discretely presented component units' cash, cash equivalents and restricted cash is \$87,001 as compared to bank balances of \$79,794. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$4,911 is covered by federal deposit insurance and \$74,883 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

At June 30, 2015, the carrying amount of the discretely presented component units' cash, cash equivalents and restricted cash is \$76,701 as compared to bank balances of \$66,246. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$5,427 is covered by federal deposit insurance and \$60,819 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

NOTE 3 — INVESTMENTS

University investments are grouped into three major categories for financial reporting purposes: Temporary Investments, the Long-Term Investment Pool and Other Long-Term Investments.

Temporary Investments are amounts available for current operations. The target is to maximize value while protecting the liquidity of the assets. Temporary Investments include the following instruments with varying maturities: obligations of the U. S. Treasury and other federal agencies and instrumentalities, municipal and state bonds, corporate bonds, certificates of deposit, commercial paper, repurchase agreements, money market funds and mutual funds.

The Long-Term Investment Pool is a untized investment pool consisting of gifted endowment funds of the university, gifted endowment funds of the OSU Foundation, and quasi-endowment funds which are internally designated funds that are to function as endowments. The Long-Term Investment Pool operates with a long-term investment goal of preserving and maintaining the real purchasing power of the principal while allowing for the generation of a predictable stream of annual distribution. The university's Board of Trustees approved the following thematic asset classes, allocation ranges and benchmarks for the Long-Term Investment Pool:

Asset Class	Range	Benchmark
Global Equities	40-80%	MSCI All Country World Index (ACWI)
Global Credit	10-50%	Barclays U.S. Aggregate Bond Index
Real Assets	5-20%	U.S. Consumer Price Index (CPI) + 5%

The Global Equities category includes domestic equity, international equity, emerging market equity, hedged funds and private equity. The Global Credit category includes global fixed

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

income and relative value/macro, credit oriented managers and private credit. The Real Assets category includes real estate and infrastructure funds.

Other Long-Term Investments are non-utilized investments that relate primarily to gift arrangements between donors and the OSU Foundation. Included in this category are charitable remainder trust assets invested in mutual funds, OSU Foundation interests in unitrust, gift annuities, annuity trust and pooled income agreements, life insurance policies for which the OSU Foundation has been named owner and beneficiary, and certain real estate investments. Also included in this category are other private equity investments and investments in certain organizations that are affiliated with the OSU Health System.

U. S. Government and Agency securities are invested through trust agreements with banks who keep the securities in their safekeeping accounts at the Federal Reserve Bank in "book entry" form. The banks internally designate the securities as owned by or pledged to the university. Common stocks, corporate bonds and money market instruments are invested through trust agreements with banks who keep the investments in their safekeeping accounts at Northern Trust and BNY Mellon in "book entry" form. The banks internally designate the securities as owned by or pledged to the university.

The cash and cash equivalents amount represents cash held in the long-term investment pool by various investment managers. Such amounts were generated by gifts received throughout the fiscal year and sales of investments in the long-term investment pool. Subsequently, the cash and cash equivalents will be used to purchase long-term investments.

Total university investments by major category for the primary institution at June 30, 2016 and 2015 are as follows:

	Primary Institution	
	2016	2015
Temporary Investments	\$ 1,508,854	\$ 1,213,486
Long-Term Investment Pool:		
Gifted Endowment - University	977,173	1,047,985
Gifted Endowment - OSU Foundation	763,332	757,158
Quasi Endowment - Operating	1,203,959	1,164,148
Quasi Endowment - Designated	672,098	690,096
Total Long-Term Investment Pool	3,616,562	3,659,387
Securities Lending Collateral Investments	27,589	37,806
Other Long-Term Investments	132,971	93,367
Total Investments	\$ 5,285,976	\$ 5,004,046

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Total university investments by investment type for the primary institution at June 30, 2016 are as follows:

	Primary Institution				Total
	Temporary Investments	Long-Term Investment Pool	Other Long-Term Investments	Securities Lending Collateral Investments	
U.S. equity	\$ -	\$ 366,931	\$ -	\$ -	\$ 366,931
International equity	-	112,199	-	-	112,199
Equity mutual funds	81,371	158,936	23,407	-	263,714
U.S. government obligations	167,430	5,094	2,745	-	175,269
U.S. government agency obligations	120,992	-	-	-	120,992
Repurchase agreements	2,200	-	-	-	2,200
Corporate bonds and notes	983,399	-	214	-	983,613
Bond mutual funds	83,697	-	17,801	-	101,498
Foreign government bonds	6,819	-	-	-	6,819
Real assets	10,184	644,415	16,705	-	671,304
Hedge funds	-	1,444,636	-	-	1,444,636
Private equity	-	514,100	56,409	-	570,509
Commercial paper	40,746	-	-	-	40,746
Cash and cash equivalents	-	370,251	-	-	370,251
Other	12,016	-	15,690	-	27,706
Securities Lending Collateral Assets:					
Repurchase agreements	-	-	-	7,317	7,317
Variable rate notes	-	-	-	17,774	17,774
Commercial paper	-	-	-	521	521
Certificates of deposit	-	-	-	-	-
Cash and other adjustments	-	-	-	1,977	1,977
	\$ 1,508,854	\$ 3,616,562	\$ 132,971	\$ 27,589	\$ 5,285,976

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Total university investments by investment type for the primary institution at June 30, 2015 are as follows:

	Primary Institution				Total
	Temporary Investments	Long-Term Investment Pool	Other Long-Term Investments	Securities Lending Collateral Investments	
U.S. equity	\$ 1	\$ 319,380	\$ -	\$ -	\$ 319,381
International equity	-	158,999	-	-	158,999
Equity mutual funds	92,463	152,063	24,532	-	269,058
U.S. government obligations	130,067	193,656	1,812	-	325,555
U.S. government agency obligations	89,413	-	-	-	89,413
Repurchase agreements	2,000	-	-	-	2,000
Corporate bonds and notes	767,080	-	231	-	767,311
Bond mutual funds	75,307	-	17,058	-	92,365
Foreign government bonds	16,454	-	-	-	16,454
Real assets	5	627,698	5,561	-	633,264
Hedge funds	-	1,655,086	-	-	1,655,086
Private equity	-	503,491	29,602	-	533,093
Commercial paper	25,763	-	-	-	25,763
Cash and cash equivalents	-	49,014	-	-	49,014
Other	15,113	-	14,571	-	29,684
Securities Lending Collateral Assets:					
Repurchase agreements	-	-	-	12,460	12,460
Variable rate notes	-	-	-	15,682	15,682
Commercial paper	-	-	-	5,128	5,128
Certificates of deposit	-	-	-	4,538	4,538
Cash and other adjustments	-	-	-	(2)	(2)
	\$ 1,213,486	\$ 3,659,387	\$ 93,367	\$ 37,806	\$ 5,004,046

The components of the net investment income for the primary institution are as follows:

	Net Increase (Decrease)		
	Interest and Dividends (net)	in Fair Value of Investments	Net Investment Income (Loss)
Temporary Investments	\$ 21,667	\$ 857	\$ 22,524
Long-Term Investment Pool	71,193	(128,618)	(57,425)
Other Long-Term Investments	1,939	22,449	24,388
Total 2016	\$ 94,799	\$ (105,312)	\$ (10,513)
Total 2015	\$ 88,758	\$ 84,537	\$ 173,295

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Information on Fair Value of Investments

Fair value is defined in the accounting standards as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Assets and liabilities reported at fair value are organized into a hierarchy based on the levels of inputs observable in the marketplace that are used to measure fair value.

Inputs are used in applying the various valuation techniques and take into account the assumptions that market participants use to make valuation decisions. Inputs may include price information, credit data, liquidity statistics, and other factors specific to the financial instrument. Observable inputs reflect market data obtained from independent sources. In contrast, unobservable inputs reflect the entity's assumptions about how market participants would value the financial instrument.

A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. The following describes the hierarchy of inputs used to measure fair value and the primary valuation methodologies used for financial instruments measured at fair value on a recurring basis:

Level 1 – Prices based on unadjusted quoted prices in active markets that are accessible for identical assets or liabilities are classified as Level 1. Directly held equity securities, registered bond and equity mutual funds, and other miscellaneous investments classified in Level 1 are valued using prices quoted in active markets that the custodian and university have the ability to access.

Level 2 – Quoted prices in the markets that are not considered to be active, dealer quotations or alternative pricing sources for similar assets or liabilities for which all significant inputs are observable, either directly or indirectly, are classified as Level 2. Level 2 investments include US government agencies and obligations, corporate bonds, municipal bonds, foreign government bonds, repurchase agreements, commercial paper, and other debt related investments. The evaluated prices may be determined by factors which include, but are not limited to, market quotations, yields, maturities, call features, ratings, institutional size trading in similar groups of securities and developments related to specific securities.

Level 3 – Investments classified as Level 3 have significant unobservable inputs, as they trade infrequently or not at all. The inputs into the determination of fair value of these investments are based upon the best information in the circumstance and may require significant management judgment. Investments included in Level 3 consist primarily of the university's ownership in real estate, limited partnerships and equity positions in private companies.

Net Asset Value (NAV) – Investments whose fair value is measured at NAV are excluded from the fair value hierarchy. Investments in non-governmental entities that do not have a readily determinable fair value may be valued at NAV if the NAV is determined in accordance with the fair value measurement principles provided by the FASB standards relevant to investment companies. Alternative investments with a NAV reported under an alternative

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

basis are reflected as Level 3 investments. Investments measured at NAV consist mainly of non-publicly traded mutual funds, hedge funds, private equity, and other alternative funds. These assets are valued by the associated external investment manager/general partner and reviewed by the university using the most recent audited and unaudited financial statements available.

Not Leveled – Cash is not measured at fair value and, thus, is not subject to the fair value disclosure requirements. Cash not subject to such requirements amounted to \$179,177 and \$990 at June 30, 2016 and 2015, respectively.

Investments by fair value category for the primary institution at June 30, 2016 are as follows:

	Primary Institution				
	Quoted Prices in Active Markets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	NAV as Practical Expedient (NAV)	Total Fair Value
U.S. equity	\$ 366,931	\$ -	\$ -	\$ -	\$ 366,931
International equity	112,199	-	-	-	112,199
Equity mutual funds	104,779	-	-	158,935	263,714
U.S. government obligations	-	175,269	-	-	175,269
U.S. government agency obligations	-	120,992	-	-	120,992
Repurchase agreements	-	2,200	-	-	2,200
Corporate bonds and notes	-	980,094	3,519	-	983,613
Bond mutual funds	101,498	-	-	-	101,498
Foreign government bonds	-	6,819	-	-	6,819
Real assets	15,182	-	125,357	530,765	671,304
Hedge funds	-	-	-	1,444,636	1,444,636
Private equity	-	-	23,806	546,703	570,509
Commercial paper	-	40,746	-	-	40,746
Cash equivalents	191,074	-	-	-	191,074
Other	-	11,685	16,021	-	27,706
Securities Lending Collateral Assets:					
Repurchase agreements	-	7,317	-	-	7,317
Variable rate notes	-	17,199	575	-	17,774
Commercial paper	-	521	-	-	521
Certificates of deposit	-	-	-	-	-
Other adjustments	-	1,977	-	-	1,977
	<u>\$ 891,663</u>	<u>\$ 1,364,819</u>	<u>\$ 169,278</u>	<u>\$ 2,681,039</u>	<u>\$ 5,106,799</u>
Securities not leveled in investment portfolio:					
Cash	<u>\$ 179,177</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 179,177</u>

Investments by fair value category for the primary institution at June 30, 2015 are as follows:

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

	Primary Institution					Total Fair Value
	Quoted Prices in Active Markets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	NAV as Practical Expedient (NAV)		
U.S. equity	\$ 319,381	\$ -	\$ -	\$ -	\$ -	\$ 319,381
International equity	158,999	-	-	-	-	158,999
Equity mutual funds	116,995	-	-	152,063	-	269,058
U.S. government obligations	193,656	131,899	-	-	-	325,555
U.S. government agency obligations	-	89,413	-	-	-	89,413
Repurchase agreements	-	2,000	-	-	-	2,000
Corporate bonds and notes	-	767,311	-	-	-	767,311
Bond mutual funds	91,549	616	-	-	-	92,165
Foreign government bonds	-	16,454	-	-	-	16,454
Real assets	5,821	-	109,150	518,293	-	633,264
Hedge funds	-	-	-	1,655,086	-	1,655,086
Private equity	-	-	20,118	512,955	-	533,093
Commercial paper	-	25,434	329	-	-	25,763
Cash equivalents	48,022	-	-	-	-	48,022
Other	-	14,572	15,112	-	-	29,684
Securities Lending Collateral Assets:						
Repurchase agreements	-	12,460	-	-	-	12,460
Variable rate notes	-	13,238	2,444	-	-	15,682
Commercial paper	-	6,799	329	-	-	5,128
Certificates of deposit	-	4,538	-	-	-	4,538
Other adjustments	-	-	-	-	-	-
	\$ 934,423	\$ 1,082,734	\$ 147,502	\$ 2,838,397	\$ -	\$ 5,003,056
Securities not leveled in investment portfolio:						
Cash	\$ 990	\$ -	\$ -	\$ -	\$ -	\$ 990

Additional Information on Investments Measured at the NAV

Additional information on fair values, unfunded commitments, remaining life and redemption for investments measured at the NAV for the primary institution at June 30, 2016 is as follows:

	Fair Value	Unfunded Commitments	Remaining Life	Redemption Notice Period	Redemption Restrictions
Equity mutual funds - non public international	\$ 158,999	\$ -	No limit	1 to 30 days	None
Hedge funds - absolute return, credit, long/short equities	1,444,836	-	No limit	30 to 90 day notice periods	Lock-up provisions ranging from none to 2 years, side pockets on a few funds
Private equity - private credit, buyouts, ventures, secondary	546,731	418	1-10 years	Forwardly available for redemption	Not redeemable
Real assets - natural resources, real estate, infrastructure	810,746	288	1-10 years	Forwardly available for redemption	Not redeemable
	\$ 2,960,282	\$ 706			

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Additional Risk Disclosures for Investments

Statements No. 3 and 40 of the Governmental Accounting Standards Board require certain additional disclosures related to the liquidity, interest-rate, custodial, credit and foreign currency risks associated with deposits and investments.

Liquidity risk – The university's alternative investments are illiquid and subject to redemption restrictions in accordance with their respective governing documents. Such governing documents do not provide for the university to exit the alternative investments until the term of the respective alternative investments has ended.

Interest-rate risk – Interest-rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. Investments with interest rates that are fixed for longer periods are likely to be subject to more variability in their fair values as a result of future changes in interest rates.

The maturities of the university's interest-bearing investments for the primary institution at June 30, 2016 are as follows:

	Primary institution				
	Fair Value	Investment Maturities (in years)			
		Less than 1	1 to 5	6 to 10	More than 10
U.S. government obligations	\$ 175,269	\$ 18,829	\$ 157,613	\$ (1,173)	\$ -
U.S. government agency obligations	120,992	14,980	62,941	17,088	25,983
Repurchase agreements	2,200	2,200	-	-	-
Commercial paper	40,746	40,746	-	-	-
Corporate bonds	983,613	270,225	634,723	35,072	43,593
Bond mutual funds	101,498	(1,011)	66,138	27,106	9,265
Other governmental bonds	11,685	3,237	7,739	-	709
Foreign governmental bonds	6,819	1,726	5,093	-	-
Securities Lending Collateral:					
Repurchase agreements	7,317	7,317	-	-	-
Certificates of deposit	-	-	-	-	-
Commercial paper	521	521	-	-	-
Variable rate notes	17,774	17,774	-	-	-
Total	\$ 1,468,434	\$ 376,544	\$ 934,247	\$ 78,093	\$ 79,550

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

The maturities of the university's interest-bearing investments for the primary institution at June 30, 2015 are as follows:

	Primary Institution				
	Fair Value	Investment Maturities (in years)			
		Less than 1	1 to 5	6 to 10	More than 10
U.S. government obligations	\$ 325,555	\$ 18,432	\$ 224,315	\$ 82,808	\$ -
U.S. government agency obligations	89,413	1,833	58,609	12,997	15,974
Repurchase agreements	2,000	2,000	-	-	-
Commercial paper	25,763	25,763	-	-	-
Corporate bonds	767,311	205,581	492,879	30,366	38,485
Bond mutual funds	92,165	21,527	33,287	27,499	9,852
Other governmental bonds	14,572	1,531	12,195	-	846
Foreign governmental bonds	16,454	7,096	9,052	306	-
Securities Lending Collateral:					
Repurchase agreements	12,460	12,460	-	-	-
Certificates of deposit	4,538	4,538	-	-	-
Commercial paper	5,128	5,128	-	-	-
Variable rate notes	15,682	15,080	602	-	-
Total	\$ 1,371,041	\$ 320,969	\$ 830,939	\$ 153,976	\$ 65,157

Custodial credit risk – Custodial credit risk is the risk that, in the event of the failure of the custodian, university investments may not be recovered. It is the policy of the university to hold investments in custodial accounts, and the securities are registered solely in the name of the university. All investments are transacted with nationally reputable brokerage firms offering protection by the Securities Investor Protection Corporation.

Credit risk – Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations to the holder of the investment. Credit quality information – as commonly expressed in terms of the credit ratings issued by nationally recognized statistical rating organizations such as Moody's Investors Service, Standard & Poor's, or Fitch Ratings – provides a current depiction of potential variable cash flows and credit risk.

Per GASB Statement No. 40, *Deposit and Investment Risk Disclosures, an amendment to GASB Statement No. 3*, securities with split ratings, or a different rating assignment, are disclosed using the rating indicative of the greatest degree of risk.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

The credit ratings of the university's interest-bearing investments for the primary institution at June 30, 2016 are as follows:

	Total	Primary institution										Net total	
		AAA	AA	A	BBB	BB	B	CCC	CC	C	D		
U.S. government and agency securities	\$ 195,261	\$ -	\$ 289	\$ 202,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,052
Repurchase agreements	2,206	-	-	-	-	-	-	-	-	-	-	-	2,206
Corporate bonds	983,312	41,292	211,862	69,654	291,321	25,254	8,213	238	-	-	-	-	793,743
Bond mutual funds	124,499	42,906	7,295	36,019	12,762	433	381	-	-	3,120	-	-	125
Foreign government bonds	8,813	3,327	2,251	-	1,235	-	-	-	-	-	-	-	311
Commercial paper	40,348	-	-	-	-	-	-	-	-	-	-	-	40,348
Other asset funds	11,686	-	4,526	2,236	276	-	1,088	-	-	-	-	-	495
Securities lending (Collateral)	-	-	-	-	-	-	-	-	-	-	-	-	-
Repurchase agreements	3,217	-	-	-	-	-	-	-	-	-	-	-	3,217
Guaranteed deposits	-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial paper	331	331	-	-	-	-	-	-	-	-	-	-	-
Variable rate notes	11,714	2,813	6,025	2,776	-	-	-	-	-	-	-	-	-
Total	\$ 1,246,023	\$ 145,236	\$ 285,125	\$ 692,698	\$ 276,201	\$ 27,124	\$ 3,248	\$ 238	\$ -	\$ 3,120	\$ -	\$ -	\$ 1,170

The credit ratings of the university's interest-bearing investments for the primary institution at June 30, 2015 are as follows:

	Total	Primary institution										Net total	
		AAA	AA	A	BBB	BB	B	CCC	CC	C	D		
U.S. government and agency securities	\$ 424,568	\$ -	\$ -	\$ 415,712	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 686
Repurchase agreements	3,800	-	-	-	-	-	-	-	-	-	-	-	3,800
Corporate bonds	767,211	82,613	131,208	302,000	193,026	36,322	2,200	-	-	-	-	-	13,020
Bond mutual funds	82,265	36,337	12,626	21,865	15,972	1,031	225	219	219	229	290	-	495
Foreign government bonds	26,464	3,211	2,229	5,347	3,137	-	-	-	-	-	-	-	581
Commercial paper	25,763	-	-	-	-	-	-	-	-	-	-	-	25,763
Other asset funds	14,572	-	7,188	4,457	2,997	-	-	-	-	-	-	-	-
Securities lending (Collateral)	12,465	-	-	-	-	-	-	-	-	-	-	-	-
Repurchase agreements	4,432	402	-	3,930	-	-	-	-	-	-	-	-	12,465
Guaranteed deposits	-	-	-	-	-	-	-	-	-	-	-	-	-
Commercial paper	6,238	303	428	5,917	-	-	-	-	-	-	-	-	-
Variable rate notes	15,822	739	7,028	8,314	-	-	-	-	-	-	-	-	-
Total	\$ 1,301,841	\$ 126,522	\$ 143,077	\$ 650,117	\$ 276,724	\$ 31,085	\$ 3,244	\$ 219	\$ 219	\$ 219	\$ 219	\$ 267	\$ 15,020

Concentration of credit risk – Concentration of credit risk is the risk associated with a lack of diversification, such as having substantial investments in a few individual issuers, thereby exposing the university to greater risks resulting from adverse economic, political, regulatory, geographic or credit developments.

There is no investment in issuers other than U. S. government guaranteed securities that represents five percent or more of investments held at June 30, 2016 and June 30, 2015.

Foreign currency risk – Foreign currency risk is the risk that changes in exchange rates will adversely affect the fair value of an investment or deposit.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015
 (dollars in thousands)

At June 30, 2016, exposure to foreign currency risk for the primary institution is as follows:

	Primary Institution					
	Common Stock	Equity Mutual Funds	Bond Mutual Funds	Corporate Bonds and Notes	Foreign Government Bonds	Partnerships and Hedge Funds
Australian dollar	\$ 1,005	\$ 6,759	\$ (60)	\$ -	\$ -	\$ 11,493
Bangladesh taka	-	605	-	-	-	-
Brazilian real	315	6,425	298	-	-	-
Canadian dollar	7,474	1,111	6	-	-	-
Chilean peso	-	1,520	-	-	-	-
Chinese yuan	-	342	(280)	-	-	-
Columbian peso	-	628	-	-	-	-
Czech Republic koruna	-	974	-	-	-	-
Danish krone	1,110	251	(3)	-	-	-
Egyptian pound	-	30	-	-	-	-
Euro	35,254	23,712	(456)	1,597	-	60,657
Great Britain pound sterling	22,789	36,297	(293)	190	-	19,414
Hong Kong dollar	5,104	14,562	18	-	-	-
Hungarian forint	-	38	-	-	-	-
Indian rupee	-	3,986	3	-	-	-
Indonesian rupiah	-	323	5	-	-	-
Israeli shekel	-	82	-	-	-	-
Japanese yen	19,823	26,559	(55)	-	-	-
Kuwaiti dinar	-	443	-	-	-	-
Malaysian ringgit	-	1,163	-	-	-	-
Mexican peso	-	1,279	130	-	-	-
New Taiwan dollar	-	4,777	(240)	-	-	-
New Turkish lira	-	1,166	-	-	-	-
New Zealand dollar	-	39	4	-	-	-
Norwegian krone	1,529	1,130	1	-	-	-
Pakistan rupee	-	1,818	-	-	-	-
Peruvian nuevo sol	-	-	-	-	-	-
Philippine peso	-	233	-	-	-	-
Polish zloty	-	559	-	-	-	-
Romanian new leu	-	1,810	-	-	-	-
Russian ruble	-	-	150	-	-	-
Singapore dollar	-	6,925	(483)	-	-	-
South African rand	-	5,525	3	-	-	-
South Korean won	-	4,324	(13)	-	-	-
Sri Lanka rupee	-	345	-	-	-	-
Swedish krona	1,723	1,315	222	-	-	-
Swiss franc	16,073	6,247	(218)	-	-	7,968
Thailand bhat	-	774	-	-	-	-
UAE dirham	-	107	-	-	-	-
Total	\$ 112,199	\$ 164,183	\$ (1,261)	\$ 1,787	\$ -	\$ 119,532

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

At June 30, 2015, exposure to foreign currency risk for the primary institution is as follows:

	Primary Institution					
	Common	Equity	Bond	Corporate	Foreign	Partnership
	Stock	Mutual Funds	Mutual Funds	Bonds and Notes	Government Bonds	and Hedge Funds
	\$	\$	\$	\$	\$	\$
Argentinian peso	-	1	-	-	-	-
Australian dollar	428	8,574	(291)	-	-	17,949
Bermudian dollar	-	4	-	-	-	-
Brazilian real	4,649	7,152	(260)	2,911	-	-
Canadian dollar	2,133	3,340	5	-	-	-
Chilean peso	-	1,578	-	-	-	-
Chinese yuan	-	2,877	(18)	-	-	-
Colombian peso	-	57	-	-	-	-
Czech Republic koruna	957	1,337	-	-	-	-
Danish krone	-	6,773	(5)	-	-	-
Egyptian pound	1,728	46	-	-	-	-
Euro	40,738	57,061	(304)	2,566	-	64,973
Great Britain pound sterling	34,153	48,884	43	2,038	-	15,035
Hong Kong dollar	9,661	14,922	15	-	-	-
Hungarian forint	-	6	-	-	-	-
Indian rupee	4,222	2,609	278	-	-	-
Indonesian rupiah	1,059	691	-	-	-	-
Iranian shekel	-	247	-	-	-	-
Japanese yen	18,545	33,586	64	-	-	-
Korean dollar	-	775	-	-	-	-
Macanese pataca	-	6	-	-	-	-
Malaysian ringgit	-	807	8	-	-	-
Mali West African CFA franc	-	4	-	-	-	-
Mexican peso	1,755	1,908	5	-	-	-
New Taiwan dollar	3,290	5,218	(5)	-	-	-
New Turkish lira	1,359	1,428	5	-	-	-
New Zealand dollar	-	87	(107)	-	-	-
Norwegian krone	964	1,614	-	-	-	-
Peruvian nuevo sol	-	12	-	-	-	-
Philippine peso	-	208	-	-	-	-
Polish zloty	-	165	(23)	-	-	-
Qatari riyal	-	22	-	-	-	-
Russian ruble	-	435	(3)	-	-	-
Singapore dollar	-	8,357	(140)	-	-	-
South African rand	4,869	4,057	(10)	-	-	-
South Korean won	6,537	1,796	3	-	-	-
Swedish krona	1,272	2,379	8	-	-	-
Swiss franc	15,756	6,949	(8)	-	-	-
Thailand baht	2,368	914	-	-	-	-
UAE dirham	1,536	658	-	-	-	-
Zambian kwacha	-	4	-	-	-	-
Total	\$ 158,959	\$ 228,549	\$ (830)	\$ 7,516	\$ -	\$ 97,957

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Securities Lending

The university has engaged in a securities lending program through its custodian bank of the long-term investment pool. Securities loaned at June 30, 2016 were comprised completely of equity, and these loans were secured by collateral in the form of cash, equity, U.S. government obligations, and foreign government/private debt. All loans must be secured by collateral amounting to no less than 102% of the current fair value of domestic securities loaned and no less than 105% of the current fair value of foreign securities loaned.

As of the financial statements' date, there was no credit risk on securities loaned due to the fair value of the collateral held being greater than the fair value of securities on loan to each individual broker. The university, the custodian, and the borrower each maintain the right to terminate a loan. Upon maturity or termination of a loan agreement, the custodian is contractually obligated to indemnify the university if the borrowers fail to return loaned securities and if liquidation of the collateral is insufficient to replace the value of the securities loaned. Noncash collateral cannot be pledged or sold by the university without a borrower's default. While earning fees received by the university during the loan period, cash collateral is simultaneously invested in short term, highly liquid securities in order to further increase interest earned while also matching a weighted average maturity of loans which is not to exceed 60 days.

As of June 30, 2016, securities loaned by the university amounted to a fair value of \$38,166 and were secured by collateral in the amount of \$40,139. The portion of this collateral that was received in cash amounted to \$27,589 and is reflected within the university's statement of net position as a current asset and a corresponding current liability.

As of June 30, 2015, securities loaned by the university amounted to a fair value of \$77,302 and were secured by collateral in the amount of \$82,564. The portion of this collateral that was received in cash amounted to \$37,806 and is reflected within the university's statement of net position as a current asset and a corresponding current liability.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

NOTE 4 — ACCOUNTS, NOTES AND PLEDGES RECEIVABLE

Accounts receivable for the primary institution at June 30, 2016 and 2015 consist of the following:

	Primary Institution	
	2016	2015
Patient receivables - OSU Health System	\$ 1,057,506	\$ 1,010,390
Grant and contract receivables	88,725	88,433
Tuition and fees receivable	19,508	23,314
Receivables for departmental and auxiliary sales and services	47,934	51,390
State and federal receivables	7,223	8,140
Other receivables	409	85
Total receivables	1,221,305	1,181,752
Less: Allowances for doubtful accounts	708,674	696,954
Total receivables, net	\$ 512,631	\$ 484,798

Allowances for doubtful accounts consist primarily of patient receivables of the OSU Health System.

Notes receivable consist primarily of Perkins and health professions loans and are net of an allowance for doubtful accounts of \$17,500 and \$17,130 at June 30, 2016 and 2015, respectively. Federal capital contributions to the Perkins loan programs represent advances which are ultimately refundable to the federal government.

In accordance with GASB Statement No. 33, *Accounting and Reporting for Non-exchange Transactions*, the university has recorded \$105,671 in non-endowment pledges receivable and a related allowance for doubtful accounts of \$4,804 at June 30, 2016. The university recorded \$108,039 in non-endowment pledges receivable and a related allowance for doubtful accounts of \$5,611 at June 30, 2015.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

NOTE 5 — CAPITAL ASSETS

Capital assets activity for the primary institution for the year ended June 30, 2016 is summarized as follows:

	Primary Institution			
	Beginning Balance	Additions	Retirements	Ending Balance
Capital assets not being depreciated:				
Land	\$ 86,915	\$ 3,319	\$ 4,899	\$ 85,335
Intangibles	18,413	-	-	18,413
Construction in progress	332,146	(228,791)	-	103,555
Total non depreciable assets	437,674	(225,472)	4,899	207,903
Capital assets being depreciated:				
Improvements other than buildings	730,346	81,709	-	812,055
Buildings and fixed equipment	5,607,541	441,277	9,309	6,039,509
Movable equipment, furniture and software	1,300,468	109,169	35,437	1,374,200
Library books	177,753	6,105	529	183,389
Total	7,816,108	638,320	45,275	8,409,153
Less: Accumulated depreciation	3,450,540	351,901	38,418	3,764,023
Total depreciable assets, net	4,365,568	286,419	6,857	4,645,130
Capital assets, net	\$ 4,803,242	\$ 60,947	\$ 11,756	\$ 4,852,433

The decrease in construction in progress of \$228,791 in fiscal year 2016 represents the amount of capital expenditures for new projects of \$349,456, net of assets placed in service of \$578,247.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Capital assets activity for the primary institution for the year ended June 30, 2015 is summarized as follows:

	Primary Institution			
	Beginning Balance	Additions	Retirements	Ending Balance
Capital assets not being depreciated:				
Land	\$ 68,926	\$ 38,598	\$ 609	\$ 86,915
Intangibles	38,413	-	-	38,413
Construction in progress	1,211,647	(879,301)	-	332,346
Total non depreciable assets	1,298,986	(860,703)	609	437,674
Capital assets being depreciated:				
Improvements other than buildings	508,330	222,467	451	730,346
Buildings and fixed equipment	4,592,063	1,025,531	10,053	5,607,541
Movable equipment, furniture and software	1,101,236	258,716	59,484	1,300,468
Library books	171,669	6,609	525	177,753
Total	6,373,298	1,513,323	70,513	7,816,108
Less: Accumulated depreciation	3,179,388	335,881	64,729	3,450,540
Total depreciable assets, net	3,193,910	1,177,442	5,784	4,365,568
Capital assets, net	\$ 4,492,896	\$ 326,739	\$ 6,393	\$ 4,803,242

The decrease in construction in progress of \$879,301 in fiscal year 2015 represents the amount of capital expenditures for new projects of \$561,719, net of assets placed in service of \$1,441,020.

Capital assets activity for the discretely presented component units for the year ended June 30, 2016 is summarized as follows:

	Discretely Presented Component Units			
	Beginning Balance	Additions	Retirements	Ending Balance
Capital assets not being depreciated:				
Land	\$ 10,844	\$ 20,881	\$ 10,603	\$ 21,122
Intangibles	-	-	-	-
Construction in progress	582	24,909	-	25,491
Total non depreciable assets	11,426	45,790	10,603	46,613
Capital assets being depreciated:				
Improvements other than buildings	8,314	1,625	1,429	8,510
Buildings and fixed equipment	67,551	8,101	3,286	72,366
Movable equipment, furniture and software	48,398	2,662	779	50,281
Library books	-	-	-	-
Total	124,263	12,388	5,494	131,157
Less: Accumulated depreciation	55,778	6,425	2,398	59,805
Total depreciable assets, net	68,485	5,963	3,096	71,352
Capital assets, net	\$ 79,911	\$ 51,753	\$ 13,699	\$ 117,965

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Capital assets activity for the discretely presented component units for the year ended June 30, 2015 is summarized as follows:

	Discretely Presented Component Units			
	Beginning Balance	Additions	Retirements	Ending Balance
Capital assets not being depreciated:				
Land	\$ 5,794	\$ 5,050	\$ -	\$ 10,844
Intangibles	-	-	-	-
Construction in progress	15	567	-	582
Total non depreciable assets	5,809	5,617	-	11,426
Capital assets being depreciated:				
Improvements other than buildings	8,280	34	-	8,314
Buildings and fixed equipment	67,661	-	110	67,551
Movable equipment, furniture and software	44,307	2,572	(1,519)	48,398
Library books	-	-	-	-
Total	120,248	2,606	(1,409)	124,263
Less: Accumulated depreciation	49,711	6,315	248	55,778
Total depreciable assets, net	70,537	(3,709)	(1,657)	68,485
Capital assets, net	\$ 76,346	\$ 1,908	\$ (1,657)	\$ 79,911

NOTE 6 – ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses for the primary institution at June 30, 2016 and 2015 consist of the following:

	Primary Institution	
	2016	2015
Payables to vendors for supplies and services	\$ 333,524	\$ 293,477
Accrued compensation and benefits	90,906	79,097
Retirement system contributions payable	45,118	42,596
Other accrued expenses	(332)	32,194
Total payables and accrued expenses	\$ 469,216	\$ 447,364

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

NOTE 7 – DEPOSITS AND ADVANCE PAYMENTS FOR GOODS AND SERVICES

Deposits and advance payments for goods and services for the primary institution at June 30, 2016 and 2015 consist of the following:

	Primary Institution	
	2016	2015
Current deposits and advance payments:		
Tuition and fees	\$ 40,119	\$ 51,793
Departmental and auxiliary sales and services	75,686	87,459
Affinity agreements	7,901	12,622
Grant and contract advances	78,329	93,542
Other deposits and advance payments	14,337	16,121
Total current deposits and advance payments	\$ 216,372	\$ 261,537
Other non-current deposits and advance payments:	\$ 79,538	\$ 45,202

NOTE 8 – SELF-INSURANCE ACCRUALS

The university maintains self-insurance programs for professional medical malpractice, employee health insurance and workers' compensation. Information on each of these programs is provided below.

Medical Malpractice

The university has established trustee self-insurance funds for professional medical malpractice liability claims with a \$4,000 limit per occurrence and \$18,000 annual aggregate. The university self-insurance funds have insurance in excess of \$4,000 per occurrence through Oval Limited, a blended component unit of the university. Effective July 1, 2015, Oval Limited provides coverage with limits of \$75,000 per occurrence and in the aggregate.

Previous coverage levels for Oval Limited are as follows:

Accident Period for Oval	Gross Oval Limit (Occurrence and Annual Aggregate)
7/1/15 – 6/30/18	\$75,000
7/1/08 – 6/30/15	\$55,000
7/1/06 – 6/30/08	\$40,000
7/1/05 – 6/30/06	\$35,000
7/1/02 – 6/30/05	\$25,000
7/1/97 – 6/30/02	\$15,000
6/30/94 – 6/30/97	\$10,000

The limits are in excess of underlying policies with limits of \$4,000 per occurrence and \$18,000 in the aggregate. A portion of the risks written by Oval Limited to date is reinsured

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

by four reinsurance companies. Oval Limited retains 50% of the first \$15,000 of risk and cedes the remainder to Berkley Medical Excess Underwriters (rated A+ by A.M. Best). The next \$20,000 is fully ceded to Lexington Insurance Company (rated A by A.M. Best). The next \$20,000 is fully ceded to Endurance Specialty Insurance Ltd. (rated A by A.M. Best). Above that, Oval Limited cedes the remaining \$20,000 of risk to Medical Protective (rated A++ by A.M. Best). The estimated liability and the related contributions to the trustee fund are based upon an independent actuarial determination as of June 30, 2016. OSUP participates in the university self-insurance fund for professional medical malpractice liability claims.

The university's estimate of professional malpractice liability includes provisions for known claims and actuarially determined estimates of incurred but not reported claims and incidents. This liability at June 30, 2016 of the anticipated future payments on gross claims is estimated at its present value of \$57,873 discounted at an estimated rate of 3.0% (university funds) and an additional \$26,927 discounted at an estimated rate of 3.0% (Oval Limited).

Although actual experience upon the ultimate disposition of the claims may vary from this estimate, the self-insurance fund assets of \$179,198 (which primarily consist of bond and equity mutual funds, money market funds and U.S. treasury notes) are more than the recorded liability at June 30, 2016, and the surplus of \$94,398 is included in unrestricted net position.

At June 30, 2015, the anticipated future payments on gross claims was estimated at its present value of \$69,523 discounted at an estimated rate of 3% (university funds) and an additional \$29,055 discounted at an estimated rate of 3% (Oval Limited). The self-insurance fund assets of \$183,504 (which primarily consist of bond and equity mutual funds, money market funds and U.S. treasury notes) were more than the recorded liability at June 30, 2015, and the surplus of \$84,925 was included in unrestricted net position.

Employee Health Insurance

The university is also self-insured for employee health insurance. As of June 30, 2016 and 2015, \$39,096 and \$37,375, respectively is recorded as a liability relating to both claims received but not paid and estimates of claims incurred but not yet reported.

Workers' Compensation

Effective January 1, 2013, the university became self-insured for workers' compensation. As of June 30, 2016 and 2015, respectively, \$19,127 and \$15,308 are recorded as a liability relating to both claims received but not paid and estimates of claims incurred but not yet reported.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Changes in reported self-insurance liabilities for the primary institution since June 30, 2014 result from the following activities:

	Malpractice		Health		Workers' Compensation	
	2016	2015	2016	2015	2016	2015
Liability at beginning of fiscal year	\$ 88,578	\$ 101,577	\$ 37,375	\$ 48,507	\$ 15,308	\$ 12,341
Current year provision for losses	(9,120)	109	345,954	288,281	(5,481)	(3,045)
Claims payments	(4,850)	(3,100)	(242,183)	(289,415)	8,371	6,012
Balance at fiscal year end	\$ 84,608	\$ 98,576	\$ 39,096	\$ 37,375	\$ 18,127	\$ 15,308

NOTE 9 — DEBT

The university may finance the construction, renovation and acquisition of certain facilities through the issuance of debt obligations which may include general receipts bonds, certificates of participation, commercial paper, capital lease obligations and other borrowings.

Debt activity for the primary institution for the year ended June 30, 2016 is as follows:

Notes:	Primary Institution				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
WOSH	\$ 2,462	\$ -	\$ 139	\$ 2,301	\$ 159
OH Air Quality Note Series A	3,835	-	401	3,438	407
OH Air Quality Note Series B	2,340	-	-	2,340	-
St. Stephens Church Note	2,871	-	69	2,802	79
General Receipts Bonds - Fixed Rate:					
2005A, due serially through 2035	36,040	-	35,040	-	-
2008A, due serially through 2028	124,165	-	13,835	110,330	7,670
2010A, due serially through 2020	146,040	-	28,850	117,190	49,090
2010C, due 2040	654,785	-	-	654,785	-
2010D, due serially through 2032	84,625	-	-	84,625	-
2011, due 2111	500,000	-	-	500,000	-
2012A, due 2030	50,300	-	7,630	42,670	7,890
2012B, due 2039	18,310	-	1,785	17,125	1,800
2014A, due serially through 2044	130,580	-	2,190	131,791	2,235
2016A, due serially through 2113	-	600,000	-	600,000	-
2016B, due serially through 2030	-	10,875	2,310	28,545	2,610
Special Purpose General Receipts Bonds - Fixed Rate:					
2013A, due 2043	337,955	-	-	337,955	-
General Receipts Bonds - Variable Rate:					
1997, due serially through 2027	17,160	-	-	17,160	17,160
1999B, due serially through 2029	10,765	-	-	10,765	10,765
2001, due serially through 2032	53,083	-	-	53,083	53,083
2003C, due serially through 2031	51,975	-	-	51,975	51,975
2003E, due serially through 2031	71,573	-	-	71,573	71,573
2008B, due serially through 2028	91,925	-	-	91,925	91,925
2010E, due serially through 2035	150,000	-	-	150,000	150,000
2014E, due serially through 2044	150,000	-	-	150,000	150,000
Capital Lease Obligations	6,180	-	3,042	4,547	1,709
	2,743,351	630,875	85,111	3,275,095	638,418
Unamortized Bond Premiums	89,658	4,743	9,216	94,165	-
Total outstanding debt	\$ 2,842,009	\$ 635,620	\$ 104,367	\$ 3,371,260	\$ 638,418

Notes to Financial Statements – Years Ended June 30, 2016 and 2015
 (dollars in thousands)

Debt activity for the primary institution for the year ended June 30, 2015 is as follows:

	Primary Institution				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Notes:					
WOSU	\$ 2,621	\$ -	\$ 158	\$ 2,462	\$ 158
OH Air Quality Note Series A	4,234	-	385	3,839	401
OH Air Quality Note Series B	2,340	-	-	2,340	-
St. Stephens Church Note	2,937	-	66	2,871	69
General Receipts Bonds - Fixed Rate:					
2005A, due serially through 2035	47,400	-	11,260	36,040	2,715
2008A, due serially through 2028	137,410	-	13,245	124,165	13,835
2010A, due serially through 2020	174,600	-	28,620	146,040	28,830
2010C, due 2040	654,785	-	-	654,785	-
2010D, due serially through 2032	84,625	-	-	84,625	-
2011, due 2111	500,000	-	-	500,000	-
2012A, due 2030	90,500	-	-	90,500	7,630
2012B, due 2033	20,760	-	1,840	18,920	1,785
2014A, due serially through 2044	-	131,985	-	131,985	2,190
Special Purpose General Receipts Bonds - Fixed Rate:					
2013A, due 2031	837,955	-	-	837,955	-
General Receipts Bonds - Variable Rate:					
1997, due serially through 2027	17,160	-	-	17,160	17,160
1999B1, due serially through 2029	10,765	-	-	10,765	10,765
2001, due serially through 2032	53,035	-	-	53,035	53,035
2003C, due serially through 2031	51,975	-	-	51,975	51,975
2005B, due serially through 2035	71,575	-	-	71,575	71,575
2006B, due serially through 2028	91,925	-	-	91,925	91,925
2010E, due serially through 2035	150,000	-	-	150,000	150,000
2014B, due serially through 2044	-	150,000	-	150,000	150,000
Capital Lease Obligations	8,446	-	2,057	6,389	1,840
	2,515,108	281,985	57,742	2,743,351	655,919
Unamortized Bond Premiums	90,420	14,835	6,597	98,658	-
Total outstanding debt	\$ 2,605,528	\$ 300,820	\$ 64,339	\$ 2,841,009	\$ 655,919

Debt activity for the discretely presented component units for the year ended June 30, 2016 is as follows:

	Discretely Presented Component Units				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Notes:					
OSU Physicians - Series 2013 Health Care Facilities Revenue Bond, due through 2035	\$ 14,228	\$ -	\$ 569	\$ 13,659	\$ 811
OSU Physicians - Term Loan Payable, due 2023	2,136	-	249	1,887	-
	\$ -	-	\$ -	-	-
Capital Lease Obligations					
Total outstanding debt	\$ 16,369	\$ -	\$ 823	\$ 15,546	\$ 811

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Debt activity for the discretely presented component units for the year ended June 30, 2015 is as follows:

	Discretely Presented Component Units				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Period
Notes:					
OSU Physicians - Series 2013 Health Care Facilities Revenue Bond, due through 2035	\$ 14,785	\$ -	\$ 357	\$ 14,228	\$ 567
OSU Physicians - Term Loan Payable, due 2023	1,379	-	243	1,136	244
OSU Physicians - Fifth Third Letter of Credit	70	-	70	-	-
Capital Lease Obligations	20	-	15	5	5
Total outstanding debt	\$ 17,254	\$ -	\$ 685	\$ 16,109	\$ 816

Debt obligations are generally callable by the university, bear interest at fixed and variable rates ranging from 0% to 6% and mature at various dates through 2111. Maturities and interest on debt obligations for the next five years and in five-year periods for the primary institution are as follows:

	Primary Institution		
	Principal	Interest	Total
2017	\$ 658,418	\$ 122,504	\$ 780,922
2018	62,366	117,208	179,574
2019	48,181	114,874	163,055
2020	35,144	113,011	148,155
2021	33,651	111,379	145,030
2022-2026	192,388	531,399	723,787
2027-2031	166,430	490,035	656,465
2032-2036	112,621	460,063	572,684
2037-2041	785,746	402,856	1,188,602
2042-2046	84,150	245,427	329,577
2047-2051	350,000	177,247	527,247
2052-2056	-	170,600	170,600
2057-2061	250,000	125,060	375,060
2062-2066	-	120,000	120,000
2067-2071	-	120,000	120,000
2072-2076	-	120,000	120,000
2077-2081	-	120,000	120,000
2082-2086	-	120,000	120,000
2087-2091	-	120,000	120,000
2092-2096	-	120,000	120,000
2097-2101	-	120,000	120,000
2102-2106	-	120,000	120,000
2107-2111	500,000	120,000	620,000
	\$ 3,279,095	\$ 4,381,663	\$ 7,660,758

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Maturities and interest on debt obligations for the next five years and in five-year periods for the discretely presented component units are as follows:

	Discretely Presented Component Units		
	Principal	Interest	Total
2017	\$ 811	\$ 322	\$ 1,133
2018	892	304	1,196
2019	879	285	1,164
2020	898	266	1,164
2021	918	246	1,164
2022-2026	3,957	563	4,520
2027-2031	3,781	151	3,932
2032-2036	3,410	952	4,362
	<u>\$ 15,546</u>	<u>\$ 3,089</u>	<u>\$ 18,635</u>

General receipts bonds are backed by the unrestricted receipts of the university, excluding certain items as described in the bond indentures.

The outstanding bond indentures do not require mandatory reserves for future payment of principal and interest. However, the university has set aside \$324,998 for future debt service which is included in unrestricted net position.

The university has defeased various bonds by placing the proceeds of new bonds into an irrevocable trust to provide for all future debt service payments on the old bonds. The defeased bonds for the primary institution are as follows:

	Amount	
	Amount Defeased	Outstanding at June 30, 2016
General Receipts Bonds:		
Series 2008A	\$ 18,195	\$ 18,195
Series 2010A	13,050	13,050
Series 2010D	3,710	3,710
	<u>\$ 34,955</u>	<u>\$ 34,955</u>

Neither the outstanding indebtedness nor the related trust account assets for the above bonds are included in the university's financial statements.

Special-Purpose General Receipts Bonds

In January 2013, the university issued \$337,955 of Special Purpose General Receipts Bonds, Series 2013A. These bonds are solely payable from, and secured by, a pledge of the gross revenues of Special Purpose Revenue Facilities. Special Purpose Revenue Facilities are defined in the Series 2013 Supplement as all housing and dining facilities and

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

such auxiliary facilities as shall constitute recreation facilities owned by the university. The bond indenture agreement includes a debt covenant, requiring the university "to set rates, charges and fees in each Fiscal Year so as to cause Special Purpose Pledged Revenues to be in an amount not less than 1.10 times the aggregate debt service for the then-current Fiscal Year on all Special Purpose General Receipts Obligations". At June 30, 2016, the university is in compliance with this covenant. Condensed financial information for the Special Purpose Revenue Facilities is provided in Note 21.

Variable Rate Demand Bonds

Series 1997, 1999B1, 2001, 2003C, 2005B, 2008B, 2010E and 2014B variable rate demand bonds bear interest at rates based upon yield evaluations at par of comparable securities. The maximum interest rate allowable and the effective average interest rate from issue date to June 30, 2016 are as follows:

Series:	Interest Rate Not	Effective Average
	to Exceed	Interest Rate
1997	12%	1.545%
1999B1	12%	1.317%
2001	12%	1.097%
2003C	12%	1.449%
2005B	12%	1.005%
2008B	12%	0.268%
2010E	8%	0.099%
2014B	not specified	0.087%

At the discretion of the university, the interest rate on the bonds can be converted to a fixed rate. The bonds may be redeemed by the university or sold by the bondholders to a remarketing agent appointed by the university at any time prior to conversion to a fixed rate at a price equal to the principal amount plus accrued interest.

The university's variable rate demand bonds mature at various dates through 2044. GASB Interpretation No. 1, *Demand Bonds Issued by State and Local Governmental Entities*, provides guidance on the statement of net position classification of these bonds. Under GASB Interpretation No. 1, outstanding principal balances on variable rate demand bonds may be classified as non-current liabilities if the issuer has entered into a "take-out agreement" to convert bonds "put" but not resold into some other form of long-term obligation. In the absence of such an agreement, the total outstanding principal balances for these bonds are required to be classified as current liabilities.

Although it is the university's intent to repay its variable rate demand bonds in accordance with the maturities set forth in the bond offering circulars, the university does not have "take-out agreements" in place per the GASB Interpretation No. 1 requirements. Accordingly, the university has classified the total outstanding principal balances on its variable rate demand

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

bonds as current liabilities. The obligations totaled \$596,435 and \$596,435 at June 30, 2016 and 2015, respectively.

Capital Lease Obligations

Some university equipment items and vehicles are financed as capital leases. The original cost and lease obligations related to these capital leases as of June 30, 2016 are \$13,338 and \$4,547, respectively. The original cost and lease obligations related to these capital leases as of June 30, 2015 are \$15,203 and \$6,389, respectively.

Capitalization of Interest

Interest incurred during the construction of capital assets is included in the cost of the asset when capitalized. Total interest costs incurred for the years ended June 30, 2016 and 2015 for the primary institution were \$105,619 and \$100,082, respectively. Of these amounts, interest of \$11,734 and \$30,324 was capitalized in the years ended June 30, 2016 and 2015. The remaining amounts, \$93,885 in fiscal year 2016 and \$69,758 in fiscal year 2015, are reported as interest expense in the statement of revenues, expenses and changes in net position.

NOTE 10 — OPERATING LEASES

The university leases various buildings, office space, and equipment under operating lease agreements. These facilities and equipment are not recorded as assets on the statement of net position. The total rental expense under these agreements was \$30,152 and \$24,760 for the years ended June 30, 2016 and 2015, respectively.

Future minimum payments for all significant operating leases with initial or remaining terms in excess of one year as of June 30, 2016 are as follows:

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Year Ending June 30,	Primary	Discretely Presented
	Institution	Component Units
2017	\$ 44,581	\$ 2,601
2018	16,136	1,680
2019	14,633	776
2020	13,339	579
2021	11,044	384
2022-2026	48,432	816
2027-2031	39,178	21
2032-2036	3,009	-
2037-2041	775	-
2042-2046	1,077	-
2047-2051	1,068	-
2052-2056	1,310	-
2057 and beyond	2,725	-
Total minimum lease payments	<u>\$ 197,307</u>	<u>\$ 6,857</u>

NOTE 11 — COMPENSATED ABSENCES

University employees earn vacation and sick leave on a monthly basis.

Classified civil service employees may accrue vacation benefits up to a maximum of three years credit. Administrative and professional staff and faculty may accrue vacation benefits up to a maximum of 240 hours. For all classes of employees, any earned but unused vacation benefit is payable upon termination.

Sick leave may be accrued without limit. However, earned but unused sick leave benefits are payable only upon retirement from the university with ten or more years of service with the state. The amount of sick leave benefit payable at retirement is one fourth of the value of the accrued but unused sick leave up to a maximum of 240 hours.

The university accrues sick leave liability for those employees who are currently eligible to receive termination payments as well as other employees who are expected to become eligible to receive such payments. This liability is calculated using the "termination payment method" which is set forth in Appendix C, Example 4 of the GASB Statement No. 16, *Accounting for Compensated Absences*. Under the termination method, the university calculates a ratio, Sick Leave Termination Cost per Year Worked, that is based on the university's actual historical experience of sick leave payouts to terminated employees. This ratio is then applied to the total years-of-service for current employees.

Certain employees of the university (mostly classified civil service employees) receive compensation time in lieu of overtime pay. Any unused compensation time must be paid to the employee at termination or retirement.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

NOTE 12 — OTHER LIABILITIES

Other liability activity for the primary institution for the year ended June 30, 2016 is as follows:

	Primary Institution				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Compensated absences	\$ 166,356	\$ 15,794	\$ 11,138	\$ 171,012	\$ 11,138
Self-insurance accruals	151,261	338,585	386,813	143,033	46,407
Amounts due to third party payors	52,811	62,585	44,168	71,228	26,483
Obligations under life income agreements	28,944	7,721	3,440	33,225	3,548
Refundable advances for Federal Perkins loans	32,228	-	138	32,110	-
Other noncurrent liabilities	84,140	26,917	-	111,057	-
	\$ 515,740	\$ 453,612	\$ 405,697	\$ 563,655	\$ 91,977

Other liability activity for the primary institution for the year ended June 30, 2015 is as follows:

	Primary Institution				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Compensated absences	\$ 160,256	\$ 20,532	\$ 14,472	\$ 166,316	\$ 14,472
Self-insurance accruals	162,425	791,106	802,470	151,261	43,387
Amounts due to third party payors	19,779	52,862	19,880	52,811	8,643
Obligations under life income agreements	36,062	-	7,118	28,944	2,440
Refundable advances for Federal Perkins loans	31,657	3,142	571	32,228	-
Other noncurrent liabilities	93,168	-	7,028	84,140	-
	\$ 303,387	\$ 867,642	\$ 331,489	\$ 315,740	\$ 68,942

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

NOTE 13 – RENTALS UNDER OPERATING LEASES

The university is the lessor of certain land, buildings, office and retail space under operating lease agreements. Future minimum rental income from non-cancelable operating leases for the primary institution as of June 30, 2016 is as follows:

Year Ending June 30,	
2017	\$ 5,228
2018	4,056
2019	3,531
2020	3,143
2021	2,512
2022-2026	9,563
2027-2031	3,822
2032-2036	2,832
2037-2041	2,274
2042-2046	207
2047-2051	60
Total minimum future rentals	<u>\$ 37,228</u>

NOTE 14 – OPERATING EXPENSES BY OBJECT

In accordance with requirements set forth by the Ohio Board of Regents, the university reports operating expenses by functional classification on the Statement of Revenues, Expenses and Other Changes in Net Position. Operating expenses by object for the primary institution for the years ended June 30, 2016 and 2015 are summarized as follows:

Year Ended June 30, 2016

	Primary Institution				
	Compensation and Benefits	Supplies and Services	Scholarships and Fellowships	Depreciation	Total
Instruction	\$ 866,930	\$ 127,177	\$ -	\$ -	\$ 994,287
Separately budgeted research	296,748	147,329	-	-	444,077
Public service	50,729	69,552	-	-	160,281
Academic support	169,078	38,610	-	-	207,688
Student services	78,115	25,660	-	-	103,784
Institutional support	117,693	109,464	-	-	227,157
Operation and maintenance of plant	32,547	68,460	-	-	101,007
Scholarships and fellowships	6,308	2,189	112,465	-	120,962
Auxiliary enterprises	153,389	100,748	-	-	254,137
OSU Health System	1,251,265	1,039,765	-	-	2,251,030
Depreciation	-	-	-	351,901	351,901
Total operating expenses	<u>\$ 3,042,782</u>	<u>\$ 1,709,163</u>	<u>\$ 112,465</u>	<u>\$ 351,901</u>	<u>\$ 5,216,311</u>

Notes to Financial Statements – Years Ended June 30, 2016 and 2015
 (dollars in thousands)

Year Ended June 30, 2015

	Primary Institution				
	Compensation and Benefits	Supplies and Services	Scholarships and fellowships	Depreciation	Total
Instruction	\$ 823,329	\$ 116,776	\$ -	\$ -	\$ 940,105
Separately budgeted research	271,924	162,700	-	-	434,624
Public service	80,828	50,530	-	-	131,358
Academic support	148,655	43,485	-	-	192,140
Student services	75,245	24,984	-	-	100,229
Institutional support	130,756	99,993	-	-	230,749
Operation and maintenance of plant	32,789	63,077	-	-	95,866
Scholarships and fellowships	5,341	2,902	103,701	-	112,944
Auxiliary enterprises	142,037	106,842	-	-	248,879
OSU Health System	1,054,966	915,258	-	-	1,970,224
Depreciation	-	-	-	335,881	335,881
Total operating expenses	\$ 2,766,870	\$ 1,586,447	\$ 103,701	\$ 335,881	\$ 4,792,899

NOTE 15 — RETIREMENT PLANS

University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements.

STRS Ohio and OPERS each offer three separate plans: 1) a defined benefit plan, 2) a defined contribution plan and 3) a combined plan. Each of these three options is discussed in greater detail in the following sections.

Defined Benefit Plans

STRS Ohio and OPERS offer statewide cost-sharing multiple-employer defined benefit pension plans. STRS Ohio and OPERS provide retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. Benefits are established by state statute and are calculated using formulas that include years of service and final average salary as factors. Both STRS Ohio and OPERS issue separate, publicly available financial reports that include financial statements and required supplemental information. These reports may be obtained by contacting the two organizations.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

STRS Ohio
275 East Broad Street
Columbus, OH 43215-3371
(614) 227-4090
(888) 227-7877
www.strsoh.org

OPERS, Attn: Finance Director
277 East Town Street
Columbus, OH 43215-4642
(614) 222-5601
(800) 222-7377
www.opers.org/financial/reports.shtml#CAFR

In accordance with GASB Statement No. 68, employers participating in cost-sharing multiple-employer plans are required to recognize a proportionate share of the collective net pension liabilities of the plans. Although changes in the net pension liability generally are recognized as pension expense in the current period, GASB 68 requires certain items to be deferred and recognized as expense in future periods. Deferrals for differences between projected and actual investment returns are amortized to pension expense over five years. Deferrals for employer contributions subsequent to the measurement date are amortized in the following period (one year). Other deferrals are amortized over the estimated remaining service lives of both active and inactive employees (amortization periods range from 3 to 9 years).

The collective net pension liabilities of the retirement systems and the university's proportionate share of these net pension liabilities as of June 30, 2016 are as follows:

	STRS-Ohio	OPERS	Total
Net pension liability - all employers	\$ 27,637,075	\$ 17,272,216	
Proportion of the net pension liability - university	4.5%	9.0%	
Proportionate share of net pension liability	\$ 1,238,470	\$ 1,556,156	\$ 2,794,626

The collective net pension liabilities of the retirement systems and the university's proportionate share of these net pension liabilities as of June 30, 2015 are as follows:

	STRS-Ohio	OPERS	Total
Net pension liability - all employers	\$ 24,323,461	\$ 12,022,635	
Proportion of the net pension liability - university	4.4%	8.8%	
Proportionate share of net pension liability	\$ 1,070,914	\$ 1,059,538	\$ 2,130,432

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of June 30, 2016:

	STRS-Ohio	OPERS	Total
Deferred Outflows of Resources:			
Differences between expected and actual experience	\$ 56,459	\$ 317	\$ 56,776
Net difference between projected and actual earnings on pension plan investments	-	461,637	461,637
Changes in proportion of university contributions	789	1,343	2,132
University contributions subsequent to the measurement date	67,106	88,058	155,164
Total	\$ 124,354	\$ 551,355	\$ 675,709
Deferred Inflows of Resources:			
Differences between expected and actual experience	\$ -	\$ 33,260	\$ 33,260
Net difference between projected and actual earnings on pension plan investments	89,069	-	89,069
Changes in proportion of university contributions	-	40	40
Total	\$ 89,069	\$ 33,300	\$ 122,369

Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of June 30, 2015:

	STRS-Ohio	OPERS	Total
Deferred Outflows of Resources:			
Differences between expected and actual experience	\$ 10,310	\$ -	\$ 10,310
Net difference between projected and actual earnings on pension plan investments	-	57,206	57,206
University contributions subsequent to the measurement date	66,547	84,922	151,469
Total	\$ 76,857	\$ 142,128	\$ 218,985
Deferred Inflows of Resources:			
Differences between expected and actual experience	\$ -	\$ 20,512	\$ 20,512
Net difference between projected and actual earnings on pension plan investments	198,123	-	198,123
Total	\$ 198,123	\$ 20,512	\$ 218,635

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Net deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense during the years ending June 30 as follows:

	STRS-Ohio	OPERS	Total
2017	47,412	189,460	236,872
2018	(19,694)	108,593	88,899
2019	(19,694)	117,169	97,475
2020	27,260	104,301	131,561
2021	-	(383)	(383)
2022 and Thereafter	-	(1,084)	(1,084)
Total	\$ 35,284	\$ 518,056	\$ 553,340

The following table provides additional details on the pension benefit formulas, contribution requirements and significant assumptions used in the measurement of total pension liabilities for the retirement systems.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

	STRS-Ohio	OPERS
Statutory Authority	Ohio Revised Code Chapter 3307	Ohio Revised Code Chapter 145
Benefit Formula	The annual retirement allowance based on final average salary multiplied by a percentage that varies based on years of service. Effective August 1, 2015, the calculation is 2.2% of final average salary for the five highest years of earnings multiplied by all years of service. Members are eligible to retire at age 60 with five years of qualifying service credit, or at age 55 with 25 years of service, or 30 years of service regardless of age. Age and service requirements for retirement increased effective August 1, 2015, and will continue to increase periodically until they reach age 60 with 35 years of service or age 65 and five years of service on August 1, 2026.	Benefits are calculated on the basis of age, final average salary (FAS), and service credit. State and Local members in transition Groups A and B are eligible for retirement benefits at age 60 with 60 contributing months of service credit or at age 55 with 25 or more years of service credit. Group C for State and Local is eligible for retirement at age 57 with 25 years of service or at age 62 with 5 years of service. For Groups A and B, the annual benefit is based on 2.2% of final average salary multiplied by the actual years of service for the first 30 years of service credit and 2.5% for years of service in excess of 30 years. For Group C, the annual benefit applies a factor of 2.2% for the first 35 years and a factor of 2.5% for the years of service in excess of 35. FAS represents the average of the three highest years of earnings over a member's career for Groups A and B. Group C is based on the average of the five highest years of earnings over a member's career. The base amount of a member's pension benefit is locked in upon receipt of the initial benefit payment for calculation of annual cost-of-living adjustment.
Cost-of-Living Adjustments	With certain exceptions, the basic benefit is increased each year by 2% of the original base benefit. For members retiring August 1, 2013, or later, the first 2% is paid on the fifth anniversary of the retirement benefit.	Once a benefit recipient retiring under the Traditional Pension Plan has received benefits for 12 months, an annual 3% cost-of-living adjustment is provided on the member's base benefit.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

	STRS-Ohio	OPERS
Contribution Rates	Employer and member contribution rates are established by the State Teachers Retirement Board and limited by Chapter 3307 of the Ohio Revised Code. Through June 30, 2015, the employer rate was 14% and the member rate was 12% of covered payroll. The statutory employer rate for fiscal 2016 and subsequent years is 14%. The statutory member contribution rate increased to 13% on July 1, 2015 and will increase to 14% on July 1, 2016.	Employee and member contribution rates are established by the OPERS Board and limited by Chapter 145 of the Ohio Revised Code. For 2015, employer rates for the State and Local Divisions were 14% of covered payroll (and 18.1% for the Law Enforcement and Public Safety Divisions). Member rates for the State and Local Divisions were 10% of covered payroll (13% for Law Enforcement and 12% for Public Safety).
Measurement Date	June 30, 2015	December 31, 2015
Actuarial Assumptions	Valuation Date: July 1, 2015 Actuarial Cost Method: Individual entry age Investment Rate of Return: 7.75% Inflation: 2.75% Projected Salary Increases: 2.75% - 12.25% Cost-of-Living Adjustments: 2.00% Simple	Valuation Date: December 31, 2015 Actuarial Cost Method: Individual entry age Investment Rate of Return: 8.00% Inflation: 3.75% Projected Salary Increases: 4.25% - 10.05% Cost-of-Living Adjustments: 3.00% Simple
Mortality Rates	RP-2000 Combined Mortality Table (Projection 2022–Scale AA) for Males and Females. Males' ages are set back two years through age 89 and no setback for age 90 and above. Females younger than age 80 are set back four years, one year set back from age 80 through 89 and no set back from age 90 and above.	RP-2000 mortality table projected 20 years using Projection Scale AA. For males, 105% of the combined healthy male mortality rates were used. For females, 100% of the combined healthy female mortality rates were used. The mortality rates used in evaluating disability allowances were based on the RP-2000 mortality table with no projections. For males, 120% of the disabled female mortality rates were used set forward two years. For females, 100% of the disabled female mortality rates were used.
Date of Last Experience Study	July 1, 2012	December 31, 2010

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

	STRS-Ohio	OPERS																																																
Investment Return Assumptions	<p>The 10 year expected real rate of return on pension plan investments was determined by STRS Ohio's investment consultant by developing best estimates of expected future real rates of return for each major asset class. The target allocation and long-term expected real rate of return for each major asset class are summarized as follows:</p> <table border="1"> <thead> <tr> <th>Asset Class</th> <th>Target Allocation</th> <th>Long Term Expected Return*</th> </tr> </thead> <tbody> <tr> <td>Domestic Equity</td> <td>31.0%</td> <td>8.00%</td> </tr> <tr> <td>International Equity</td> <td>26.0%</td> <td>7.65%</td> </tr> <tr> <td>Alternatives</td> <td>14.0%</td> <td>8.00%</td> </tr> <tr> <td>Fixed Income</td> <td>18.0%</td> <td>3.75%</td> </tr> <tr> <td>Real Estate</td> <td>10.0%</td> <td>6.75%</td> </tr> <tr> <td>Liquidity Reserves</td> <td>3.0%</td> <td>3.00%</td> </tr> <tr> <td>Total</td> <td>100%</td> <td></td> </tr> </tbody> </table> <p>* Returns presented as geometric means</p>	Asset Class	Target Allocation	Long Term Expected Return*	Domestic Equity	31.0%	8.00%	International Equity	26.0%	7.65%	Alternatives	14.0%	8.00%	Fixed Income	18.0%	3.75%	Real Estate	10.0%	6.75%	Liquidity Reserves	3.0%	3.00%	Total	100%		<p>The long term expected rate of return on defined benefit investment assets was determined using a building-block method in which best-estimate ranges of expected future real rates of return are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage, adjusted for inflation. The following table displays the Board-approved asset allocation policy for 2014 and the long-term expected real rates of return:</p> <table border="1"> <thead> <tr> <th>Asset Class</th> <th>Target Allocation</th> <th>Long Term Expected Return*</th> </tr> </thead> <tbody> <tr> <td>Fixed Income</td> <td>23.0%</td> <td>2.31%</td> </tr> <tr> <td>Domestic Equity</td> <td>20.7%</td> <td>5.84%</td> </tr> <tr> <td>Real Estate</td> <td>10.0%</td> <td>4.25%</td> </tr> <tr> <td>Private Equity</td> <td>10.0%</td> <td>9.25%</td> </tr> <tr> <td>International Equity</td> <td>18.3%</td> <td>7.40%</td> </tr> <tr> <td>Other Investments</td> <td>18.0%</td> <td>4.59%</td> </tr> <tr> <td>Total</td> <td>100.0%</td> <td></td> </tr> </tbody> </table> <p>* Returns presented as arithmetic means</p>	Asset Class	Target Allocation	Long Term Expected Return*	Fixed Income	23.0%	2.31%	Domestic Equity	20.7%	5.84%	Real Estate	10.0%	4.25%	Private Equity	10.0%	9.25%	International Equity	18.3%	7.40%	Other Investments	18.0%	4.59%	Total	100.0%	
Asset Class	Target Allocation	Long Term Expected Return*																																																
Domestic Equity	31.0%	8.00%																																																
International Equity	26.0%	7.65%																																																
Alternatives	14.0%	8.00%																																																
Fixed Income	18.0%	3.75%																																																
Real Estate	10.0%	6.75%																																																
Liquidity Reserves	3.0%	3.00%																																																
Total	100%																																																	
Asset Class	Target Allocation	Long Term Expected Return*																																																
Fixed Income	23.0%	2.31%																																																
Domestic Equity	20.7%	5.84%																																																
Real Estate	10.0%	4.25%																																																
Private Equity	10.0%	9.25%																																																
International Equity	18.3%	7.40%																																																
Other Investments	18.0%	4.59%																																																
Total	100.0%																																																	

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

	STRS-Ohio			OPERS		
Discount Rate	The discount rate used to measure the total pension liability was 7.75% as of June 30, 2015. The projection of cash flows used to determine the discount rate assumes that member and employer contributions will be made at the statutory contribution rates in accordance with the rate increases described above. For this purpose, only employer contributions that are intended to fund benefits of current plan members and their beneficiaries are included. Projected employer contributions that are intended to fund the service costs of future plan members and their beneficiaries, as well as projected contributions from future plan members, are not included. Based on those assumptions, STRS Ohio's fiduciary net position was projected to be available to make all projected future benefit payments to current plan members as of June 30, 2015. Therefore, the long-term expected rate of return on pension plan investments of 7.75% was applied to all periods of projected benefit payments to determine the total pension liability as of June 30, 2015.			The discount rate used to measure the total pension liability was 8.0% for the Traditional Pension Plan, the Combined Plan and the Member-Directed Plan. The projection of cash flows used to determine the discount rate assumed that contributions from plan members and those of the contributing employers are made at the statutorily required rates. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.		
Sensitivity of Net Pension Liability to Changes in Discount Rate	1% Decrease (6.75%)	Current Rate (7.75%)	1% Increase (8.75%)	1% Decrease (7.00%)	Current Rate (8.00%)	1% Increase (9.00%)
	\$ 1,720,329	\$ 1,218,470	\$ 830,987	\$ 2,486,407	\$ 1,556,155	\$ 771,771

Defined Contribution Plans

ARP is a defined contribution pension plan. Full-time administrative and professional staff and faculty may choose enrollment in ARP in lieu of OPERS or STRS Ohio. Classified civil service employees hired on or after August 1, 2005 are also eligible to participate in ARP. ARP does not provide disability benefits, annual cost-of-living adjustments, post-retirement health care benefits or death benefits to plan members and beneficiaries. Benefits are entirely dependent on the sum of contributions and investment returns earned by each participant's choice of investment options.

OPERS also offers a defined contribution plan, the Member-Directed Plan (MD). The MD plan does not provide disability benefits, annual cost-of-living adjustments, post-retirement

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

health care benefits or death benefits to plan members and beneficiaries. Benefits are entirely dependent on the sum of contributions and investment returns earned by each participant's choice of investment options.

STRS Ohio also offers a defined contribution plan in addition to its long established defined benefit plan. Employer contributions at a rate of 9.5% and all employee contributions are placed in an investment account directed by the employee. Disability benefits are limited to the employee's account balance. Employees electing the defined contribution plan receive no post-retirement health care benefits.

Combined Plans

STRS Ohio offers a combined plan with features of both a defined contribution plan and a defined benefit plan. In the combined plan, employee contributions are invested in self-directed investments, and the employer contribution is used to fund a reduced defined benefit. Employees electing the combined plan receive post-retirement health care benefits.

OPERS also offers a combined plan. This is a cost-sharing multiple-employer defined benefit plan that has elements of both a defined benefit and defined contribution plan. In the combined plan, employee contributions are invested in self-directed investments, and the employer contribution is used to fund a reduced defined benefit. Employees electing the combined plan receive post-retirement health care benefits. OPERS provides retirement, disability, survivor and post-retirement health benefits to qualifying members of the combined plan.

Summary of Employer Pension Expense

Total pension expense for the year ended June 30, 2016, including employer contributions and accruals associated with recognition of net pension liabilities and related deferrals, is presented below.

	STRS-Ohio	OPERS	ARP	Total
Employer Contributions	\$ 66,975	\$ 178,293	\$ 53,423	\$ 298,691
GASB 68 Accruals	11,006	100,197		111,203
Total Pension Expense	<u>\$ 77,981</u>	<u>\$ 278,490</u>	<u>\$ 53,423</u>	<u>\$ 409,894</u>

Total pension expense for the year ended June 30, 2015, including employer contributions and accruals associated with recognition of net pension liabilities and related deferrals, is presented below.

	STRS-Ohio	OPERS	ARP	Total
Employer Contributions	\$ 65,738	\$ 170,979	\$ 50,598	\$ 287,315
GASB 68 Accruals	(15,237)	(19,152)		(34,389)
Total Pension Expense	<u>\$ 50,501</u>	<u>\$ 151,827</u>	<u>\$ 50,598</u>	<u>\$ 252,926</u>

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Pension expense is allocated to institutional functions on the Statement of Revenues, Expenses and Other Changes in Net Position.

Post-Retirement Health Care Benefits

STRS Ohio currently provides access to health care coverage to retirees who participated in the defined benefit or combined plans and their dependents. Coverage under the current program includes hospitalization, physicians' fees, prescription drugs, and partial reimbursement of monthly Medicare Part B premiums. Pursuant to ORC, STRS Ohio has discretionary authority over how much, if any, of the associated health care costs will be absorbed by STRS Ohio. All benefit recipients pay a portion of the health care costs in the form of monthly premiums. Under ORC, medical costs paid from the funds of STRS Ohio are included in the employer contribution rate. For the fiscal year ended June 30, 2015, STRS Ohio made no allocation of employer contributions for post-employment health care.

OPERS currently provides post-employment health care benefits to retirees with ten or more years of qualifying service credit. These benefits are advance-funded on an actuarially determined basis and are financed through employer contributions and investment earnings. OPERS determines the amount, if any, of the associated health care costs that will be absorbed by OPERS. Under Ohio Revised Code (ORC), funding for medical costs paid from the funds of OPERS is included in the employer contribution rate. For calendar years 2015 and 2016, OPERS allocated 2.0% of the employer contribution rate to fund the health care program for retirees.

OSU Physicians Retirement Plan

Retirement benefits are provided for the employees of OSUP through a tax-sheltered 403(b) and 401(a) program administered by an insurance company. OSUP is required to make nondiscretionary contributions of no less than 7.5% under the Interim Retirement Plan; however, some subsidiaries make an additional discretionary contribution of up to 17.5%, for a range of total employer contributions of 7.5% to 25%. Employees are allowed, but not required, to make contributions to the 403(b) plan. OSUP's share of the cost of these benefits was \$3,949 and \$4,397 for the years ended June 30, 2016 and 2015, respectively.

Employee contributions were \$1,603 and \$1,457 for the years ended June 30, 2016 and 2015.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

NOTE 16 — CAPITAL PROJECT COMMITMENTS

At June 30, 2016, the university is committed to future contractual obligations for capital expenditures of approximately \$188,978.

These projects are funded by the following sources:

State appropriations	\$ 33,485
Internal and other sources	<u>155,493</u>
Total	<u>\$ 188,978</u>

NOTE 17 — CONTINGENCIES AND RISK MANAGEMENT

The university is a party in a number of legal actions. While the final outcome cannot be determined at this time, management is of the opinion that the liability, if any, for these legal actions will not have a material adverse effect on the university's financial position.

The university is self-insured for the Health System's professional malpractice liability, employee health benefits, workers' compensation and employee life, accidental death and dismemberment benefits. Additional details regarding these self-insurance arrangements are provided in Note 8. The university also carries commercial insurance policies for various property, casualty and excess liability risks. Over the past three years, settlement amounts related to these insured risks have not exceeded the university's coverage amounts.

Under the terms of federal grants, periodic audits are required and certain costs may be questioned as not being appropriate expenditures under the terms of the grants. Such audits could lead to reimbursements to the grantor agencies. While questioned costs may occur, ultimate repayments required of the university have been infrequent in prior years.

NOTE 18 — PARKING LEASE AND CONCESSION AGREEMENT

On September 21, 2012, the university entered into a 50-year lease and concession agreement with QIC Global Infrastructure (QIC GI). CampusParc LP, a QIC GI affiliate, owns and operates the university's parking concession on QIC GI's behalf. Under the agreement, CampusParc operates, maintains and retains parking revenues from the university's parking lots and garages. This agreement also regulates the parking rates that may be charged and future increases in these rates. The university received lump-sum payments totaling \$483,000 from QIC GI and used the proceeds to establish endowment funds, with income distributions internally designated to support student scholarships, faculty initiatives and research, transportation and sustainability and the university arts district.

The lump-sum payment under this service concession arrangement is reported as a deferred inflow of resources and is being amortized to operating revenue over the life of the agreement. Deferred inflows related to the parking agreement were \$445,439 and \$455,070

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

at June 30, 2016 and 2015, respectively. The university reports the parking lots and garages as capital assets with a carrying amount of \$124,985 and \$124,947 at June 30, 2016 and 2015, respectively.

NOTE 19 – COMBINING INFORMATION FOR BLENDED COMPONENT UNITS

As indicated in the Basis of Presentation in Note 1, the university consolidates certain component units in a blended presentation. Condensed combining financial information for the years ended June 30, 2016 and 2015 is presented below.

Condensed Combining Information – Year Ended June 30, 2016

	OSU Foundation	OSU Health Plan	Oval Limited
Condensed statements of net position:			
Current assets	\$ 47,947	\$ 6,764	\$ 51,449
Capital assets, net	3,518	31	-
Other assets	879,169	648	-
Amounts receivable from the university	-	-	-
Deferred outflows	-	-	-
Total assets and deferred outflows	<u>\$ 930,634</u>	<u>\$ 7,443</u>	<u>\$ 51,449</u>
Current liabilities	\$ 3,881	\$ 885	\$ 50
Noncurrent liabilities	45,442	428	26,927
Amounts payable to the university	1,548	2,081	-
Deferred inflows	-	-	-
Total liabilities and deferred inflows	<u>50,871</u>	<u>3,394</u>	<u>26,977</u>
Net investment in capital assets	3,518	-	-
Restricted:			
Nonexpendable	744,159	-	-
Expendable	121,124	-	-
Unrestricted	10,962	4,049	24,472
Total net position	<u>879,763</u>	<u>4,049</u>	<u>24,472</u>
Total liabilities, deferred inflows and net position	<u>\$ 930,634</u>	<u>\$ 7,443</u>	<u>\$ 51,449</u>

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

	OSU Foundation	OSU Health Plan	Oval Limited
Condensed statements of revenues, expenses and changes in net position:			
Operating revenues:			
Grants and contracts	\$ -	\$ -	\$ -
Sales and services of OSU Physicians	-	-	-
Other sales, services and rental income	1,846	12,138	759
Other operating	-	-	-
Total operating revenues	1,846	12,138	759
Operating expenses, excluding depreciation	22,531	11,581	152
Depreciation expense	247	-	-
Total operating expenses	22,778	11,581	152
Net operating income (loss)	(20,932)	557	607
Non-operating revenues and expenses:			
Gifts for current use	156,737	-	-
Net investment income (loss)	(12,441)	-	502
Interest expense	-	-	-
Other non-operating revenue (expense)	-	-	-
Net non-operating revenue (expense)	144,296	-	502
Capital contributions and additions to permanent endowments	75,415	-	-
Transfers from (to) the university	(197,297)	-	-
Change in net position	1,482	557	1,109
Beginning net position	878,281	3,492	23,363
Ending net position	\$ 879,763	\$ 4,049	\$ 24,472
Condensed statements of cash flows:			
Net cash provided (used) by:			
Operating activities	\$ (19,660)	\$ 39	\$ 1,198
Noncapital financing activities	29,991	1,332	-
Capital and related financing activities	10,422	104	-
Investing activities	(21,536)	(31)	(12,295)
Net increase (decrease) in cash	(783)	1,444	(11,097)
Beginning cash and cash equivalents	3,276	4,551	12,854
Ending cash and cash equivalents	\$ 2,493	\$ 5,995	\$ 1,757

Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Condensed Combining Information – Year Ended June 30, 2015

	OSU Foundation	OSU Health Plan	Oval Limited
Condensed statements of net position:			
Current assets	\$ 41,453	\$ 5,018	\$ 52,462
Capital assets, net	3,766	135	-
Other assets	877,051	617	-
Amounts receivable from the university	-	51	-
Deferred outflows	-	-	-
Total assets and deferred outflows	<u>\$ 922,270</u>	<u>\$ 5,821</u>	<u>\$ 52,462</u>
Current liabilities	\$ 17,544	\$ 1,060	\$ 43
Noncurrent liabilities	26,289	468	29,056
Amounts payable to the university	156	801	-
Deferred inflows	-	-	-
Total liabilities and deferred inflows	<u>43,989</u>	<u>2,329</u>	<u>29,099</u>
Net investment in capital assets	3,766	135	-
Restricted:			
Nonexpendable	714,657	-	-
Expendable	148,447	-	-
Unrestricted	<u>11,411</u>	<u>3,357</u>	<u>23,363</u>
Total net position	<u>878,281</u>	<u>3,492</u>	<u>23,363</u>
Total liabilities, deferred inflows and net position	<u>\$ 922,270</u>	<u>\$ 5,821</u>	<u>\$ 52,462</u>

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

	OSU Foundation	OSU Health Plan	Oval Limited
Condensed statements of revenues, expenses and changes in net position:			
Operating revenues:			
Grants and contracts	\$ -	\$ -	\$ -
Sales and services of OSU Physicians	-	-	-
Other sales, services and rental income	1,633	12,524	2,973
Other operating	-	-	-
Total operating revenues	1,633	12,524	2,973
Operating expenses, excluding depreciation	28,315	12,491	159
Depreciation expense	242	-	-
Total operating expenses	28,557	12,491	159
Net operating income (loss)	(26,924)	33	2,814
Non-operating revenues and expenses:			
Gifts for current use	163,800	-	-
Net investment income (loss)	38,487	-	551
Interest expense	-	-	-
Other non-operating revenue (expense)	-	-	-
Net non-operating revenue (expense)	202,287	-	551
Capital contributions and additions to permanent endowments	58,424	-	-
Transfers from (to) the university	(189,584)	-	-
Change in net position	44,103	33	3,365
Beginning net position	834,178	3,459	19,998
Ending net position	\$ 878,281	\$ 3,492	\$ 23,363
Condensed statements of cash flows:			
Net cash provided (used) by:			
Operating activities	\$ (19,737)	\$ 350	\$ 1,647
Noncapital financing activities	17,349	402	-
Capital and related financing activities	3,464	344	-
Investing activities	516	(14)	2
Net increase (decrease) in cash	(408)	1,082	1,649
Beginning cash and cash equivalents	3,684	3,469	11,205
Ending cash and cash equivalents	\$ 3,276	\$ 4,551	\$ 12,854

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

NOTE 20 – COMBINING INFORMATION FOR DISCRETELY PRESENTED COMPONENT UNITS

As indicated in the Basis of Presentation in Note 1, the university consolidates certain component units in a discrete presentation. Condensed combining financial information for the years ended June 30, 2016 and 2015 is presented below.

Condensed Combining Information – Year Ended June 30, 2016

	OSU Physicians	Carson Partners	Transportation Research Center	Dental Faculty Practice Plan
Condensed statements of net position:				
Current assets	\$ 331,333	\$ 11,589	\$ 9,029	\$ 1,369
Capital assets, net	24,297	92,373	1,250	44
Other assets	9,209	-	-	-
Amounts receivable from the university	15,481	-	3,670	-
Deferred outflows	-	-	124	-
Total assets and deferred outflows	\$ 376,320	\$ 103,972	\$ 14,073	\$ 1,413
Current liabilities	\$ 14,365	\$ 31,413	\$ 3,441	\$ 13
Noncurrent liabilities	15,140	-	366	-
Amounts payable to the university	23,770	70,884	-	-
Deferred inflows	-	-	7	-
Total liabilities and deferred inflows	53,275	102,297	3,814	13
Net investment in capital assets	6,444	92,373	1,231	-
Restricted:				
Nonexpendable	-	-	-	-
Expendable	-	-	-	-
Unrestricted	316,601	(90,698)	9,008	1,400
Total net position	323,045	1,675	10,239	1,400
Total liabilities, deferred inflows and net position	\$ 376,320	\$ 103,972	\$ 14,073	\$ 1,413

Notes to Financial Statements – Years Ended June 30, 2016 and 2015
 (dollars in thousands)

	OSU Physicians	Campus Partners	Transportation Research Center	Dental Faculty Practice Plan
Condensed statements of revenues, expenses and changes in net position:				
Operating revenues:				
Grants and contracts	\$ -	\$ 8,498	\$ 44,456	\$ -
Sales and services of OSU Physicians	487,429	-	-	-
Other sales, services and rental income	-	-	-	8,758
Other operating	-	-	-	-
Total operating revenues	487,429	8,498	44,456	8,758
Operating expenses, excluding depreciation				
Depreciation expense	4,326	1,821	242	96
Total operating expenses	445,659	11,637	44,294	5,488
Net operating income (loss)	41,770	(3,139)	162	3,270
Non operating revenues and expenses:				
Gifts for current use	-	-	-	-
Net investment income (loss)	76	(91)	(154)	-
Interest expense	(905)	(1,215)	-	-
Other non operating revenue (expense)	(9,422)	4,044	-	(3,172)
Net non-operating revenue (expense)	(9,741)	2,738	(154)	(3,172)
Capital contributions and additions to permanent endowments				
	-	3,789	-	-
Change in net position	32,029	3,388	8	98
Beginning net position, as previously reported	91,016	(1,718)	10,251	1,302
Ending net position	\$ 123,045	\$ 1,675	\$ 10,259	\$ 1,400
Condensed statements of cash flows:				
Net cash provided (used) by:				
Operating activities	\$ 28,792	\$ 26,882	\$ (374)	\$ 3,276
Noncapital financing activities	(9,422)	15,283	306	(3,172)
Capital and related financing activities	(3,703)	(42,232)	(977)	-
Investing activities	(4,079)	(91)	(154)	(34)
Net increase (decrease) in cash	11,588	(158)	(1,199)	70
Beginning cash and cash equivalents	68,107	6,134	2,189	324
Ending cash and cash equivalents	\$ 79,695	\$ 5,976	\$ 940	\$ 394

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

As discussed in Note 1, the condensed combining financial information for the year ended June 30, 2015 have been revised to correct for immaterial errors relating to a misclassification of certain transactions between the primary institution and aggregate discretely presented component units as presented in the statement of revenues, expenses and other changes in net position and the statement cash flows.

Condensed Combining Information – Year Ended June 30, 2015

	DSU Physicians	Campus Partners	Transportation Research Center	Dental Faculty Practice Plan
Condensed statements of net position:				
Current assets	\$ 118,069	\$ 10,140	\$ 8,991	\$ 1,268
Capital assets, net	26,139	53,177	515	79
Other assets	736	1,417	-	-
Amounts receivable from the university	10,534	-	8,976	-
Deferred outflows	-	-	40	-
Total assets and deferred outflows	\$ 155,478	\$ 64,734	\$ 18,522	\$ 1,347
Current liabilities	\$ 15,243	\$ 3,013	\$ 2,970	\$ 45
Noncurrent liabilities	16,277	-	296	-
Amounts payable to the university	32,942	63,434	-	-
Deferred inflows	-	-	5	-
Total liabilities and deferred inflows	64,462	66,447	3,271	45
Net investment in capital assets	2,768	53,177	515	-
Restricted:				
Nonexpendable	-	-	-	-
Expendable	-	-	-	-
Unrestricted	88,248	(54,890)	9,736	1,302
Total net position	91,016	(1,713)	30,251	1,302
Total liabilities, deferred inflows and net position	\$ 155,478	\$ 64,734	\$ 18,522	\$ 1,347

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

	DSJ Physicians	Campan Partners	Transcription Research Center	Overall Faculty Practice Plan
Condensed statements of revenues, expenses and changes in net position:				
Operating revenues:				
Grants and contracts	\$ -	\$ 12,245	\$ 36,370	\$ -
Sales and services of DSJ Physicians	405,620	-	-	-
Other sales, services and rental income	-	-	-	8,693
Other operating	-	-	-	-
Total operating revenues	405,620	12,245	36,370	8,693
Operating expenses, including depreciation:				
Depreciation expense	383,504	7,318	34,844	3,443
Total operating expenses	383,504	7,318	34,844	3,443
Net operating income (loss)	17,722	2,686	1,483	3,212
Non-operating revenues and expenses:				
Gifts for current use	-	-	-	-
Net investment income (loss)	47	-	139	-
Interest expense	(477)	-	-	-
Other non-operating revenue (expense)	(9,135)	(607)	-	(1,182)
Net non-operating revenue (expense)	(9,145)	(607)	139	(1,182)
Capital contributions and additions to permanent endowments:				
	-	-	(1,500)	-
Change in net position	8,182	2,079	116	90
Beginning net position, as previously reported	82,814	(1,792)	10,388	1,272
Cumulative effect of accounting change	-	-	(263)	-
Ending net position	\$ 91,016	\$ (1,713)	\$ 10,251	\$ 1,362
Condensed statements of cash flows:				
Net cash provided (used) by:				
Operating activities	\$ 19,133	\$ 5,410	\$ 466	\$ 3,219
Noncapital financing activities	488	3,591	(1,557)	(3,182)
Capital and related financing activities	(1,372)	(1,340)	(130)	-
Investing activities	2,424	-	136	(26)
Net increase (decrease) in cash	19,666	3,461	(1,281)	11
Beginning cash and cash equivalents	55,441	2,679	3,428	919
Ending cash and cash equivalents	\$ 75,107	\$ 6,134	\$ 2,139	\$ 930

NOTE 21 – SEGMENT INFORMATION

A segment is an identifiable activity for which one or more revenue bonds are outstanding. A segment has a specific identifiable revenue stream pledged in support of revenue bonds or other revenue-backed debt and has related expenses, gains, losses, assets and liabilities that can be identified. The university has one segment that meets the GASB reporting requirements.

Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

The Office of Student Life operates student housing, dining and recreational sports facilities on the university's main and regional campuses. In January 2013, the university issued \$337,955 of Special Purpose General Receipts Bonds, Series 2013A. These bonds are solely payable from, and secured by, a pledge of the gross revenues of Special Purpose Revenue Facilities. Special Purpose Revenue Facilities are defined in the Series 2013 Supplement as all housing and dining facilities and such auxiliary facilities as shall constitute recreation facilities owned by the university. Special Purpose Pledged Revenues include all revenues, fees, rentals, rates, charges, insurance proceeds and other moneys derived from the ownership or operation of these facilities. Special Purpose Pledged Revenues totaled \$172,002 and \$168,411 for the years ended June 30, 2016 and 2015, respectively.

Condensed financial information for the Special Purpose Revenue Facilities, before the elimination of certain intra-university transactions, as of and for the years ended June 30, 2016 and 2015 is as follows:

Notes to Financial Statements – Years Ended June 30, 2016 and 2015
 (dollars in thousands)

Segment Disclosure Information – Year Ended June 30, 2016 and June 30, 2015

	2016	2015
Condensed Statement of Net Position		
Assets and deferred outflows:		
Current assets	\$ 24,926	\$ 23,979
Capital assets	728,836	617,306
Other assets	35,464	165,038
Amounts receivable from the university	-	-
Deferred outflows	-	-
Total assets and deferred outflows	<u>\$ 789,226</u>	<u>\$ 806,323</u>
Liabilities and deferred inflows:		
Current liabilities	\$ 6,943	\$ 5,734
Noncurrent liabilities	-	-
Amounts payable to the university	784,135	800,191
Deferred inflows	-	-
Total liabilities and deferred inflows	<u>791,078</u>	<u>805,925</u>
Net position:		
Net investment in capital assets	(18,835)	(17,847)
Restricted:		
Nonexpendable	-	-
Expendable	-	-
Unrestricted	17,983	18,245
Total net position	<u>(1,852)</u>	<u>398</u>
Total liabilities, deferred inflows and net position	<u>\$ 789,226</u>	<u>\$ 806,323</u>

	2016	2015
Condensed Statement of Revenues, Expenses and Changes in Net Position		
Special-purpose pledged revenues – operating	\$ 172,002	\$ 168,411
Operating expenses, including depreciation	(121,182)	(124,522)
Depreciation expense	(28,110)	(23,205)
Operating income	22,730	20,684
Nonoperating revenues, net	(33,326)	(26,956)
Net income (loss) before transfers	(10,616)	(6,272)
Transfers from (to) other university units, net	8,366	44,221
Increase (decrease) in net position	(2,250)	37,949
Beginning net position	398	(17,551)
Ending net position	<u>\$ (1,852)</u>	<u>\$ 398</u>

	2016	2015
Condensed Statement of Cash Flows		
Net cash provided (used) by:		
Operating activities	\$ 402,744	\$ 39,317
Noncapital financing activities	-	-
Capital and related financing activities	(531,575)	(183,948)
Investing activities	95	97
Net increase (decrease) in cash	(128,736)	(144,534)
Beginning cash and cash equivalents	187,978	332,512
Ending cash and cash equivalents	<u>\$ 59,242</u>	<u>\$ 187,978</u>

The Ohio State University
Required Supplementary Information on GASB 68 Pension Liabilities
Year Ended June 30, 2016

The schedule of the university's proportionate shares of STRS-Ohio and OPERS net pension liabilities are presented below:

<i>(dollars in thousands)</i>	2016		2015	
	STRS-Ohio	OPERS	STRS-Ohio	OPERS
University's proportion of the net pension liability	4.5%	9.0%	4.4%	8.8%
University's proportionate share of the net pension liability	\$ 1,238,470	\$ 1,556,155	\$ 1,070,914	\$ 1,059,519
University's covered payroll	\$ 388,309	\$ 1,236,914	\$ 381,669	\$ 1,188,828
University's proportionate share of the net pension liability as a percentage of its covered payroll	319%	126%	281%	89%
Plan fiduciary net position as a percentage of the total pension liability	72.1%	81.2%	74.7%	86.5%

The schedule of the university's contributions to STRS-Ohio and OPERS are presented below:

<i>(dollars in thousands)</i>	2016		2015	
	STRS-Ohio	OPERS	STRS-Ohio	OPERS
Contractually required contribution	\$ 66,975	\$ 178,293	\$ 65,738	\$ 170,979
Contributions in relation to the contractually required contribution	\$ 66,975	\$ 178,293	\$ 65,738	\$ 170,979
Contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -
University's covered payroll	\$ 392,797	\$ 1,260,366	\$ 388,309	\$ 1,208,710
Contributions as a percentage of covered payroll	17.1%	14.1%	16.9%	14.1%

The Ohio State University
Other Information on the Long-Term Investment Pool
Year Ended June 30, 2016

The following section of the financial report provides additional information on the university's Long-Term Investment Pool, including a summary of changes in market value, investment returns and related expenses. Additional details on university investments, including asset allocations, endowment distribution policies, investment by type and risk disclosures, are provided in Notes 1 and 3 to the Financial Statements.

In 2016, the market value of the university's Long-Term Investment Pool – which includes gifted endowments, long-term investments of university operating funds and other funds internally designated to function as endowments – decreased \$43 million, to \$3.62 billion at June 30, 2016. Long-Term Investment Pool activity for 2016 is summarized below:

Long-Term Investment Pool Activity (in thousands)					
	Gifted Endowments		Quasi-Endowments		Total
	University	Foundation	Operating	Designated	
Balance at June 30, 2015	\$ 1,047,985	\$ 757,198	\$ 1,164,148	\$ 690,086	\$ 3,659,387
Net Principal Additions (Withdrawals)	6,579	83,000	132,551	32,506	234,622
Change in Fair Value	(38,332)	(26,205)	(43,080)	(23,001)	(128,618)
Income Earned	18,645	14,710	23,728	13,111	71,193
Distributions	(40,198)	(30,008)	(46,824)	(26,929)	(145,759)
Expenses	(20,504)	(15,353)	(24,782)	(13,884)	(74,303)
Balance at June 30, 2016	<u>\$ 977,173</u>	<u>\$ 783,332</u>	<u>\$ 1,203,959</u>	<u>\$ 672,988</u>	<u>\$ 3,616,962</u>

Net principal additions (withdrawals) for gifted endowments include new endowment gifts and reinvestment of unused endowment distributions. **Change in fair value** includes realized gains and losses for assets sold during the year and unrealized gains and losses for assets held in the pool at June 30, 2016. **Income earned** includes interest and dividends and is used primarily to fund distributions. **Expenses** include investment management expenses (\$57 million), University Development related expenses (\$16 million) and other investment related expenses (\$1 million).

Investment Returns and Expenses:

The investment return for the Long-Term Investment Pool was -3.4% for fiscal year 2016. The annualized investment returns for the three-year and five-year periods were 4.7% and 5.0%, respectively. These returns -- which are net of investment management expenses as defined by Cambridge Associates for its annual survey -- are used for comparison purposes with other endowments and various benchmarks. In addition to the \$57 million of investment management expenses, which reduced the pool

by 1.6% in fiscal year 2016, the \$16 million of University Development expenses and \$1 million of other investment related expenses further reduced the pool by 0.4%.

Additional information:

For more information on how the Long-Term Investment Pool is invested, please visit the Office of Investments website at: investments.osu.edu.

Additional details on university and foundation endowments, including balances for individual funds, are available on the Office of the Controller's website at: controller.osu.edu/acc/endow-home.shtml (click on the "Endowment Descriptions and Balances" link).



Report of Independent Auditors on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards

To the Board of Trustees of
The Ohio State University
Columbus, Ohio:

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the primary institution and of 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, 2016, appearing on pages 20 to 85, which consist of the statement of net position, the related statements of revenues, expenses and other changes in net position and of cash flows, and the related notes to the financial statements, which collectively comprise the University's basic financial statements, and have issued our report thereon dated October XX, 2016.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the University's internal control over financial reporting ("internal control") to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. Accordingly, we do not express an opinion on the effectiveness of the University's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the University's basic financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we



do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the University's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the University's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

October XX, 2016

DRAFT

Acknowledgements

The 2016 Financial Report and the included financial statements are prepared by the staff of the Office of the Controller.

Erica N. Armstrong	Lisa A. Plaga
Natalie H. Darner	Patricia M. Privette
Christopher Davis	Wei Qu
Thomas F. Ewing	Dawn M. Romie
Rachel R. Ford	Julie L. Saunders
Robert L. Hupp, II	Alexander M. Stansell
Gary L. Leimbach	Timothy A. Thibodeau
John C. Lister	Christopher R. Wagner
Michelle M. McMahon	Mary J. Wehner

Geoffrey S. Chatas - Senior Vice President and Chief Financial Officer

Kristine G. Devine – Vice President for Operations and Deputy CFO

Board of Trustees

The expiration date of each trustee's term is given in parentheses.

Alex M. Shumate – Chair, Gahanna (2020)

Michael J. Gasser – Vice Chair, Columbus (2021)

Linda S. Kass, Bexley (2017)

Janet B. Reid, Cincinnati (2018)

W. G. Jurgensen, Columbus (2018)

Clark C. Kellogg, Westerville (2019)

Jeffrey Wadsworth, Upper Arlington (2019)

Timothy P. Smucker, Orrville (2020)

Cheryl L. Krueger, New Albany (2021)

Brent R. Porteus, Coshocton County (2022)

Erin P. Hoeflinger, Springboro (2022)

Alex R. Fischer, Columbus (2023)

Abigail S. Wexner, New Albany (2023)

Hiroyuki Fujita, Pepper Pike (2024)

Corbett A. Price – Charter Trustee, New York, NY (2017)

Alan VanderMolen – Charter Trustee, Chicago, IL (2017)

James D. Klingbeil – Charter Trustee, San Francisco, CA (2018)

Halle M. Vilagi – Student Member, Amherst (2017)

Lydia A. Lancaster - Student Member, Columbus (2018)

J. Blake Thompson, Upper Arlington - Secretary

APPENDIX XXV

BACKGROUND

Submitted: Bruce McPheron, Executive Vice President and Provost

Dr. Wondwossen Gebreyes, Executive Director - Global One Health Initiative, Hazel C. Youngberg Distinguished Professor, Office of International Affairs

Purpose, Goals, and Objectives: The Ohio State University (OSU) has been awarded a significant grant from the U.S. Centers for Disease Control and Prevention (CDC), providing a unique opportunity to become a true leader in the prevention, management, and control of infectious diseases in global populations. A condition of the grant award is that the University establish a formal presence in the country of Ethiopia, where the research will be centered, and the country requires that such operations be registered as an officially recognized non-governmental organization. In seeking to accommodate the grant requirements, consideration was given to the possible use of other affiliates or structures for this purpose, but were rejected due to other grant restrictions, legal and regulatory issues, or a combination thereof. This proposed affiliated entity is substantially similar in structure to that which was approved by the Board of Trustees in 2011 for the grant-funded iAgri project in Tanzania.

The Global One Health project grant was awarded to The Ohio State University in a Cooperative Agreement signed on April 14, 2016. The amount of the award was for \$4.65 million from Federal sources over five years, with the possibility of an award increase after the first year to a total award of \$9.3 million. One portion of the awarded funding will be expended directly by OSU's project management unit (PMU) in Addis Ababa, Ethiopia. The Project Director, OSU Professor, Dr. Wondwossen Gebreyes, will supervise the administration of the PMU by a Project/Office Director and a Program Manager, both of whom will be residing and working in Ethiopia.

The goal of the proposed affiliate is to serve as a conduit to channel project funds for the implementation of this CDC-funded project, originally named: "Global Health Security Partner Engagement: Expanding Efforts and Strategies to Protect and Improve Public Health Globally." This project has now been re-titled as the "Ohio State Global One Health Program" (Global One Health). In order to manage funds locally and maintain compliance with Ethiopian laws and regulations, the Global One Health project management unit in Ethiopia will engage a local law firm, which comes highly recommended by highly reputable law firms in the U.S. and U.K., and has been interviewed by Dr. Gebreyes and other university representatives. Pursuant to requirements of the CDC, the Global One Health affiliated entity will need to register as a non-governmental organization in Ethiopia, and may be subject to periodic audit by the government, for which it will also engage an accounting firm in Addis Ababa, Ethiopia.

PROJECT DESCRIPTION

Background: Emerging infectious diseases represent major threats to global security, economic development, and human and animal health. Over 70% of emerging infectious diseases today are zoonotic and developing regions - particularly sub-Saharan Africa and Asia - are recognized as hotspots of newly emerging zoonotic microbes and multi-drug resistant bacteria. Humans at any part of the world are at risk of disease through close proximity with animals, insect vectors, international travel; food and animal importation, etc. as demonstrated by the abrupt emergence of Ebola in West Africa in 2014 and severe acute respiratory syndrome (SARS) in Vietnam and southern China in 2002 and subsequent occurrence in North America. More recent examples include the Zika virus and the spread of the Middle Eastern Respiratory Syndrome (MERS), a zoonotic viral disease with a high mortality rate originally recognized in camels in Saudi Arabia, an outbreak of which was recently experienced in South Korea. The underlying drivers of zoonotic disease emergence and spread result from an evolving complex of biological, genetic,

November 4, 2016 meeting, Board of Trustees

environmental, political, economic, and social factors.

Ethiopia is the second-most populous country in sub-Saharan Africa, with a population of approximately 96 million, and a population growth rate of 2.6%. With a gross per capita income of US \$1380, Ethiopia is also one of the world's poorest countries. Most relevant to the Global One Health Program, Ethiopia is home to the largest population of livestock in Africa, and its capital, Addis Ababa, hosts the headquarters of the African Union.

Goals/Objectives: The Global Health Security Agenda (GHSA) was mandated by President Obama, and pursues a multilateral and multi-sectoral approach to strengthen both the global capacity and nation's capacity to prevent, detect, and respond to human and animal infectious disease threats, whether naturally occurring or accidentally or deliberately spread. The Ohio State University was selected by the CDC to implement global health security in Ethiopia in two priority areas: (1) zoonotic diseases, and (2) antimicrobial resistance. The overarching goal of the Ohio State Global One Health Program is to develop an effective, systems-based and sustainable approach for early detection, prevention, and control of zoonotic and multi-drug resistant infections.

Year One Deliverables:

1. Establish Ohio State's independent physical presence in Ethiopia, and strengthen administrative capabilities and logistical support system as required by the Cooperative Agreement with the CDC, to ensure sustainable implementation of the program;
2. Develop an antimicrobial resistance (AMR) surveillance plan and five-year roadmap to address AMR. This plan will build on the Ethiopian national strategic plan to use the One Health approach, integrating research efforts investigating resistant foodborne pathogens in humans (in hospitals and communities), food animals, and products;
3. Develop a sero-surveillance plan and collaborate to establish an Ethiopian national roadmap for the prevention and control of the zoonotic disease Brucellosis; and
4. Implement control and prevention measures for the selected prototype zoonotic disease of Rabies. Conduct a pilot dog population survey and perform a mass Rabies vaccination in at least three locations in Ethiopia.

Long-Term Benefits of the Global One Health Program:

1. *Institutional Collaboration.*
 - a. Research opportunities with colleagues at the Ethiopian Public Health Institute (EPHI), Addis Ababa University, and the University of Gondar;
 - b. Interdisciplinary training opportunities for students and graduate fellows
 - c. Thematic Working Groups/Stakeholder Working Groups
2. *Graduate Degree Training.* The goal of Global One Health's long-term training component is to boost the research, teaching, and outreach capacity of the Ethiopian healthcare workforce by preventing the occurrence of diseases that could reach the United States. Training needs that are jointly developed address cross-cutting themes including zoonotic diseases, food safety, and antimicrobial resistance, are of global significance. Through reciprocal service learning programs, this will also benefit Ohio State professional and graduate students who will be engaged in short-term clinical, research and outreach activities;

3. *Establish Global Cooperation through Higher Education.* To bring a diversity of perspectives, the Global One Health Program will enlist a number of universities in sub-Saharan Africa, to collaborate in research and training. This will be facilitated also due to the fact that Ethiopia is the home of the African Union headquarters. OSU faculty members will assist in supervising the research projects of trainees and will participate in curriculum development, teaching of short courses and workshops, and other capacity-building activities in Ethiopia while making grass roots impacts.

PROGRAM MANAGEMENT

Management Approach: Program management is structured to address key capacity building objectives and to collaborate with Ethiopian stakeholders (Addis Ababa University, Gondar University, and Ethiopian Public Health Institute) and with the CDC/Ethiopia.

The Management Entity (ME): The Office of International Affairs (OIA) will serve as the ME, overseeing all aspects of project implementation, performance and reporting. The OIA is an administrative unit attached to the Office of the Provost at The Ohio State University. The core ME team includes the Executive Director of the Global One Health Initiative, who serves as the Administrative PI for the university, the Project Manager, a Training Coordinator and Financial Manager. As the Global One Health Program ME, OIA/OSU will be responsible for overall management of the Cooperative Agreement with the CDC, including financial reporting and oversight in collaboration with OSU Office of Sponsored Programs, issuance and management of sub-awards, preparation of annual budgets for CDC approval, and preparing and submitting semi-annual and annual reports and work plans. The ME will also serve as the communications hub between OSU partners and the PMU.

Project Management Unit (PMU): The PMU will be an integrated unit located in Ethiopia consisting of a Project/Office Director, Program Manager, and professional legal and accounting services engaged locally in Addis Ababa, Ethiopia. The in-country Office/Project Director (PD) is the point of contact for the OSU/ME and the CDC within the PMU. The PD is Dr. Getnet Yimer, M.D., Ph.D, currently Associate Professor and Director of Research and Technology Transfer at Addis Ababa University, who will be hired by the affiliate in Ethiopia for a projected five years. He will have the responsibility and authority to manage the collaborative research and training program and budget and to represent the ME in any forum in Ethiopia.

Subcontracts: The budgets provide funding in the ME and PMU lines for post-award subcontracts. Subcontracts for office space, personnel, research, and training activities at Global One Health will be funded through a subcontract from the ME. Student stipends for service learning activities and faculty collaborative commitment will be funded through payment by the ME, either directly or through the PMU.

Proposed Organization: The creation of an Ohio limited liability company that will register to conduct business in Ethiopia (Ohio State Global One Health, LLC). The company will be a wholly owned subsidiary of OSU Global Gateways, LLC, an Ohio nonprofit limited liability company. The Ohio State University is the sole owner/member of OSU Global Gateways, LLC.



Existing Board of Directors for OSU Global Gateways, LLC

- Bruce McPheron, Executive VP and Provost
- Geoffrey S. Chatas, Senior VP for Business & Finance and CFO
- Christopher M. Culley, Senior VP for Global Strategies
- TBA, Vice Provost for Global Strategies and International Affairs

5 year projected budget: The budget below is baseline and does not consider any additional potential funding through the Cooperative Agreement.

Line Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Personnel	\$253,303	\$246,000	\$246,000	\$246,000	\$162,460	\$1,153,763
Fringe Benefits	\$55,905	\$64,340	\$64,340	\$64,340	\$45,080	\$294,005
Travel	\$151,090	\$200,000	\$200,000	\$200,000	\$200,000	\$951,090
Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Supplies	\$111,708	\$0	\$0	\$0	\$0	\$111,708
Contractual	\$210,287	\$260,884*	\$260,884	\$260,884	\$378,636	\$1,371,575
Other Direct Costs	\$7,000	\$0	\$0	\$0	\$0	\$7,000
Total Direct Costs	\$789,293	\$771,224	\$771,224	\$771,224	\$786,176	\$3,889,141
F&A	\$140,707	\$158,776*	\$158,776	\$158,776	\$143,824	\$760,859
Total CDC Budget	\$930,000	\$930,000	\$930,000	\$930,000	\$930,000	\$4,650,000

Risk Assessment: The purpose for creation of the affiliated entity is to meet the requirement of the CDC to have a permanent presence in Ethiopia for the duration of the project. No obligations will be incurred by the company absent award of the grant funding from the CDC. The existence of the company will coincide with term of the grant and the obligations undertaken therein. Upon expiration or termination of the grant, the company will be dissolved in accordance with the sun setting provisions in the University's Policy on Affiliated Entities. Grant funds will be transferred to the Ethiopian bank account of the company only in support of grant expenditures approved through the University Office of Sponsored Programs (OSP). Dr. Gebreyes is working with OIA fiscal, OSP and the Office of the Controller to establish appropriate financial controls.

APPENDIX XXVI

BACKGROUND

TOPICS: Football and Men's Basketball Ticket Prices

CONTEXT: The Ohio State University Department of Athletics continues to be one of only 18 self-sustaining athletic programs across the nation. Currently, the Department of Athletics funds more than 1,100 student-athletes in successful endeavors of academic achievement and athletics competitions, with a Graduation Success Rate of 89 percent. Yearly, the Department of Athletics contributes more than \$30 million back to the institution's academic mission. Funds generated from ticket sales are used to sustain the scholarships for over 625 student-athletes.

The Department of Athletics first began using differentiated pricing for football and men's basketball games in 2013, by designating 'premier' games to better align pricing to market value for high-profile/high-demand games. Beginning with the 2016 football season, the department fully adopted a variable pricing model for all individual game tickets, created a 15% discount for public season ticket purchasers, and retained the 20% discount for faculty & staff season ticket purchasers. These pricing strategies have been successful in regards to maintaining high demand for tickets, and also in positive feedback received from fans regarding the variable pricing for games. The Athletic Council and University administrators recommend continuation of these pricing guidelines.

Given the success of the pricing strategies for football, and based on feedback gathered from fans relative to pricing for men's basketball games, the Athletic Council and University administrators recommend moving to an expanded variable ticket pricing model for men's basketball tickets. This pricing model will provide a more fluid pricing structure to align to market demands, offer significantly more choice for ticket purchasers, establish a 12% discount for public season ticket purchasers, and maintain the 20% discount for faculty & staff season ticket purchasers.

RECOMMENDATION:

For Football tickets:

- Assign the individual game and season ticket pricing for the 2017 football season as indicated in the attached table.

For Men's Basketball tickets:

- Price the individual games according to non-conference or conference categorization, and retain the option to designate up to five total home games as a premier price category.
- Expand the current configuration of two price zones to four price zones by rescaling certain upper level seats currently in price zone 2 to new price zones 3 and 4 respectively.
- Assign the individual game and season ticket pricing for the 2017-2018 men's basketball season as indicated in the attached table.

CONSIDERATIONS:

Football Tickets:

- Variable ticket pricing is widely in use by other Big Ten institutions and various athletic programs across the country, provides better access and affordability

for fans, and has been successful at Ohio State since introduced for the 2013 season.

- Athletic Council utilizes a tiered pricing methodology as an administrative tool when establishing variable ticket pricing for individual games, with regular review of the structure and pricing methodologies.
- The current public season ticket discount of approximately 15% off the aggregate total price of the individual game tickets will remain.
- The current faculty and staff season ticket discount of approximately 20% off the aggregate total price of the individual game tickets will remain.
- The current student ticket price of \$34 per game will not change, and will be maintained through at least the 2020 season.
- The schedule for the 2017 season designates Army and UNLV as Tier 1 pricing; Maryland and Illinois as Tier 2 pricing; Penn State as Tier 3 pricing; and Oklahoma and Michigan State as Tier 4 pricing.

Opponent	Reserved	Box/Club	Faculty / Staff	Student
Oklahoma	\$ 190	\$ 215		
Army	\$ 70	\$ 95		
UNLV	\$ 65	\$ 90		
Maryland	\$ 80	\$ 105		
Penn State	\$ 140	\$ 165		
Michigan State	\$ 190	\$ 215		
Illinois	\$ 80	\$ 105		
Season Ticket	\$ 695	\$ 845	\$ 652	\$ 238

Men's Basketball Tickets:

- The single game ticket prices have not increased since the 2013-14 season.
- Variable ticket pricing is widely in use by other Big Ten institutions and various athletic programs across the country, provides better access and affordability for fans, and has been successful at Ohio State since introduced for the 2013-2014 season.
- A season ticket discount will be established for public season ticket holders of approximately 12% off the aggregate total price of the individual game tickets.
- The current faculty and staff season ticket discount of approximately 20% off the aggregate total price of the individual game tickets will remain.
- The current student ticket prices will not change and are not subject to premier game pricing.
- Premier games for previous seasons have been designated as follows:
 - 2014-2015 season: Marquette, Michigan and Wisconsin
 - 2015-2016 season: Virginia, Maryland and Michigan State
 - 2016-2017 season: Connecticut, Michigan State, Wisconsin and Indiana
- The schedule for the 2017-2018 season has not yet been determined.

November 4, 2016 meeting, Board of Trustees

Opponent/Category	PSL & Club Level	Public Zone 1	Public Zone 2	Public Zone 3	Public Zone 4	Fac/Staff Zone 1	Fac/Staff Zone 2	Fac/Staff Zone 3	Student
Exhibition	\$ 10	\$ 10	\$ 10	\$ 10	\$ 5				\$ 10
Non-Conference	\$ 29	\$ 24	\$ 13	\$ 11	\$ 7				\$ 12
Conference	\$ 46	\$ 41	\$ 28	\$ 19	\$ 10				\$ 13
Premier	\$ 57	\$ 52	\$ 32	\$ 23	\$ 14				
Season Ticket	\$ 684	\$ 604	\$ 374	\$ 276		\$ 546	\$ 341	\$ 253	

REQUESTED OF FINANCE COMMITTEE: Approval

APPENDIX XXVII

Project Data Sheet for Board of Trustees Approval

Vet Hospital – Simulation Lab

OSU-160770 (CNI# 16000039)

Project Location: Veterinary Hospital

• approval requested and amount	
professional services	\$0.7M
• project budget	
construction w/contingency	\$8.9M
<u>professional services</u>	<u>\$0.7M</u>
total project budget	\$7.6M



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

BoT professional services approval	11/16
design/bidding	12/16 – 08/17
construction	09/17 – 06/18
- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- **planning framework**
 - o this project is included in the FY 2017 Capital Improvement Plan
 - o study was completed in September 2016 to identify location, cost and program requirements
- **project scope**
 - o the project will add a two-story space with one floor built-out for clinical skills lab and one floor for future shell space for a total of 16,000 gsf
 - o this project will provide dedicated space/resources to host small animal simulation offerings as well as a place to experiment with new programs that will improve the quality of academic teaching
- **approval requested**
 - o approval is requested to enter professional services contracts

• **project team**
 University project manager: Paul Lenz
 AE/design architect: TBD

Project Data Sheet for Board of Trustees Approval

Bricker – HVAC Repair and Replacements

OSU-150011 (CNI# 14000394)

Project Location: *Bricker Hall*

• approval requested and amount	
professional services/construction	\$5.2M
• project budget	
construction w/contingency	\$4.4M
<u>professional services</u>	<u>\$0.8M</u>
total project budget	\$5.2M



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

BoT prof svcs/construction	11/16
design/bidding	08/15 - 04/17
construction	05/17 - 12/17
- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- **planning framework**
 - o approval for the project was included in the FY 2015 Capital Investment Plan
- **project scope**
 - o upgrade the HVAC on floors 2 through 4
 - o replace the plaster ceilings on the third floor
 - o ceiling replacement scope was added during design
- **approval requested**
 - o the project began at \$3.2M and has now increased to \$5.2M, requiring Board of Trustees approval to increase professional services and enter into construction contracts

• **project team**
University project manager: Al Stazzone
AE: Karpinski Engineering
Contractors: TBD

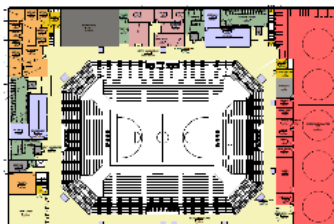
Project Data Sheet for Board of Trustees Approval

Covelli Multi-Sport Arena / Jennings Family Wrestling Practice Facility

OSU-150637 (CNI#: 12000801, 13000214)

Project Location: Fred Taylor north of Jesse Owens Memorial Stadium

approval requested and amount			
	Orig	Incr	Total
construction	\$27.0M	\$18.0M	\$45.0M
professional serv	\$3.0M	\$1.7M	\$4.7M
project budget			
construction w/contingency			\$45.0M
professional services			\$4.7M
total project budget			\$49.7M



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

project schedule	
BoT professional services approval	08/15
BoT construction approval	11/16
design/bidding	10/15 - 03/17
construction	06/17 - 06/19

- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk

- **planning framework**
 - o this project is identified in the One Ohio State Framework Plan Athletics District
 - o this project is included in the FY 2016 Capital Investment Plan; the Jennings Family Wrestling Practice Facility is included in the FY 2017 Capital Investment Plan
 - o study conducted in 2016 to evaluate site location
 - o project to be sited east of Fred Taylor Drive and combined with the Jennings Family Wrestling Practice Facility to achieve efficiency in design and construction
 - o the new location has fewer site constraints, the arena will be sized to accommodate programmatic requirements, and the design will be more integral with the surrounding Athletics' facilities

- **project scope**
 - o the facility will serve as the home for the Men's and Women's Varsity Volleyball teams and include home and visiting locker rooms for competition; and will be the home competition site for Men's and Women's Fencing, Men's and Women's Gymnastics and Men's Wrestling
 - o the facility will seat approximately 3,700 spectators and will include concessions, restrooms and other usual spectator amenities, offices, storage, maintenance, and mechanical spaces

- **approval requested**
 - o approval is requested to amend the Capital Investment Plan accordingly
 - o approval is requested to increase professional services and enter into construction

project team	
University project manager:	Nate Thomas
AE/design architect:	Moody Nolan
CM at Risk:	Gilbane Building Company

Project Data Sheet for Board of Trustees Approval

Mirror Lake Restoration
OSU-140356 (CNI#: 14000387)
Project Location: *Mirror Lake*

• approval requested and amount	
professional services/construction	\$5.9M
• project budget	
construction w/contingency	\$4.5M
<u>professional services</u>	<u>\$1.4M</u>
total project budget	\$5.9M



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

BoT prof svcs/construction approval	11/16
design/bidding	01/17 - 10/17
construction	10/17 - 03/18
- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- **planning framework**
 - o concept plan based on 2014 planning study and design charrette
 - o restoration of the Mirror Lake District includes improvements to Mirror Lake, Browning Amphitheater and Pomerene and Oxley Halls
 - o the site will serve as a living, learning laboratory for the campus community - similar to the Olentangy River restoration where faculty, students and staff had safe access for exploration and study
- **project scope**
 - o the project will implement the recommendations of the Mirror Lake Concept Plan
 - o the project will redesign the lake edge and bottom, address storm water discharge with a focus on safety and sustainability
- **approval requested**
 - o approval is requested to amend the Capital Investment Plan accordingly
 - o approval is requested to enter into professional services and construction contracts

• project team	
University project manager:	Tom Ekegren
AE:	MSK2
Contractors:	TBD

Project Data Sheet for Board of Trustees Approval

Schumaker Student-Athlete Development Center

OSU-150638 (CNI#: 12000800)

Project Location: 2490 Fyffe Road (former Ernie Biggs Athletic Training Facility)

• **approval requested and amount**

	Orig	Incr	Total
construction	\$29.0M	\$8.7M	\$37.7M
prof. services	\$3.0M	\$2.3M	\$5.3M



• **project budget**

construction w/contingency	\$37.7M
professional services	\$5.3M
total project budget	\$43.0M

• **project funding**

- university debt
- development funds
- university funds
- auxiliary funds
- state funds

• **project schedule**

BoT professional services approval	08/15
BoT construction approval	11/18
design/bidding	10/15 – 02/17
construction	03/17 - 07/18

• **project delivery method**

- general contracting
- design/build
- construction manager at risk

• **planning framework**

- o this project is identified in the One Ohio State Framework Plan Athletics District
- o this project is included in the FY 2018 Capital Investment Plan
- o planning review validated the need for increased square footage to meet the program needs

• **project scope**

- o this project will remove the existing Biggs Facility, which is located on the west end of the Woody Hayes Athletic Center
- o the new facility will include state-of-the-art athletic training center, weight training and cardio conditioning, dining and athletics offices serving approximately 800 student-athletes
- o nutrition, dining and production kitchen areas included in scope as a result of NCAA legislation allowing student-athletes to receive meals and snacks to meet nutritional needs

• **approval requested**

- o approval is requested to amend the Capital Investment Plan accordingly
- o approval is requested to enter into construction contracts

• **project team**

University project manager:	Gary Cotler
AE/design architect:	HOK
CM at Risk:	Ruscilli Construction

Project Data Sheet for Board of Trustees Approval

Cannon Drive Relocation – Phase 1

OSU-120059 (CNI# 12000047)

Project Location: N/A

• approval requested and amount	
construction	\$31.2M
• project budget	
construction w/contingency	\$44.1M
professional services	\$7.4M
total project budget	\$51.5M



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

• project schedule	
BoT professional services approval	08/14
design/bidding	09/14 – 07/17
construction	07/17 – 04/19

- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk

- **planning framework**
 - o this project is a partnership with the City of Columbus to relocate Cannon Drive
 - o included in the FY 2015 Capital Investment Plan
 - o pre-design work was completed to identify phasing and costs
 - o design work is ongoing pursuant to a Memorandum of Understanding with the City of Columbus that was signed in July 2014

- **project scope**
 - o the project will relocate Cannon Drive between King Avenue and Herrick Drive and will raise Cannon Drive above the 500-year flood level
 - o the project will include utility service lines under the relocated Cannon Drive and stub-out piping to serve future development
 - o the project also includes the restoration of the river edge with wetlands, informal recreation areas, and landscaping

- **approval requested**
 - o approval is requested for \$31.2M for construction

• project team	
University project manager:	Tom Ekegren
AE/design architect:	Evans, Mechwart, Hamblon & Tilton, Inc

Project Data Sheet for Board of Trustees Approval

Ohio Stadium Upgrades

OSU-160637 (CN#:# 16000120, 16000121)

Project Location: Ohio Stadium

approval requested and amount			
	Orig	Decr	Total
construction	\$36.6M	\$2.5M	\$34.1M
professional serv	\$5.0M	\$0.0M	\$5.0M
project budget			
construction w/contingency			\$34.1M
professional services			\$5.0M
total project budget			\$39.1M



- project funding**

 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds

- project schedule**

BoT professional services approval	04/16
BoT construction approval	11/16
design/bidding	06/16 – 08/17
construction	03/17 – 08/20

- project delivery method**

 - general contracting
 - design/build
 - construction manager at risk

- planning framework**

 - o this project is included in the FY 2017 Capital Investment Plan as a bundled project
 - o the project scope and estimate are based on two studies – one for the stadium improvements and one for the concrete coating and restoration
 - o the project is a multiple phased, multi-year project investing in modernizing and maintaining historic Ohio Stadium

- project scope**

 - o project components include electrical upgrades, C-deck concrete coating and restoration, and the addition of loge seats
 - o this project will renovate several existing suites, add additional donor suites and loge boxes
 - o electrical upgrades will increase capacity for concessions, signage, field lighting and new suites and provide redundancy

- approval requested**

 - o approval is requested to enter into construction contracts

project team
 University project manager: Nate Thomas
 AE/design architect: Osborn Engineering
 CM at Risk: Barton Malow Company

Project Data Sheet for Board of Trustees Approval

Schottenstein Center – North Expansion and Concourse Renovation

OSU-140300 (CNI#: 14000409)

Project Location: 555 Borror Drive

approval requested and amount			
	Orig	Decr	Total
construction	\$27.5M	\$0.5M	\$27.0M
professional serv	\$4.5M	\$0.0M	\$4.5M

project budget			
construction w/contingency			\$27.0M
professional services			\$4.5M
total project budget			\$31.5M



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

- **project schedule**
 - BoT professional services approval 08/15
 - BoT construction approval 11/16
 - design/bidding 02/16 – 02/17
 - construction 02/17 – 02/18

- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk

- **planning framework**
 - o this project is included in the FY 2016 Capital Investment Plan

- **project scope**
 - o this project will renovate the concourse providing increased daylighting, connections to the exterior, upgraded interior lighting, improved concourse queuing, technology, wayfinding, and graphics
 - o this project will provide an improved fan experience with better accessibility to the ticket office and team store operations
 - o this project will relocate sport program offices and administrative offices to accommodate concourse expansion
 - o the new North expansion will architecturally align with the previous practice gym addition and create an opportunity for a larger north gathering space
 - o this project will be constructed in phases to eliminate the need for swing space

- **approval requested**
 - o approval is requested to enter into construction contracts

project team	
University project manager:	Evan Gardiner
AE/design architect:	NBBJ LLC
CM at Risk:	Barton Malow Company

APPENDIX XXVIII

