

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

Columbus, Ohio, January 26-27, 2017

The Board of Trustees met on Thursday, January 26, 2017 and Friday, January 27, 2017 at Longaberger Alumni House in Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

January 27, 2017 meeting, Board of Trustees

The Chairman, Mr. Shumate, called the meeting of the Board of Trustees to order on Thursday, January 26, 2017 at 3:18pm.

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

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

Dr. Thompson:

Motion carries, Mr. Chairman.

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The Chairman, Mr. Shumate, reconvened the meeting of the Board of Trustees on Friday, January 27, 2017 at 10:03am.

Mr. Shumate:

It is good to see so many of you this morning to join us for our board meeting and I would like to officially 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. So that we are able to conduct the business of this meeting in an orderly fashion, I would ask that all ringers on all cell phones and other communication devices be turned off at this time and I would ask all members of the audience to observe rules of decorum proper to the conducting of the business at hand. I would like to call upon one of our student trustees, Dr. Lydia Lancaster, to present the student recognition awards.

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## STUDENT RECOGNITION AWARDS

Dr. Lancaster:

Thank you, Chairman Shumate. I would like to call Massarah Mikati and Paul d'Hyver de las Deses de Juillac Fernandez up to the table, please. How did I do, Paul? Thank you guys for being here. I'd first like to introduce you to Paul.

Paul d'Hyver de las Deses de Juillac Fernandez, is in the pilot class of the Integrated Business and Engineering honors program and has excelled in his curriculum. He will graduate this spring.

Paul is instrumental in representing the Fisher College of Business. He works as a Fisher Ambassador to welcome prospective students and showcase the college and he works as a peer advisor to help freshman business students navigate their first year and find the path to success. Not only is he known for telling his "Fisher story," he has also represented the university as a presidential host this year.

Paul, who is fluent in Spanish, participated in the Honduras Sustainable Housing Project, a two-year entrepreneurial project to design improved, affordable, and replicable housing for the residents of Choluteca, Honduras. Additionally, he also spent a month in Tanzania in the summer 2014 building a school and teaching English.

Paul has been a leader at Ohio State in various capacities. His leadership roles include: Buckeye Leadership Fellows, Buckeye Capital Investors, Students Consulting for Non-Profit Organizations, and he is involved in his fraternity. Paul also works as a Columbus Foundation Fellow to help the Columbus Metropolitan Library's development and fundraising team.

When not traveling abroad, he's traveling for athletics. Paul spends a large portion of his time training with the triathlon team. His goal for his last year is to finish in the top 5% at the collegiate nationals and bring 35 or more competitors to the event.

After interning at P&G in brand management and at Royal Dutch Shell, Paul will be working as an associate consultant with the Boston Consulting Group in Chicago. Paul, we wish you the best as you conclude your chapter at Ohio State, as your future is surely bright. Please join me in congratulating Paul! Paul, you are welcome to share some of your thoughts and words with us.

Mr. d'Hyver:

Well, there are a lot of thoughts. First off, thank you to Lydia for practicing and getting the last name correctly twice, that is very impressive. Second, it is crazy sitting here and receiving this award. I am a little bit in disbelief because I did not even see it coming really, but thinking about what I would say and thinking about the past four years, realizing that graduation is less than 100 days away, I realized what I think the source of success is and it is two main things.

The first one is my family sitting behind me. We moved from Mexico right before high school and my parents left everything they had in Mexico, their family, all their friends, everything they had ever known, all just to get better opportunities. I think that if I was still in Mexico I would not be in any position similar to this so I am highly grateful for all the support and all the sacrifices they have ever given me.

The second thing, I think, is the people that I have surrounded myself with. I did not know what my path would look like in college for the four years that I was here but every single year, every semester at Ohio State so many opportunities have come my way. The university is huge is and there are so many opportunities that come with that. I have not even explored them all but I am just so happy that there have been so many things that

January 27, 2017 meeting, Board of Trustees

I have been able to do and it did not even take any effort on my part. I had to say yes whenever a cool opportunity came my way and there were so many of them coming that it was just amazing to see.

The last thing I want to say is thank you to the Schoenbaum family. When I was a freshman, I was awarded the Schoenbaum scholarship and they enabled me to do so many other things because I was basically financially worriless so thank you to the Schoenbaum family for the charity and thank you to you all for having me here.

Dr. Lancaster:

Thank you, Paul.

Our second student we are recognizing is Massarah Mikati. Massarah is also a graduating, fourth-year student. She is an honors-student, triple majoring in Journalism, French, and International Studies with concentrations in Middle East and Francophone Studies. Her roots have guided her path and passions. She is the daughter of Lebanese immigrants, who immigrated to the U.S. in 1986 to seek refuge from the Lebanese civil war. Massarah has been aspiring to be a magazine writer specializing in the Middle East since the age of 13, desiring to give the silenced a humanized and contextual voice.

Massarah is tri-lingual, speaking English, French, and Arabic, and has devoted her time to her passion for journalism. She is a John Oller Investigative Reporter for the Lantern, specializing in the Middle East and Islam, and has contributed publications and communications to the following media outlets: the Washington Report on Middle East Affairs, USA Today, and WOSU, just to name a few. She has been recognized for her contributions, and in 2016, she received the Jack G. Shaheen Mass Communications Award, honoring Arab-American's who excel in media studies.

Along with her passion for journalism has come a passion for research. Massarah has spent time as an undergraduate research assistant in the Department of Communication, and she has just returned to OSU from France, spending her fall 2016 semester conducting field research for her honors thesis. Massarah acquired over \$15,000 in grants to conduct this research in France, where she interviewed over 30 individuals who include journalists, political activists, writers and musicians.

Massarah is currently applying for post-graduation internships, with her goal to do graduate work in journalism, and becoming a reporter to work toward greater social justice, continuing to follow her passions. Massarah, I think it is certain that you will go far as you pursue your dreams. Congratulations.

Ms. Mikati:

Thanks, Lydia. As Lydia said, this past semester I was living alone in Paris and I was conducting field research for my honors thesis. I got to spend four months immersing myself in the French-North African community, examining discrimination, pluralism, or lack of, and identity in France. I spent these four months diving into one of the topics I am most passionate about, enriching my knowledge and expertise in order to enrich that of others. If it were not for Ohio State, that experience would not have been possible.

I have always been an ambitious student and seeking as many enriching opportunities as I could find but I have to admit, I did not expect to be able to accomplish and learn as much as I have in these past four years when I was first starting out at Ohio State. From undergraduate research to reporting for The Lantern, and following Dr. Drake for a whole semester to being challenged and pushed to my limits in almost every class, I have taken to being guided and mentored by the most amazing professors that believed in my potential, even when I did not.

January 27, 2017 meeting, Board of Trustees

Enrichment is really an understatement when talking about the wonderful experience I have had here at Ohio State and even more unexpected than what I have been able to accomplish was being recognized for it. Coming into Ohio State, I did not think I would stand out in the massive sea of students here and it means more than you know to be recognized for all of my efforts here today.

First, I want to thank the institution for constantly working to provide endless opportunities for students like me to discover our minds and the world around us. More importantly, I would like to thank my professors and mentors, especially those who are here today, for guiding me in discovering my mind and the world around me. They have been there for me, pushing me, and believing in me non-stop and if it were not for their guidance, I am sure I would not be here today, nor in any significant position in the future.

Of course, more than anything, I want to thank my family. My brothers, my parents, and especially my mom, they have sacrificed everything to give us everything. My family taught me to be proud of who I am, to fight for what I believe in, hence the journalism, to be noble and gracious, and to never give up on myself or on others. Without their support, I really am nothing.

Thanks again for awarding me this incredible honor. I will definitely continue to make Ohio State proud in the future.

Dr. Lancaster:

Thank you both so much. We will start with Paul and his family; we will present the award and take photos.

Mr. Shumate:

We fully anticipate, Paul and Massarah, that both of you will have full and very successful lives and careers not only because of what you have learned, but because of what you have experienced here at Ohio State. Speaking on behalf of the board, we wish you great success in all of your future endeavors. Let us give them a great round of applause.

The focus of this week's board meeting has been on research and innovation. I would like to begin by recognizing the \$20 million investment by the State of Ohio in the Transportation Research Center that we were able to announce yesterday with our Governor, John Kasich. That investment is directly related to the topic of this morning's special presentation on the Columbus Smart City award from the United States Department of Transportation.

Dean Williams if you would come forward. We recognize that you are fighting through a little pain from surgery earlier this week. We would like to ask you to describe the growing relationship between the region's smart infrastructure and the research work that we are doing at Ohio State. We are also very honored to have with us, our Mayor, Andy Ginther. Dean Williams and Mayor, if you would come forward.

Mayor, let me say, on behalf of the board, we truly appreciate your excellent leadership, your outstanding leadership on behalf of this city and specifically your leadership with this initiative. Put quite simply, we would not have this award without you and your leadership. Let us recognize our Mayor. Dean Williams?

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**SMART COLUMBUS: A PARTNERSHIP IN VISION, RESEARCH, AND INNOVATION**

Dr. Williams:

Thank you, Chairman Shumate. The U.S. Department of Transportation has challenged Columbus to lead the nation in smart mobility and it is indeed a great honor for me to be here with Mayor Ginther to discuss how together we will meet this challenge. Let me start by emphasizing the collaborative nature of this partnership. Smart Columbus involves the city, many local industries, community leaders, organizations, and of course, many talented faculty, staff, and students here at Ohio State. President Drake continually encourages and supports these kind of collaborations and I would like to thank him and Provost McPherson for their unwavering support of Smart Columbus.

The team approach extends to research at Ohio State University and reflects our discovery themes that you heard about yesterday. Smart Columbus encompasses faculty and at least three of our discovery themes: energy and environment, food production and security, and translational data analytics, as well as other traditional strengths at our university such as public policy, social work, city and regional planning, and many more. Our discovery theme hires are crucial to the success of Smart Columbus and delivering on our commitments to that partnership. Smart Columbus includes many Ohio State organizations and is anchored, as you heard, by the Transportation Research Center (TRC) led by Mark-Tami Hotta who is joining us here today.

Yesterday, as Chairman Shumate just mentioned you heard how Governor Kasich and President Drake committed a total of \$45 million in infrastructure investment at TRC to create the nation's largest smart mobility center. The Center for Automotive Research (CAR), the Center for Urban and Regional Analysis, the Crash Imminent Safety Center, and our Department of Transportation and Traffic Management are among many research centers involved in Smart Columbus. I would like also to announce that the College of Engineering will invest \$24 million in new faculty, staff, and students to create a research center at TRC to build on the infrastructure investments. The total investment out there of \$69 million over the next several years.

I need to call out Carla Bailo, our Assistant Vice President for Mobility Research Business Development. Without her extraordinary leadership in the automotive industry, without her C-suite rolodex, and without her international visibility, we would not be sitting here today talking about this partnership. Most exciting, is that Smart Columbus is about much more than transportation as you will hear, it will positively impact serious community issues like poverty, foot deserts, infant mortality, access to affordable transportation, employment opportunities, and internet connectivity. Smart Columbus aligns not only with our discovery themes but with Ohio State's motto of education for citizenship and Dr. Drake's focus on community engagement and his 2020 vision for our university. Smart Columbus is a city that embraces creative partnerships like few others. We are thrilled to serve as the primary research partner in this collaborative initiative, and with that in mind, let me direct your attention to a video that captures the spirit of this endeavor. Thank you very much.

*(Video presentation)*

Mayor Ginther:

Good morning and thank you for allowing the dean and I to share a few words this morning about this incredible partnership that is going to help transform mobility here in the City of Columbus and cities across the country and the world.

It was just over a year ago when I had finally realized where some of the bathrooms were in the Mayor's office. In my first year and first few months in office, I called President Drake and Dr. Wadsworth, and Alex Fischer from Austin, Texas at the South by

January 27, 2017 meeting, Board of Trustees

Southwest Conference where we realized we were one of seven finalists in this incredible challenge being put on by the Department of Transportation and Vulcan. It was incredible the response from them and as evidenced by our ability to beat out some of the great American cities to win this award. Competition of 78, finalists of seven, and Columbus ultimately winning this award and to think about where we have gone and how far we have come even since the award in June is so significant. We would not be here if it were not for the incredible sense and culture of public-private partnerships in this community and we are grateful for that.

I want to thank American Electric Power, Alex Fischer, and our incredible Smart Columbus executive teams some of whom are here this morning. We have incredible partnerships with AEP, Columbus Partnership, Honda, Battelle, Franklin County, the Ohio Department of Transportation and so many more. Collaboration, as I mentioned, is really part of our DNA, it is our culture in this community which ultimately led to the Harvard Business School entitling and teaching a class entitled "The Columbus Way" because arguably, we do public-private partnerships better here in central Ohio than anywhere else in America. Great track record of accomplishments, whether you look to the Scioto Mile, Columbus Commons, or all over our great community. Collaboration is particularly indicative of the relationship between the city and Ohio State. The city and Ohio State ensure that our core goals and values align because we know it is mutually beneficial. With Smart Columbus, we tapped some of the best talent in the world in transportation at Ohio State to help us with the future of mobility.

The reason we were so successful is that we have tried to stay focused on, I believe, the greatest challenge and opportunity of the 21st century. How do you leverage innovation and technology to help improve people's lives? This was not simply about moving people more quickly or efficiently around but opening up ladders of opportunity in dealing with some of those challenges that the dean mentioned, whether it be infant mortality, poverty, access to high quality affordable child care, and job opportunities around our great community.

I would like to acknowledge Carla Bailo and Geoff Chatas, some of the outstanding leaders at Ohio State who have gotten us to where we are. In turn, as the city grows into the epicenter of the future of mobility, Ohio State will be on the frontline of research and deployment. I cannot stress enough, how transformative Smart Columbus will be for our great city and Ohio State, not just for the grant period but well into the future. I am especially grateful to American Electric Power, Ohio State faculty and staff on the technical teams, and the leadership on this board who have been driving this work forward. Thank you for having us.

Mr. Shumate:

Alex, do you have comments?

Mr. Fischer:

The members of this board have often heard me ask the question, would Lincoln be happy or sad if he walked into the room and looked at his modern land grant institution and how it was manifesting in the world we are now living in. There is no doubt that if he walked into this room or into 2035 to see the freshmen class that doesn't have a drivers' license, in the world that is so rapidly changing that he would be extraordinarily proud of a land grant institution partnered with its city, partnered with its state, working on the toughest challenges that face the world. I do not think that is an overstatement. This would not have happened but for The Ohio State University and very specifically, Dr. Michael Drake.

From the moment that Dr. Drake heard about this, he saw the vision and marshalled the talents and resources of this institution which would not have happened if a rookie freshman mayor didn't take a long ball gamble on the vision of the future of our city. It's

January 27, 2017 meeting, Board of Trustees

about leadership, it's about solving tough challenges and this is a great synergy that brings this university, and perhaps one of the most innovative partnerships in a city and a state that exists anywhere in America. As a trustee and in my night job beyond what I do for a living, it makes me extraordinarily proud that we are at the forefront of this work.

Mr. Shumate:

Very well stated. Any other comments?

President Drake:

Thank you for nice comments, Alex. I would say that you referenced the Land Grant Act of 1862 and the reason that universities like ours exist and this is exactly the center of why, unimagined in 1862, but exactly the center of why we exist.

I was thinking as I was sitting here about this room and other things that have happened here and one memory that was coming back to me was at the January meeting two years ago. We did two things then. We were acknowledging and recognizing John and Annie Glenn who we miss but appreciated the time to spend a few moments with, as we always do and very memorable. But also we were acknowledging our National Championship football team and we had J.T. Barrett and several of the other players here to talk about this, but what I was thinking about was the experience of standing on the field a few weeks before that. Brenda, our son Chris, and Katie from my office were there and we had this feeling of disbelief that it seemed like we were actually about to win this game and that was magical, but a feeling of disbelief, but very cool.

I am fast forwarding to this spring when I got a call from the mayor that we were finalists and then the follow up call that we had won the national championship, essentially, of smart cities. What I want to say about that is that I was not surprised at all. I expected when I got the call that that was going to be the case because I had seen the city, had worked with the Columbus Partnership, worked with our university and thought, this is the kind of thing that we could do really well so that was what I was expecting when you called. You could have said, "gee, we came in a close second", but I wasn't expecting that at all, in fact, I was suspecting that in fact we won this because it was not luck, it really was preparation, focus, values, and partnerships. I am really excited about what we have done thus far and absolutely thrilled about what we are going to be able to do working together in the future. Great to see you.

Mr. Shumate:

Thank you both Dean Williams and the mayor. Thanks for being with us and we look forward to working with you in the future. Thank you.

The first order of business on our agenda is the minutes of the November meeting of the Board of Trustees, which were distributed to all members of the board. If there are no additions or corrections, the minutes are approved as distributed.

Now, Mr. President, we will turn to you for your report.

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## **PRESIDENT'S REPORT**

President Drake:

I will subtract the time I used for my previous comments from my report. We will truncate it so I will talk fast.



January 27, 2017 meeting, Board of Trustees

Good morning. Good to see everyone today. Let me also, I didn't mention this, I might have just a moment ago, I want to acknowledge, Dean Williams and all of our faculty and leadership for doing the great work for working on the Smart Cities initiative, helping write the grant, all of those things that were so critical, but then all of the work you do every day to make this kind of work possible. Great to see you. Just to remind anyone, we didn't mention it just now, the finalists in this competition were Austin, Texas; Denver, Colorado; Kansas City, Missouri; Pittsburgh, Pennsylvania; Portland, Oregon; and San Francisco, California. Great cities from across the nation and it is wonderful to have that great competition and wonderful to come out on top. I think we really are going to show the America of the future and what it can be.

I will reiterate the aptly named Columbus Partnership was critically important and great partners to us in so many things. Alex let me again just formally acknowledge you and the great work that is done from the partnership, bringing us all together, so thank you, maybe a round of applause for your day job.

We had a great day yesterday. We were with Governor Kasich at our Center for Automotive Research and we announced a \$45 million collaboration. Dean Williams has mentioned that in addition to that, \$24 million of the regular business of the College of Engineering will include the things that are happening at TRC and CAR, the great success that you have had there is always impressive to us with Buckeye Bullet and all of the other things that are so incredible, and to have our students be able to do something while they are learning and learn something while they are doing really brings the world to the campus and us to the world. This new collaboration really will be a groundbreaking area for research for the future and we are very excited that it is the best facility of its kind in the United States and people will come from far and wide to be able to envision and test what the new transportation paradigm of the future will be. We are really pleased and pleased with Governor Kasich who spoke yesterday about the importance of us all working together. He neglected to mention the \$20 million commitment that the state was going to add to the \$25 million to make it \$45 million, let me just mention it for him again today. We are very happy to have the State of Ohio as our partner. Last week, Senator Brown announced that Ohio State is one of two universities selected by the Federal Transit Authority to test for low or no emission busses. Our Center for Automotive Research will again partner with the Transportation Research Center to develop the most energy efficient busses possible.

Ohio State was one of 18 institutions selected this month to lead research on challenges in the Department of Transportation's Beyond Traffic 2045 Report. As a Beyond Traffic innovation center, Ohio State will convene partners in the Great Lakes region conducting research, curriculum, and outreach. All of these initiatives show how research and our shared focus on innovation will help uplift the city, the state, and the nation and how we will continue to uplift lives in our communities was a focus of the State of the University Address last week. In the address, we announced Framework 2.0, a guiding, ever-evolving vision to advance our position as one of the world's most important, effective centers of teaching and research. In broad strokes, it imagines the physical spaces over the next decade and beyond that will inspire every aspect of Ohio State's community to be the very best. Framework 2.0 was shaped by input from our university community and will continue to be guided by collaboration as we work to address compelling future needs. I would like to acknowledge the really hard work of several people, our campus planners and the Master Planning and Facilities Committee, and we are all excited to bring the Framework 2.0 plan before the board today. Thank you for the really hard work over the last 15 months.

Framework 2.0 is one example of how we will engineer the next big leap in Ohio State's nearly 150 years of growth and excellence and significantly strengthen our position as a national flagship public research university. Another way is through innovative efforts in access, affordability, and excellence for students and their families. In December, we were proud to be among 30 top colleges and universities to announce the American Talent Initiative, a national coalition committed to significantly increasing the number of

talented, low- and middle-income students on our campuses. Collectively, the initiative seeks to increase enrollment by 50,000 of these students in the next decade. Ohio State is a founding member of this effort and it is one way that we are working to create more pathways to the American dream. I don't believe that there has been a coalition, I am not aware of a coalition like this, historically, where so many universities of such quality and impact from so many different parts of the higher education community, have come together and so generously committed to such an audacious and powerful goal. It is an incredible thing to be a part of. Our first formal meeting is about a month from now.

I am pleased to note that the support we provide to students continues to be recognized nationally. At our November meeting, we heard from students and faculty mentors in our Second-year Transformational Experience Program (STEP), which is a national model for higher-education living and learning. This week, we learned that STEP earned a pair of awards for its leading-edge work. It received the Collaborative Excellence Award from the American College Personnel Association and the Silver Excellence Award from NASPA (National Association of Student Personnel Administrators), one of the nation's leading student affairs associations. These recognitions are great and I want to congratulate Dr. J, her team and the Office of Academic Affairs. More importantly, however, it is the profound impact this work has for Buckeyes on our campus. A round of applause for all the people working on it.

In order to reach our full potential as a national flagship public research university, we will need everyone in Buckeye Nation and our most important partners to row together. That includes the support of our 540,000 alumni. Last year Buckeyes around the world contributed to the most successful fundraising campaign in our history, supporting faculty, staff, and students at unprecedented levels. They also ensured that we had our best single year of giving with over \$450 million of gifts and pledges last fiscal year. Incredibly, fiscal year-to-date, we are running more than \$100 million ahead of where we were a year ago. A pause for a moment, it is a really great effort and support for people and more broadly, for our institution.

Our faculty, staff, and students are working each day to strengthen Ohio State while serving the broader community. As I said, we see this through research that informs and advances our lives. Yesterday, we highlighted some of our most groundbreaking work at the State of Research Address, including Ohio State's Innovator of the Year Awards. This year's faculty and student winners were honored for a new form of physical rehabilitation therapy that combines biomechanics and dance, robotics research that has led to advances in industrial, defense, and service applications. Let me say a word about robotics and robots, I went to visit one of our local TV stations a few weeks ago and I was sitting in the anchor desk for fun in the studio and I looked around at all the cameras and saw that there were five cameras there and they were all robots and so the person who is moving around, they are all controlled by a whatever but there's not a camera person, there is a robot that moves them and takes the shots. It's just one of those places where the world is moving forward so it was interesting. Robotics and robots, as I mentioned, robotics has led to advances in industrial, defense, and service applications and then technology that creates underground images of biomasses and fuel, with potential uses ranging from growing crops to mitigating wild fires.

We also see innovation and excellence in service each day at our Wexner Medical Center, which consistently ranks among the nation's best for quality and safety. The medical center recently earned the highest mark given for patient safety in the Hospital Safety Score report. Of the 2,633 hospitals that were issued a score, about one-third earned a similar "A" grade. That's great. I will say, that when these things were first started 20 or 30 years ago only a few hospitals participated and the goal was to set thresholds that all hospitals could aspire to. We are really happy to be in that group of hospitals that earned an "A" grade. Perhaps more especially, the medical center was also one of 13 institutions in the nation, out of more than 200 medical centers considered, to win the Bernard A. Birnbaum Quality Leadership Award, a very difficult award to win. It is the fourth straight year that the Wexner Medical Center had been

January 27, 2017 meeting, Board of Trustees

recognized for superior performance among academic medical centers and community hospitals.

Our momentum has never been greater and with our success comes great opportunity and responsibility. Universities play a significant role as centers for teaching and learning, as economic engines that partner with their communities to spur growth, and as beacons for diversity and inclusion. What Ohio State does matters and I look forward to continuing to work with you as we chart the course for Ohio State as one of the nation's leading flagship public research universities. Thank you very much, that concludes my report.

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## COMMITTEE REPORTS

Mr. Shumate:

Thank you President Drake for your report. At this time, we will hear our committee reports. We will begin with the Wexner Medical Center Board report. Cheryl?

Ms. Krueger:

Thank you, Mr. Chairman. The Wexner Medical Center Board met on Wednesday. To begin our meeting, we welcomed our newest board member, Robert Schottenstein. We are delighted to have him join and know that he will bring a wealth of knowledge and expertise to the medical center board.

Dr. Retchin then provided his CEO update. As part of his update, he reviewed the enterprise scorecard, which includes metrics under six key result areas as follows: people; service and reputation; quality and safety; innovation and strategic growth; productivity and efficiency; and financial performance.

Mark Larmore provided the medical center financial summary, reviewing results for each part of the enterprise, including the health system, the College of Medicine, and OSU Physicians.

Mr. Kasey then reviewed the acquisition of real property near OSU East. This purchase will support future hospital expansion and/or facility replacement. Mr. Kasey also reviewed one contract for approval for the transportation implementation plan, which is part of the Canon Drive relocation project. This project includes expanding surface parking lots, bus shelters and bus access road improvements, intersection and signal improvements, and, of course, constructing the transportation hub on Herrick Drive.

Finally, we heard a WexMed Live presentation by Dr. Peter Mohler. Dr. Mohler is a renowned researcher who serves as the Director of the Davis Heart & Lung Research Institute and Chair of the Department of Physiology & Cell Biology. He discussed a research project in his lab, which started with a single patient in the Ross Heart Hospital. The researchers in his lab were challenged to ask questions on everything, as not all diseases are textbook. They were able to take a novel approach to predict disease therapy. Once they predicted or determined that the patient had what Dr. Mohler described as a "leaky" heart, they took an old drug and redesigned it to treat this patient. This patient went from being unable to work and to drive, to being able to live a normal life.

Dr. Mohler also discussed with us how they translated this research to treat the Gitksan Tribe, which is located in British Columbia. They had experienced generations of sudden death in several of their children in multiple generations. In two years, his team was able to identify the cause of the disease and develop new therapies to treat this population. He concluded with a discussion about the global reach of his labs work and how people

January 27, 2017 meeting, Board of Trustees

they work with in other countries have not heard of a buckeye or football, but know the true impact of Ohio State. Hearing the remarkable stories like this reinforces how important research is to the Wexner Medical Center, and how we are transforming lives not only locally but around the world.

We also met in executive session and that concludes my report Mr. Chairman.

(See Appendix XXIX for background information, page 689)

Mr. Shumate:

Thank you, Cheryl. Any questions?

President Drake:

I want to make one tiny extra comment; I saved myself a minute from before. Just to say, Dr. Mohler's work, and Cheryl mentioned the one particular patient where they were piloting this work to help address arrhythmia. This is a person who had arrhythmia that would lead to sudden death and it occurred when he was 37 years old the first time. He was treated for that and had a pacemaker implanted and he said that over the next two years, the pacemaker that would have a cardioversion event would be initiated when he went into a thing called ventricular tachycardia, which is associated with sudden death. He had over 250 cardioversion events so the pacemaker went off 250 times, including 90 times in one day and he now is able to be treated with this medication. For the last two years, he was 37, so he is now in his early 40s, but back at work, etc. Just to say again, this is a person whose heart tried to end his life hundreds of times and now he is able to take a medication that makes it continue. It is totally miraculous. Then Dr. Mohler was able to find, in addition to, this relative number of rare patients with the disease that led them to develop the therapy. There are populations that have problems that had not been discovered, or had not been treatable before that can be treated and discovered genetically. There are also much more common diseases like atrial fibrillation where there might be an application. I want to pause for a second and say this was really miraculous work and is broader than we thought, and maybe even broader applications, a really incredible thing to hear about.

Mr. Jurgensen:

You know the other part of that story that I found incredible was that in addition, you know obviously in addition to Dr. Mohler, this discovery also hunts to a graduate student who asked a question that hadn't been asked before. This is another wonderful example of someone who is too young to know what cannot be done and so they did it.

Mr. Shumate:

Any other comments? Thank you. Alex Fischer is going to give the Master Planning and Facilities Committee report.

Mr. Fischer:

Thank you, Chairman Shumate. The Master Planning and Facilities Committee met yesterday morning and covered a variety of items.

We had five items presented for discussion.

Mr. Myers presented the schematic design for the airport enhancement project. This is phase two of a \$20 million project that is supported by a major philanthropic gift from the Knowlton Foundation that will modernize the terminal and flight education spaces by constructing a new flight center. The new building will include collaborative spaces, observation spaces for public viewing of the airfield, and flexible classrooms and

January 27, 2017 meeting, Board of Trustees

conference rooms. For any of you all who have been at the OSU airport in the last decade, you can appreciate the need for these renovations at what is a unique asset to have as a part of the university.

Mr. Myers then presented the schematic design for the Covelli Multi-Sport Arena and Jennings Family Wrestling Practice Facility. Those two important names are also part of the underwriting of these facilities, again with major philanthropy to the university. The siting of this facility is within the athletics district. It does impact six buildings at Buckeye Village and as such, our team has been having regular meetings with the residents to address student concerns and to keep them abreast to the construction schedule and to be sure that we minimize any impact, certainly to safety but also to the environment that they are living in.

The facility itself will serve as the home for the men's and women's volleyball teams and the men's wrestling team. The arena will also host competitions for fencing and men's and women's gymnastics. The new facility will have nearly 4,000 seats which gives it a very unique opportunity to host national and Olympic level events but also other non-athletic events for the university and the community. It is a great addition to the cadre of other facilities. To create a cohesive and architectural statement within the district, the university planners have been selecting and designing a coordinated brick selection and other design factors to make it a part of the overall design of the athletic district. It will be completed in the summer of 2019.

Mr. Kasey also presented the physical environment scorecard and discussed briefly the changes to the metrics. Always of interest to the committee are safety metrics that we look at in every committee meeting.

The major project status report was included with projects that are over \$20 million, there are nearly \$500 million of projects that are on that list, in various stages that the committee has reviewed. All of those are ranked as green with the exception of the major renovation at Pomerene and Oxley Halls which are coded yellow simply because when you get into a major renovation of that scale, you never know what you are going to uncover when you are doing historic renovations and then Cannon Drive, as we've discussed is coded yellow for schedule just given the compressed time nature of many moving piece parts. The same report was also reviewed in the Finance Committee.

Luanne Greene, from Ayers Saint Gross, presented the final Framework 2.0 Plan, as Dr. Drake reported. The planning team has been working on this update to the campus master plan for nearly 18 months. The result is a dynamic, flexible vision for the campus guided by five principles: collaboration, innovation, high-quality facilities, connectivity, and sustainability. The framework plan builds on the university's original framework plan that supports our academic mission. Moving forward, our committee will use this plan to guide strategic and capital plans. I would link it to the strategic plans and other financial plans in this way. I believe the strategic plan is giving us the framework to answer the question, under the president's leadership, of why we do certain things that the financial plans answer the question of how we do them and that the Framework 2.0 plan then says where we might do them in the context of the next several decades.

Ms. Readey and Mr. Kasey also presented several requests to enter into and increase professional services and construction contracts as well as several real estate items for consideration, the acquisition of two pieces of property, the sale of one piece of property, one easement with the City of Newark, and two joint use agreements. These are all included in the consent agenda and have been reviewed by the Finance Committee. Mr. Chairman that concludes our committee's report.

Mr. Shumate:

Any questions?

January 27, 2017 meeting, Board of Trustees

Mr. Kellogg:

In light of what Alex said around the strategic plan and the usefulness of the committee's work and tools in moving us forward with the game plan. It was mentioned at that meeting at the end, about the real challenges we go through, our strategic plan, and highlighting our priorities and what we're going to do and focus on, that the key, and this has been said but I just wanted to raise it and put it on the table for us to make sure we don't lose sight of, the key is to be relentlessly disciplined in staying the course of what those parameters and principles are. We've got evidence of that in terms of the work that is taking place and as we move into the momentum of our strategic plan, I think that should probably be one of our great priorities as well, to have a relentless discipline. Once we lay those things out, to stay committed to them with full force and intentionality. It was kind of shared as we concluded yesterday and I want to raise that with the rest of the board, just to make that comment.

Mr. Shumate:

Excellent point. Thank you again for your leadership on Framework 2.0, it is an excellent guidepost for the university. Our Talent and Compensation Committee report, Jerry.

Mr. Jurgensen:

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

After reconvening in public session, we began our meeting with four items that we had for action. The committee first reviewed a voluntary separation incentive program. The Office of Human Resources, in consultation with the Office of Legal Affairs, the Office of Academic Affairs, and the Office of Business and Finance, has created a program for voluntary separation. We will implement this program across the university as appropriate and there will be pre-established parameters for when, where, and how it actually operates. It will start on a small-scale basis and grow as appropriate.

Ms. McGoldrick presented then the amended and restated procedure for setting and reviewing compensation for university executives. The restatement allows for the dean of the College of Medicine and the CEO of the Wexner Medical Center to approve certain physician contracts in lieu of the provost. What we are striving for here is to have a system that is not only effective but efficient. We are trying to reduce bureaucracy, have proper governance, but reduce bureaucracy and have the thing operate as efficiently as possible. The provost will receive periodic reports from the dean of the College of Medicine however with regard to these contracts because the issue of cross-organizational equity is real and important and the provost needs to be online real time with what is happening in that part of the university as well.

The committee also heard a recommendation to move from an annual to biennial review of compensation for board purview executives. These are the executive for which the board has approval rights for what happens in their compensation arrangements. Lastly, we noted that due to the confidential and expeditious manner in which offers need to be made in our athletic department, our athletics director will work directly with the president in accordance with pre-established parameters for approval of compensation for athletic coaches, primarily in football and basketball. This happens fast and it happens in a certain season, or a period of time every year, and you need to be able to move quickly and it is the way business is done there but I want to stress to the board that the president and athletic director are operating with a set of principles and guidelines and parameters that are pre-established.

Like other places in the university where we are expediting decision-making, you can do that when you have pre-established policies and parameters and we will in this case as well. The board will retain authority for coaches who are board purview executives and

January 27, 2017 meeting, Board of Trustees

again to remind you, we have three of those: Coach Meyer, Coach McGuff, and Coach Matta.

The committee also reviewed the delegation of authority for the Office of Human Resources to administer university retirement plans and as well as one personnel action.

These resolutions were passed by the committee and are on the consent agenda today.

Ms. Mincey then updated the committee on two critical searches that we have going on, one is the search for the Dean of College of Food Agricultural, and Environmental Sciences and the second was the search that is ongoing for our Senior Vice President for Talent, Culture, and Human Resources. Both of those searches are moving in an expeditious way I would say.

We concluded our meeting with an overview of the service delivery project by Ms. Shumate. This project is a multiyear project to transform the way that HR does business on our campus, especially through improving the effectiveness, consistency, and strategic impact of HR operations. She spoke to the interconnections between this project and the university enterprise wide Workday implementation.

Workday is a comprehensive IT solution, well known to many of us on the board because we use the same systems in our businesses. Because a number of us have gone through a similar conversation, we are well familiar with the pitfalls and challenges that come from the implementation of a system of this magnitude. What Ms. Shumate was really talking about is the business processes and the way things are done that utilize the system. This is not a matter where you put in a new IT system and everything is fine, no, you have to actually change the way everything is done, who does what, how they do it, and the like. It's pretty complicated and we've been about this now for a couple of years so at the same time, we had a plan to redesign all of our compensation practices and administrative protocols.

We were also redesigning and reengineering the way HR is conducted across the whole university and both those projects were moving together. This is a big deal and it will have a big impact, but from everything the committee can see, it is on track and being administered very well. That concludes my report.

Mr. Shumate:

Questions or comments? Thank you Jerry. At this point, Erin, if you would present the Advancement Committee report.

Mrs. Hoeflinger:

Thank you, Mr. Chairman. The Advancement Committee met yesterday and we welcomed our newest member, Georgie Shockey. She currently serves as the treasurer of the Alumni Association Board of Directors and is an alumna of what is now known as the College of Education and Human Ecology. She is a principal in Ruck-Shockey Associates, Inc., a foodservice and hospitality consulting firm, which formed in 1997.

We also recognized Art Shepard, and I wish he were here today, he is a spirited 105-year-old donor who has given over \$4 million. The money has gone primarily to The James, the Ross Heart Hospital, and the Fisher College of Business. Among the many funds he supports, he established a professorship in memory of his wife, as well as the Lynn Shepard Jones Endowed Professorship Fund in Head & Neck Oncology, which, he established in memory of his daughter and that is up for approval today by the board.

Coming off our But for Ohio State Campaign, our fundraising numbers are very strong. Our donor count is up and our pipeline continues to grow. We are doing especially well in foundation giving.

January 27, 2017 meeting, Board of Trustees

We briefly recapped the afternoon portion of the December 6 Foundation Board meeting, where attendees included the foundation board, deans, faculty leadership, and some of us as trustees as well. This meeting helped strengthen our relationship with the academic side of the university as we discussed how to build upon our momentum from the But for Ohio State Campaign and continue our culture of philanthropy. The Foundation Board is also calling for nominations to the committee and welcomed suggestions from the Advancement Committee or others on the board here, for potential members who exhibit excellent leadership skills and a passion for Ohio State.

Professor Emeritus, Lucy Caswell and alumnus Richard Stoddard were nominated to receive Distinguished Service Awards for their involvement and leadership at Ohio State. They are going to be recognized this spring.

Another highlight of our meeting was the introduction of the Buckeye Love Campaign, presented by the Alumni Association and University Marketing. We are really excited about the potential of this campaign. It capitalizes on the already popular social media hashtag "Buckeye Love" that is out there today and that Halie was telling us a little bit more about in the meeting and aims to encourage students, friends, alumni, and parents to pay it forward with random acts of kindness. You each have a "Pay Forward" card at your seat that is intended to be passed along with goodwill, these are also going to be located in other places and sent to people for giving. We have started you off by paying it forward with a cookie so we have kicked you off and these should not be left behind. If you look at the back this random act of kindness so if you do something nice, you should leave the card and then people can continue to pay it forward.

The campaign also partners with our day of giving in February, where people will be asked to give back to causes specifically chosen by colleges and units at Ohio State. Something everyone should be excited about is the opportunity to make your own customized Buckeye avatar, complete with accessories that capture what you love about being a Buckeye. I know Clark has offered to get his avatar together as well but if you can see on the front, that is an avatar. We do not often talk about avatars here, think of it as a bitmoji for those who do not think in the avatar world. But if you do not know what they are, you will find out next month so we are very excited about the fun concept and moving forward with our campaign too. Then the committee met in executive session and that concludes my report, Mr. Chairman.

Mr. Kellogg:

I would only like to add that those who attended the meeting got one of those random act of kindness cards. There is a way to find out if you used them, so make sure that they are used, and those who attended the meeting, have two of them so make sure that you take advantage of that. Alex challenged all of us, some of you were not in the meeting, to create your own avatar so we can track that as well.

Ms. Vilagi:

I want to share that I think this campaign is so brilliant from the social media perspective. That "Buckeye Love" hashtag is something that is so organic and something that I have been seeing for years. Students when they do something remarkable, get a new job, or get engaged will share that Buckeye Love hashtag. I also love how accessible it is. I think that many students might not be able to give a lot to the university right now but they can give their acts of kindness, which I think is wonderful, and can translate to future giving. Excellent work by the team there.

Mr. Shumate:

Thank you. Any other comments? Tim Smucker, the Audit and Compliance Committee report.



January 27, 2017 meeting, Board of Trustees

Mr. Smucker:

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

The first item for discussion was an update from our external audit partner, Ms. Krista Dewire from PwC. All fiscal 2016 audit and attest deliverables have been completed. There were no material weaknesses identified in relation to the stand-alone financial statement audits at any of the component or affiliate levels. There were three significant deficiencies identified at the affiliate/component level that were not deemed to be indicative of significant deficiencies in relation to the university's financial statements though. PwC's planning process for fiscal year 2017 will commence in the near future and their fiscal year 2017 audit plan will be presented at the next committee meeting.

Next, Chris Culley and Gates Garrity-Rokous presented on the Audit and Compliance Committee scorecard. There were no major concerns there, but we continue to monitor the university's efforts to mitigate its most significant strategic risks.

Finally, Chris Culley and Gates Garrity-Rokous provided the committee with an update on the university's compliance and integrity efforts. They provided an overview of the university's crime reporting obligations under the federal Clery Act. They were joined by the university's new Director of Public Safety, Dr. Monica Moll, and we were pleased to welcome her to Ohio State. They discussed the types of campus crimes we are required to report to the Department of Education as well as the campus-area geography that the Clery Act covers for our purposes. They also walked through the different types of notices and alerts the university uses to communicate with the campus about any safety issues.

Gates also provided an update on the progress on the action items required under our Office of Civil Rights Title IX Resolution Agreement with the Department of Education. Essentially, the university has either completed all of its requirements or is awaiting final feedback on its prior submission from the Office of Civil Rights.

The committee then met in executive session and that concludes my report.

Mr. Shumate:

Thank you, Tim. Any questions? Cheryl, you are doing double duty this morning, if you would present the Academic Affairs and Student Life Committee report.

Ms. Krueger:

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

We began with an update on research and innovation and discussed how the university is establishing an inclusive, interdisciplinary research community. Dr. Whitacre highlighted the importance of federal funding and the strategic approach Ohio State is taking to continue its positive trajectory. She highlighted the establishment and success of the proposal development office and industry mapping efforts.

Provost McPherson and Dr. Whitacre provided an update on the discovery themes and we were joined by two faculty members, Dr. Elisabeth Root who is an Associate Professor in the Department of Geography in Arts and Sciences and Dr. Steve Ringel, the Neal A. Smith Endowed Chair Professor of Electrical and Computer Engineering, who talked about their research in translational data analytics and materials research and innovation, respectively. What was great about the presentations, the presentations were impressive, what was even more impressive is the fact that we asked them how it was working.

January 27, 2017 meeting, Board of Trustees

We have different silos in the university, and they said those silos were coming down which is something we have been working towards for a long time, so a cultural change. Between Dr. Drake and your efforts, and Dr. McPheron, we really are fortunate to start to see those silos come down and we can leverage the full assets of the university, instead of spending more time on turf wars.

Dr. J then discussed with the committee how data and evidence-based decisions improve the student experience, enhance the student affairs body of knowledge, and contribute to academic advancements. As an example, Dr. McDaniel from the Center for the Study of Student Life and Dr. Montalto from the College of Education and Human Ecology gave an overview of the nationally administered Study on Collegiate Financial Wellness that has helped Ohio State and many other institutions make advancements as they continue to grapple with access and affordability. In other words, they are trying to look at others ways of when kids graduate how much debt do they have and what we can do to continue to minimize that.

Dr. Whitacre then reviewed the research scorecard and summarized the key funding trends. Sponsored research awards are up, but total research expenditures are down.

Dr. Randy Smith, Vice Provost for Academic Programs, updated the committee on re-accreditation with the Higher Learning Commission. He also walked through reporting requirements and the re-accreditation process.

The committee reviewed one item for action, which is faculty personnel actions, which included both appointments and reappointments. This resolution was passed by the committee and is included on today's consent agenda. The committee then recessed into executive session and that would conclude my report, Mr. Chairman.

Mr. Shumate:

Thank you, Cheryl. Any questions or comments? Appreciate the focus on the research agenda and you know our theme for this meeting is research and innovation. We appreciate that very much. Mike Gasser on Finance.

Mr. Gasser:

Thank you, Mr. Chairman. Yesterday was obviously a busy day. All the other committees met and the Finance Committee also met yesterday. We had four items for discussion during this meeting.

Ms. Devine presented the consolidated, university, and medical center financial scorecards through December and the interim financial report for the first six months of fiscal year 2017. All indicators on the university scorecard met or exceeded goals, and the consolidated scorecard for the Wexner Medical Center showed it exceeding budget for excess revenue over expenses. In conclusion, the overall financial performance through December is solid and good.

Alex has already reference the major project status report, and as he stated, the Finance Committee looks at those items that were coded yellow. The two items are Cannon Drive and Oxley Hall, and the Finance Committee discussed those during our meeting.

Mark Larmore, the Chief Financial Officer of the Wexner Medical Center, presented a financial overview of the medical center and as we know, the Wexner Medical Center is about half of the budget for the university. We are routinely going to have Mark come to the Finance Committee to give him free help, the committee's free help, and to get a report from him because we think that is quite important. Right now, the Wexner Medical Center is doing very well. Revenue was \$14 million ahead of target through December and Mark reported 115 days of cash on hand.

January 27, 2017 meeting, Board of Trustees

The Finance Committee additionally discussed two items for the consent agenda.

The first one Alex has already mentioned which is the professional services and construction contracts and the Finance Committee, along with the Master Planning and Facilities Committee, did approve that and it is on the consent agenda.

The second one is that the university is seeking approval to increase the membership dues for the OSU golf course for the 2017 calendar year. Membership dues would increase for alumni, affiliates, faculty, staff, and OSU student membership holders by

6%. Daily green fees would be maintained at the same rate as last year. The increase would be used for capital reserve/replacement, addressing deferred maintenance, and for club operations to enhance the club experience. For those of us who play golf or those of us who attempt to play golf, if you've been to Ohio State, the two golf courses, the Scarlet and Gray are wonderful golf courses. This increase is really needed to preserve that beautiful experience that people have when they come out there. The committee did approve that increase to be included on the consent agenda.

The committee then met in executive session and Mr. Chairman that concludes my report.

Mr. Shumate:

Thank you, Mike. Any questions regarding our Finance Committee activities? If not, our final committee report, Janet Reid, on governance.

Dr. Reid:

Thank you, Mr. Chairman. We were the last committee to meet and we met this morning. We began our meeting with an update from one of our student trustees, Halie Vilagi, on our student trustee selection process. I must say that Halie has taken this process to new heights. She and her team have done a fabulous job and have certainly left a template for us to follow in the future.

Since the November board meeting, they, Halie and her team, hosted six student trustee information sessions. Each session focused on the selection process, the differences between delegate and trustee representation, the role of a student trustee, and the composition of our board. Halie and Lydia, together, also worked with the presidents of the three student governments and Dr. J to fill the 13-member selection committee. They tasked these leaders to appoint individuals that represent diverse backgrounds, have a strong commitment to service, and the ability to impartially review applications. Each member of the selection committee has completed the Kirwan Institute's Implicit Bias Training. Today it will be very good, I am going to encourage all of our trustees again to meet with the top 15 candidates from this process. It is a wonderful opportunity to meet the applicants in an informal setting and for them to learn about governance and the role of the board.

Then, our new consultant, Dr. Cathy Trower, provided an update on board assessment. As part of her update she shared two tools that can be used to assess our performance as a board and board meetings. Following that, our board secretary, Dr. Thompson, then provided two updates to the committee. His first update was regarding the continued onboarding process for Dr. Fujita. He also updated the board on our attendance reporting to the Ohio Department of Higher Education, and we have great attendance so that is a good thing and the status of the letter to Governor Kasich, and our board profile/trustee matrix.

Our Chairman, Mr. Shumate, then reviewed two items for action with the committee. The first was the reappointment of Mr. Alan VanderMolen as a charter trustee. This will be Alan's second term as a charter trustee and his contributions are invaluable. The second

January 27, 2017 meeting, Board of Trustees

item for action was the ratification of committee appointments, which reflects the changes to our Advancement Committee, which were mentioned by Mrs. Hoeflinger.

These resolutions were passed by the committee and are included on the consent agenda. We also met in executive session and that concludes my report Mr. Chairman.

Mr. Shumate:

Thank you, Janet. I do believe that a number of the students who are interested in the position of the undergraduate student trustee are with us. I would like you stand and be recognized. We look forward to our mixer with you after our session today.

And now the consent agenda is before the trustees, I would like to call on President Drake to present.

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### **CONSENT AGENDA**

President Drake:

Thank you Chairman Shumate. Today we have a total of 28 resolutions on the consent agenda.

We are seeking approval for the following:

#### **REAPPOINTMENT OF A CHARTER TRUSTEE**

Resolution No. 2017-52

Synopsis: Approval of the reappointment of Alan VanderMolen as a Charter Trustee to the Board of Trustees, is proposed.

WHEREAS the Board of Trustees established the position of Charter Trustee at its meeting on February 6, 2009, acknowledging that the establishment of such a position had the potential of further strengthening the governance capacity of the board; and

WHEREAS the Ohio State University is one of the premier public land-grant institutions in the country and, in execution of its mission, embraces education on a state, national, and global scale; and

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

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

WHEREAS the board added a number of guidelines, including the following:

Charter Trustees shall be non-Ohio residents and shall be chosen on the basis of the following attributes: Ohio State alumna/alumnus or friend of the university; success in his or her chosen field or profession; state, national, or international prominence; ability to advocate for higher education; expertise in areas deemed critical to the university; and willingness and ability to offer counsel; and

WHEREAS Alan VanderMolen of Chicago, Illinois, is a distinguished alumnus of The Ohio State University, and has a record of extraordinary service to the; by a career of significant accomplishment where he currently serves as President, International and WE+, at WE

January 27, 2017 meeting, Board of Trustees

communications; by his public service work on the boards of the Planet Water Foundation, the Plank Center for Leadership in Public Relations and The Goodman Theatre; and by his expertise in areas critical to the mission of the university and to the work of the Board of Trustees proven to be an exemplary embodiment of all of those qualities deemed most desirable in a Charter Trustee:  
NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees of The Ohio State University, hereby approve the appointment of Alan VanderMolen as a Charter Trustee of The Ohio State University to serve a three-year term commencing February 1, 2017.

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### **Ratification of Committee Appointments 2017-2018**

Resolution No. 2017-53

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

#### **Academic Affairs and Student Life Committee:**

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  
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)

#### **GEORGANNE M. SHOCKEY**

(Alumni Assn member)  
James F. Dietz (Foundation Board member)

**GIFFORD WEARY** (Foundation Board member)

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

January 27, 2017 meeting, Board of Trustees

Alex Shumate (ex officio)

Brent R. Porteus

Lydia A. Lancaster

**Master Planning and Facilities:**

Alexander R. Fischer, Chair

Robert H. Schottenstein

James D. Klingbeil, Vice Chair

Alex Shumate (ex officio)

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**RESOLUTIONS IN MEMORIAM**

Resolution No. 2017-54

Synopsis: Approval of Resolutions in Memoriam, is proposed.

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

Gordon J. Aubrecht, II

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 21, 2016, of Gordon J. Aubrecht, II, Professor Emeritus of Physics in the College of Arts and Sciences.

Professor Aubrecht received his BA (Summa Cum Laude) degree from Rutgers University in 1965 and his PhD from Princeton University in 1971. He first came to OSU as a Research Associate in 1970-1972. Following an appointment as Visiting Assistant Professor at the University of Oregon from 1972 to 1975, he returned to OSU as an Assistant Professor of Physics in 1975, based at the Marion Campus. He was named Professor in 1987. His early research focus was in Elementary Particle Theory, but the main efforts in his career were in Physics Education Research, and he was a longtime member of, and a major force in, the Physics Education Research Group. His broad-ranging interests included energy issues combined with societal perspectives, revision of curriculum, incorporation of contemporary physics into introductory classes, teacher enhancement, and development of pedagogical spreadsheets. His work led to more than 450 papers presented at professional meetings and more than 200 published articles. His book, *Energy: Physical, Environmental, and Social Impact*, is in its 3rd Edition

Professor Aubrecht was awarded fellowship in the American Physical Society (2000), the American Association for the Advancement of Science (2009), and the American Association of Physics Teachers (2014). In recognition of his noteworthy contributions to the principles of academic freedom and faculty rights, he won the Louis Nemzer Award (2004) of the Ohio State Chapter of the American Association of University Professors, for which he served as president for the last ten years of his life. He was very active within his community in Delaware, Ohio, winning the Award for Lifetime Commitment to Recycling, Keep Delaware County Beautiful. He was a winner of the OSU Faculty Award for Distinguished University Service (2008), as well as numerous other service awards. He was a key figure in shaping Ohio State's regional campuses. He was named Outstanding Referee of the Physical Review and Physical Review Letters in 2014. Gordon was also a member of the Emeritus Academy at OSU and as such was granted the title of Academy Professor.

In retirement, he taught physics at the Marion Campus and worked on an Ohio Department of Education-funded project with Marion City Schools, helping science teachers at Grant Middle School and Harding High School, and with South-Western City Schools (Grove City) middle schools, to improve their science teaching approaches.

Dr. Aubrecht was a force on both the Marion campus and the Columbus campus, beloved and respected by all who knew him.

January 27, 2017 meeting, Board of Trustees

On behalf of the university community, the Board of Trustees expresses to the family of Professor Gordon J. Aubrecht, II its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board's heartfelt sympathy.

Mary K. Beyrer

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 22, 2016, of Mary K. Beyrer, Professor Emerita and retired administrator of Health Education in the College of Education and Human Ecology.

Professor Beyrer led the advancement of health education during her 40-year career. In 1969, she became the first director of the Women's Division in the School of Health, Physical Education and Recreation at Ohio State. She is best remembered, however, as the first female director of the School of Health, Physical Education and Recreation in Ohio State's College of Education from 1977-1981. She skillfully led the school through a challenging economic period.

An innovator in the field of health education from early in her career, Dr. Beyrer coordinated the Health Education 400 Television Project for Ohio State freshmen from 1959-1962. As a faculty member in health education, she presented and published widely, including the fourth edition of the prominent textbook, *School Health Education*, with well-known Ohio State Professor Delbert Oberteuffer in 1966.

The many doctoral students whom Dr. Beyrer advised became some of the best-known faculty, noted authors, administrators, and teachers in the profession. She kept in touch with them, valuing their interactions and contributions to the field as the national wellness movement developed.

Dr. Beyrer contributed to the profession by holding offices in many organizations. Her service reached a pinnacle when she served as president of the American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD) from 1982-1983. The association consisted of seven national organizations with a membership of more than 40,000.

She received numerous awards during her career and was sought as a consultant at other universities. The Association for the Advancement of Health Education presented her with its Professional Service to Health Education Award in 1976 and its Scholar Award in 1978. She was known for her carefully crafted speeches, considered by many to be works of oratory art. When named the Alliance Scholar, a high honor that sends the recipient on a speaking tour, she presented her lectures at numerous universities around the country. At Ohio State she was inducted into the College of Education Hall of Fame in 1991.

In 1980, the Alpha Chapter of Eta Sigma Gamma, the National Health Education Honorary, presented her with its Honor Award. AAHPERD, now known as SHAPE America, honored her in 1988 with its highest honor, the Luther Halsey Gulick Medal, for her long and distinguished service.

Dr. Beyrer earned a BA from Macalester College in Minnesota and an MS from MacMurray College in Illinois. She taught girls' physical education in the public schools and served as an assistant professor at Madison College in Virginia. The Ohio State University awarded her the PhD in 1959.

As a major donor to the university, in 2000, she named the Mary Beyrer Director's Suite in the Physical Activity and Education Services Building on the Ohio State campus.

January 27, 2017 meeting, Board of Trustees

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

Vera J. Blaine

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 26, 2016, of Professor Vera J. Blaine, Professor and Chair Emeritus of Dance in the College of Arts and Sciences.

Professor Blaine received her BS and MA degrees from The Ohio State University, spending years in New York City as a professional dancer and choreographer before joining the OSU faculty in the 1960s. A founding member of the OSU Department of Dance in 1968, she directed the University Dance Company for 15 years. She served as chair from 1983-1995, and in retirement continued to perform and teach her legendary dance composition courses.

Professor Blaine was recognized nationally for her work on the Council of Dance Administrators and the National Association of Schools of Dance. She was the recipient of many honors, including The OSU Alumni Distinguished Teaching award in 1977, the first recipient of The OSU Chairperson Recognition award in 1988, the Ohio Dance Award in 1996, and the University Distinguished Service Award in 2006.

Vera spent her whole life teaching. She was a mentor, a coach, and an inspiration to devoted students and faculty. Through her unique and deeply physical teaching, she helped dance artists and scholars become their most creative and thoughtful selves in both the studio and the world at large. She leaves behind a legacy of generations of dance professionals serving as artists, educators, and leaders in the field of contemporary dance and in their communities.

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

Caroletta Dalton Curtis

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 12, 2016, of Caroletta Dalton Curtis, Associate Professor Emeritus in the College of Social Work.

Professor Curtis received her BA degree from Lincoln University in Jefferson, Missouri in 1947 and in 1950 earned her MSW from Atlanta University. She also earned a post-graduate certificate in psychiatric social work from Smith College. After relocating to Columbus, Ohio, Professor Curtis became the first African American social worker hired with state funding at the Bureau of Juvenile Research, Juvenile Diagnostic Center.

After an extensive social work practice career, Professor Curtis joined the College of Social Work faculty in 1968, serving for 28 years. In addition to her extensive teaching contributions, Professor Curtis's career in the College of Social Work included service as both the Director of the MSW Program and Director of Field Education.

Professor Curtis had a lifetime commitment to the recruitment and retention of minority students in the College of Social Work. She worked closely with the, then, Office of Minority Affairs to create the first recruitment program for graduate minority students in social work.



January 27, 2017 meeting, Board of Trustees

Professor Curtis also created the Developmental Education Program, a program designed to support minorities in higher education. This program provided academic and career advising and tutoring for minority students, and was identified by the U.S. Department of Education as an exemplary academic program. Students who were not yet born when Professor Curtis retired from OSU continue to benefit from her advocacy.

Professor Curtis spent her career breaking down barriers. She was the first African American woman appointed to the Franklin County Alcohol, Drug, and Mental Health Board, and the first African American woman recruited to the Business and Professional Women's Association. Professor Curtis's advocacy in our university included her service as a founding member of the Critical Difference for Women/Coca-Cola Awards Program, a program that continues to support women scholars at our university.

Professor Curtis's accomplishments on behalf of minority and women students resulted in a number of awards. In 1989 OSU President Edward Jennings presented her with the Distinguish Affirmative Action Award. She received the College of Social Work's Outstanding Service in Field Education Award in 1994. Ohio State acknowledged Professor Curtis's accomplishments on behalf of minority students in awarding her the 1995 William H. Watson Memorial Award, for promoting equal educational opportunities. She also received the Ohio chapter of the National Association of Social Worker's Region IV Lifetime Achievement Award in 1997 and was a 2007 finalist for the Jefferson Award for Public Service.

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

Paul Dale Evans

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 15, 2016, of Paul Dale Evans, Professor Emeritus of Economics in the College of Arts and Sciences.

Professor Evans received a Bachelor of Science in Chemistry from the Massachusetts Institute of Technology in 1969, then went on to the University of Chicago where he received a Master of Science in Chemistry. During his studies at Chicago, his interest in social issues prompted him to switch from the field of chemistry to pursue a degree in economics and he went on to earn his PhD in economics from the University of Chicago in 1976.

Professor Evans joined the faculty of Stanford University in 1976 as an Assistant Professor and spent a year as a visiting scholar at the Federal Reserve Bank in San Francisco. In 1984 he joined the University of Houston as an Associate Professor and in 1987 came to The Ohio State University. He also was twice a visiting scholar at the Institute of Social and Economic Research at Osaka University in Japan. Professor Evans was promoted to full professor in the Department of Economics in 1990, and he continued at Ohio State until his retirement in August 2014.

During his career at Ohio State, Professor Evans served as the co-editor of the *Journal of Money, Credit, and Banking* for 22 years, helping to gain increased recognition and standing for the journal. He published over 60 articles in scholarly journals on a wide range of topics in macroeconomics and throughout his career Professor Evans used econometrics to address questions in macroeconomics. His knowledge and expertise along with his commitment to education made him a natural mentor to students and he served as the primary advisor to 52 PhD candidates in the Department of Economics at Ohio State.

January 27, 2017 meeting, Board of Trustees

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

Donald L. Haefele

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 3, 2016, of Donald L. Haefele, Associate Professor Emeritus of Educational Policy and Leadership in the College of Education and Human Ecology.

Dr. Haefele arrived at Ohio State in 1970 and served for 35 years, retiring in 2005. As an associate professor of educational policy and leadership, he focused his teaching duties on undergraduate mathematics education. As an example of his use of innovation in teaching, as well as his flexibility in adapting to circumstances, in 1977, Dr. Haefele and faculty colleague Victor Rentel conducted an experimental teacher preparation program wherein students received all their coursework in the context of a two-year practicum set in a Columbus inner-city school. A blizzard and ensuing loss of power interrupted the program.

Columbus City Schools, in response, created a "School without Schools." It provided students with a substitute curriculum through local newspapers, radio and television stations, and classes held once weekly in schools heated by coal and natural gas. Dr. Haefele and Dr. Rentel continued to guide the Ohio State students in their studies, including their participation in the innovative "School without Schools" program. Once power restored, the two faculty surveyed parents of elementary-grade students to obtain their opinions of the program. Largely, parents were pleased with the district's creative response to the power outage. The college students also fared well, all receiving multiple job offers from urban school districts.

Dr. Haefele also taught graduate courses in evaluation and centered his scholarly expertise on teacher evaluation. He published widely on the topic, with some of his articles cited 100 times and more by other authors. In "Evaluating Teachers: A Call for Change," in the June 1993 *Journal of Personnel Evaluation in Education*, Dr. Haefele recommended that school districts choose formative evaluation focused on developing teacher performance versus summative evaluation for making employment decisions. His conclusion cited the research about how best to motivate teachers to achieve instructional goals.

In "Good Teachers, Plural," written with Faculty Emeritus Donald Cruickshank and published in February 2001 in *Educational Leadership*, the pair summarized how past decades defined good teachers. They used historic precedent to put schools' current evaluation approaches in perspective and to emphasize the most effective approach to evaluating teachers.

Professor Haefele was greatly respected by his many students over the years. His faculty associates remember him with warmth and have many appreciative memories of him.

Before arriving at Ohio State, Dr. Haefele led a dissemination project for the Washington, D.C.-based American Association of Colleges for Teacher Education. For this project, he coordinated a series of national workshops and seminars about the U.S. Department of Education's 10 models of elementary teacher education. In 1971, AACTE published *Systems and Modeling: Self-Renewal Approaches to Teacher Education*, in which Dr. Haefele assembled and summarized six papers by leading experts on the subject.

Dr. Haefele earned both a BS and an MS in mathematics from the University of Rochester and a PhD in educational technology from Syracuse University. He began his career as a secondary school mathematics teacher in Rochester, his hometown. He then became an

January 27, 2017 meeting, Board of Trustees

assistant professor and director of an innovative program in teacher education at the University of Tennessee.

An athlete as well as a scholar, Dr. Haefele was a member of the University of Rochester's undefeated 1960 football team and was named Outstanding Wrestler in 1961. He remained a lifelong fitness advocate.

On behalf of the university community, the Board of Trustees expresses to the family of Associate Professor Donald L. Haefele its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board's heartfelt sympathy.

#### William "Bill" L. Ingalls

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 24, 2016, of William "Bill" L. Ingalls, Professor Emeritus of Veterinary Preventive Medicine in the College of Veterinary Medicine.

Professor Ingalls received his DVM and MS from The Ohio State University in 1942 and 1959, respectively. He joined the college as a faculty member in 1947. He then moved into private industry where he served as vice president of the Columbus Serum Company from 1951 to 1974. He was a professor and extension veterinarian in the Department of Veterinary Preventive Medicine from 1974 until he officially retired in 1988. After his retirement, he maintained an office in the department and remained actively involved in teaching and extension activities for many years without compensation until he was 92.

During his diverse career, Dr. Ingalls also worked at the Ohio Animal Disease Diagnostic Laboratory in Reynoldsburg, served as assistant state pathologist with the Ohio Department of Agriculture, and worked as an associate animal pathologist at the Virginia Agricultural Experiment Station. Dr. Ingalls' distinguished career includes serving as vice president of the American Veterinary Medical Association, president of the Ohio Veterinary Medical Association, and health commissioner in the Pickaway County General Health District. He also served on the board of directors of the American Association of Extension Veterinarians and as director of the Ohio Extension Professors Association, among others.

Bill Ingalls was committed to student learning, supporting agricultural producers in Ohio, and was a friend to everyone he met. He was recognized with numerous well-deserved honors and awards throughout his esteemed career, including being named a Distinguished Alumnus of the college, induction into the Ohio Agricultural Hall of Fame, receiving the Lifetime Achievement Award and Meritorious Award from the Ohio Veterinary Medical Association, and the Public Service Award from the American Veterinary Medical Association.

The William L. Ingalls Award for Exceptional Service was established in 2000 to recognize individuals who have provided exceptional service to the College of Veterinary Medicine at The Ohio State University. Recipients of the award shall have demonstrated continued dedication to the college and a sustained impact on its programs.

On behalf of the university community, the Board of Trustees expresses to the family of Professor William "Bill" L. Ingalls its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board's heartfelt sympathy.

January 27, 2017 meeting, Board of Trustees

Donald E. McGinnis

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 28, 2016, of Donald E. McGinnis, Professor Emeritus and Director of Bands Emeritus in the School of Music in the College of Arts and Sciences.

Professor McGinnis received his BM and BME degrees from Oberlin College Conservatory of Music (clarinet performance and music education) in 1941. He received the Master of Arts in Education degree in 1946 and a PhD in music theory and composition in 1953, both from the University of Iowa. His dissertation was his own composition, *Symphony for Band*. He was appointed in 1941 to teach all of the woodwinds, assist with both the concert and marching bands, and conduct the regimental bands at The Ohio State University. In 1942, his appointment was interrupted by his enlistment in the United States Navy, where he performed as the principal clarinetist and featured soloist in an elite musical unit. During the war, he received a commission and served as the Communication Officer on the USS *Lucidor* in the South Pacific. After an honorable discharge in 1945, Professor McGinnis returned to Ohio State in 1946 as a professor of flute and clarinet and associate conductor of the OSU Concert Band; an ensemble which earned national and international recognition with performances at such illustrious venues as Carnegie Hall and Lincoln Center, widely acclaimed recordings, enabling commissions for new works, and earning awards as an ensemble of the highest caliber. Off-campus he served for two years as principal clarinetist and for ten years principal flutist and then assistant conductor from 1964-1982 of the Columbus Symphony, as well as serving as guest conductor and presenting clinics nationwide.

He was a national and international leader as a musician and conductor, receiving many honors. He is a member of the Pi Kappa Lambda, the Columbus Senior Musicians Hall of Fame, Honorary Member of Phi Beta Mu and Tau Beta Sigma, received the Distinguished Service to Music Award from Kappa Kappa Psi, and the God and Country Award from the Salvation Army. In 1956 he was elected a member of the prestigious American Bandmasters Association and served as its President in 1976. He was chosen as a Honorary Life Member and was named Honorary Life President in 1999. In 1977 he was the recipient of a Resolution from the Ohio House of Representatives for Outstanding Contributions in Teaching, Performance, and Leadership. He received Honorary Life Memberships in TBDBITL (The Best Damn Band in the Land), The Ohio State University Alumni Band in 1977, and the coveted Medal of Honor at the Midwest Band International Band and Orchestra Clinic in 1988.

Serving in many university and School of Music roles, he was appointed as head of the Instrumental Division in 1950 and then chairman of the Performance Division in 1969-1973. He served as director of the School of Music from 1973-1974.

Following Professor McGinnis's retirement in 1979, he remained active in scholarship, community, and university activities. He was the interim conductor of the Capital University Wind Ensemble and Columbus Youth Wind Ensemble for the 1979-1980 year. He was appointed conductor of the Southeastern Symphony Orchestra in New Concord, Ohio for the 1979-1987 seasons. He was the interim band director at Indiana University of Pennsylvania in 1989. In 1995, the Donald E. McGinnis Concert Band Scholarship was established at The Ohio State University. In 2005, the DMA (Doctor of Musical Arts) document, *The professional life of Donald E. McGinnis* was presented by author, Jamie Rowe Titus. He was honored by his students with a 90th Birthday Celebration on October 21, 2007.

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

January 27, 2017 meeting, Board of Trustees

Steven Reiss

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 28, 2016, of Steven Reiss, Professor Emeritus of Psychology in the College of Arts and Sciences.

Professor Reiss earned his bachelor's degree from Dartmouth College in 1964 where he was one of 16 members of his undergraduate class to be awarded Senior Fellow status. He earned his PhD in Psychology from Yale University (1972) and completed a clinical psychology internship at Harvard Medical School. As an American Psychological Association and American Association on Intellectual and Developmental Disabilities Fellow, Dr. Reiss served as a tenured professor of psychology at The Ohio State University and Director of the Nisonger Center for 16 years.

As one of the world's leading scientific authorities on the co-occurrence of intellectual disability and mental illness, Dr. Reiss's career included ground-breaking research and coining the term "diagnostic overshadowing". He also developed a number of widely used standardized assessment instruments including: *Anxiety Sensitivity Index (ASI)*, to assess anxiety disorders; *Reiss Screen for Maladaptive Behavior* and *Reiss Scales for Dual Diagnosis*, to screen for mental health problems in children and adults with intellectual disability; and *Reiss Motivation Profile*, a scale to assess what motivates people. Later in his career, Dr. Reiss studied the access of people with disabilities to organ transplantation and refined his theory of motivation. An innovative thinker, Dr. Reiss recently published *The 16 Strivings for God*.

Dr. Reiss was a member of the author group for the American Association on Intellectual and Developmental Disabilities' (AAIDD) ninth edition of its terminology and classification manual, *Mental Retardation: Definition, Classification, and Systems of Support* (1992). He was the recipient of a number of prestigious awards, including the AAIDD Leadership Award (1987), The Arc of the US Distinguished Research Award (1991), the NADD Frank J. Menolascino Award (1996), and the AAIDD Research Award (2003).

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

David Yashon

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 21, 2016, of David Yashon, Professor Emeritus of Neurosurgery in the College of Medicine.

Dr. Yashon graduated from the University of Illinois with a Master of Science and a Doctor of Medicine in 1958 and 1960, respectively. He remained at the University of Illinois for his internship and residency in Neurosurgery and Neuropathology. Dr. Yashon started general surgery at Presbyterian St. Luke's Hospital and then continued to have many appointments during his medical career in the neurology field of medicine. He began his career as an Assistant in Neuroanatomy, (University of Illinois, 1960), Clinical Instructor in Neurosurgery (University of Chicago, 1965-1966), Associate Attending Neurosurgeon (Cook County Hospital, Chicago, Illinois, 1965-1966), Assistant Professor of Neurosurgery (Case Western Reserve University, Cleveland, Ohio 1966-69), Assitant Professor of Neurosurgery (The Ohio State University, 1969-1974), and Professor of Neurosurgery (The Ohio State University, 1974). Dr. Yashon retired in 2011 as Professor Emeritus of Neurosurgery from The Ohio State University, Associate Neurosurgeon at Children's Hospital, Columbus, Ohio and Neurosurgeon at Central Ohio Neurological Surgeons, Westerville, Ohio.

January 27, 2017 meeting, Board of Trustees

Dr. Yashon founded the Central Ohio Neurological Surgeons. He authored/co-authored books: *Spinal Injury* an often cited text by researchers; *Cytology of Tumors Affecting the Nervous System*, with his friend and mentor Dr. John Jane. He also authored numerous papers and articles. He was a member of Omega Beta Pi and Alpha Omega Alpha. He also served as treasurer for the Ohio State Neurosurgical Society.

Following Dr. Yashon's retirement in 2011, he remained active in scholarship and community activities.

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

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### **VOLUNTARY SEPARATION INCENTIVE PROGRAM**

Resolution No. 2017-55

Synopsis: Authorization for the Office of Human Resources, in consultation with the Office of Legal Affairs, the Office of Academic Affairs, and the Office of Business & Finance, to establish voluntary separation incentive programs ("VSIPs"), is proposed.

WHEREAS the VSIPs are intended to be used on an as needed and time-limited basis for eligible employees who hold regular appointments at The Ohio State University (the "University") and only for colleges and units where actual needs exist to gain efficiency or meet strategic and operational goals; and

WHEREAS pursuant to Ohio Revised Code ("ORC") Section 3335.09, the Board of Trustees of the University is vested with authority to fix the compensation for employees of the University; and

WHEREAS pursuant to ORC Section 124.14, the Board of Trustees of the University is vested with authority to carry out all matters of governance involving the officers and employees of the University; and

WHEREAS the University desires to have more flexible programs to facilitate positive changes in administrative streamlining, assist in management of the timing of employment separations for retirement-eligible faculty and staff, and meet the needs of individual colleges and administrative units to reduce costs or redirect faculty lines and resources to promote programmatic goals, etc.; and

WHEREAS the University anticipates that such workforce planning factors shall affect various colleges and administrative units differently wherein these various colleges and administrative units may need varying voluntary separation incentive program options based on their specific needs; and

WHEREAS the University desires to establish VSIPs, as needed, that will address those needs and will result in a more strategic and efficient operation of the University while preserving a positive culture of commitment and engagement:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Office of Human Resources, in consultation with the Office of Legal Affairs, Office of Academic Affairs, and the Office of Business and Finance, establish voluntary separation incentive programs, as needed, and as outlined above.

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**PERSONNEL ACTIONS**

Resolution No. 2017-56

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the personnel budget records of the university since the November 4, 2016, meeting of the board, including the following appointment:

Reappointments

Name: E. CHRISTOPHER ELLISON  
Title: Vice Dean of Clinical Affairs and Senior Associate Vice  
President of Health Sciences  
College: Medicine  
Title: Chief Executive Officer  
Unit: Faculty Group Practice  
Title: President  
Unit: Ohio State University Physicians, Inc.  
Term: November 1, 2016 - October 31, 2017

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**AMENDMENTS TO THE PROCEDURE FOR SETTING  
AND REVIEWING COMPENSATION FOR UNIVERSITY EXECUTIVES**

Resolution No. 2017-57

Synopsis: Approval of the amended and restated Procedure for Setting and Reviewing Compensation for University Executives is proposed.

WHEREAS a Procedure for Setting and Reviewing Compensation for University Executives is an important component in providing a foundation for the design and administration of executive compensation; and

WHEREAS the Board of Trustees approved a Procedure for Setting and Reviewing Compensation for University Executives on August 28, 2015; and

WHEREAS the Board of Trustees approved changes to the Procedure for Setting and Reviewing Compensation for University Executives on November 6, 2015 and June 3, 2016; and

WHEREAS the university desires to amend and restate the Procedure for Setting and Reviewing Compensation for University Executives upon approval by the Board of Trustees.

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached amended and restated Procedure for Setting and Reviewing Compensation for University Executives.

(See Appendix XXX for background information, page 743)

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**DELEGATION OF AUTHORITY TO ADMINISTER UNIVERSITY RETIREMENT PLANS**

Resolution No. 2017-58

Synopsis: Delegation of authority to administer The Ohio State University Alternative Retirement Plan ("ARP"), The Ohio State University 403(b) Retirement Plan (the "403(b) Plan"), The Ohio State University Amended and Restated 457(b) Deferred Compensation

January 27, 2017 meeting, Board of Trustees

Plan (the "457(b) Plan"), The Ohio State University Retirement Continuation Plan ("RCP"), The Ohio State University Retirement Continuation Plan II ("RCP II"), The Ohio State University Supplemental 415(m) Retirement Plan ("415(m) Plan") and The Ohio State University Supplemental 415(m) Retirement Plan II ("415(m) Plan II"), each as amended and/or restated from time to time, is proposed.

WHEREAS the university sponsors and maintains the ARP, 403(b) Plan, 457(b) Plan, RCP, RCP II, 415(m) Plan, and 415(m) Plan II (collectively, the "Retirement Plans"); and

WHEREAS sponsoring and maintaining the Retirement Plans requires the exercise of discretion and the fulfillment of fiduciary responsibilities for the benefit of Retirement Plan participants and their beneficiaries; and

WHEREAS the Board of Trustees desires to provide for administration of the Retirement Plans by authorizing a delegation of certain powers from the Board of Trustees to the senior vice president for Talent, Culture, and Human Resources (or, if none, the president's designee) (the "SVP") or the SVP's designee(s):

NOW THEREFORE

BE IT RESOLVED, That, pursuant to Section 3.4 of the ARP, the Board of Trustees designates the SVP or the SVP's designee(s) to fulfill the duties and have the powers of the employer under the ARP; and

BE IT FURTHER RESOLVED, That, pursuant to Sections 3.3 and 11.2 of the 403(b) Plan, the Board of Trustees designates the SVP or the SVP's designee(s) as the administrator under the 403(b) Plan; and

BE IT FURTHER RESOLVED, That, pursuant to Section 1.20 of the 457(b) Plan, the Board of Trustees designates the SVP or the SVP's designee(s) as the plan administrator under the 457(b) Plan; and

BE IT FURTHER RESOLVED, That, pursuant to Section 13.03 of each of the RCP and RCP II, the Board of Trustees designates the SVP or the SVP's designee(s) as the administrator under the RCP and RCP II, respectively, as well as under the 415(m) Plan and 415(m) Plan II; and

BE IT FURTHER RESOLVED, That the board may revoke such delegations of authority under one or more of the Retirement Plans at any time; and

BE IT FURTHER RESOLVED, That the SVP or the SVP's designee(s) be and are hereby authorized and empowered to prepare such documents and to take any additional actions that he or she, in his or her discretion, deems necessary or advisable to effect the purposes and intents of the foregoing resolutions; and

BE IT FURTHER RESOLVED, That the SVP or the SVP's designee(s) be and are hereby authorized and empowered to appoint such additional fiduciaries, including but not limited to retirement plan investment committee members, and to take any additional actions he or she, in his or her discretion, deems necessary or advisable to effect the purposes and intents of the foregoing resolutions, including, but not limited to, engaging persons to render advice with regard to its responsibilities under the Retirement Plans; and

BE IT FURTHER RESOLVED, That the SVP or the SVP's designee(s) shall report any significant changes in the operation of any Retirement Plan periodically to the Talent and Compensation Committee of the Board of Trustees; and

BE IT FURTHER RESOLVED, That any actions previously taken by the officers or employees of the university that would have been authorized by the foregoing resolutions, if taken after their adoption, are hereby ratified and confirmed.



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### FACULTY PERSONNEL ACTIONS

Resolution No. 2017-59

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 November 4, 2016, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves, and emeritus titles:

#### Appointments

Name: DARWIN L. CONWELL  
Title: Professor-Clinical (Dr. Floyd M. Beman Chair Fund in Gastroenterology)  
College: Medicine  
Term: November 1, 2016 through October 31, 2020

Name: RAY E. HERSHBERGER  
Title: Professor (The Charles Austin Doan Chair of Medicine)  
College: Medicine  
Term: November 1, 2016 through October 31, 2020

Name: \*JOHN M. HORACK  
Title: Professor (The Neil Armstrong Chair in Aerospace Policy)  
College: Engineering and John Glenn College of Public Affairs  
Term: September 1, 2016 through June 30, 2021

Name: RAPHAEL E. POLLOCK  
Title: Professor (The Kathleen Wellenreiter Klotz Chair in Cancer Research)  
College: Medicine  
Term: November 1, 2016 through October 31, 2019

Name: \*SHARON J. TUCKER  
Title: Professor (The Grayce M. Sills Professorship)  
College: Nursing  
Term: January 1, 2017 through December 31, 2021

(See Appendix XXXI for background information, page 749)

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### UNIVERSITY FOUNDATION REPORT

Resolution No. 2017-60

Synopsis: Approval of the University Foundation Report as of December 31, 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 three (3) endowed chairs: the Neil A. Armstrong Chair in Aerospace Policy, the Roy Lichtenstein Foundation Endowed Chair of

January 27, 2017 meeting, Board of Trustees

Art History, the Roy Lichtenstein Endowed Chair of Studio Art; four (4) endowed professorships: The Lawrence and Isabel Barnett Endowed Professorship of Arts Management, the Ric Dillon Endowed Professorship in Investments, The Lynne Shepard Jones Endowed Professorship in Head and Neck Oncology, the Wolfe Associates Inc. Endowed Professorship in Canine Clinical and Comparative Medicine; one (1) new endowed fund as part of the Ohio Scholarship Challenge; fourteen (14) additional named endowed funds; and the revision of twelve (12) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of December 31, 2016.

(See Appendix XXXII for background information, page 751)

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### **NAMING OF THE PERRY WEBB STUDENT LIFE BUILDING**

Resolution No. 2017-61

AT THE OHIO STATE UNIVERSITY

Synopsis: Approval for the naming of the student life building at The Ohio State University at Lima, as the Perry Webb Student Life Building, is proposed.

WHEREAS the new 15,000 square foot LEED certified building is prominently located on the campus quad of the Ohio State Lima campus and will provide unique spaces for students to meet, collaborate, relax and exercise; and

WHEREAS the Perry Webb Student Life Building will transform the student experience on the Lima campus and enhance recruitment and retention efforts that lead to campus and community growth; and

WHEREAS Perry Webb was instrumental in the establishment of the Ohio State Lima campus, championing the fundraising efforts to purchase the land for the campus' first building in 1965; and

WHEREAS his children, Larry Webb and Mary Ellen Webb Marik, continue to carry on their father's legacy of philanthropy and community service through generous gifts to the Lima campus from their father's donor advised fund, and the family's support of the student life building will ensure that future generations of students understand the Lima community's commitment to their success:

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 student life building at The Ohio State University at Lima be named the Perry Webb Student Life Building.

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### **NAMING OF BRYSON HALL**

Resolution No. 2017-62

AT THE OHIO STATE UNIVERSITY AT MARION

Synopsis: Approval for the naming of the Technical Education Center at The Ohio State University at Marion, as Bryson Hall, is proposed.

January 27, 2017 meeting, Board of Trustees

WHEREAS the Technical Education Center houses most Marion Technical Center classes, is home to state of the art laboratories and administrative offices, and is prominently located on the campus of Ohio State at Marion; and

WHEREAS Dr. J. Richard Bryson retired after serving as the president of Marion Technical College for 42 years; and

WHEREAS Dr. Bryson honorably carried out the mission of the college, offering enriched and personal educational experiences for the Marion community with programs leading to meaningful careers; and

WHEREAS Dr. Bryson has been active in the Marion community, having served as a member on the board of directors of the Marion Area Chamber of Commerce, Marion Convention and Tourism Bureau, Marion County Historical Society, Harding Area Council of the Boy Scouts of America, Community MedCenter Hospital, Wyandot Popcorn Museum Foundation, Ohio Community College Association, and numerous other regional, state, and local professional, governmental, and community boards and committees:

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 Technical Educational Center at The Ohio State University at Marion shall be named Bryson Hall in honor of Dr. Richard J. Bryson.

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**NAMING OF THE JANE, LILY, AND BUBBA SHACKELFORD LOBBY**

Resolution No. 2017-63

**IN THE VETERINARY MEDICAL CENTER  
HUMMEL AND TRUEMAN HOSPITAL FOR COMPANION ANIMALS**

Synopsis: Approval for the naming of the emergency and community practice lobby of the Veterinary Medical Center (VMC) Hummel and Trueman Hospital for Companion Animals, located at 601 Vernon L. Tharp Street on the Columbus campus as The Jane, Lily, and Bubba Shackelford Lobby, 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 VMC Hummel and Trueman Hospital for Companion Animals offers advanced medical techniques and procedures for patients while providing high-quality learning experiences for students, residents, and interns, allowing them to apply their classroom learnings in a clinical setting and better preparing them for careers in the veterinary profession; and

WHEREAS the Emergency and Community Practice Lobby of the VMC Hummel and Trueman Hospital for Companion Animals allows for a comfortable area for clients to wait; and

WHEREAS Don and Teckie Shackelford have been loyal friends and supporters of the college and The Ohio State University and have provided significant contributions to the College of Veterinary Medicine for the Veterinary Medical Center Enhancement and Expansion project; and

January 27, 2017 meeting, Board of Trustees

WHEREAS the donors wish to honor their beloved dogs Jane, Lily, and Bubba, and the care and treatment received at the VMC:

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 emergency and community practice lobby shall be named The Jane, Lily, and Bubba Shackelford Lobby.

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**NAMING OF THE RON AND GLENNA CHIDESTER LIVING ROOM**

Resolution No. 2017-64

IN THE VETERINARY MEDICAL CENTER  
HUMMEL AND TRUEMAN HOSPITAL FOR COMPANION ANIMALS LOBBY

Synopsis: Approval for the naming of the living room in the lobby of the Veterinary Medical Center (VMC) Hummel and Trueman Hospital for Companion Animals, located at 601 Vernon L. Tharp Street on the Columbus campus as the Ron and Glenna Chidester living room, 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 VMC Hummel and Trueman Hospital for Companion Animals offers advanced medical techniques and procedures for patients while providing high-quality learning experiences for students, residents, and interns, allowing them to apply their classroom learnings in a clinical setting and better preparing them for careers in the veterinary profession; and

WHEREAS the living room in the lobby of the VMC allows for a dedicated and comfortable area for clients to wait; and

WHEREAS Ron and Glenna Chidester have provided significant contributions to the College of Veterinary Medicine for the Veterinary Medical Center Enhancement and Expansion project; and

WHEREAS the donors wish to honor their beloved dogs Bebe, Tina, and Jazz, and the care and treatment received at the VMC:

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 living room shall be named the Ron and Glenna Chidester Living Room.

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**NAMING OF INTERNAL SPACES**

Resolution No. 2017-65

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

January 27, 2017 meeting, Board of Trustees

Synopsis: Approval for naming of the internal spaces at the new Veterinary Medical Center (VMC) Hummel and Trueman 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 Hummel and Trueman Hospital for Companion Animals offers advanced medical techniques and procedures for patients while providing high-quality learning experiences for students, residents and interns, allowing them to apply their classroom learnings in a clinical setting and better preparing them for careers in the veterinary profession; and

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

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

- The Buchanan Family Foundation
- Dr. and Mrs. Gil and Susan Cloyd
- Dr. Roger Hart
- Dr. and Mrs. Rex and Nancy Riggs
- Schoedinger Pet Services
- The Wolff Family

NOW THEREFORE

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

- Room A121 - The Dr. Irving Kuhn and Paul Harcourt Faculty Office
- Room 1163- The Dr. Gilbert and Susan Cloyd Radiology Learning Conference Room
- Room 1079C - The Dr. Roger Hart Conference Room
- Room 1019 - The Leonard and Margeret Riggs Exam Room
- Room 1001 - Tara's Exam Room
- Room 1024 - The Dr. Allen Wolff Exam Room

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### **NAMING OF INTERNAL SPACES**

Resolution No. 2017-66  
IN FRY HALL COLLEGE OF OPTOMETRY

January 27, 2017 meeting, Board of Trustees

Synopsis: Approval for naming of spaces in the Pre-Clinic and in the Pediatric and Low Vision Clinic in Fry Hall, located at 352 West 10th Avenue on the Columbus campus, is proposed.

WHEREAS the College of Optometry is dedicated to providing eminence in optometric education, vision research, and eye care; and

WHEREAS the Pre-Clinic and Pediatric and Low Vision Clinic provide new and technologically-updated facilities in which students attend lectures and receive education on how to provide comprehensive eye examinations, how to use basic optometric equipment, and how to care for specialized patients; and

WHEREAS the donors listed below have provided significant contributions to the College of Optometry:

- Dr. James Bieber
- Dr. Jennifer Mattson
- Optometric Educators, Inc.
- Drs. Randall and Mary Lynne Blevins
- The Episcotisters 1977 with gifts generously given by Drs. Joe Barr, Andy Davidson, Steve Eyer, Mark Motley, Cliff Poling, Mike Rader, Ken Sandker, and Rick Snow
- Dr. Chris Woodruff and Dr. Heidi Wagner

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 Fry Hall be named:

- Room 150, the James C. Bieber, O.D., in Honor of Janet P. Bieber Pediatric Examination Room
- Room 158, the Galloway Eye Care Pediatric Examination Room
- Room 159, the Optometric Educators, Inc. Binocular Vision and Pediatrics Consultation Room
- Room 214, the Drs. Randal and Mary Lynne Blevins Examination Room
- Room 216, the Episcotisters 1977 Examination Room
- Room 225, the Dr. Chris Woodruff and Dr. Heidi Wagner Examination Room

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#### **NAMING OF THE COVELLI CENTER**

Resolution No. 2017-67

#### **IN THE DEPARTMENT OF ATHLETICS**

Synopsis: Approval for the naming of the multi-sport facility to be constructed on Fred Taylor Drive on The Ohio State University Columbus campus as the Covelli Center, is proposed.

WHEREAS the multi-sport facility is the future competition venue for men's and women's fencing, men's and women's gymnastics, men's and women's volleyball, and wrestling, and it is located with the Jennings Family Wrestling Practice Facility; and

WHEREAS in February 2013, the facility was temporarily named Covelli Arena in recognition of the generosity of Caryn and Sam Covelli and their lead gift to support the construction of the new facility; and

January 27, 2017 meeting, Board of Trustees

WHEREAS the fundraising and design plans have evolved and construction has been approved:

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 multi-sport facility be named the Covelli Center.

\*\*\*

**NAMING OF THE GLENN O. WOODWARD DENTAL SUITE**

Resolution No. 2017-68

IN THE OHIO STATE UNIVERSITY NISONGER CENTER

Synopsis: Approval for the naming of the dental clinic in The Ohio State University Nisonger Center, located at 345 McCampbell Hall on The Wexner Medical Center campus, 1581 Dodd Drive as the Glenn O. Woodward Dental Suite, is proposed.

WHEREAS the Ohio State University Nisonger Center's mission is to improve the lives of people with developmental disabilities and their families by providing the highest quality interdisciplinary care, education, and research; and

WHEREAS the Nisonger Center Dental Program serves approximately 4,000 children and adults with developmental disabilities annually and is the largest provider of oral health services for people with developmental disabilities in the State of Ohio, and the program also provides clinical training in the care of people with developmental disabilities to all Ohio State dental students and dental hygiene students; and

WHEREAS the Anna L. Woodward Trust has provided significant contributions to the Nisonger Center Dental Program:

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 dental clinic (Suite 345) in The Ohio State University Nisonger Center be named the Glenn O. Woodward Dental Suite.

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**NAMING OF INTERNAL SPACES**

Resolution No. 2017-69

IN THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER

RICHARD M. ROSS HEART HOSPITAL

JAMESON CRANE SPORTS MEDICINE INSTITUTE

SYNOPSIS: Approval of administrative changes to previously approved named spaces, is proposed.

WHEREAS the room number for The William H. & Dorothea N. Hadler Consultation Room in the Richard M. Ross Heart Hospital has changed; and

WHEREAS in September 2016, the Board of Trustees approved the naming of the Mark and Sunny Masser Family Director's Office in the Jameson Crane Sports Medicine Institute in recognition of generous contributions from Mark and Sunny Masser:

NOW THEREFORE

January 27, 2017 meeting, Board of Trustees

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 spaces in the Richard M. Ross Heart Hospital and Jameson Crane Sports Medicine Institute be named the following:

- Room H5007B - The William H. & Dorothea N. Hadler Consultation Room (previously H5209)
- Second Floor - The Mark and Sunny Masser Family Executive Director's Office

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#### **DISTINGUISHED SERVICE AWARDS**

Resolution No. 2017-70

Synopsis: Approval of Distinguished Service Awards to be presented spring 2017, is proposed.

WHEREAS the President's Cabinet reviewed and supported the recommendations of the Distinguished Service Awards Committee for Lucy Caswell and Richard Stoddard to receive Distinguished Service Awards in the spring of 2017; and

WHEREAS these awards are given in recognition of distinguished service to The Ohio State University and the awards are in accordance with action taken by the Board of Trustees in 1952; and

WHEREAS the committee may recommend additional 2017 recipients later in the year:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the 2017 Distinguished Service Awards for awarding as designated above.

(See Appendix XXXIII for background information, page 780)

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#### **AUTHORIZATION TO APPROVE GOLF COURSE MEMBERSHIP DUES AND FEES**

Resolution No. 2017-71

Synopsis: Approval of golf course membership dues and fees for calendar year 2017 (FY2018) 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 each year the Athletic Council reviews projections for the coming year's budget and recommends golf course membership dues and fees; and

WHEREAS the Athletic Council has approved golf course membership dues and fees as shown on the attached table; 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 the recommended golf course membership dues and fees for calendar year 2017.



January 27, 2017 meeting, Board of Trustees

(See Appendix XXXIV for background information, page 781)

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## **APPROVAL FOR FRAMEWORK 2.0**

Resolution No. 2017-72

Synopsis: Authorization to approve Framework 2.0, an update to the university's master plan, including planning principles, goals and the vision for the Columbus campus, is requested.

WHEREAS Ohio State will create transformational research and learning environments through a planning framework in which the university's academic mission drives its physical environment, connecting ideas to implementation and supporting access to an affordable, excellent education; and

WHEREAS Framework 2.0 builds upon the strong foundation of the 2010 Ohio State Framework Plan reinforcing and refining previous planning ideas while establishing near and long-term concepts that strengthen the physical campus and support the university mission; and

WHEREAS the university began the planning process by completing a comprehensive assessment of existing space across campus to understand utilization and programmatic needs; and

WHEREAS the space assessment indicated a need for additional classrooms, class laboratories, research laboratories, and student centered spaces which support enrollment and faculty growth, modern teaching and learning pedagogies, evolving student needs and the university's position as a national flagship public research institution; and

WHEREAS the university used the findings of the space assessment to engage faculty, staff and students to develop a flexible vision for both near and long term development of campus that will promote student success, support academic, research and outreach mission, strengthen access and connectivity and transform natural systems and open space; and

WHEREAS Framework 2.0 will replace the previous Framework Plan that the Board of Trustees adopted in 2010; and

WHEREAS Framework 2.0 will work in conjunction with the strategic and capital plans of the university to align the campus with its mission and programs and create a shared vision to guide sustained implementation and enable Ohio State to revise and re-envision as the future unfolds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts Framework 2.0 as the guiding vision for the physical environment and directs the appropriate university offices to proceed with planning consistent with the framework principles and long-term vision.

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

Resolution No. 2017-73

**Approval To Enter Into Professional Services Contracts**  
700 Ackerman - Wexner Medical Center Operations Center  
Wooster - New Laboratory Building

**Approval To Enter Into/Increase Professional Services and Construction Contracts**  
 Athletics District Road and Storm Water  
 Transportation Plan Implementation  
 Lima Campus - New Student Life Building

**Approval to Enter Into Construction Contracts**  
 Brain and Spine Hospital - 7th Floor  
 Airport Enhancements  
 Wexner Medical Center - 72-Bed Build Out

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

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

	Prof. Serv. Approval Requested	Total Project Cost	
700 Ackerman - Wexner Medical Center Operations Center	\$2.5M	\$21.8M	auxiliary funds
Wooster - New Laboratory Building (design only)	\$3.5M	TBD	state 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; and

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Project Cost	
Athletics District Road and Storm Water	\$0.6M	\$6.9M	\$7.5M	auxiliary funds university funds
Transportation Plan Implementation	\$3.3M	\$13.2M	\$16.5M	auxiliary funds
Lima Campus - New Student Life Building (increase)	\$1.0M	\$4.2M	\$5.2M	development funds university funds state funds

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

January 27, 2017 meeting, Board of Trustees

	Construction Approval Requested	Total Project Cost	
Brain and Spine Hospital - 7th Floor	\$4.6M	\$5.1M	auxiliary funds
Airport Enhancements - Phase 2	\$13.4M	\$20M	development funds university funds
Wexner Medical Center - 72-Bed Build Out	\$55.0M	\$60.M	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 Athletics District Road and storm water were not known at the time the CIP was approved; 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 the Athletics District Road and storm water; and

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

(See Appendix XXXV for background information, page 783)

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#### **ACQUISITION OF REAL PROPERTY**

Resolution No. 2017-74

**NEAR UNIVERSITY HOSPITAL EAST  
COLUMBUS, FRANKLIN COUNTY, OHIO**

Synopsis: Authorization to purchase real property adjacent to University Hospital East bounded by Hawthorne Avenue, Hughes Street, Phale D. Hale Drive, and the planned extension of Winner Avenue, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to acquire land, owned by the Columbus Metropolitan Housing Authority (CMHA), located on the near east side of Columbus and adjacent to University Hospital East to support future hospital expansion and/or facility replacement; and

WHEREAS this purchase supports the university's vision of enhancing the quality of life on the near east side by creating a healthy, financially, and environmentally sustainable community where residents have access to safe and affordable housing, quality healthcare, education, and employment opportunities; and

January 27, 2017 meeting, Board of Trustees

WHEREAS this vision is shared by Partners Achieving Community Transformation (PACT) and the project is consistent with PACT's Blueprint for Community Investment plan.

WHEREAS all costs associated with the acquisition of the property, maintenance and repairs, and any improvements will be provided by the Wexner Medical Center:

NOW THEREFORE

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

(See Appendix XXXVI for background information, page 791)

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**ACQUISITION OF REAL PROPERTY**

Resolution No. 2017-75

LOCATED AT 700 ACKERMAN ROAD  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase real property located at 700 Ackerman Road, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to purchase improved real property located at 700 Ackerman Road, Columbus, Ohio, owned by the Medstone Realty Company, LLC, a wholly owned subsidiary of Campus Partners for Community Urban Redevelopment, an affiliated entity of the university; and

WHEREAS the property, which consists of a six-story general office building, will be utilized to support Wexner Medical Center administrative operations; and

WHEREAS all costs associated with the acquisition of the property, maintenance and repairs, and any improvements will be provided by the Wexner Medical Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that president and/or senior vice president for business and finance be authorized to take action required to effect the purchase of the referenced property, in the name of the State of Ohio, for the use and benefit of The Ohio State University at a purchase price of \$8,750,000 and upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXXVII for background information, page 792)

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**SALE OF REAL PROPERTY**

Resolution No. 2017-76

COUNTY PARCEL 010-222646  
OLENTANGY RIVER ROAD  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to sell real property located along Olentangy River Road, adjacent to State Route 315, Columbus, Franklin County, Ohio, is proposed.

January 27, 2017 meeting, Board of Trustees

WHEREAS the property, parcel 010-222646, was acquired from the City of Columbus through an alley vacation in September 2000; and

WHEREAS through the passage of Resolution 2016-41, the Board of Trustees authorized the sale of the above referenced parcel and parcel 010-204010; and

WHEREAS it has since been determined that parcel 010-204010 is subject to restrictions and encumbrances that prohibit its sale and this request amends the authorization for sale to include a portion of parcel 010-222646 only; and

WHEREAS the sale of this property is necessary to cure an inadvertent encroachment that occurred during construction of the retail center owned and operated by Lennox Station Holdings, LLC; and

WHEREAS the Office of Planning and Real Estate and other university departments have reviewed and advise this action; and

WHEREAS the net proceeds of the sale of the above referenced property shall be deposited into university accounts and used for debt retirement only:

NOW THEREFORE

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

(See Appendix XXXVIII for background information, page 793)

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### **EASEMENT**

Resolution No. 2017-77

BETWEEN THE OHIO STATE UNIVERSITY  
AND THE CITY OF NEWARK  
SHARON VALLEY ROAD, EVANS BOULEVARD, NEWARK, OHIO, 43055

Synopsis: Authorization to grant a roadway easement to the City of Newark to construct a roundabout at the intersection of Sharon Valley Road and Evans Boulevard, Newark, Ohio, is proposed.

WHEREAS in exchange for providing the necessary land for the project, The Ohio State University (OSU) will benefit from improved traffic circulation and reduced traffic congestion at the north campus entrance of OSU Newark; and

WHEREAS the term of the easement will be perpetual with final acreage to be determined as planning progresses and final terms will be negotiated with the City of Newark, Ohio; and

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 president 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 XXXIX for background information, page 795)

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**APPROVAL TO ENTER INTO A JOINT USE AGREEMENT**

Resolution No. 2017-78

**BETWEEN THE OHIO STATE UNIVERSITY  
AND EDISON WELDING INSTITUTE**

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with the Edison Welding Institute, Inc., an Ohio non-profit agency, to document the value and permit the release of funds appropriated in the State Capital Bill for acquisition of additional machinery and equipment, is proposed.

WHEREAS the Edison Welding Institute was allocated \$1,500,000 in the 2017 State Capital Bill; and

WHEREAS the Edison Welding Institute will utilize the funds for acquisition of additional machinery and equipment necessary for the optimum operation of their Forming Center, located at 1250 Arthur E. Adams Drive, Columbus, Ohio; and

WHEREAS the Edison Welding Institute commits to making this equipment available for the university's use as detailed in the JUA; and

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

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

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to take any action required to effect the Joint Use Agreement containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XL for background information, page 797)

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**APPROVAL TO ENTER INTO A JOINT USE AGREEMENT**

Resolution No. 2017-79

**BETWEEN THE OHIO STATE UNIVERSITY  
AND THE OHIO ENERGY AND ADVANCED MANUFACTURING CENTER**

January 27, 2017 meeting, Board of Trustees

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with the Ohio Energy and Advanced Manufacturing Center, Inc., an Ohio non-profit agency, to document the value and permit the release of funds appropriated in the State Capital Bill for acquisition of additional machinery and equipment, is proposed.

WHEREAS the Ohio Energy and Advanced Manufacturing Center was allocated \$400,000 in the 2017 State Capital Bill; and

WHEREAS the Ohio Energy and Advanced Manufacturing Center will utilize the funds for acquisition of additional machinery and equipment necessary for the optimum operation of their High Velocity Metal Forming Commercialization Center, located at 1220 South Main Street, Lima, Ohio; and

WHEREAS the Ohio Energy and Advanced Manufacturing Center commits to making this equipment available for the university's use for a minimum of 180 hours per year; and

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

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

WHEREAS the university's use of the Ohio Energy and Advanced Manufacturing Center's equipment will promote the university's mission to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge; and

WHEREAS before the state capital appropriation may be released to the Ohio Energy and Advanced Manufacturing Center, the Ohio Department of Higher Education requires that a Joint Use Agreement between the university and the Ohio Energy and Advanced Manufacturing Center be signed to document the value of the appropriation to the university and to ensure the benefits to the university will continue for a minimum period of 20 years; and

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to take any action required to effect the Joint Use Agreement containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XLI for background information, page 798)

Mr. Shumate:

May I have a motion for approval, please? A second?

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

January 27, 2017 meeting, Board of Trustees

Mr. Shumate:

Thank you. The next meeting of the board will take place on Friday, April 7, 2017. If there is no other business to come before the board, this meeting is adjourned. Thank you very much for your participation over the last three days. Thank you.

Attest:

Alex Shumate  
Chairman

Blake Thompson  
Secretary





January 25, 2017 meeting, Wexner Medical Center Board

Mr. Wexner called the meeting of the Wexner Medical Center Board to order on Wednesday, January 25, 2017 at 9:04am.

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

Ms. Link:

Good morning everyone. We are going to convene the meeting of the Wexner Medical Center Board and I would like to note that a quorum is present. The minutes of the November meeting of the Wexner Medical Center Board were distributed to all members, and if there are no additions or corrections, the minutes are approved as distributed. I would like to now call on Dr. Sheldon Retchin for his CEO Update.

Dr. Retchin:

Thank you, Heather. I appreciate it. I will start by first recognizing a new member of the board, I think this is your first meeting of this cycle. Bobby Schottenstein, who actually was the architect, or one of the architects for the medical center board itself. A warm round of applause, of course, everyone recognizes there will be a routine hazing ceremony afterwards. Let me go right into my report.

First of all, an announcement, yesterday, Upper Arlington awarded the Upper Arlington Business of the Year, was Monday night actually, for our Upper Arlington Kingsdale Center. We were mentioned in the State of the City Upper Arlington Address and they received proclamations from the state Senate and House. How about a round of applause for that?

Next, before I go on the scorecard, I want to update the board and there will be further discussion on this in Mr. Kasey's report. As you may know, the president introduced Framework 2.0 last week and after that, I hosted three parking forums on Monday, January 23rd, this week, for the Wexner Medical Center staff to unveil the Framework 2.0 and its long-term plan and vision to reach our potential as an exemplary research, teaching, and learning campus. The framework was enthusiastically received. We then discussed some of the things, the enabling projects, to realize Framework 2.0, which is, and I guess some of the elements of Framework 2.0 are available online but a big part of this, of course, is the movement of Cannon Drive, which came from 1.0. This enables us to recapture and repurpose 12 acres of land and Mr. Kasey will go over some of the elements of the transportation plan that results from us having to close the polo lot. Let me go to the scorecard, if you'll go behind the tab labeled CEO Update and I will call on different individuals along the way. If you wouldn't mind that those that I call on would get to the mic and I will start with Mamoon Syed, the Director for Human Resources, to talk about our people and the measurements on engagement score, diversity and inclusion, and employee turnover rate and how we are making headway. Mamoon?

Mr. Syed:

Thank you Dr. Retchin. Regarding the engagement score, we do a biennial employee engagement survey which is scheduled for November of this calendar year. What we're doing in the interim is a poll survey which the results we will get here in a couple of months. By way of actual outcomes, we do not have anything to report until the next board meeting. Regarding diversity and inclusion, this is a new metric that we've added to the corporate scorecard for the Wexner Medical Center to directly and deliberately support the president's vision around inclusive excellence. One of the unique elements within the medical center's diversity and inclusion strategic plan, vis-à-vis what the university is doing, is going to be around health disparities and how we become a

provider of choice and the care that we provide to a diverse patient population. In partnership with Dr. McDougall and others, we are working on developing a plan to evaluate that data and develop a plan to curb the tide of any health disparities that exist. We are looking to finalize that plan over the next few months and our goal is to have that plan before the end of this fiscal year. More importantly, and in follow up to conversation from the board meeting last time, employee turnover for both faculty and staff is also a new metric that we've added to the corporate scorecard. There is a lot of attention and analysis that is going into this turnover, so we are looking at both faculty and staff separately and we are actually segmenting the data within each of those two buckets. When we look at staff turnover, what we are doing is a segmented analysis by different job types, by different demographic categories, age, gender, race, ethnicity, and really trying to identify, are we having a more acute challenge in turnover in some places over than other.

*(alarm goes off)*

Related to staff, we definitely have a good action plan in place that is focusing on the very specific job categories where we see a very high turnover rate which is specifically in our environmental services tech and food service workers, as well as a slight increase in turnover for nurses. We have a team mobilized looking into how we can improve that tide of turnover for nurses.

The other category for staff that we are really paying attention to right now is turnover in the first year and we have a team looking at that. We don't have specific action plans identified for that group yet but the data definitely identifies that is a category of staff that we want to look at. As it relates to benchmarking, because that question was raised as well for staff, we are operating at about the 65th percentile of the data as it relates to staff turnover. Looking at faculty, there is also a partnership with Dr. Kent and others and we are definitely slicing and dicing to look at faculty turnovers. When it comes to physician turnover, the benchmark is around 7%, 6.8% to be exact in the most recent data that came out from Becker's Review and Cejka and we 9.6% is where we ended up last year. There is a lot of analysis around faculty turnover and what's happening over the last couple of years we're doing exit interviews with every single faculty member that leaves this organization. We have about a 60% response rate, not only to the survey but the in-person conversation and that is actually providing us with some very rich information about how we are going to focus.

As you would imagine, it is very varied with respect to what physicians are telling us but there is probably one trend that we are hearing about over the last couple of years that is prompting some of our faculty members to leave that we are paying special attention to and that is a focus on the academic environment here at the Wexner Medical Center. With the recruitment of Dr. Kent and his focus on, and you're going to hear about this later in the agenda about our comp plan, that we are really focusing on instituting efforts and initiatives that we believe are already curbing the tide for our faculty turnover rates. When we look at our first six months of turnover last fiscal year and compare that to the first six months of turnover from this fiscal year, we're already seeing that trend heading in the right direction. We are feeling really positive about where we are headed but we know we still have a lot of effort and initiative to do in that regard.

Dr. Drake:

If we are going to look at that, then I would be very interested in a segmented, or differentiated, segmented look at who exactly we're speaking of and where they are going since when we say faculty member, there's a wide variety of activities that those people are engaged in. I would be very interested in who exactly was leaving and then where they are going i.e. did they go to non-academic places here in town or did they move to Oklahoma or New York.

January 25, 2017 meeting, Wexner Medical Center Board

Mr. Syed:

We do have that data as well. We are seeing a bit of both. We are definitely seeing people that are leaving the academic environment to go into community based practice, but there are definitely a number of them that are going to academic centers across the country.

Dr. Drake:

It is a very great point.

Dr. Kent:

I think that is information that we need to have and we have looked at that fairly closely. As Mamoon suggested, it is a mixture of individuals leaving for other academic institutions as well as individuals going to our competitors around Columbus. We devoted a college council to recruitment and retention last week. All of the chairs spent an hour and a half talking about best practices in terms of recruiting people and retaining them. This is a major area where I think we need to focus. It requires improvement of our culture, one that is focused around academics and compensation. I think if we can tackle both of those, we will have a great deal of success.

Dr. Retchin:

Thanks, Mamoon. I am just going to cover the next couple of sections and get down to some areas we are working on.

As you can see patient satisfaction on the inpatient side or HCAHPS (Hospital Consumer Assessment of Healthcare Providers) is doing well and is exceeding target. On the outpatient side we continue to focus our efforts. In part, the yellow is because the bandwidth is exceedingly narrow, but we continue to press on that, particularly in the areas of timely appointments and we think there is a lot of room for improvement there. We can talk about the inpatient visits as well. On the community health needs assessment, this is done in conjunction with the Central Ohio Hospital Council that I sit on. We are working on a plan as part of our charge for the community and then lastly the *U.S. News and World Report* rankings that are not out yet.

If you have any questions please stop me.

On the quality and safety you can see our readmission rate continues to yield results. Those results are quite impressive among academic health centers. On the mortality rates, Susan do you have a comment on that?

Dr. Moffatt-Bruce:

We ended the year at .80. We are at 0.81 now as a system, so just a touch up. We had an increase early on in the year, but we actually increased in our UHC rankings from 16th back to the 12th position. We are starting to see a nice downward trend across the organization. We are looking at some opportunities in November, but we have taken a very aggressive stance looking at quality and documentation across the entire organization. I am hopeful that we are on track to meet our goal as we have set forth here.

Dr. Retchin:

Thanks.

January 25, 2017 meeting, Wexner Medical Center Board

Dr. Drake:

What is different from two years ago?

Dr. Moffatt-Bruce:

Every year they recalibrate the goal, mostly to include some additional risk factors. They are now including patients that have had more long-term care. They are also including some of our immunocompromised patients, which they had previously excluded from the risk modeling. As they update the model every year, they are looking at more variables to actually make it more inclusive of the types of patients that academic medical centers take care of. What I can see from looking at the new variables that were just released to us last week is the inclusion of the immunocompromised patients, which is a very broad spectrum of patients.

Dr. Drake:

I will say for those who do not come to all of our meetings, if the observed to expected ratio were exact then you would have a 1.0, so that would be predicting what you should see. Anything better than 1.0 is good. You are seeing fewer than what would be expected. We were at 0.65.

Dr. Moffatt-Bruce:

Yes, 0.65 in the old model. If you fix that it would be 0.78. Every year they change it so we are trying to look at apples to apples.

Dr. Drake:

I want to make a point and say that if you change the criteria, then you would change the old numbers as well. It is not like it has gone from 0.65 to 0.81. There are new people included now that were not before. It looks very red here. I just want to be sure we were not comparing apples with oranges.

Dr. Moffatt-Bruce:

It is very hard to look at the past because every year they include more variables.

Mrs. Wexner:

What can we do to make sure we are staying focused on the patients?

Dr. Moffatt-Bruce:

Through to the end of November, that would represent 23 more patients died than what we had predicted with the goal of 0.77.

Dr. Drake:

With a different look at Abigail's question, but compared to 1.0, what would it be?

Dr. Moffatt-Bruce:

I would have to do the math.

Dr. Drake:

That is another thing to look at with how much better we did. You can do the math and we can talk later.

January 25, 2017 meeting, Wexner Medical Center Board

Dr. Moffatt-Bruce:

Thank you I would appreciate that. My MBA would come into effect there. Dr. Retchin, would you like for me to speak to the next one as well?

Dr. Retchin:

On the PSI-90 (patient safety and adverse events composite), which we have gotten some results and there are some areas which we are working on, you can make a brief comment on that.

Dr. Moffatt-Bruce:

Of course. Just like the mortality, every year they change the goalpost for the PSI-90. Just a reminder that PSI-90 is a composite of what used to be six but it is now nine different safety metrics. They just released this last week as well. We ended last year with a PSI-90 score of 0.73. Today, we are at 0.74, but that is true only through the end of September because this is Medicare data and there is always a delay. When I look projected, we will hit our target because we have had such improvements in DVTs (deep vein thrombosis), blood clots in the legs in September, October, November, and December. Again, we have to break down each one of those categories. They changed the goalpost, we are managing each one of the metrics, and we are favorably impressed with the improvements that we have made in the last three months that are not reflected here with that .01 increase. Does that help Dr. Retchin?

Dr. Retchin:

It does. Thank you, Susan.

Moving on, you can see the urinary tract infection rates. We are beating target. On the payment transformation episodes we are really doing well there. We are moving along and trying to approach the new payment methods for bundling. You can comment as well on where we are red, Susan.

Dr. Moffatt-Bruce:

Not only are we looking at cost, but we are looking at the value equation, which is quality over cost. When we look at the quality metrics and the value transformation for joints, cardiovascular, obstetrics, and different areas that are doing these care episodes we are very inclusive. Our quality metrics, we want everyone to get to 80% of all of them, which are inclusive of length of stay, readmission, patient satisfaction, and the quality metrics that we talk about here. Perhaps we have set the goals a little bit high, but we want to be very inclusive of all quality metrics. Every area that we are redesigning is improving. We have yet to get to our ultimate goal of having every metric and every quality indicator in the green and that is how this is reflected thus far. This is the first year for this. We are being innovative in how we are approaching this as a value proposition, as compared to just a cost proposition.

Dr. Retchin:

Thank you.

Mrs. Wexner:

I did not want to skip too quickly over, just to point out, we all had a discussion on how that had gone red and to see this go green only happens because of tremendously coordinated efforts. It is too easy to skip over those greens. That takes a lot of effort.

Dr. Moffatt-Bruce:

Thank you for that. I want to highlight the nursing care and the administration really have embraced that.

Dr. Retchin:

In fact, it was a matter of policy to allow nurses to make the decision in terms of removal of the catheter. Congratulations on that.

Anything else?

Moving on to innovation and strategic growth. The news is good. We continue to have tremendous demand at the medical center for services. You can see our inpatient admissions are beating target or are on budget, rather. The hospital transfers really shot up, which reflects the positive reputation of the medical center. Hospital transfer is a patient that is transferred from an inpatient setting or often in the emergency room in another hospital. Andy, do you have a comment on the volumes and how we are dealing with those?

Dr. Thomas:

Thank you Dr. Retchin. I will start by apologizing for that fire alarm. It was testing related to a construction project we have up on the second floor for the electrophysiology lab.

In terms of the transfers, we typically have had a baseline on a monthly basis of between 800 and 900 hospital transfers on a monthly basis. Over the last six months we have been between 1,100 and 1,200 per month. As Dr. Retchin said, that is an important part of our relationship with other hospitals in the region, but also from a financial and case mix index perspective, hospital transfer patients have at least a 50% to 75% higher case mix index than patients admitted through the emergency department. There are both benefits from a financial perspective and benefits from a reputational perspective. Also, there are better clinical cases from a teaching and research perspective. The emergency room continues to see higher volumes, which has made for some capacity challenges. You can see that the admission numbers are significantly up. Year-to-date every business unit within the system is above budget with the exception of the Ross, which is a little bit below budget. Month to date all of our business units are doing better than prior year. I would especially highlight that we have been sending more highly acute patients from the emergency department here to East, as well as hospital transfers from the outside to East. We are sending a couple of those a day.

Mr. Schottenstein:

In terms of these transfers and understanding why this is an important metric, if you could maybe elaborate a little more and touch on transfers out. In other words, do we have situations where our patients go there?

Dr. Thomas:

I would say there are less than two of those a month. It is a rare thing where someone would come here and have MediGold insurance, which is only covered at Mount Carmel, we might transfer them there.

Dr. Retchin:

It could be behavioral health.

January 25, 2017 meeting, Wexner Medical Center Board

Dr. Thomas:

It could be behavioral health and that is a citywide issue where each emergency department in the city works together on a daily basis to get the patients into a bed anywhere.

Dr. Drake:

I would just like to redirect for just a moment to make sure we are clear about what we are saying. The hospital transfers, to make it straight forward, are if patients are sick enough that the hospital worries that it cannot take care of the patient. It is a tremendous service to the region. It is one of the reasons why we are here. First, it is a tremendous service to the region and second, when you look at the volume of hospital transfers, that really does service the whole region and the fact that our mortality is 20% better than predicted, it is a really great contribution to the area. Those things work hand in hand.

Dr. Thomas:

Over the past year, we have had over 12,000 transfers that have come from just under 200 hospitals, but 31 of those hospitals represents 73% of the transfers. There are core key partners, some that send us a handful, and some that send us one or two and those are the ones that come from the far reaches of the state or out of state and they may send us just one or two. We do have core key partners in our health network that we work with all of the time.

Dr. Retchin:

Any other questions?

Mr. Wexner:

I am curious about the 50% increase, why? Statistically it is so large.

Dr. Kent:

I think that the number of transfers that you get from the surrounding region is a major strength of your academic institution. Because we provide a type of care that cannot be provided in the region, so that suggests that many of our programs in fact are growing in strength and reputation, people are coming here because they cannot get that care anywhere else. This is something that is very positive.

Dr. Drake:

It is very, very positive.

Dr. Retchin:

I also think it reflects something that you have been mentioning. We are increasing capacity. Instead of turning some transfers away or not being able to get them in the hospital we are opening up beds and getting to it, but also the patient flow. The demand is there.

Dr. Drake:

The fact that patients do well and the fact that we are responsive to the people who are doing the transferring makes it a good relationship. It is a very healthy and positive partnership.



Dr. Thomas:

I would agree. I think from Gail's group that does the outreach coordination with the hospital to our physicians communicating back on the electronic medical records side, we now have a number of hospitals that we are selling our electronic medical record to and that makes it easier to respond to those things. For those that we do not sell Epic services to, we have a service called doc link where referring doctors can see what happens to their patients when they are here even if they are not on our medical staff. Across the board improvements have really helped. To Dr. Retchin's point, if you look at transfers when someone called us and we said we do not have a bed today, we have cut that percentage in half and we still have about two per day, which is more than we would like to have, but at the same time it used to be about 8% of those transfers we just had to say I am sorry we do not have room today. That is now down to 3% to 4% a month. Part of that is the growth in the denominator, but the number of cancelled transfers is still about the same but we are doing better at providing access.

Mr. Wexner:

With the number of increase, I am guessing that would cluster either by source of referring hospital or practice, or something. There is some pattern. I accept the fact that we are better so our reputation helps us, but is it clustered out in any categories?

Dr. Thomas:

Before getting into specifics, we should probably do that in executive session. I do have that data and can share that with you if you would like?

Ms. Marsh:

I will add in public session that our philosophy is to help these hospitals across the state to provide safe services there in their own facilities as much as possible. We are helping patients stay in their community with their families at the same time the number of transfers are moving. We have put telehealth in 26 hospitals, but when the patient can no longer stay there, they will then send that patient to us. We are not just sitting back waiting for them to come to us. There are real initiatives across the whole state by helping them become stronger healthcare providers.

Dr. Retchin:

Before we leave this, I want to underscore that the faculty, nursing, pharmacy, and therapists really deserve a huge amount of credit. Continuing to work together and collaborate and building the reputation, and also servicing and communicating with these hospitals that are transferring, it is a great job. It is a great story. Continuing on, I am going to drop down to new patient visits, which continued to not quite reflect yet the increase we have in new facilities which we know will kick in. I do not see Dan Like but I wonder, Andy, if you have any comment on this.

Dr. Thomas:

We are certainly seeing that as we open both Crane as well as Upper Arlington and then certainly looking at more specifically how to backfill some of the space of people that have moved to Crane. I think we are looking in behavioral health to backfill some of the space here on campus that psychology had moved out of to move to Upper Arlington. It is still an evolution and process. Our primary care clinics have also all received CPC Plus (Comprehensive Primary Care) designations from the federal government in terms of their quality and risk payments so I think we're continuing as we recruit more people to see demand that we have not yet met and we will have room to improve.

Dr. Retchin:

Which is again, going back to our satisfaction on the outpatient side, it's timely appointments and so we are in a growth mode which is great news but we've been discussing that with department chairs and faculty and need to do some recruiting and expand our capacity. Lastly, you can see the NIH (National Institutes of Health) awards are close to being on track. Craig, do you have a comment about that for the College of Medicine.

Dr. Kent:

I think we are launching a growth mode or a curve for research and it takes time to put the infrastructure and efforts in place but, a couple of examples: one, we're in the midst of reorganizing our research infrastructure with some new leadership and some new people and initiatives. I think that is going to help significantly. The other initiative that we have is that we are putting together a team of researchers to develop a strategy. As you all know, we can't be great in everything and we have to pick and choose what areas that we want to have success in. This team is going to help guide me in terms of our recruitment, retention, and the types of programs that we want to have. I think we will see that number grow over time.

Dr. Retchin:

Excellent. Questions? Maybe we will move down in a minute in terms of our submissions to the NIH, we will get back to Dr. Kent. While you are up there, Andy, on the inpatient length of stay, that has turned actually yellow I believe as of December. We are continuing to make headway in terms of length of stay and improving our capacity. Do you have any comment on this?

Dr. Thomas:

I would agree with what you said. The patient population we focus on the most to improve length of stay are people who are not going home, people that are going to some sort of a facility where an insurance company needs to pre-certify them to go to a rehab facility, to a long-term acute care facility. When we look at our expected length of stay for patients that are going home, especially those who don't even need home health services, that's about 60% of our patients, we do quite well, in terms of getting those patients out in a timely manner. However, Anne and I were just discussing this this morning, there are a lot of process issues around insurance approvals that we will still continue to work on, meeting with post-acute providers on a quarterly basis to have them be more ready to take our patients in a quick fashion. There is still room to improve and it is nice to see the metric not be red but at the same time, we still think there's additional improvements to make. Some parts of the medical center are doing better than others.

Dr. Retchin:

Continuing on that same vein on our access, we had some improvement in primary care but still, some pretty long wait times on specialty care and we're working on those. Andy, comments?

Dr. Thomas:

That goes back to my comments before, we're still in the recruiting mode and growth mode and I think we are not going to see, maybe even another year, some of these metrics to get where we want them to be, but they should continue to improve during that time. I would say that the emergency department metrics would fall under the same category. When you think about the same sources of patients we've talked about, there are people coming in for surgery or procedure, there are people coming in through the emergency department who are coming in from outside transfers. Unfortunately, part of

our growth has been a growth in emergency department visits but with capacity that has more beds to come online in the next 12 months, we are still seeing backups in the emergency department. I think the good news story, and Dr. Retchin and I talked about this a little bit last night on the phone, is if you take out people who are in the ER waiting for an inpatient bed, and look at the people coming through, we are beginning to see some improvements in the ER process itself, getting labs drawn earlier, getting the patient assessed earlier, they're making some renovations later this Spring which will help. It is a full on team effort with ER leadership, the hospital leadership, and the medical staff leadership to try and get these processes to work better but until we fix the boarding in the emergency department, that number will not show the big improvement that we need to get to the goal.

Dr. Retchin:

Through the medical staff process, you are actually working on some areas where really up on the involvement of our faculty directly in these decisions.

Dr. Thomas:

Yes, we've had a couple of meetings with the chairs and medical staff leaders. The most recent one was a week ago Wednesday, sorry, two weeks ago Wednesday, two weeks ago today, where we had a terrific discussion. I think we made more progress than I even expected to make culturally in the discussion, in terms of certain services that wanted to control the flow of patients to them and wanted medicine to admit a patient, or a general surgeon to admit a patient, we've a lot of, I think, cultural improvement, but it is a day-to-day effort to continue this communication. That was an impressive conversation though with the chairs and I just saw a real radical cultural change that was great. NIH submissions, Craig, we're still tracking on that and you're working to increase those with our faculty.

Dr. Kent:

Yes. We need to put the infrastructure together and start our new initiatives.

Dr. Retchin:

We will talk more on the financial performance but, sea of green, which is appropriate for the color, and maybe that is a nice segway into your section. Any questions or comments on the scorecard in general?

Ms. Vilagi:

Dr. Retchin, under productivity and efficiency, do you measure the average length that you need to get an appointment for an already existing patient? So, I'm not a new patient, I'm an existing patient, what's my average wait time for a follow-up appointment?

Dr. Retchin:

Yes, we do, Andy, I don't know if you want to comment on that. Those are probably reflecting about the same thing in terms of wait time, and of course, on a return patient, it's a little more difficult in terms of deciding between acute need to be seen versus routine scheduled appointment three months from now. Although, it has a different type of meaning.

Dr. Thomas:

There is a wider range in terms of what you would expect it to be because some people need to be seen every month, every three months, every six months. Trying to figure out what the benchmark would be, we do track it and for the most part, those visits are

shorter, they are easier to schedule. It is new patients, where, obviously, we've not seen them before, we really don't want to not have the opportunity to assess what they need in a quick sense but from a scorecard perspective, this is more meaningful.

Dr. Moffatt-Bruce:

The quality metric would be the CGCAHPS (The Clinician and Group Consumer Assessment of Healthcare Providers and Systems), right? The timeliness of follow-up, the timeliness of your test results, that's the outcome metrics, what you're asking is a process metric, we're looking at an outcome metric which is something that I think we need to improve on and we have opportunities.

Dr. Drake:

I am going to raise a question and I want to make sure that we are focused on it. The role that we have in the world is to be a place to take care of patients that are particularly challenging and that's the center of our focus. That really was reflected in the transfer number and these tend to be complicated patients that come by ambulance of other things. They can be very sick, there's lots of communication, that is a big and busy part of what we are doing. They tend to have, as Andy said, have much high acuity scores and the case mix index is very much different from patients that we would see through our normal admissions procedures. Just know that those are complicated patients with complicated problems that are coming with urgency to make sure that things are okay and it's a real service to the patient, the patient's family, the other hospitals, and the community. I do not want to deemphasize the focus that we have on those things and how important that is to us.

The second thing is, I am one that thinks the wait time for new patient appointments, I always use third appointment rather than first because the first can be an anomaly. Maybe we will change that as we go forward but that's really something we need to focus on because if somebody has an issue or a problem and they need or want care or a service, and if it's six weeks or two months, that's not reasonable in any way. That is like not being open in many ways. One of the things that puts such pressure on that is the focus on return appointments from one's own panel so if you are seeing somebody on a Monday and you think this person needs to be seen in a month, the you schedule that person to come back in a month and the fact that you are seeing patients between now and when that first new patient appointment was available and those patients are scheduled to come in after that and filling in slots, means that you get full. That is why it's a very difficult thing to chase because your current patient population and their return visits fill out in front so that the new patient appointments are really difficult so you wouldn't wait for three months for a one month appointment because that would be scheduled in as a priority and then that would push everything else back. Andy is going to make a comment.

Dr. Thomas:

I am going to make a couple comments along those lines. I think one of our goals is to better utilize advanced practice providers for some of those follow-up appointments; so nurse practitioners, physician assistants, and many of you have had this experience where you may go for a follow-up appointment with a surgeon and see their NP (Nurse Practitioner) or PA (Physician Assistant) and only if there is an issue, they pull the surgeon in. If everyone is doing fine, you're there to get your stitches removed, you may see the surgeon for 30 seconds but it's really using that team of providers in a more effective way for follow-up appointments. The other thing I would state is that if you looked across all of our sites, there are some sites that are doing this incredibly well. This is an average number so I think some sites have really prolonged capacity issues and others are doing well. This is really a balanced number of the system but I don't want you to walk away from this discussion thinking that, on average, all of our sites

don't do well. A lot of the sites do very well with new patient appointments and some have varied challenges, and this is an average.

Dr. Kent:

I would add that I think there is incredible room for improvement. We have been working very actively in the physician foundation to try to solve this using a number of different approaches. One of the problems is that we don't have enough physicians. We now are in the process of recruiting 150 new faculty members and not until we are able to recruit these individuals, are we really going to solve this problem. We are creating more efficiencies in the clinic and I think that will help and I think the use of advanced practice providers is going to be something that is very helpful for the follow-up visits. If we put all three of those together, give us a little time, I think we will solve this.

Mr. Schottenstein:

Just a question about the scorecard in general, I understand it is just a tool and maybe there have been discussions about this in previous meetings. It is difficult for me to look at some of these items, whether they are green, red, or orange and know what it even means. You know, when I see 21 days or 344 minutes or .58, I mean, I don't know whether to celebrate or to close up and I just wonder what the process is for setting targets, how to provide, at least for maybe Board members or at least me, context, how these relate to where we hope to be in two years, three years, five years. You know, we are who we are, and there is a path and I'm just wondering. I know we're not going to have that discussion right now and maybe the discussion has already occurred but it's difficult to react to some of these or to know how to even think about them.

Dr. Retchin:

It is a terrific point and spot on, we have talked about this, but so as part of strategic planning, there's kind of a column missing and Mr. Wexner has brought this up a couple of times and that is, not only where the target comes from but where are we going to be a top ten, top twenty. We talked about this, I guess this week as well, being able to annotate that so that there is some more meaning, not only on what our targets are but where the top places are and some of these targets do reflect top ten, top twenty, but we need to be more definitive on that. You are exactly right. Any other team members? Gail, do you have a comment on that?

Ms. Marsh:

Last meeting, the board asked what's best in class in each of these variables and I know that the management team is looking to define that for each variable and build it into the strategic plan and then monitor against that as well, not just the annual goal.

Dr. Retchin:

Abigail, you have brought that up as well so we are going to work on that. It is a very good point.

Mr. Jurgensen:

I think the fact that this scorecard has as much red as in many places as it does, it's actually a good thing. I think about all the other scorecards across the university that tend to be 99% green all the time, it just suggests that either the bar is not high enough or we're not measuring the right things but you know, red is an opportunity to get better and as long as the red, I think management knows the difference. They know which reds are more important than others but the fact that we have as much as we do on this card, actually tells me that this is probably more accurate scorecard than we have a lot of other places in the university.

Dr. Drake:

One of the things that is great and reflective of this, is a couple years of this, it is second nature, I think, but is that really over the last generation, last twenty years or so, since the mid-90s, hospitals in particular have been using outcome measures to compare themselves. Starting in a very narrow way, but expanding and becoming much more textured. There is a general view in the world of what is possible, what you can do, where you can improve, and very tight focus on trying to be as good as one can be and that is why the yellow, red, green can be a few basis points even, because you say, gosh best in class is this or of this many thousand people, we'd have this many things happen; we'd like to move to that point and we then really notice that when we're not moving that way. One way, we are looking at an entire hospital with thousands and thousands of inputs and the numbers are really terrific. Another way each little tiny input is somebody doing better or not and so it makes a whole lot of difference to be able to look at this level of granularity and compare ourselves with similar facilities around the region and around the country. It really has helped everyone get better and better as the years have rolled on, so it's a good measure and a good way to help us look at ourselves.

Dr. Retchin:

I do appreciate Jerry's comment on that and I do want to caution the team that that is not an invitation to turn more red but I think the conclusion on this is that we have great demand. We need to create capacity to be able to serve that demand and there are always quality areas where we are going to set the bar high but we are going to come back with best in class benchmarks and continue that process. Thanks for all those comments. With that, unless there are other comments or questions?

Dr. Fujita:

I have a question about the NIH submissions here. My question is do we have a consolidated approach to go after some particular NIH awards, you know, for some particular research area or do we just go after, I mean, each researcher goes after whatever opportunities they have? I just have a question because there are some institutions that are known for cardiac or heart diseases so there is a consolidated effort there. You know the university here, do we have some targeted area to be number one in this application, in this research? That is my question.

Dr. Retchin:

That is a great question. I will answer part of it and ask Dean Kent to also join in. I think that the answer is that the medical center, particularly the College of Medicine is intentional now and about ready to become more intentional with the strategic plan of the university which is a great launch. Clearly, we're intentional about cancer, trying to be in the top 10 among cancer centers. There are other areas certainly, cardiac, you're going to hear about in just a few minutes and an area there, and the neurosciences, and other areas in terms of basic sciences and emerging pathogens. I will just say, we try to go after areas and intentionally invest in areas where there is funding. Our goal is, that's why we look at the NIH, remember, we are not putting the National Science Foundation on here, the NIH is really always going to be the principle agency and that's easy to see where the areas of emphasis are for the NIH. That is not always true, there are areas where we get outside of that but I think that could be reflected in that.

Dr. Kent:

I think that's a good summary. Just to reiterate, we are now putting together this strategic planning group to try to figure out where those areas of emphasis are. Some will be areas where we already have strengths and some will be new areas where we want to invest. Part of the strategy is to align what the NIH is funding with the areas that we choose but there are other factors that we want to weigh in. For example, what's

January 25, 2017 meeting, Wexner Medical Center Board

important in our community. A good example is that we know diabetes is rampant in the Columbus community and throughout Ohio so we've just recently launched a major initiative with five new recruits around metabolism and diabetes. That would be a good example but much more to come as our strategic planning process moves forward.

Dr. Wadsworth:

Could I comment, if I may? In response to Dr. Fujita's question. You know, some years ago we made a major effort to convert assets into cash for investment and the Discovery Themes are part of that but there was also a very deliberate notion that we would invest heavily and asymmetrically to drive the university to be number one in several areas. I think at this board meeting over the next couple of days, we are revisiting the R&D (Research and Development) strategy but I think it is a work in progress as to whether we have yet determined how to spend that money, in order to have impact that drives us to number one. Just as an aside, I was very pleased to be invited by Dr. Ali Rezaei to do something I never thought I would do which is give a talk on a brain at a conference in Las Vegas last week which he had organized. There were 2,500 people there, very impressive, you know, so the question is does that rank and are we going to make some asymmetrical investments to drive ourselves forward. I know there is a strategic plan underway and that should guide us. Some of these investments though were created four years ago and I think we're still struggling with how to bring a large focus onto one or two areas to drive number one excellence. Thank you.

Dr. Retchin:

Any other questions or comments?

Dr. Lancaster:

I do have one question, if I may, regarding the back to the conversation about access and appointment efficiency. Where do you consider the data on broken appointments, no shows, because that's something that can have a big effect but it's not a controllable variable. I am sure that is something you look at but at what place is that represented on the scorecard.

Dr. Retchin:

It is something that we look at, every institution does, try to reduce the no shows, broken appointments you can anticipate, only so much, the no show rates is what we really try to get at. We actually have, maybe anybody who has ever made an appointment at the medical center, a robotic call that goes out and reminds patients, I don't know, four days in advance? Does anybody know?

Dr. Thomas:

Two days. It text messages you as well.

Dr. Retchin:

Yeah, a very pleasant voice to remind you. We need to work on the pleasantness it sounds like. That is actually a great question because it reduces your productivity because then you have down time. We work on that. Any other comments from the team? Any other comments or questions? I am going to turn it over to Mr. Larmore for the financial summary.

(See Attachment XII for background information, page 715)

Mr. Larmore:

Under the tab called financial summary, pleased to go over the December numbers halfway through our fiscal year and as normal, I will talk about health system performance starting with hospitals first and then I will talk about the medical center which will include the physician practice and the College of Medicine.

On page two, on your deck, you can see, although we talked about too much green, from a finance perspective I am happy there is a lot of green. I think on admissions halfway through the year we're running ahead both on budget and on prior year. Our surgical volume which is very important and drives a lot of our, it is a good measure of our intensity of our average patient, you could see both as positive and as prior year. We came out of the blocks this year a little slow on ambulatory but we're making up ground. We still show growth year-over-year but about 3.8% behind budget. We have seen the last two months have good numbers there. I think the box in the bottom right is where if we look back on the prior board meetings, we struggled a little last year on this and controlling the number of worked hours per adjusted admission. We have that down below our budget in our prior year levels which is a good sign of expense controls.

On page three, on an operating revenue basis, we're ahead 0.6% of what we had projected and 6% over last year. Our controllable costs we're just slightly overspent about \$4 million. I'd attribute that to having a large increase in drug spend this year which some of that shows up in our revenue numbers. On the medical surgical supply when you see the actual numbers, growth in our prosthetic devices so we've seen a growth in our orthopedic volume and our cardiac valve volume and there is a cost of purchasing the prosthetic to do those cases. I would expect it to grow year-over-year but 9.2% is a little higher than I would like to see. On the excess of revenues over expenses, we're 3.8% ahead of budget and remember, the bottom line doesn't come through as we go through the year. There are certain months that seem to drive more volume for us so we're ahead of budget over prior year and we're about 13% behind prior year and we are monitoring that. I feel comfortable where we stand and that will meet our targets for year end. Days cash on hand stayed consistent at 114 days. That might not make logical sense because cash actually increased from \$674 million to \$711 million but our average cost per day went up; as our expense base grows, our cash balance needs to grow to keep up with the same day calculation. Good results on the two flash slides.

On slides four, five, and six, I've given you because we closed three months since we had the prior meetings. My plan was not to go through in detail each month but to just comment on each one then then I'll talk on where we are year-to-date. October, from a bottom line standpoint, at about \$700,000 favorable to our target. You can see a little short on the revenue side but good expense controls in the month so that offset the revenue shortfall. On slide five is November; November was an unusual month for us. We did have good volume and hopefully that is the start to a trend that we are seeing in December and January also. It is a good volume, good surgical volume, 186 positive surgical cases in November. You do see on the salary and benefit line a \$5 million overspend and this relates to the fact that we were bringing the Brain and Spine Hospital on board and as we bring staffing on, especially on the nursing side, we have an increase in hiring and we are bringing those new employees through our orientation process. On the nursing staff this could be eight to ten weeks of overlap with an orientee and a nurse, as we expand, we expect some blips on the salary spend there and you will see in November that that cost actually came back in line. Although we did have that blip on salary spend because of the good revenue month, we were ahead of our target in the month of November. Slide six is December, you can see a \$1.5 million positive to our budget in the month. A good revenue month, \$1.2 million to the good and I would say, overall, good expense controls. You can see the salary and benefits came down from \$5 million to a little under \$500,000 overspend which is good. We adjust depreciation as we bring projects on during the year so we're actually bringing more projects online, capital projects than we had expected so the depreciation expense is running a little ahead of what we had expected.



Slide seven is where we stand for the first half of the year. From a bottom line standpoint, we're at just about \$85 million expected to be at \$81.5 million, so \$3 million positive to budget and about \$13 million behind last year at this point. The revenue numbers are \$7.8 million to the good and then on the expense side, a couple of categories, I spoke about the salaries, it really is that one month blip in November that is driving that and then on the supply side also, I spoke about the overspend there for the two areas, our predominant spend there. The one I didn't mention in that was transplants, our transplant volume is running considerably ahead of last year which is good news but we actually have to go procure the organs and there is a cost to that. As that volume grows we will see it in the revenue from the cases but we also see the expense come through over budget.

Ms. Krueger:

What is the thinking behind planning the excess revenue over expenses so far behind last year?

Mr. Larmore:

As you can see in the budget, we knew that we were going to take some adjustments to our government rates this year. We had the state rebase Medicaid this year and we're taking a reduction for that, we had some change in allowable items on our cost reports, dating back to fiscal year 2015 so we have three years of impact. It was a provider tax that we pay, or a franchise fee, and we used to be able to allow that as a reimbursable cost and they decided to disallow that in fiscal year 2015. We find that out this year and it is kind of an unusual business that they can change retroactively so we're absorbing the impact of that change, over three years, change this year so we're seeing that. I would say those are probably the biggest impacts, again, from a bottom line standpoint, our budget was north of \$200 million so it doesn't come through evenly, the second half of the year from a budgeted bottom-line standpoint is always higher than we expect so that plus the capacity that we brought on already this year to still perform positively for the year. So any questions on six months to date from the health system standpoint?

Slide eight is the medical center which includes, as I said, the physician practice and the College of Medicine. Both of those are doing very well so the positive variance increases here so when there are \$106 million, almost \$107 million with a budget of \$82 million, so \$26 million ahead of budget and about \$10 million behind last year; driven all by the health system which I talked about. You can see from a revenue standpoint, \$24 million to the good and \$2 million on total expenses so good news through the first half of the year. Then the adjusted admission just below the line there, 2.2% ahead of budget over that adjusted admission account is an averaging of your inpatient and outpatient volume to create a consistent statistic.

Page nine splits the P&Ls (Profits and Losses) by the three companies so just the middle categories you can see the variance against the budget. I spoke about the health system at \$3.1 million positive. The practice plan is running about \$4.8 million ahead of our budget and is actually running 1.2% ahead of where we were last year and the College of Medicine is running considerably better than what we had projected at this point, \$18 million ahead of our budget and about \$2 million ahead of last year. Remember, the College of Medicine is on more of a cash basis and to the extent there is a lag in capital spend or a lag in grant dollars coming in, it's a little more variable than the health system. We've kind of brought out a cash basis, maybe a little bit of a modified accrual, in that we are actually spreading some of the things like tuition and financial aid across the year and not showing them only one month.

January 25, 2017 meeting, Wexner Medical Center Board

Mr. Schottenstein:

Since the College of Medicine accounts for such a large portion of the year-to-date total system variance, does that mean because that levels out the amount by which the total system is ahead will compress?

Mr. Larmore:

Yes, I think. Slide 10, shows you just the first six months for the physician organization which is the \$4.8 million positive variance on the bottom so revenue is running \$1.4 million ahead of our target. We have, you can see, pretty positive variances on physician salaries and non-physician salaries. We have not recruited up to the level of incremental faculty this year that we had built into the budget. The staffing that comes along with new recruits has not happened so it is driving the positive variance there, but we would have built in anticipated revenue for those new physicians coming on board. It is good news that we are actually running ahead of our target without recruitment at the level we had expected.

Slide 11 is the College of Medicine. It is running \$14 million positive to where we thought we would be this year, which is a big number. The college does record spendable gifts. In December we had a good fundraising month. \$3.8 million of that variance is attributed there. Our research funding is about \$1.5 million ahead of our budgeted number. The earnings on our endowment are \$1.3 million ahead of what we had expected. The amount of funding that is provided from the practice funds and the deans tax fund towards running academic activities is running about \$4 million ahead of what we had projected. Out of those items, the fundraising in December will not repeat itself in the second half of the year. That is usually our best month in fundraising. The other items are there to stay so it is good news.

On the salary side, I think out of the two plus million dollars the biggest piece there is the recruitment. We just haven't recruited to the level that we had not only on the practice side but also on the academic side we are a little behind where we had projected.

All three enterprises are doing well for the first half of the year. Slide 12 is the balance sheet. This is the combined medical center. You can see that during the second half of the year we moved \$250 million into the long-term pool at the university. Some of the assets are limited to use of the funds that were sitting there plus some of the cash. If you want to look at a year-to-date basis, I would put those two lines together. We are about \$41 million ahead of June 2016. The only other one I will comment on is the long-term debt that we have paid down \$25 million in six months. That is about a \$50 million run rate on extinguishing debt on an annual basis.

Those are my comments through December. I think Andy Thomas watches the numbers as much as I do and he has already talked about the positive results. If I go through my presentation and I am off a number I know that I will always get an email from Andy questioning my numbers. It is nice to have someone checking up behind me. As long as he does not ask for his salary paid by finance we will be good.

Any questions for the activity for the first six months?

Mr. Wexner:

Mark, any insight from numbers that give you a feeling about the six months ahead?

Mr. Larmore:

Clearly, it has been stated already that there is an amazing amount of demand to get in here and I think it has been there for a while. We have changed the attitude at the medical center from a conserve and cut mode to a growth mode across all departments.

January 25, 2017 meeting, Wexner Medical Center Board

We are spending three full days next week meeting with all of the clinical departments to go through what their one year, three year, and five year plans are. We are looking at the three and five because that will play into the long-term strategy that we are putting together. Then we have a number of projects underway to bring more big capacity on. That will help us on the inpatient side and then certainly the physician recruitment, which I spoke about. There is a lot of focus on that because we have to up the access to the ambulatory physician because that is our feeder. Our choice volume is elective admissions to the hospital. That is always a better book of business than what comes through the emergency room. I am optimistic for the second half of the year.

(See Attachment XIII for background information, page 717)

Dr. Retchin:

Any other questions or comments? In the interest of time so we can stay on schedule, Jay, you want to talk about the acquisitions of property?

Mr. Kasey:

The acquisition of 2.69 acres from the Columbus Metropolitan Housing Authority was reviewed by the facilities committee and we found that we needed to review it in the context of OSU East's strategic plan and the east side PACT (Partners Achieving Community Transformation) strategic plan. Elizabeth would like to make a few comments to make sure that we understand this acquisition.

Ms. Seely:

In your packet and on the screen is the map that is showing a larger context around the hospital and this recommendation is in this context of strategic redevelopment of a near east side 800 acre geography that surrounds the hospital. That geography, as you know, is identified as a priority for the city, the university, and the Columbus Metropolitan Housing Authority. In 2010 when PACT (partners achieving community transformation) was formed and the designation of the first \$10 million of a \$35 million job growth creation tax incentive from the city to the university for housing redevelopment, education, and neighborhood improvements. That geography was designated with PACT being the community quarterback. There are a few other transactions that also support this PACT blueprint for community redevelopment including the sale of three non-strategic hospital parcels that are showed in green to the Columbus Metropolitan Library for them to build a new Martin Luther King library branch and also PACT making a grant from CMHA from the job growth creation tax incentive fund to support CMHA, its acquisition of property, and development of new housing in the area of Mt. Vernon Avenue, which is shown in blue on the map. All three of these transactions really support the goals of PACT and improve the neighborhood around the hospital. This purchase in particular is an important strategic initiative for the future flexibility of the hospital as we look 10 or more years down the road and we currently have fully utilized buildings of an age that will ultimately require replacement in order to maintain the high quality services that we are providing in this location. Not being land locked will give us future flexibility to plan for and execute facility strategy in conjunction with a long-term strategy for this very important community asset. The purchase has received endorsement from the facilities group, which did review it in depth after the last board meeting.

Dr. Retchin:

I think we need a motion to approve. Is that right Heather?

Ms. Link:

We can bundle it with the next one and do them at once.

January 25, 2017 meeting, Wexner Medical Center Board

Dr. Retchin:

Thanks, Jay. Before we turn to the next one, I will ask Bobby to introduce it.

Mr. Schottenstein:

Thank you, Dr. Retchin. I appreciate that. This next item relates to Cannon Drive, which I know is just a road but it is a very significant one. Issues relating to the relocation of Cannon Drive, though I am new to this board, are not new to me because they have been in discussion at this university for many, many years. In many ways, it is one of the most significant land planning endeavors that we have on the east side of the river. I think it is important and it is exciting.

It is a project that will proceed in partnership with the city of Columbus. It will be done in phases, but once done will accomplish a number of very important things. One by moving and elevating the final level of pavement of the roadway, a levy will be created that will effectively adjust flood lines and protect existing university medical center buildings from possible flooding, but as a result of the relocated flood line from the elevation of the new road as the road gets relocated to the west it will open up close to 12 acres of new land for possible future development. This new land will be on the east side of the newly relocated Cannon Drive.

As part of the project long term, there is a lot of aesthetic improvements that can really help unify this part of the campus. The Olentangy River corridor will get a new park and part of this design will ultimately call for a heavily landscaped boulevard with appropriate trees. I think there is a real opportunity to make this road a really nice parkway. I do not want to oversell it, but I think it is important to understand the opportunity. Perhaps, most significant from an access standpoint, once Cannon Drive is ultimately relocated and completed, we will have a north and south connector besides High Street. Years ago, Neil Avenue used to go all the way through and it does not any more. We know it is hard to get from one end of campus to the other. Opening up Cannon Drive from King Avenue all the way to Lane Avenue, it is probably hard to imagine what that could do in terms of relief and traffic movement. I think that we are at the beginning of a construction project that has been in discussion for seven years. I think that is an exciting thing.

In terms of some of the specifics, before I turn it over to Jay. As a result of the relocation the new road is going to pass through some of the existing parking lots. There are roughly 2,000 parking spaces there. There has been a long, thoughtful process to evaluate alternatives to the polo lots to meet the needs of those that park there now. Jay will talk about that a little bit. The improvements that will take place over time, which Dr. Retchin referred to a few minutes ago, include new shelters, a bus loop, and a transit center. I think it is very exciting. While this relocation of Cannon Drive first was imagined many years ago, it totally aligns with the Framework 2.0 as well as the strategic goals of the Wexner Medical Center. Last point before I turn it over to Jay, where he will talk about the 15 different preconstruction enabling projects that are necessary before hard construction of the relocated road takes place, these projects add up to just slightly in excess of \$16 million. One time it was contemplated that as part of the relocation of Cannon Drive is that we build new garages. We can debate until the end of the days whether or not we need more parking garages on the campus. We are not going to be building these garages at this time and that is a savings, at least in the short term, of somewhere between \$50 million and \$75 million. I think that in terms of context and understanding what we are trying to do, I think that this is a really smart plan. I am excited to turn it over to Jay.

Mr. Kasey:

Thank you, Mr. Schottenstein. Let me say that the facilities committee has really been hard at work and working through the details and what we are trying to accomplish here. I will not go into what Bobby has said very well; the vision of trying to move Cannon

Drive and all of the advantages it brings to both the campus and to the medical center. I will just talk briefly. This is a big deal and it has been a long time coming. You will remember in November, this Board of Trustees approved the construction of Cannon Drive and since that time we have been trying to make sure to keep ahead of the construction by getting all of these enabling projects put in place. The thing that I would point out in addition to the really great comments that Mr. Schottenstein made is that we did examine more garages on the core campus, more surface on the core campus, and more surface parking on west campus. Following a big evaluation and lots of pros and cons, our leadership teams agreed that we should move toward surface parking on west campus and an outstanding shuttle program that will move our employees and our staff back and forth very efficiently. I will just point out a couple of things that will be new and will be immersed in the culture of the medical center. The Carmack lots on west campus have the capacity to accommodate the medical center and can support the sufficient and timely shuttle service that we are describing and will be less impacted by events for parking. Improvements on those Carmack lots include new shelters, new bus loops, as well as access roads that will be built into those lots so that the lots can easily fill and exit after peak times and shift changes. We will be using 13 shuttles during peak times at the Carmack lots to transport our staff from west campus to a new transit center, which will be located on John Herrick Drive. Those shuttle transfers will be about eight minutes in length. There will be about two minutes to fill the buses and exit buses, so we think we are looking at about a 12 minute turn around time and there will always be another shuttle waiting as one fills. There will be a covered walkway extending from John Herrick Drive, where the transit center is to 12th Avenue, which is the back door to Doan Hall and Rhodes Hall, so that people will be out of the elements. Let me say that the transit center itself is still in some state of design, but it is organized so that we can keep buses out of the core of the medical center campus and yet have a very quick and adjacent walk for people coming in and out of the medical center. It should greatly decrease the amount of traffic during this very hectic construction period that we will go through for two years. There will be a chance following the completion of Cannon Drive to reevaluate if there are other surface lots we could develop or if there could be another garage in the future. At this point, we believe it is important that we just have these surface lots on the outside of the medical center, in general.

Dr. Drake:

The really exciting thing, as Bobby said, is that this is a project that has been envisioned for years and it is critical for us moving forward and expanding and modernizing the facilities that we have. We had a talk a little bit ago about how our capacity is so impacted and we have great services that are in great demand from the entire region. Our efficiency and our effectiveness are compromised by us having the space to do that in an effective way and being able to add 12 acres of space here in the core campus so we can then develop according to strategic plan as outlined in Framework 2.0 is really a critical thing. This is a tremendous opportunity that is coming forward with everyone's efforts.

Mr. Shumate:

I would also like to echo that sentiment because there has been excellent work by the facilities committee and the university as a whole and this board. I think it speaks very highly of the alignment that we have with our overall university strategy and the strategy of the medical center. That Framework 2.0 allows us then to properly evaluate individual projects like Cannon Drive and be thoughtful and forward looking in our analysis and evaluation. I commend all of you who worked so hard over the past several years on the Framework 2.0.

Dr. Retchin:

I would like to ask for a motion to approve both of these projects.

January 25, 2017 meeting, Wexner Medical Center Board

Mr. Kasey:

I would just like to say one thing. I want to thank Gail Marsh and her planning team and the medical center leadership team with Dr. Retchin has really had a very high bar on this one and helped us get there. Keith Myers and his team also did a wonderful job.

Dr. Retchin:

Any further discussion?

Dr. Wadsworth:

Yes. I have been working very closely with Jay, and Bobby Schottenstein knows all about this, but there is going to be a major construction change south of 5th Avenue, between 5th Avenue and 3rd Avenue. The movement of Cannon Drive affects the Battelle entrance, so we are probably going to move that and there will be a lot of construction over the next few years on the land we have sold south between 5th Avenue and 3rd Avenue. That is all great and we have working very closely together and there are no objections or issues except it does complicate traffic flow. We are working with the city so there is going to be a lot going on between north and south of King Avenue. We have been trying to think about parking a little bit with Jay and it is a good relationship.

Dr. Retchin:

Great point. Any further discussion or comments?

#### **ACQUISITION OF REAL PROPERTY**

Resolution No. 2017-50

**NEAR UNIVERSITY HOSPITAL EAST  
COLUMBUS, FRANKLIN COUNTY, OHIO**

Synopsis: Authorization to purchase real property adjacent to University Hospital East bounded by Hawthorne Avenue, Hughes Street, Phale D. Hale Drive, and the planned extension of Winner Avenue, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to acquire land, owned by the Columbus Metropolitan Housing Authority (CMHA), located on the near east side of Columbus and adjacent to University Hospital East to support future hospital expansion and/or facility replacement; and

WHEREAS this purchase supports the university's vision of enhancing the quality of life on the near east side by creating a healthy, financially, and environmentally sustainable community where residents have access to safe and affordable housing, quality healthcare, education, and employment opportunities; and

WHEREAS this vision is shared by Partners Achieving Community Transformation (PACT) and the project is consistent with PACT's Blueprint for Community Investment plan.

WHEREAS all costs associated with the acquisition of the property, maintenance and repairs, and any improvements will be provided by the Wexner Medical Center:

**NOW THEREFORE**

**BE IT RESOLVED**, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance be authorized to take action required to effect the purchase of the referenced property, in the name of the State of Ohio, for the use and benefit of The Ohio State University at a purchase price within ten percent of the

January 25, 2017 meeting, Wexner Medical Center Board

appraised value and upon terms and conditions deemed to be in the best interest of the university.

(See Attachment XIV for background information, page 723)

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

Resolution No. 2017-51

**Approval To Enter Into/Increase Professional Services And Construction Contracts  
Transportation Plan Implementation**

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/increase professional services and enter into/increase construction contracts for the following projects; and

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Project Cost	
Transportation Plan Implementation	\$3.3M	\$13.2M	\$16.5M	auxiliary funds

NOW THEREFORE

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

(See Attachment XV for background information, page 729)

Upon motion of Mr. Shumate, seconded by Mrs. Wexner, the Wexner Medical Center Board members adopted the foregoing motion by unanimous voice vote.

Dr. Retchin:

Thank you very much. I will introduce the next topic, very quickly. As some of you know, we started this program called the WexMed Live. This is a series of relatively brief presentations by our outstanding faculty in areas of expertise largely in research and more than occasionally breakthroughs. In a few weeks, I will be taking some of these researchers who have been doing this with Patty Hill-Callahan to Florida, where I will make a series of presentations to members of our donor community and our supporters. The reception of these has been exceptional. What you are about to see is one of those from one of our superstars on our faculty. Someone who has been with us and is a graduate of University of South Carolina. For the detailed introduction, I will turn to Dean Kent.

Dr. Kent:

Thank you, Dr. Retchin. There was a question earlier about what are the current strengths of the College of Medicine at OSU. Clearly, one of our strengths is in the area of cardiovascular disease. I have to say there is one individual that in his five years at OSU has really grown into a national powerhouse in research in cardiovascular disease and that is Peter Mohler, who is our speaker today. He is the current director of the

Dorothy M. Davis Heart and Lung Research Institute and is also the chair of the Department of Physiology and Cell Biology. Peter has had an extraordinary career. He is clearly one of the nation's foremost researchers in cardiovascular disease with publications in *Nature Research* and *The Journal of Clinical Investigation*. These are the top journals for academic researchers in the country. He currently serves as a PI (principal investigator) and co-PI on six NIH awards, with millions of funding including a research training grant for training researchers in cardiovascular disease. He is a past recipient of the Pew Scholar, Catholic Scholar and these are extraordinary awards given to very few in the country. Three weeks ago we learned that Peter was the recipient of an Outstanding Investigator award. This is a new NIH award that was just created and it is given to seven individuals in the country and Peter is one of those individuals. The total funding is around \$6 million and it is to fund investigation in high risk, high reward translational research, which is clearly one of Peter's areas of expertise. It is very clear that he is an absolute star and it is a pleasure to have Peter with us today and we are looking forward to your talk. Thank you.

Dr. Mohler:

Thank you and behalf on all of the scientists, thank you for letting us out of our lockers for the day. I hope that everyone could look at the board up here if you do not mind. This is Ben. Ben is 37 years old. Ben just got married and is headed out on his honeymoon. This is the best day of Ben's life as he has told me many times. This is Ben seven days later. Ben suffered sudden cardiac arrest, was shocked six times to bring him back to life and spent the next 30 days in the Ross Heart Hospital in a hypothermic coma to preserve his brain function. During this time, Ben was implanted with a defibrillator and fortunately for Ben, over the next two years his defibrillator worked. It worked so much that it worked 200 times, which is unprecedented including 90 times in one day. Ben, unlike folks that have arrhythmias, is resistant to every known antiarrhythmic medication and surgical therapy at a lot of places in the north east and on the west coast did not happen to work for this gentleman. This is a man who cannot work, he cannot drive, and he cannot even take his kid up to bed at night because he is afraid he is going to fall down the stairs and drop his baby. What do you do in this situation?

A deep dive into his medical record revealed that his mom had syncope, or fainting, and sudden cardiac arrest and death in her early 50s. You see in a lot of cases these days that this is a genetic testing issue and in two days you can have your genetic testing done and you get it solved and everything goes back to normal. What we work on in our group are diseases that do not exist in the textbook. This is a perfect example of that where there was no genetic mutation found. This is the paradigm for our lab, how do you treat a disease that is not in the textbook. What we try to get with our trainees, fellows, students, and staff is really to question everything and leave no stone unturned. In this case, a very talented graduate student questioned the Human Genome Project with the idea that we know a lot less than what we think we know about the genes that exist in every single one of us. In fact, this graduate student found that in every single one of us, we have an extra gene that no one had ever seen before. The gentleman that I had talked to you about, not only had that gene, but also had a mutation in that gene. The questions that lined up for this graduate student is what is the role of this new gene in all of us that we all carry and how does a single typo or a change in one base pair of the 4.2 billion pieces of DNA (deoxyribonucleic acid) make such a drastic change that could really alter the lifestyle of this gentleman.

I am not going to go into the excruciating scientific details, but let's think about our hearts and the way that electricity moves around the heart just like a kitchen faucet. Things like sodium, potassium, and calcium move back and forth through these faucets on the surface of our hearts and just like our faucets at home, we can turn these on and turn them off. We can regulate them. They have washers so they do not drip. What we found with this new protein is that it acts like the washer at the top of your faucet to make sure it does not leak. In this gentleman, we found that this is really a washer that is leaking.



The potassium was leaking out at the wrong place and the wrong time in the heart. What do we do about this?

This is where normal academic medicine usually stops. We write a paper, we write a grant, we graduate a graduate student, and everything looks good on the scorecard. The folks that have done academic medicine for a long time, Dr. Kent, Dr. Retchin, and Dr. Drake, always see this at the end of a grant submission or a paper that we "hope to use this information in this study to hope and promise that someday find a cure for this disease". It is our proposition that that is not good enough. What we are working at Ohio State is to make someday today.

What about the patient? The patient, despite the fact that this is published and there is a grant, is still sitting in a hospital bed in a coma, in fact septic at this point. What do we do? We work with people all around the campus to design new algorithms to figure out cures. These are people like Dean Williams and Dean Mann. This is really a team approach to predict arrhythmia therapy. When we put this in these fancy algorithms and talk to other scientists, they can come up with computational algorithms to predict disease therapy. Two are shown at the bottom; option A and option B. It does not matter what they are today, but the real problem with this is that there is no way to do option A or option B. In this case there was no FDA approved way to do this. We actually had to go back to the drawing board and work with our colleagues in the College of Pharmacy to design a new drug. There are a lot of people working a lot of time to design this very fancy ring structure that you see in front of you that had the ability to basically fix the washer in this gentleman. What you see on the left are his EKGs (electrocardiogram) before he had the drug and on the right are his EKGs after he had the drug. This is great to make a figure. Over the course of the last two years this gentleman has not had a single PVC (premature ventricular contractions), he has not had a single arrhythmia event, he has not gotten shocked, he is back at work, he is healthy, and his not taking up a bed in the Ross Heart Hospital. We really had an impact on one individual in the Columbus area.

That is one individual. What does this mean for the bigger population for the world we live in. When we start to look at this data and publish this data, we can then look at big data sets and see if anyone else in the world has this same problem. This is an example of three families. Each of these levels are another line of a generation. Men are boxes and women and circles. Every time you see a line through is a death. We found three families in the Netherlands that all have the same mutation. Generations upon generations upon generations of people have been dying of sudden cardiac death. In one foul swoop with these new medications, we can wipe out these diseases.

What about the broader scope of molecular mechanisms? This is something that the board probably talks about a lot. We know that between 1% and 5% of our patients that we see cost about 50% of our healthcare dollars. It is our proposition that if we can define these patients with genetic testing with early diagnosis that we can prevent a lot of these admissions and potentially readmissions 10, 20, 30, even 40, years before the event. This is illustrated on the left and in this chart here you can see we priced out the cost of this one gentleman's one event for his 30 day care. It is about \$1.2 million and this is for one of his 30 events over the last four years. Compare that to this new drug that cost about \$231 to make for a year for a prescription. That is one point and the second point is that we want to be able to design new diagnostics. We are working with new drug companies and with genetic testing companies to be able to take pennies on the dollar types of technology to be able to diagnose these events 10, 20, 30, 40 years and in this case in this event a young child that is sitting in the arms of the father with the disease. It is one thing to be able to treat thousands and hundreds or thousands of patients, but what if we could treat millions. One of the things we are doing now is taking this drug and repurposing it for patients that have much more common forms of arrhythmia like atrial fibrillation. 2.5 million people have atrial fibrillation and it is about a \$6 billion industry right now. The question is if this population can be scaled.

I will end with this quick example. This is a group of first Americans that we are working with in northern British Columbia. This is about a 15-hour drive north of Vancouver, Canada. It is difficult to get to, but it is absolutely beautiful. This is the Gitxan Tribe and it has about 6,000 members. They were the last discovered Indian Tribe in the western hemisphere in North America. They are really an amazing group of people. To do genetics on these folks is really difficult because until about the turn of the century, they did not have last names so a lot of it is spoken word. About 10% to 15% of every child born to these families dies of sudden cardiac death to the point where they thought that their whole tribe was cursed. In the last decade, the Canadian Minister of Health made this one of the top five health priorities of the Canadian government. This landed on our desk about two years ago with the pedigree that you see at the bottom. That is really confusing so I translated it to the back of the minivan Columbus, Ohio stick figures that we see all the time. This is what one of these families looks like with 10 kids. What happens to a social structure in a tribe like this or even in a community like Columbus when what you see on the slide projector is about to happen, where you see one child disappear, then a second child disappear, then third child disappear, then a fourth disappear, and then a fifth child disappear in their sleep. It is no wonder these families thought they were cursed.

We got this on our corkboard and started looking, to find in a molecular autopsy, to see what is going on in these patients and take a new look at this disease. What we found was exactly the opposite of what the textbook told us we would find. We thought we would find scar tissue in these hearts, but in fact not finding scar we actually found fat. You can see on the left in that picture is what a normal heart looks like and on the right we thought we would see this big chunk of goo and that is what physicians have been treating them for. They have been treating them for scar with anti-inflammatories. What their hearts actually look like are a big wad of almost Swiss cheese and you can imagine when a piece of Swiss cheese tries to beat, it does not beat very well and it does not conduct electricity very well. We were able to find a new gene that caused this new form of disease, new diagnostic as I talked about before, and then importantly found a new therapy to be able to shrink these fat cells and make it so these kids get going with their lives. This is where we are and going back to this corkboard in this lab of the patient families that we are working with, I want to point out one in western Gambia where we have used the same approach and found that 1% of the patient population has a mutation that basically caused them to be susceptible for sudden cardiac death. That is a population of almost two million people. We are starting to think about treating hundreds and hundreds of thousands of patients at the same time.

One point I would like to make, when you talk to these people in Australia, Gambia, or UAE (United Arab Emirates), they have never heard of a Buckeye and none of them have ever heard about our kind of football, but every single one of them knows the impact of Ohio State in their everyday lives. Thank you for your time.

Dr. Kent:

Peter, that was absolutely outstanding and exemplary of the type of research that we can perform at OSU. Any questions for Peter?

Dr. Wadsworth:

Very interesting. Congratulations on your award. I know how difficult those are to win. That is fantastic. Terrific work, if I may say so. Two questions. In developing a new drug, my understanding is that it takes a long time for the FDA to approve a new drug. I was wondering if you could tell us the time scale and how you introduced that new drug. Secondly, on a long term basis, when in the future will we be able to treat the DNA?

Dr. Mohler:

Two great questions. I want to give credit to the College of Pharmacy and I know Dean Mann is sitting behind me. One of the ways that we go about this is that you can go the normal route through the FDA, but in everything in life there are always ways around it. What we did is we took an existing drug and made some small tweaks to the existing drug that was already FDA approved. Given the state of this specific patient, we were given some ability to use some compassionate use to be able to do it. This drug now is being used for patients with muscular dystrophy and stroke. It is something that we think is going to get big.

The second question is about when can we think about DNA and I would say that there is a lot of work including a lot of great work at Nationwide Children's Hospital where they are doing this with muscular dystrophy. This is an area called gene editing, which is one of the hottest parts of science now. Being able to go in and fix a typo and that is something that we are thinking about. It is CRISPR-Cas (clustered regularly interspaced short palindromic repeats). It won the Nobel Prize a couple years ago, I think. It is the kind of technology we hope to be able to go in and fix single base mutations.

Dr. Wadsworth:

In getting the approval, which was an accelerated version because of a preexisting drug. How long did it take to get that FDA approval for the modified drug?

Dr. Mohler:

This was in real time. The patient was sitting upstairs while we were doing this. From start to finish, we were about two years from finding the mutation to getting a drug approved.

Dr. Drake:

Looking at the two different cases and the onset of the disease in these genetically derived processes. The first one is interesting in that it looks like it comes on in the fourth or fifth decade, which gives you a chance to reproduce and have this not be a lethal gene to its own existence. The kids with the adipose replacement that must have been a different pattern where half of them were affected.

Dr. Mohler:

That is right. The inheritance was a little different. Normally, evolution would not let the first case happen and that is what we are trying to figure out why does this come on so late.

Dr. Drake:

In the case of the cursed tribe, 5,400 people with a lethal gene like....

Dr. Mohler:

Exercise, we know in the second case, makes the inflammation and fat deposition worse and we have known this in athletes for a long time for forms of ARVC. This is what we think is happening. Just to get back to this one point. Both of these patients, particularly the second group of patients while gene editing would be a wonderful thing, most of these things would be treated with beta-blockers that are super cheap. If you know who has it, technology is great and we can do it for much cheaper. Thank you for your time.

(See Attachment XVI for background information, page 731)

January 25, 2017 meeting, Wexner Medical Center Board

Dr. Kent:

Thank you, Peter. You are absolutely outstanding.

Dr. Retchin:

I did want you to see the faculty that we are choosing for the WexMed talks and Peter that was really spectacular and shows that the medical center is on the move and we are very proud of everything you have done. We now need to go into executive session.

Ms. Link:

The board will now recess in to executive session to consider business sensitive trade secret matters required to be kept confidential by federal and state statues, discuss personnel matters regarding the employment and compensation of public officials, and to consult with legal counsel regarding pending or imminent litigation.

May I have motion?

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

Attest:

Leslie H. Wexner  
Chairman

Heather Link  
Associate Secretary

January 25, 2017 meeting, Wexner Medical Center Board

(ATTACHMENT XII)

WEXNER MEDICAL CENTER BOARD PERFORMANCE SCORECARD  
 Period: December 2016 - December 2017

Area	Objective	Target	Actual	Score	Notes
Patient Care	30-day readmission rate	10.0%	10.5%	Green	
	30-day mortality rate	1.5%	1.6%	Green	
	30-day patient satisfaction	85%	84%	Yellow	
Financial Performance	Operating margin	15.0%	14.5%	Yellow	
	EBITDA margin	20.0%	19.5%	Yellow	
	Capital expenditures	\$100M	\$105M	Red	Exceeded target
Operational Efficiency	Net patient admissions	100,000	102,000	Green	
	Net patient discharges	100,000	101,000	Green	
	Net patient encounters	100,000	103,000	Green	
Community Impact	Charitable contributions	\$5M	\$5.5M	Green	
	Volunteer hours	100,000	105,000	Green	
	Community health fairs	10	12	Green	

Legend:  
 Green: On Target  
 Yellow: Slightly Off Target  
 Red: Significantly Off Target

OSU WEXNER MEDICAL CENTER  
FY17 ENTERPRISE PERFORMANCE SCORECARD DEFINITIONS



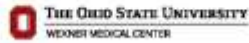
Metric(s)	Definition
Engagement Score	Press Ganey determines the metric of workforce engagement based on employees' response to three metrics: 1. Willingness to refer OSUWMC to family, friends and colleagues for employment and healthcare 2. Pride in affiliation with OSUWMC 3. Overall satisfaction in employment at OSUWMC
Diversity and Inclusion	Develop and implement a diversity plan to make the Medical Center a model of inclusive excellence.
Employee Turnover Rate	Turnover rate is the count of Faculty and Staff who actually exit the system, leave the Medical Center
HCAHPS Score	Percent of inpatients who gave the hospital a rating of 9 or 10 on a scale from 1 (lowest) to 10 (highest)
CGCAHPS Score	Percent of outpatients who would definitely recommend this provider's office to family and friends.
Community Health Needs Assessment	Annual report on health needs of the community developed by the Central Ohio Hospital Council
USWRW Specialties Ranked	Metric scores and target are displayed as the number of specialties ranked (in results for FY13 - published 1/31/15 - OSUWMC had 7 specialties ranked). The results for FY15 ranked 12 out of 16 specialties based on the combined score in four dimensions – Patient Safety (15%), Process (27.5%), Structure (30%) and Outcomes (22.5%). The other four specialties – Ophthalmology, Psychiatry, Rehabilitation and Rheumatology were listed "00% on Population."
USWRW Best Med Schools	Metric scores and target are displayed as the overall rank order compared to entire population of medical schools ranked. The results published 5/2/16 were based on combined score across eight metrics – Peer Assessment (25%), Residency Director Assessment (20%), NIH Research Grants (10%), NIH Research Grants per Faculty Member (10%), Median MCAT Total Score (12%), Median Undergraduate GPA (8%), Acceptance Rate (7%) and Faculty/Student Ratio (16%).
Readmissions	Estimates of unplanned readmission for any cause to an acute care hospital within 30 days of discharge from a hospitalization.
Mortality	This measure is expressed as the observed (actual) mortality in the inpatient hospital (deaths per 100 patients), compared to the "expected" mortality rate for similar patients at academic medical centers in the United States who participate in the University Health System Consortium's Clinical Data Site.
PSI-06	It is a composite measure that includes PSI 05 Pressure Ulcer Rate, PSI 06 Urinary Tract Infection Rate, PSI 07 Central Venous Catheter Related Blood Stream Infection Rate, PSI 08 Postoperative Hip Fracture Rate, PSI 09 Postoperative Hemothorax or Hematoma Rate, PSI 10
CAUTI	(Standardized Infection Ratio) Measures all patients anywhere in the hospital that develops a catheter-related urinary tract infection.
Gain from Quality Based Reimbursement Programs	Financial gain (net) from CMS based programs i.e. Value Based Purchasing, Reimbursement Reduction Program and Hospital Acquired Conditions
Payment Transformation Episodes	Number of pilot bundled payment episodes.
Total Value in Each Bundled Payment Episode	Total value is defined as quality over cost. Quality metrics are the roll up of the CMS standard quality indicators for the given episode, Press-Ganey patient satisfaction metrics, and operational efficiency targets. Cost is the total cost based on the cost accounting system.
Inpatient Admissions	A count of patients admitted to the Health System during the reporting period. Inpatients are defined by the patient class assigned in IHS. Excludes normal newborns, Outpatients in a Bed.
# Hospital Transfers	Outside hospital/facility patient transfers for inpatients accepted as direct admissions or transfers to the Emergency Department (Main, OSUR).
New Patient Visits as a Physician	The number of unique new ambulatory patients seen in an OSUWMC outpatient location by a provider (physician, NP or PA). Will be tracked monthly and report fiscal YTD figures. A "unique new ambulatory patient" is a patient that has had no OSUWMC activity (IP or OP) in last rolling three years with a triggering event of a billable encounter with a provider in one of our ambulatory locations. Will be calculated for all departments/divisions and include Internists and the ED but will show separately. A unique patient will only be counted once.
Total NIH Awards (incl. outwards)	The sum of all NIH Award funding segments (less sub-awards) received by the College of Medicine during the period in question.
Inpatient Length of Stay	Inpatient stays divided by inpatient discharges. Excludes normal newborns. Sourced from Health System Star Reports.
Access - Days to 1st appointment for new patients with a physician - Primary Care	The average wait time for a new patient appointment with a Physician in a Family Medicine or General Medicine office as measured by when the appointment was requested to the scheduled date of service for the appointment.
Access - Days to 1st appointment for new patients with a physician - Specialty Care	The average wait time for a new patient appointment with a Physician in a Specialty Care office as measured by when the appointment was requested to the scheduled date of service for the appointment.
Median time patients spend in the emergency department, before they were admitted to the hospital as an inpatient	Median time in minutes from ED arrival to ED departure for patients admitted to the facility from the ED.
Total NIH Submissions	NIH Proposals submitted is the total of all proposals submitted by College of Medicine researchers over the period in question.
Integrated Net Margin	Combined financial reporting represents entire financial position of the OSU Wexner Medical Center including the OSU Health System, OSU Physicians Inc, and College of Medicine. Combined Medical Center Margin includes operating revenues, operating expenses, and Medical Center Investments.
Operating Expenses per AA	Serves as an indicator that presents a metric that accounts for both inpatient and outpatient activities and indicates how well expenses are in line with volumes.
Health Plan Per Member Per Year Costs	Per member per year costs (PMPY) are based on the sum of all medicalRx costs including 06 day mix out and IPAR (incurred but not reported) factors divided by the number of members with medical coverage. It is the sum of Net Pay PMPY for medical claims and Net Pay PMPY for pharmacy claims. PMPY will be calculated on a calendar year to align with the benefit year and allow for the reporting lag due to 90 day claim run out.
Net Revenue Improvement (Five Cycle)	Additional net revenue (not related to volume) through improvement in revenue cycle processes.
Philanthropy \$	This metric represents new fundraising activity comprised of Development Dollars (including OSP) including outright gifts and pledges, planned gifts (irrevocable and revocable) and private grants (industry, foundations and other organizations).

(ATTACHMENT XIII)



## Wexner Medical Center Board Public Session Health System Financial Summary

January 25, 2017



### The Ohio State University Health System Financial Highlights

For the YTD Ended: December 31, 2016

Admissions	
Budget	1.1%
Prior Yr	2.9%
Actual	30,632
Budget	30,290
Prior Yr	29,755

Surgeries	
Budget	1.7%
Prior Yr	3.5%
Actual	21,689
Budget	21,328
Prior Yr	20,961

O/P Visits	
Budget	-3.8%
Prior Yr	1.2%
Actual	866,260
Budget	900,405
Prior Yr	855,961

Worked Hrs / Adjusted Admit	
Budget	0.5%
Prior Yr	0.8%
Actual	198
Budget	200
Prior Yr	200



## The Ohio State University Health System Financial Highlights

For the YTD Ended: December 31, 2016

Operating Revenue	
Budget	0.6%
Prior Yr	6.1%
Actual	\$1,343,070
Budget	\$1,335,202
Prior Yr	\$1,265,340

Controllable Costs	
Budget	-0.3%
Prior Yr	-9.2%
Actual	\$1,048,146
Budget	\$1,044,977
Prior Yr	\$959,906

Excess Revenue over Expense	
Budget	3.8%
Prior Yr	-13.0%
Actual	\$84,620
Budget	\$81,504
Prior Yr	\$97,314

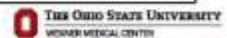
Days Cash on Hand	
Jun FY16	0.0%
PY MTD	15.1%
Actual	114.3 \$711M
Jun FY16	114.3 \$674M
PY MTD	99.3 \$559M



## The Ohio State University Health System Consolidated Statement of Operations

For the MTD ended: October 31, 2016  
(in thousands)

OSUNS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
<b>OPERATING STATEMENT</b>						
Total Operating Revenue	\$ 225,027	\$ 228,661	\$ (1,634)	-0.7%	\$ 228,357	-0.6%
Operating Expenses						
Salaries and Benefits	99,373	99,733	360	0.4%	95,006	-4.6%
Supplies	24,146	23,781	(365)	-1.5%	22,129	-8.1%
Drugs and Pharmaceuticals	21,605	23,638	2,033	8.6%	28,064	23.0%
Services	24,156	24,429	273	1.1%	24,000	-0.7%
Depreciation	11,701	11,395	(306)	-2.7%	11,576	-1.1%
Interest	3,328	3,307	(21)	-0.6%	3,480	4.4%
Other	12,457	12,494	37	0.3%	8,299	-34.0%
Total Expense	196,766	198,777	2,011	1.0%	193,954	-1.7%
Gain (Loss) from Operations (pre MC)	28,261	27,884	377	1.4%	32,803	-13.8%
Medical Center Investments	(12,486)	(12,426)	(60)	0.5%	(11,407)	-8.5%
Income from Investments	683	232	451	194.4%	188	306.5%
Other Gains (Losses)	(28)	-	(28)	-	33	-
Excess of Revenue over Expense	\$ 16,429	\$ 16,690	\$ 739	4.7%	\$ 21,097	-21.9%





## The Ohio State University Health System Consolidated Statement of Operations

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

OSUHS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
<b>OPERATING STATEMENT</b>						
Total Operating Revenue	\$ 213,382	\$ 213,097	\$ 2,855	2.9%	\$ 201,180	8.0%
Operating Expenses						
Salaries and Benefits	105,000	99,899	(5,101)	-5.1%	98,484	-8.8%
Supplies	22,777	22,618	(159)	-0.7%	20,711	-10.0%
Drugs and Pharmaceuticals	22,372	22,533	161	0.7%	18,976	-17.9%
Services	22,367	23,300	933	4.0%	20,086	-11.4%
Depreciation	11,522	10,907	(615)	-6.6%	11,462	-0.5%
Interest	3,343	3,296	(47)	-1.4%	3,473	3.7%
Other	12,881	12,452	(429)	-3.4%	9,300	-38.5%
Total Expense	200,262	195,005	(5,257)	-2.7%	182,482	-8.7%
Gain (Loss) from Operations (pre MCI)	13,120	18,092	1,029	5.7%	18,698	2.3%
Medical Center Investments	(12,378)	(12,407)	129	-1.0%	(31,816)	61.4%
Income from Investments	764	237	527	222.4%	256	198.4%
Other Gains (Losses)	(138)	-	(138)	---	-	---
Excess of Revenue over Expense	\$ 7,468	\$ 5,922	\$ 1,546	26.1%	\$ (12,872)	188.0%

THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER

## The Ohio State University Health System Consolidated Statement of Operations

For the YTD Ended: December 31, 2016  
(in thousands)

OSUHS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
<b>OPERATING STATEMENT</b>						
Total Operating Revenue	\$ 1,343,070	\$ 1,335,265	\$ 7,805	0.6%	\$ 1,265,340	6.1%
Operating Expenses						
Salaries and Benefits	600,678	595,386	(5,292)	-0.9%	568,175	-8.7%
Supplies	144,987	140,519	(4,468)	-3.2%	134,809	-7.3%
Drugs and Pharmaceuticals	134,513	138,961	4,448	3.2%	115,161	-16.8%
Services	140,738	143,595	2,857	2.0%	134,332	-4.9%
Depreciation	70,318	67,312	(3,006)	-4.5%	69,436	-1.3%
Interest	20,035	18,896	(1,139)	-6.7%	20,833	4.3%
Other Operating Expense	72,560	73,525	867	1.3%	55,108	-31.6%
Medical Center Investments	74,613	74,555	(106)	-0.1%	70,022	-6.6%
Total Expense	1,258,450	1,253,699	(4,751)	-0.4%	1,168,026	-7.7%
Excess of Revenue over Expense	\$ 84,620	\$ 81,564	\$ 3,116	3.8%	\$ 97,314	-13.0%
<b>Financial Metrics</b>						
Adjusted Admissions	57,982	58,700	1,262	2.2%	54,600	6.2%
Operating Revenue per AA	\$ 23,171	\$ 23,540	\$ (378)	-1.6%	\$ 23,175	0.0%
Total Expense per AA	\$ 20,475	\$ 20,822	\$ 347	1.7%	\$ 20,157	-1.6%
Operating EBDA Margin	18.4%	18.1%	0.3%	1.4%	20.2%	-8.9%
Days Cash on Hand	114.3	-	-	-	99.3	15.1%
Debt Service Coverage	5.7	5.6	0.1	2.3%	5.8	-0.9%

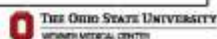
THE OHIO STATE UNIVERSITY  
WEXNER MEDICAL CENTER

## The Ohio State University Wexner Medical Center Combined Statement of Operations

For the YTD Ended: December 31, 2016  
(in thousands)

	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
<b>OPERATING STATEMENT</b>						
Total Operating Revenue	\$ 1,654,395	\$ 1,630,700	\$ 23,695	1.5%	\$ 1,572,242	5.2%
Operating Expenses						
Salaries and Benefits	873,124	878,775	5,651	0.6%	828,091	-5.4%
Supplies	156,985	150,873	(6,112)	-4.1%	147,061	-8.7%
Drugs and Pharmaceuticals	139,602	144,132	4,530	3.1%	127,906	-9.1%
Services	181,165	183,460	2,295	1.3%	172,237	-5.2%
Depreciation	76,844	73,528	(2,316)	-3.1%	76,053	0.3%
Interest/Debt	25,770	25,580	(190)	-0.7%	26,699	3.5%
Other Operating Expense	87,127	88,474	1,347	1.5%	66,564	-30.9%
Medical Center Investments	7,836	4,773	(3,063)	-64%	11,036	29.0%
Total Expense	1,547,453	1,549,595	2,142	0.1%	1,455,647	-6.3%
Excess of Revenue over Expense	\$ 106,939	\$ 81,102	\$ 25,837	31.9%	\$ 116,596	-8.3%
<b>Financial Metrics</b>						
Adjusted Admissions	57,962	56,700	1,262	2.2%	54,600	6.2%
OSUP Physician Encounters	1,297,111	1,312,712	(15,601)	-1.2%	1,170,800	10.8%
Operating Revenue per AA	\$ 23,171	\$ 23,549	\$ (378)	-1.6%	\$ 23,175	0.0%
Total Expense per AA	\$ 20,475	\$ 20,822	\$ 347	1.7%	\$ 20,157	-1.6%

This statement does not conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these entities and on eliminating entities are included.

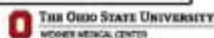


## The Ohio State University Wexner Medical Center Combined Statement of Operations

For the YTD Ended: December 31, 2016  
(in thousands)

	ACTUAL	BUDGET	ACT-BUD VARIANCE	BUDGET % VAR	PRIOR YEAR	PY % Var
<b>Health System</b>						
Revenues	\$ 1,343,070	\$ 1,335,295	\$ 7,765	0.6%	\$ 1,295,340	6.1%
Expenses	1,268,450	1,253,099	(4,751)	-0.4%	1,168,026	-7.7%
Net	84,620	81,504	3,116	3.8%	97,314	-13.0%
<b>OSUP</b>						
Revenues	\$ 201,241	\$ 199,831	\$ 1,410	0.7%	\$ 199,342	1.0%
Expenses	189,878	193,257	3,379	1.7%	188,110	-0.9%
Net	11,362	6,573	4,789	72.9%	11,232	1.2%
<b>COM/OHS</b>						
Revenues	\$ 110,084	\$ 95,664	\$ 14,420	15.1%	\$ 107,560	2.3%
Expenses	99,126	102,839	3,514	3.4%	99,511	0.4%
Net	10,957	(6,975)	17,932	257.1%	8,050	96.1%
<b>Total Medical Center</b>						
Revenues	\$ 1,654,395	\$ 1,630,700	\$ 23,695	1.5%	\$ 1,572,242	5.2%
Expenses	1,547,453	1,549,595	2,142	0.1%	1,455,647	-6.3%
Net	106,939	81,102	25,837	31.9%	116,596	-8.3%

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.



## Ohio State University Physicians, Inc. Consolidated Statement of Operations

For the YTD Ended: December 31, 2016  
(in thousands)

OSUP						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
<b>OPERATING STATEMENT</b>						
<u>Revenues</u>						
Total Revenue	\$ 201,241	\$ 199,831	\$ 1,410	0.7%	\$ 199,342	1.0%
<u>Expenses</u>						
Faculty Salaries and Benefits	\$ 140,607	\$ 143,370	\$ 2,763	1.9%	\$ 130,037	-8.1%
Non Faculty Salaries and Benefits	43,624	46,710	3,086	6.6%	41,891	-4.1%
Supplies	3,659	3,890	231	5.9%	3,635	-0.7%
Drugs and Pharmaceuticals	5,089	5,171	82	1.6%	12,745	60.1%
Purchased Services	19,215	16,415	(2,800)	-17.1%	16,806	-14.3%
Depreciation	2,170	2,117	(53)	-2.6%	2,147	-1.1%
Interest	205	186	(19)	-10.2%	231	11.3%
Other Operating Expense	14,559	14,949	390	2.6%	11,406	-27.6%
Medical Center Investments	(39,251)	(39,652)	(301)	0.8%	(20,787)	-27.5%
Total Expenses	189,878	193,257	3,379	1.7%	188,110	-0.9%
Gain/(Loss)	\$ 11,362	\$ 6,573	\$ 4,789	72.9%	\$ 11,232	1.2%

10

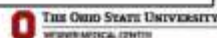


## The Ohio State University College of Medicine Statement of Operations

For the YTD Ended: December 31, 2016  
(in thousands)

COM						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
<b>OPERATING STATEMENT</b>						
<u>Sources</u>						
General Funds and Appropriations	\$ 46,919	\$ 43,776	\$ 3,143	7.2%	\$ 46,315	1.3%
Support from related entities	22,037	14,434	7,603	52.7%	23,240	-5.2%
Other	41,127	37,434	3,673	9.8%	38,006	8.2%
Total Sources	\$ 110,083	\$ 95,644	\$ 14,419	15.1%	\$ 107,561	2.3%
<u>Uses</u>						
Faculty Salaries	\$ 35,397	\$ 37,936	\$ 2,539	6.7%	\$ 33,966	-4.2%
Non Faculty Salaries	31,263	31,410	147	0.5%	31,666	1.3%
Benefits	21,594	23,962	2,408	10.8%	22,257	3.6%
Supplies	8,339	6,464	(1,875)	-29.0%	8,617	3.2%
Services	21,212	23,450	2,238	9.5%	21,099	-0.5%
Debt	5,530	5,498	(32)	-0.6%	5,535	0.1%
Capital	3,366	4,099	743	18.1%	4,470	24.9%
Medical Center Investments	(27,326)	(30,199)	(2,854)	-9.5%	(28,199)	-2.4%
Total Uses	99,125	102,639	3,514	3.4%	99,511	0.4%
Gain/(Loss)	\$ 10,957	\$ (6,975)	\$ 17,932	—	\$ 8,050	96.1%

11



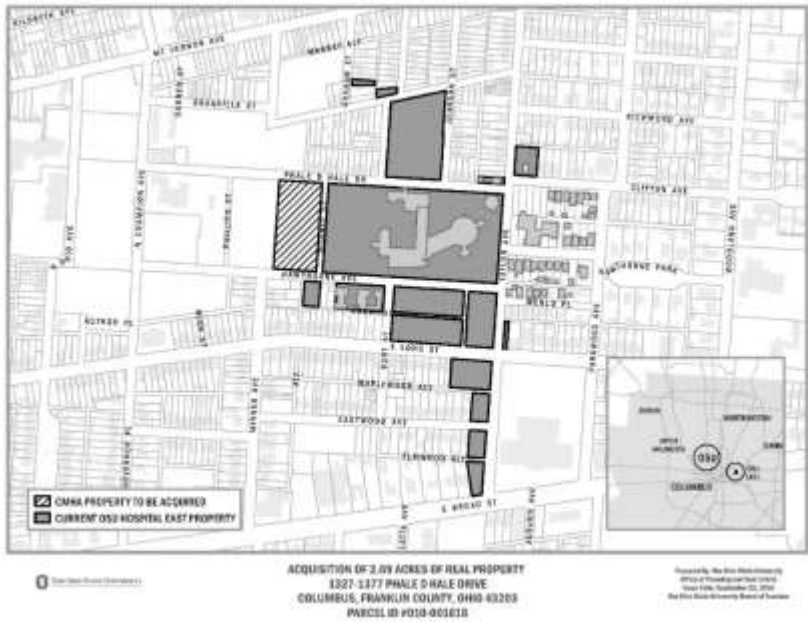
## The Ohio State University Wexner Medical Center Combined Balance Sheet

As of December 31, 2016  
(in thousands)

	December 2016	June 2016	Change
Cash	\$ 595,029	\$ 683,092	\$ (88,063)
Net Patient Receivables	386,903	362,813	24,090
Other Current Assets	374,690	321,795	52,895
Assets Limited as to Use	385,897	255,498	130,399
Property, Plant & Equipment - Net	1,511,862	1,490,521	21,341
Other Assets	415,203	432,303	(17,100)
<b>Total Assets</b>	<b>\$ 3,669,383</b>	<b>\$ 3,546,622</b>	<b>\$ 122,761</b>
Current Liabilities	\$ 348,473	\$ 314,143	\$ 34,330
Other Liabilities	113,097	99,335	13,762
Long-Term Debt	870,669	904,418	(24,749)
Net Assets - Unrestricted	1,815,125	1,711,408	103,717
Net Assets - Restricted	513,019	517,318	(4,299)
<b>Liabilities and Net Assets</b>	<b>\$ 3,669,383</b>	<b>\$ 3,546,622</b>	<b>\$ 122,761</b>

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

(ATTACHMENT XIV)



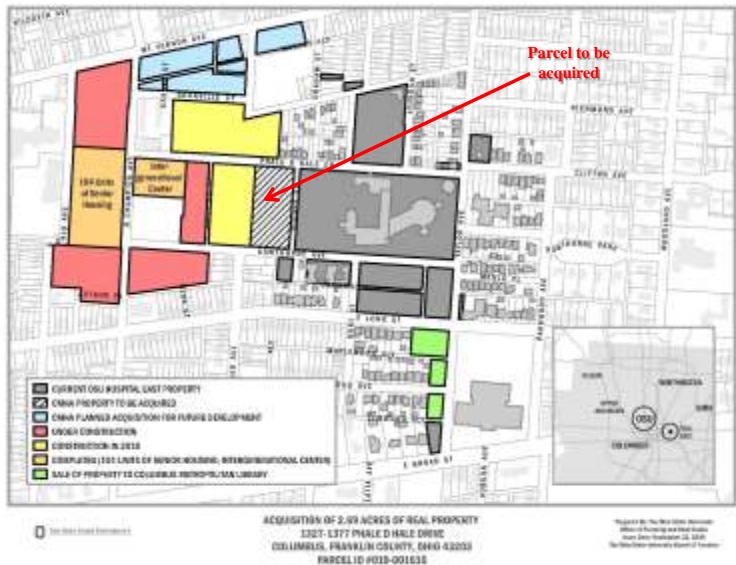
OSU East 2.69 Acre Parcel Acquisition

- Project Review. The Chairman, at the November Medical Center Board meeting, asked the Facility Group to review the advisability of the acquisition by the University of a 2.69 acre parcel on behalf of OSU East at a purchase price of \$550,000.

Partners Achieving Community Transformation [PACT] will provide a \$185,000 grant to CMHA from the Job Creation Tax Incentive Fund, established by the City of Columbus and the University during the expansion of the OSU WMC. This grant will assist CMHA in acquisition and development of housing adjacent to CMHA's existing property within the PACT geography.

- Recommendation. Upon review, we recommend the approval of the purchase for two reasons:
  - Strategic Expansion
  - Net Expenditure

Strategic Expansion Potential



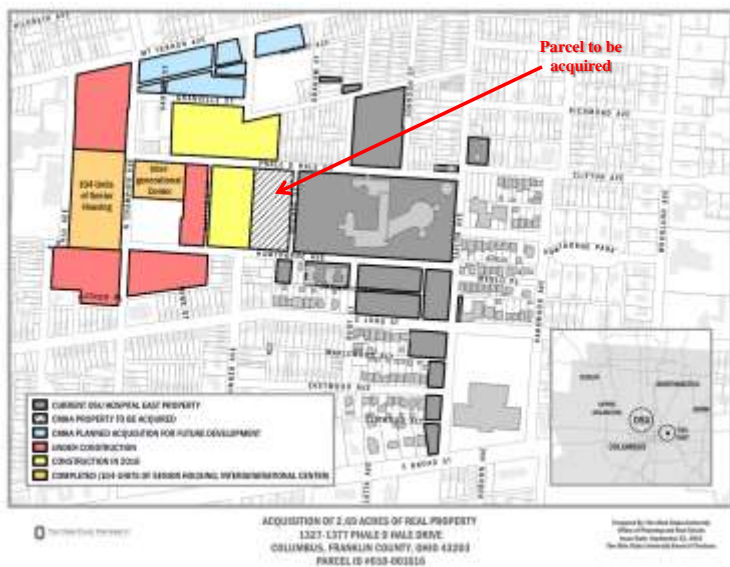
Net Expenditure for Parcel

- November 2015, the University Board of Trustees, approved the sale of 3 non-strategic properties for the price of \$187,000 – which transaction was subsequently authorized by the Ohio Legislature.
- Looking at the “buy” and “sale” transactions together, the University (i) has disposed of non-strategic parcels and has acquired a parcel having strategic value and (ii) has furthered the overall development of the area surrounding OSU East with a planned residential development.
- Given strategic value and net cost of the parcel, we are of the opinion that the previously negotiated purchase should proceed as requested.

OSU East 2.69 Acre Parcel Acquisition

- Project Review. The Chairman, at the November Medical Center Board meeting, asked the Facility Group to review the advisability of the acquisition by the University of a 2.69 acre parcel on behalf of OSU East at a purchase price of \$735,000
- Recommendation. Upon review, we recommend the approval of the purchase for two reasons:
  - Strategic Expansion
  - Net Expenditure

Strategic Expansion Potential

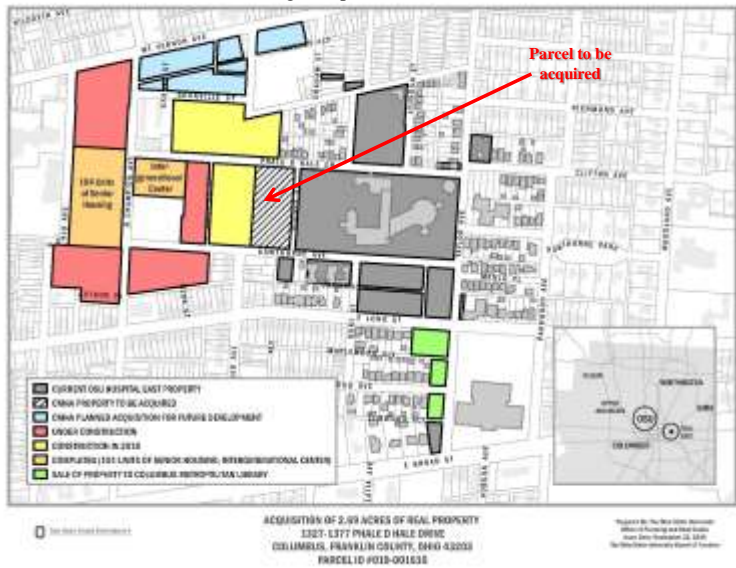




Net Expenditure for Parcel

- May 2016, the University Board of Trustees, approved the sale of 3 non-strategic parcels of land for the price of \$187,000 – which transaction was subsequently approved by the Ohio Controlling Board.
- Looking at the “buy” and “sale” transactions together, the net price for the acquired 2.69 acre parcel is \$548,000.
- Given strategic value and net cost of the parcel, we are of the opinion that the previously negotiated purchase should proceed as requested.

Strategic Expansion Potential



**Project Data Sheet for Board of Trustees Approval**

**Transportation Plan Implementation**

OSU-170391 (CNI# 16000036)

Project Location:

• approval requested and amount	
prof services/construction	\$16.5M
• project budget	
professional services	\$3.3M
construction w/contingency	\$13.2M
<b>total project budget</b>	<b>\$16.5M</b>



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

- project schedule
  - BoT approval 01/17
  - design/bidding 02/17 - 06/17
  - construction 06/17 - phased

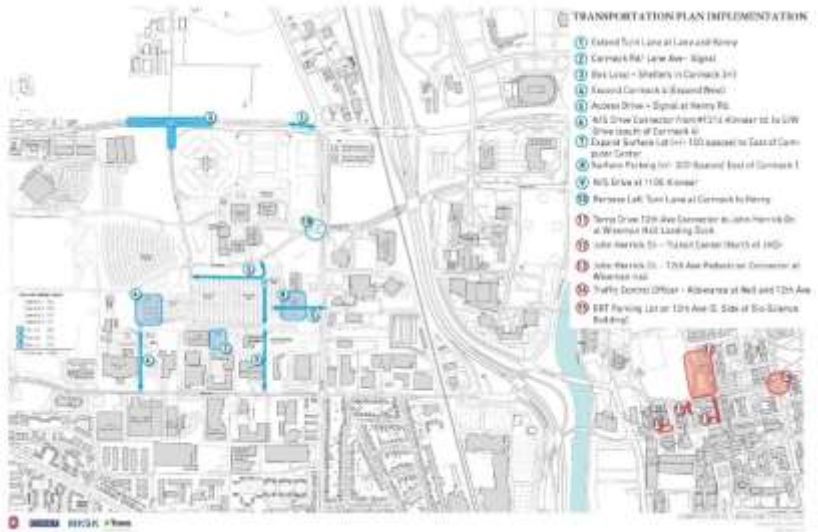
- project delivery method
  - general contracting
  - design/build
  - construction manager at risk

- planning framework
  - o this project is included in the FY 2017 Capital Investment Plan

- project scope
  - o construct and improve parking facilities as an enabler for Cannon Drive Relocation - Phase 1
  - o improvements include expanding surface parking lots; bus shelters and bus access road improvements; intersection and signal improvements; constructing a transit hub on Herick Drive.

- approval requested
  - o approval is requested to enter into professional services and construction contracts

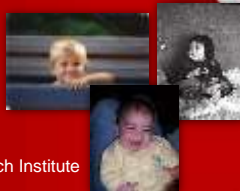
- 
- project team
    - University project manager: Tom Blagden
    - CRS#s ARE:
    - Design-Builder:



## Mending Broken Hearts: "Someday" .... is today.

Peter J. Mohler, PhD

Director – Dorothy M. Davis Heart & Lung Research Institute  
Chair, Department of Physiology & Cell Biology  
Professor, Depts of Internal Medicine and Physiology & Cell Biology  
William D. and Jacquelyn L. Wells Chair in Cardiovascular Research  
Associate Dean, Basic Research; College of Medicine  
The Ohio State University Wexner Medical Center



Patient consented to presentation of story

**WEX** < TALKS >





WEX<TALKS>

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In two years, defibrillator discharged >200 times  
(90 in one day).

Resistant to all anti-arrhythmic medications.

Surgical therapy @ multiple Institutions did not resolve disease.

Can't work, can't drive...  
Mother displayed fainting (syncope), died suddenly in 50's.

**Genetic testing?**

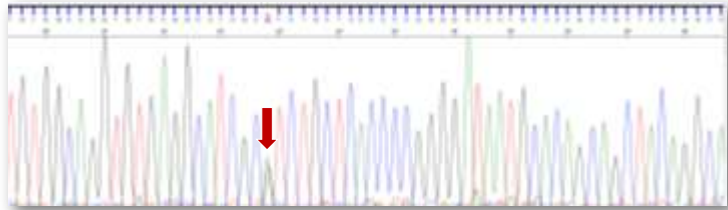
Negative for known arrhythmia gene mutations.

WEX<TALKS>

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How do you treat a disease that is not in the textbook?

Question everything.



Discovery of new human gene/protein.  
Discovery of mutation in new protein.

What is role of new gene?  
How does gene mutation cause arrhythmia?

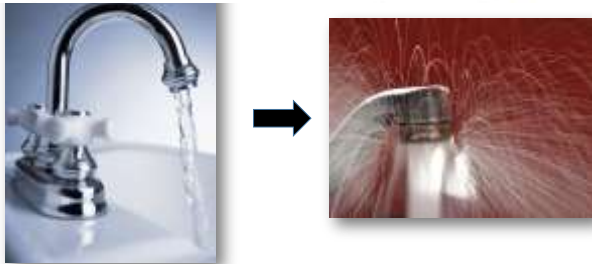




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**O** The Ohio State University  
WEXNER MEDICAL CENTER

“ hope and promise of someday finding a cure ”



**WEX** < TALKS >

**O** The Ohio State University  
WEXNER MEDICAL CENTER

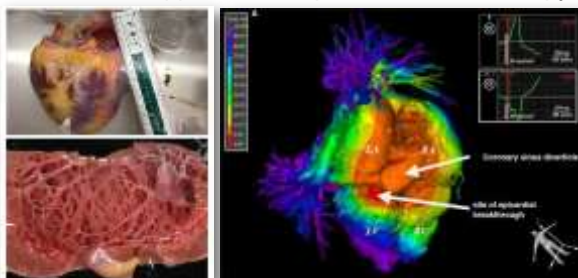




What about the patient?



Novel 'team' approaches to predict disease therapy



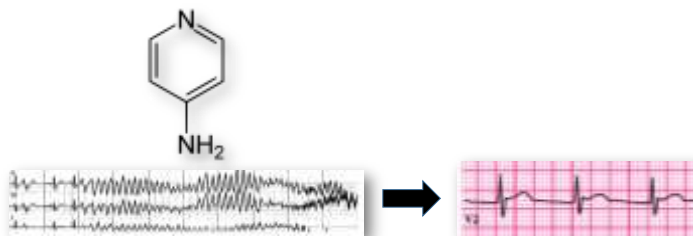
Option A: Increase atrial pacing **AND**

Option B: Block exactly 40% of specific potassium current

**Problem:** No FDA approved therapies for either Option A or B.



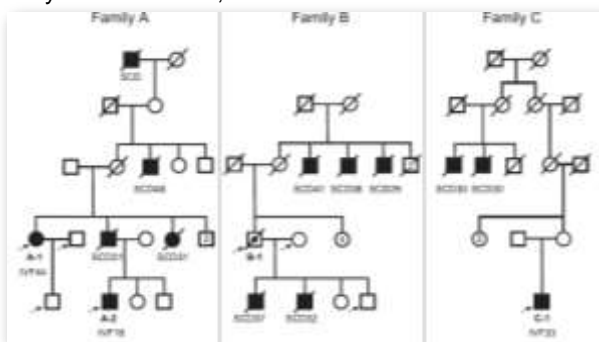
Creating new options: Designing old drugs for a new disease



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Impact beyond Columbus, Ohio



Broader scope of Molecular Medicine?

WEX<TALKS>

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**“Hot spotting” high-risk patients**



**Impact of Molecular Medicine 1 person: 1 event**

\$231 for new drug (\$5 co-pay)

\$1,200,000 for just initial event (\$50 co-pay)... now up to 30+ events in four years

Prevention of future family events?

Working with company to develop compound for arrhythmia therapy in general population. Can this process be scaled?





### 5400 member "First Nation" Gitksan Tribe

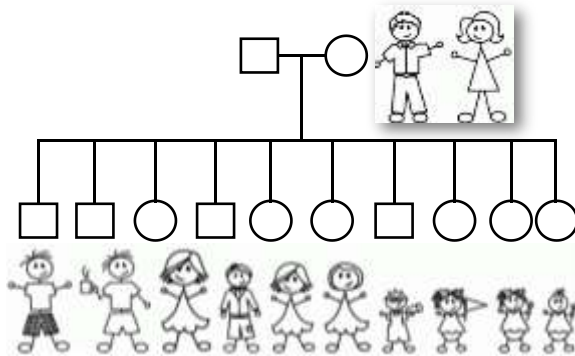
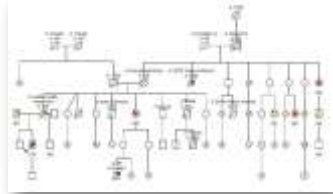
Last Discovered Tribe in 1860s

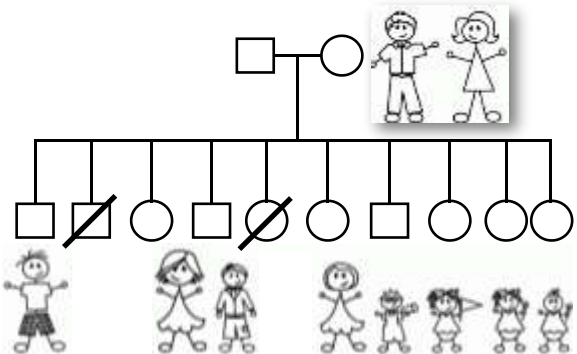
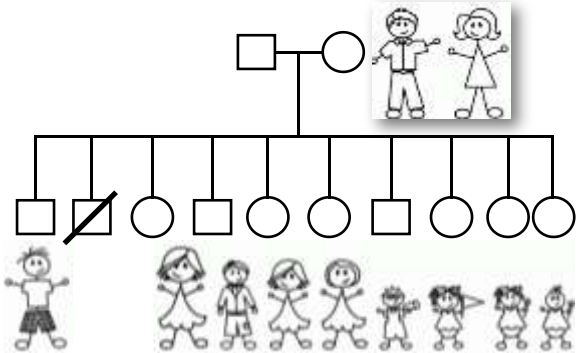
Primarily oral histories.

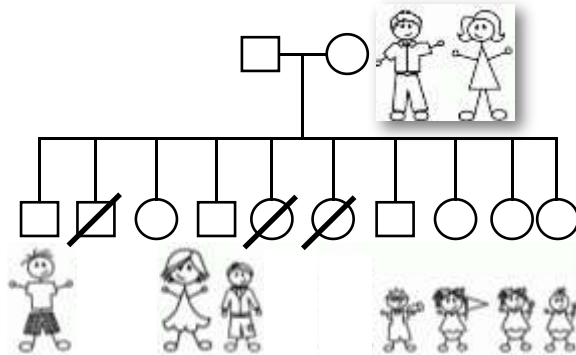
No last names until 1880s

Generations with sudden death in childhood.

Last decade Canadian Minister of Health put issue as one of top 5 health priorities.

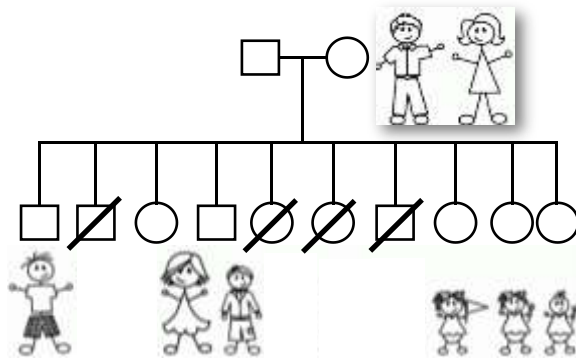






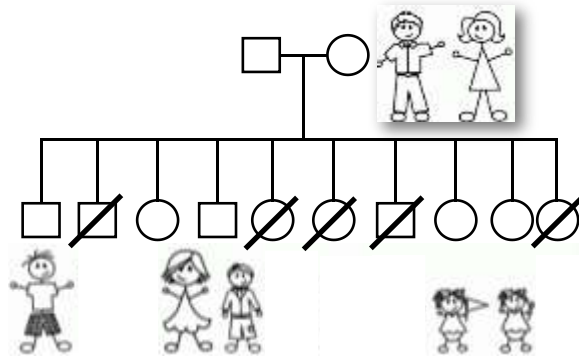
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WEX<TALKS>

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2 years: New cause of disease, new genetic mutation, new disease diagnostic, & new therapy to treat population.



WEX<TALKS>

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WEXNER MEDICAL CENTER





## APPENDIX XXX


**Procedure for Setting and Reviewing Compensation  
for University Executives**
**Purpose**

This procedure outlines the scope of authority for setting and reviewing total compensation opportunities for the President of The Ohio State University (university) and certain other executives of the university.

**Scope of Authority for Setting Total Compensation**

The following table sets forth the scope of authority for setting total compensation opportunities for defined categories of executives and other highly compensated employees of the university.

	Scope of Authority for Setting Total Compensation			
	CEO of the Medical Center	Provost	President	Board of Trustees
<b>Board Purview Executives</b>				
President				Approve
Provost; CEO of the Medical Center			Recommend to Board	Approve
University Board Purview Executives		Recommend to President	Recommend to Board	Approve
Medical Center Board Purview Executives	Recommend to Provost	Recommend to President	Recommend to Board	Approve
<b>Other Highly Compensated Employees: Non-Physician Employees</b>				
Annual total compensation of greater than \$270,000 and below the total compensation market median; <b>AND</b> Base salary less than \$500,000	Approve (Wexner Medical Center Employees)	Approve (University Employees)		
Annual total compensation of greater than \$270,000 and at or above the total compensation market median but below the total compensation market 75 <sup>th</sup> percentile; <b>AND</b> Base salary less than \$500,000	Recommend to Provost (Wexner Medical Center Employees)	Approve (University and Wexner Medical Center Employees)	Review of Periodic Report	Review of Periodic Report
Annual total compensation of greater than \$270,000 and at or above the total compensation market 75 <sup>th</sup> percentile; <b>OR</b> Base salary equal to or greater than \$500,000	Recommend to Provost (Wexner Medical Center Employees)	Recommend to President* (University and Wexner Medical Center Employees)	Approve	Review of Periodic Report

\*Due to the expeditious and confidential nature of some employment agreements within the Department of Athletics, total compensation for football and basketball agreements that are highly sensitive and require immediate action will go directly to the president for approval.

{00272286-2}1



**Procedure for Setting and Reviewing Compensation for University Executives**

Other Highly Compensated Employees: Physician Employees				
	Dean, College of Medicine	CEO of the Medical Center	President	Board of Trustees
Annual total compensation of greater than \$270,000 and below the total compensation market median; <b>AND</b> Base salary less than \$500,000	Approve			
Annual total compensation of greater than \$270,000 and at or above the total compensation market median but below the total compensation market 75 <sup>th</sup> percentile; <b>AND</b> Base salary less than \$500,000	Recommend to CEO of the Medical Center	Approve	Review of Periodic Report	Review of Periodic Report
Annual total compensation of greater than \$270,000 and at or above the total compensation market 75 <sup>th</sup> percentile; <b>OR</b> Base salary equal to or greater than \$500,000	Recommend to CEO of the Medical Center	Recommend to the President	Approve	Review of Periodic Report

For purposes of this procedure, "annual total compensation" means all cash compensation awarded to, earned by or paid to an employee during a one-year period, including the employee's annual base salary, annual target incentive payments, retention payments (prorated on an annual basis), deferred compensation credits (if not credited annually, then prorated on an annual basis) and supplemental retirement plan contributions. For purposes of this procedure the "market median" means the market composite data between the 50<sup>th</sup> and 80<sup>th</sup> percentiles of the applicable market. The annual total compensation ranges set forth in the table may be adjusted by the Board of Trustees.

**Compensation Review and/or Approval by the Board of Trustees for New and Renewal Appointments**

The chair of the Talent and Compensation Committee of the Board of Trustees will review and approve the total compensation (base salary, incentive pay and benefits including perquisites) of the president and board purview executives. Board purview executives are employees who are considered to have "significant influence" over the reputation and affairs of the university. Whether an employee is considered to have "significant influence" will be determined based on the employee's reporting relationship within the university, the position's perceived risk in relation to the university's financial health and/or reputation, and the employee's role in establishing or carrying out the university's strategic goals. The chair may request additional information to include justification for the offer package as deemed necessary. All employees who report directly to the president will be considered to have significant influence and, therefore, board purview executives. Determinations as to whether any other positions are considered to have significant influence will be recommended by the Office of Human Resources, in consultation with the Office of Legal Affairs and senior administration and approved by the Talent and Compensation Committee.

Any actions taken by the Chair of the Talent and Compensation Committee of the Board of Trustees under this Procedure shall be subject to ratification by the full Talent and Compensation Committee and the full Board of Trustees.

{002.72.285-2}2



**Procedure for Setting and Reviewing Compensation for University Executives**

In addition, the president and the chair of the Talent and Compensation Committee of the Board of Trustees will be provided a periodic report of all compensation actions taken for other highly compensated employees with annual total compensation in excess of \$270,000 and at or above the total compensation mark of median to review adherence to the Total Compensation Philosophy for University Executives and the Procedure for Setting and Reviewing Compensation for University Executives.

**Compensation Review: President and Board Purview Executives**

The Talent and Compensation Committee of the Board of Trustees will conduct an annual review and report to the Board of Trustees on the total compensation opportunities provided to the president and board purview executives for consistency with the university's Total Compensation Philosophy for University Executives.

The annual review will include a review of how base salary and annual total compensation compare to that of similarly situated employees of applicable peers. In limited circumstances, the university may provide annual total compensation in excess of the median if the president or board purview executive:

- has unique knowledge, skills and/or capabilities, and makes contributions to the university that are distinctive and reflective of attributes well in excess of norms; performs a role that has duties and responsibilities that are above and beyond what is typical in the marketplace (e.g., performs multiple roles, has a large and diverse set of responsibilities, has multiple appointments or designations); and/or
- is a recognized leader in his or her field(s), which enhances the employee's personal value to the university.

In addition, a comprehensive biennial review will be conducted on the reasonableness of total compensation and any special benefits and perquisites provided to the president and board purview executive as part of their total compensation opportunities. Special benefits and perquisites include, but are not limited to, housing benefits or stipends, travel expenses and reimbursements, tax gross-up payments, car allowances, social club initiation fees and dues, and deferred compensation arrangements.

{002.72.286-2}3



**Procedure for Setting and Reviewing Compensation for University Executives**

**Purpose**

This procedure outlines the scope of authority for setting and reviewing total compensation opportunities for the President of The Ohio State University (university) and certain other executives of the university.

**Scope of Authority for Setting Total Compensation**

The following table sets forth the scope of authority for setting total compensation opportunities for defined categories of executives and other highly compensated employees of the university.

	Scope of Authority for Setting Total Compensation			
	CEO of the Medical Center	Provost	President	Board of Trustees
<b>Business with Significant Influence/Board Pursuit Executives</b>				
President				Approve
Provost; CEO of the Medical Center			Recommend to Board	Approve
University <b>Board Pursuit Executives</b>		Recommend to President	Recommend to Board	Approve
Medical Center <b>Board Pursuit Executives</b>	Recommend to Provost	Recommend to President	Recommend to Board	Approve
<b>Other Highly Compensated Employees - Non-Physician Employees</b>				
Annual total compensation of greater than \$270,000 and below the total compensation market median; <b>AND</b> Base salary less than \$500,000	Approve (Wexner Medical Center Employees)	Approve (University Employees)		
Annual total compensation of greater than \$270,000 and at or above the total compensation market median but below the total compensation market 75 <sup>th</sup> percentile; <b>AND</b> Base salary less than \$500,000	Recommend to Provost (Wexner Medical Center Employees)	Approve (University and Wexner Medical Center Employees)	Review of Periodic Report	Review of Periodic Report
Annual total compensation of greater than \$270,000 and at or above the total compensation market 75 <sup>th</sup> percentile; <b>OR</b> Base salary equal to or greater than \$500,000	Recommend to Provost (Wexner Medical Center Employees)	Recommend to President (University and Wexner Medical Center Employees)	Approve	Review of Periodic Report

*\*Due to the expeditious and confidential nature of some employment agreements within the Department of Athletics, total compensation for football and basketball agreements that are highly sensitive and require immediate action will go directly to the president for approval.*

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**Procedure for Setting and Reviewing Compensation for University Executives**

Other Highly Compensated Employees: Physician-Employees				
	Dean, College of Medicine	CEO of the Medical Center	President	Board of Trustees
Annual total compensation of greater than \$270,000 and below the total compensation market median; AND Base salary less than \$500,000	Approve			
Annual total compensation of greater than \$270,000 and at or above the total compensation market median but below the total compensation market 75 <sup>th</sup> percentile; AND Base salary less than \$500,000	Recommend to CEO of the Medical Center	Approve	Review of Periodic Report	Review of Periodic Report
Annual total compensation of greater than \$270,000 and at or above the total compensation market 75 <sup>th</sup> percentile; OR Base salary equal to or greater than \$500,000	Recommend to CEO of the Medical Center	Recommend to the President	Approve	Review of Periodic Report

For purposes of this procedure, "annual total compensation" means all cash compensation awarded to, earned by or paid to an employee during a one-year period, including the employee's annual base salary, annual target incentive payments, retention payments (prorated on an annual basis), deferred compensation credits (if not credited annually, then prorated on an annual basis) and supplemental retirement plan contributions. For purposes of this procedure the "market median" means the market composite data between the 50<sup>th</sup> and 60<sup>th</sup> percentiles of the applicable market. The annual total compensation ranges set forth in the table may be adjusted by the Board of Trustees.

**Compensation Subject to Review and/or Approval by the Board of Trustees**  
Review and/or Approval by the Board of Trustees for New and Renewal Appointments

The chair of the Talent and Compensation Committee of the Board of Trustees will review and approve the total compensation (base salary, incentive pay and benefits including perquisites) of the president and board purview executives. Board purview executives are employees who are considered to have "significant influence" over the reputation and affairs of the university. Whether an employee is considered to have "significant influence" will be determined based on the employee's reporting relationship within the university, the position's perceived risk in relation to the university's financial health and/or reputation, and the employee's role in establishing or carrying out the university's strategic goals. The chair may request additional information to include justification for the offer package as deemed necessary. All employees who report directly to the president will be considered to have significant influence and, therefore, board purview executives. Determinations as to whether any other positions are considered to have significant influence will be made-recommended by the Office of Human Resources, in consultation with the Office of Legal Affairs and senior administration and approved by the Talent and Compensation Committee.

Any actions taken by the Chair of the Talent and Compensation Committee of the Board of Trustees under this Procedure shall be subject to ratification by the full Talent and Compensation Committee and the full Board of Trustees.

In addition, the president and the chair of the Talent and Compensation Committee of the Board of Trustees will be provided a periodic report of all compensation actions taken for other highly compensated employees with annual (002.72.286-2)2



**Procedure for Setting and Reviewing Compensation for University Executives**

total compensation in excess of \$270,000 and at or above the total compensation market median to review adherence to the Total Compensation Philosophy for University Executives and the Procedure for Setting and Reviewing Compensation for University Executives. These employees, together with senior leaders who are considered to have significant influence over the reputation and affairs of the university, are referred to in this procedure as "Key Employees."

**Annual Review of Compensation by the Board of Trustees**  
Compensation Review: President and Board Pursue Executives

The Talent and Compensation Committee of the Board of Trustees will conduct an annual review and report to the Board of Trustees on the total compensation opportunities provided to the president and Key Employees for consistency with the university's Total Compensation Philosophy for University Executives.

The annual review will include a review of how base salary and annual total compensation compare to that of similarly situated employees of applicable peers. In limited circumstances, the university may provide annual total compensation in excess of the median if the president or Key Employee:

- has unique knowledge, skills and/or capabilities, and makes contributions to the university that are distinctive and reflective of attributes well in excess of norms;
- performs a role that has duties and responsibilities that are above and beyond what is typical in the marketplace (e.g., performs multiple roles, has a large and diverse set of responsibilities, has multiple appointments or designations); and/or
- is a recognized leader in his or her field(s), which enhances the employee's personal value to the university.

In addition, the annual review will include a review of the reasonableness of total compensation and internal equity of any special benefits and perquisites provided to the president and Key Employees as part of their total compensation opportunities. Special benefits and perquisites include, but are not limited to, housing benefits or stipends, travel expenses and reimbursements, tax gross-up payments, car allowances, social club initiation fees and dues, and deferred compensation arrangements.

January 27, 2017 meeting, Board of Trustees

#### APPENDIX XXXI

##### Appointments/Reappointment of Chairpersons

\*\*MARK A. BENDER, Chair, Department of East Asian Languages and Literatures, effective September 1, 2017 through May 31, 2021

\*KRISTINA M. BOONE, Director, Agricultural Technical Institute (ATI) - Wooster, effective April 1, 2017 through March 31, 2021

BRIAN G. MITTENDORF, Chair, Department of Accounting and Management Information Systems, effective January 1, 2017 through August 31, 2020

JEFFREY PARVIN, Interim Chair, Department of Biomedical Informatics, effective December 1, 2016 through November 30, 2017

ROBYN R. WARHOL, Chair, Department of English, effective January 1, 2017 through May 31, 2020

WILLIAM P. WEISS, Interim Chair, Department of Animal Science, effective August 1, 2016 through February 28, 2017

JOE E. WHEATON, Interim Chair, Department of Human Sciences, effective January 1, 2017 through June 30, 2017

\*New Hire

\*\*Reappointments

##### Faculty Professional Leaves

DANIEL C.K. CHOW, Professor, Michael E. Moritz College of Law, effective Spring Semester 2018

AMY J. COHEN, Professor, Michael E. Moritz College of Law, effective Autumn Semester 2017

LAURA M. DEETER, Professor, Agricultural Technical Institute (ATI) - Wooster, effective Spring Semester 2017

LUCY E. MURPHY, Professor, Department of History (Newark), effective Spring Semester 2018

RIC L. SIMMONS, Professor, Michael E. Moritz College of Law, effective Spring Semester 2018

MARC S. SPINDELMAN, Professor, Michael E. Moritz College of Law, effective Spring Semester 2018

DIONISIO VISCARRI, Associate Professor, Department of Spanish and Portuguese (Newark), effective Spring Semester 2018

##### Faculty Professional Leave - Cancellation

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

MARILEE A. MARTENS, Associate Professor, Department of Psychology (Newark), effective Spring Semester 2017

January 27, 2017 meeting, Board of Trustees

Faculty Professional Leave - Change of Leave

RABI G. MISHALANI, Professor, Department of Civil, Environmental and Geodetic Engineering, effective Spring Semester 2018  
Emeritus Titles

LISA K. BRADLEY, The Ohio State University Extension with the title County Extension Director Emeritus, effective January 1, 2017

PAUL S. CASAMASSIMO, College of Dentistry with the title Professor Emeritus, effective April 1, 2017

GAREE W. EARNEST, The Ohio State University Extension with the title Professor and Emeritus, effective April 1, 2017

MARSHALL R. HADDOCK, School of Music with the title Associate Professor Emeritus, effective September 1, 2016

DOUGLAS A. KNISS, Department of Obstetrics and Gynecology with the title Professor Emeritus, effective January 1, 2017

RICHARD G. LOMAX, Department of Educational Studies with the title Professor Emeritus, effective December 1, 2016

HORACE E. NEWSUM, Department of African American and African Studies with the title Associate Professor Emeritus, effective January 1, 2017

PETRA M.F. SCHMALTROCK, Department of Radiology with the title Associate Professor Emeritus, effective November 1, 2016

NANCY G. STEHULAK, The Ohio State University Extension with the title County Extension Director Emeritus, effective February 1, 2017

WAYNE D. TRAETOW, Department of Anesthesiology with the title Assistant Professor-Clinical Emeritus, effective January 1, 2017

GWEN H. WOLFORD, The Ohio State University Extension with the title Director Emeritus, effective January 1, 2017

Promotion, Tenure, and Reappointments

**COLLEGE OF MEDICINE  
RESEARCH**

REAPPOINTMENT

Ballinger, Megan, Internal Medicine, effective September 1, 2017

Hertlein, Erin, Internal Medicine, effective September 1, 2017

Lucas, David, Internal Medicine, effective September 1, 2017

Saji, Motoyasu, Internal Medicine, effective September 1, 2017

Yan, Pearly, Internal Medicine, effective September 1, 2017



APPENDIX XXXII

	Amount Establishing Endowment*	Total <u>Commitment</u>
<u>Establishment of Named Endowed Professorship (University)</u>		
The Lawrence and Isabel Barnett Endowed Professorship of Arts Management Established January 27, 2017, with gifts from the Lawrence and Isabel Barnett Charitable Foundation; supports a professorship position designated to the College of Arts and Sciences, Department of Arts Administration, Education, and Policy. In addition to salary and benefits, funds may also support research, teaching assistants, and travel costs of the position holder.	\$1,000,000.00	\$1,000,000.00
<u>Change in Name and Description of Named Endowed Fund (University)</u>		
From: The J. Earl Miller Scholarship Fund To: The Miller Family Fund in Memory of J. Earl Miller		
From: Richland County Ohio State University Alumni Club The Ohio State University at Mansfield Scholarship Endowment Fund To: Ohio State University Alumni Club of Richland County Scholarship Fund		
<u>Change in Description of Named Endowed Fund (University)</u>		
The Virginia A. Bridges Music Education Award		
Gordon M. Freeman Scholarship Fund		
The Marshall McDonald Scholarship Fund		
<u>Establishment of Named Endowed Chair (Foundation)</u>		
Neil A. Armstrong Chair in Aerospace Policy Established January 27, 2017, with funds transferred by the College of Engineering and the John Glenn College of Public Affairs used to provide support for the work of a distinguished teacher, scientist, engineer, industrialist or policymaker as a faculty member jointly appointed in the College of Engineering and the John Glenn College of Public Affairs to advance aerospace policy and/or aerospace engineering in national and international domains.	\$2,000,000.00	\$2,000,000.00

January 27, 2017 meeting, Board of Trustees

<p>Roy Lichtenstein Foundation Endowed Chair of Art History Established January 27, 2017, with a gift from the Roy Lichtenstein Foundation; used for the following purposes: (i) to offer an enhanced salary and benefit package to a prospective professor (each a "Professor") who is a nationally recognized scholar and whose position will increase the total number of professors in the Art History department, provided that any Professor appointed to the endowed chair after the inaugural Professor may be a current faculty member of the Art History Department and (ii) to provide discretionary funds for the Professor's research, sponsorship of lectures, travel to conferences, work with graduate students and other similar expenses relating to the professional academic projects.</p>	<p>\$2,000,000.00</p>	<p>\$2,000,000.00</p>
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<p>Roy Lichtenstein Endowed Chair of Studio Art Established January 27, 2017, with a gift from the Roy Lichtenstein Foundation; used for the following purposes: (i) to offer an enhanced salary and benefit package to a prospective professor (each a "Professor") who is a nationally recognized artist and whose position will increase the total number of professors in the Art department, provided that any Professor appointed to the endowed chair after the inaugural Professor may be a current faculty member of the Art Department and (ii) to provide discretionary funds for the Professor's research, sponsorship of lectures, travel to conferences, work with graduate students and other similar expenses relating to professional academic projects.</p>	<p>\$2,000,000.00</p>	<p>\$2,000,000.00</p>
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Establishment of Named Endowed Professorship (Foundation)

<p>Wolfe Associates Inc. Endowed Professorship in Canine Clinical and Comparative Medicine Established January 29, 2016, with gifts from Wolfe Associates, Inc; used to support an endowed professorship in the College of Veterinary Medicine. Revised January 27, 2017.</p>	<p>\$1,515,107.70</p>	<p>\$1,515,107.70</p>
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<p>The Lynne Shepard Jones Endowed Professorship in Head and Neck Oncology Established January 27, 2017, with gifts from Art Shepard; used for a professorship position in the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) supporting a nationally or internationally recognized faculty physician specializing in head and neck oncology.</p>	<p>\$1,004,351.95</p>	<p>\$1,004,351.95</p>
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<p>Ric Dillon Endowed Professorship in Investments Established January 27, 2017, with a grant from a donor advised fund at the Columbus Foundation established by Roderick H. Dillon (BS 1977, MA 1986); used for a professorship position in the Max M. Fisher College of Business.</p>	<p>\$1,000,000.00</p>	<p>\$1,000,000.00</p>
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January 27, 2017 meeting, Board of Trustees

Establishment of Named Endowed Funds (Foundation)

Lawrence and Isabel Barnett Center for Integrated Arts and Enterprise Endowed Fund Established January 27, 2017, with a gift from the Lawrence and Isabel Barnett Charitable Foundation; partially supports the salary of the director of the Lawrence and Isabel Barnett Center for Integrated Arts and Enterprise and/or center-related activities.	\$1,000,000.00	\$1,000,000.00
The Dr. William Kalyan-Masih Endowed Scholarship Fund Established January 27, 2017, with a gift from Dr. William Kalyan-Masih (PhD 1961); used to provide scholarships. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, students who are citizens or residents of India.	\$400,000.00	\$400,000.00
J. Howard and Margaret B. Dawson Dental Scholarship Fund Established January 27, 2017, with a gift from the estate of J. Howard Dawson (DDS 1946); used to provide scholarship support to students enrolled in the College of Dentistry.	\$313,405.99	\$313,405.99
Clarence R. and June E. James Award Fund Established January 27, 2017, with a gift from the estate of June E. James; used for the purchase of research needs, such as textbooks, materials, laboratory equipment (machine tools, electronic equipment and other tools), for the graduate manufacturing processes laboratories in the College of Engineering, Department of Industrial Systems Engineering.	\$264,407.86	\$264,407.86
Hajek Family Endowed Scholarship Fund in Nuclear Engineering Established January 27, 2017, with gifts from Brian Keith Hajek (MS 1972), Edith Ann Hajek, and others; 90% provides scholarship support equal to the increase in the cost of tuition which occurs when a student is accepted in the combined BS/MS dual degree program (this amount is the difference between undergraduate and graduate tuition) to candidates who demonstrate high academic performance and have expressed an interest in and be qualified for careers in commercial nuclear power and regulation or related research in the United States. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, candidates who are United States citizens or residents and underrepresented groups, specifically African Americans and Native Americans. 10% provides an award to pay for scholarship recipients to travel to American Nuclear Society meetings to present research papers related to their research in Nuclear Engineering.	\$102,028.58	\$102,028.58
John L. Melvin MD Endowed Scholarship Fund in Medicine Established January 27, 2017, with gifts made in honor of Dr. John L. Melvin (BS 1955; MD 1960; residency training, OSU Hospitals) from colleagues, medical alumni, family and friends; used to provide OSC scholarships. First-time recipients shall be medical student(s) enrolled in the College of Medicine and shall be awarded based on financial need or merit.	\$62,830.00	\$100,000.00

January 27, 2017 meeting, Board of Trustees

<p>Ohio Expositions Commission, Ohio State Fair General Manager's Scholarship Fund Established January 27, 2017, with gifts from the Ohio Expositions Commission; used to provide a single scholarship to an incoming first year student who is a current Youth Participant at the Ohio State Fair with first preference given to candidates enrolled in the College of Food, Agricultural, and Environmental Sciences who are majoring in animal sciences.</p>	<p>\$60,000.00</p>	<p>\$60,000.00</p>
<p>Jody Melick VanTine Angiosarcoma Research Fund Established January 27, 2017, with gifts given in memory of Jody Melick VanTine from David E. Melick of Columbus, Ohio; used for cancer research on angiosarcoma at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and at Ohio State's Comprehensive Cancer Center to help eradicate the disease and/or improve treatments and patient outcomes.</p>	<p>\$55,100.00</p>	<p>\$55,100.00</p>
<p>Dr. Jill A. Pfister Alpha Zeta Support Fund Established January 27, 2017, with gifts from Dr. Jill Pfister (BS 1976, PHD 1983); used to support expenses related to international travel and leadership study programs for The Alpha Zeta Partners Program in the College of Food, Agricultural, and Environmental Sciences.</p>	<p>\$51,736.00</p>	<p>\$51,736.00</p>
<p>The Girdwood Family Scholarship Fund Established January 27, 2017, with a gift from Girdwood Orthodontics from Lebanon, Ohio; used to supplement the grant-in-aid costs of a student-athlete majoring in a health science field (human nutrition, biology, or chemistry).</p>	<p>\$50,709.56</p>	<p>\$150,000.00</p>
<p>The Margery Mendicino Harris Scholarship Fund Established January 27, 2017, with gifts from Margery Mendicino Harris (BS 1982), of Houston, Texas; provides scholarship(s) for undergraduate students enrolled in the Max M. Fisher College of Business who are in the joint bachelor and master of human resources program with preference given to candidates who graduated from high schools in the State of Ohio, demonstrate financial need, have successfully completed their freshman year, and have a 3.0 minimum grade point average.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>The David R. and Alice T. Miskell Endowment Fund Established January 27, 2017, with gifts from David R. (BS 1953, MS 1962) and Alice T. (BS 1963, MS 1971) Miskell; used to support the Ohio 4-H Program in the College of Food, Agricultural, and Environmental Sciences.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>The Peter W.H. Schubert Endowed Communication Fund Established January 27, 2017, with a grant from a donor advised fund as directed by Peter W. H. Schubert (BS 1978) in memory of John M. McDermott, former director of the Austin E. Knowlton School of Architecture; supports media used to promote the Austin E. Knowlton School of Architecture to potential students, faculty, professional and peer organizations, and alumni and friends of the school.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>

January 27, 2017 meeting, Board of Trustees

Zidel Family Dental Fund Established January 27, 2017, with gifts from Dr. Eric Zidel (BA 1992, DDS 2002) in honor of his father, Dr. Daniel L. Zidel (BA 1960, DDS 1965); used at the discretion of the dean of the College of Dentistry.	\$30,000.00	\$30,000.00
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The Susan J. Zoellner Endowment Fund Established January 27, 2017, with gifts from Mitchell R. Zoellner (BA 1977), Westerville, Ohio; used to support activities of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute as allocated and approved by the chief executive officer of The James and the director of the Comprehensive Cancer Center.	\$25,000.00	\$25,000.00
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Change in Name and Description of Named Endowed Fund (Foundation)

From: The Dale H. Rieder Scholarship Fund  
To: D. H. Rieder Dairy Technical School Scholarship Fund

Change in Name of Named Endowed Fund (Foundation)

From: The Gene Wittmeyer Vegetable Scholarship Endowment Fund  
To: The Gene Wittmeyer and Gladys Wittmeyer Knox Vegetable Scholarship Endowment Fund

Change in Description of Named Endowed Fund (Foundation)

The Dr. William M. Busey Endowed Summer Research Fund

Charles A. Bush M.D. Professorship in Cardiovascular Medicine

The Reinhart Butter Annual Design Affair Fund

The Gail Johannes Prize for Long-Term Service Fund

Veterinary Medicine Class of 1968 Endowment Fund

Total	\$13,084,677.64
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\*Amounts establishing endowments as of December 31, 2016.

**The Lawrence and Isabel Barnett Endowed Professorship of Arts Management**

The Board of Trustees of The Ohio State University shall establish The Lawrence and Isabel Barnett Endowed Professorship of Arts Management effective January 27, 2017, with gifts from the Lawrence and Isabel Barnett Charitable Foundation.

The annual distribution from this fund shall support a professorship position designated to the College of Arts and Sciences, Department of Arts Administration, Education, and Policy. In addition to salary and benefits, funds may also support research, teaching assistants, and travel costs of the position holder. It is the donor's desire that the professor specialize in business education in the arts. Expenditures from this fund shall be approved by the college's executive dean or his/her designee.

Appointment to the position shall be recommended to the Provost by the executive dean of the College of Arts and Sciences or his/her designee and approved by the University's Board of Trustees. The activities of the holder of the position shall be reviewed no less than

January 27, 2017 meeting, Board of Trustees

every four years by the executive dean of the college to determine compliance with the intent of the donor, as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the 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, in accordance with the policies of the University.

#### **The Miller Family Fund in Memory of J. Earl Miller**

The J. Earl Miller Scholarship Fund was established March 3, 1947, by the Board of Trustees of The Ohio State University, with a gift from J. Earl Miller. Additional gifts were given from family members. Effective January 27, 2017, the fund name and description shall be revised.

The annual distribution from this fund shall be used by the Department of Animal Sciences in the College of Food, Agricultural, and Environmental Sciences with preference for research and scholarships. Research expenditures from this fund shall be approved by the vice president for Agricultural Administration and the dean of the College of Food, Agricultural, and Environmental Sciences, in consultation with the chair of the department. Scholarship recipients shall be recommended by the chair of the department and selected by the college's scholarship committee, in consultation with Student Financial Aid and approved by the vice president for Agricultural Administration and the dean of the College of Food, Agricultural, and Environmental Sciences.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for Agricultural Administration and the dean of the College of Food, Agricultural, and Environmental Sciences, in consultation with the chair of the Department of Animal Sciences.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this

January 27, 2017 meeting, Board of Trustees

fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the vice president for Agricultural Administration and the dean of the College of Food, Agricultural, and Environmental Sciences and the chair of the Department of Animal Sciences. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **Ohio State University Alumni Club of Richland County Scholarship Fund**

The Richland County Ohio State University Alumni Club the Ohio State University at Mansfield Scholarship Endowment Fund was established as a permanent endowment fund June 5, 1987, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from the Richland County Ohio State University Alumni Club. The description was revised July 6, 1990. Effective January 27, 2017, the fund name and description shall be revised.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

A minimum of 95% of the annual income shall be distributed to scholarship recipients qualified under the criteria established, with no scholarship recipient receiving less than 50% of the amount of the tuition, at the time of the award, for a full academic year.

The purpose of the scholarship is to recognize academic ability and outstanding leadership in students who will begin their college experience at The Ohio State University at Mansfield. The guidelines to be used in determining recipients of awards are as follows:

1. These awards recognize ability, achievement, and leadership qualities without regard for financial need.
2. Selection preference will be given to current year high school seniors, residing in Richland County, who will attend Autumn Semester at The Ohio State University at Mansfield.
3. The recipients will rank in the upper 25% of their graduating class (preferably the upper 10%); have above average ACT or SAT scores; and have demonstrated significant leadership qualities through school activities and/or community involvement.
4. The amount of the awards shall be no less than one-half the amount of a full year -- two semesters-- full tuition budget up to full tuition.
5. Scholarships are renewable.  
The criteria for renewal shall be that the recipient:
  - a. Maintains his/her enrollment at Ohio State Mansfield and
  - b. Has a cumulative grade point average of 2.5 or better and has maintained satisfactory progress toward a degree
6. If the student leaves Ohio State Mansfield within an academic year, the unused portion of the award will revert to the Richland County Alumni Scholarship Fund.
7. The appropriate authorities at The Ohio State University at Mansfield, in consultation with Student Financial Aid and the Richland County Ohio State University Alumni Club, will select the recipient for this award from a candidate pool identified by the club.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees in order to carry out the desire of the donors.

January 27, 2017 meeting, Board of Trustees

### **The Virginia A. Bridges Music Education Award**

The Virginia A. Bridges Music Education Award was established December 5, 1997, by the Board of Trustees of The Ohio State University with a gift to The Ohio State University Development Fund from Virginia A. Bridges (MA in Music '51; PhD in Music Education '65) of Temple Terrace, Florida. Effective January 27, 2017, the fund description shall be revised.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

Awards from the annual distribution will be given to current graduate students in Music Education in increments of \$1,000, with preference shown first to those specializing in the teaching of elementary or secondary general music, and second to graduate students specializing in the teaching of instrumental music. The awards are not renewable. Candidates for these awards will be elected by the Music Education faculty, and the recipient will be approved by the director of the School of Music and the dean of the College of the Arts and Sciences, in consultation with Student Financial Aid. All unused distribution shall be added to the principal.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then the income shall be used for purposes similar to those specified by the donor, as directed by the Board of Trustees of The Ohio State University in order to carry out the desire of the donor.

### **Gordon M. Freeman Scholarship Fund**

The Gordon M. Freeman Scholarship Fund was established December 4, 1970, by the Board of Trustees of The Ohio State University through a gift to the Development Fund from approximately forty (40) Locals of the International Brotherhood of Electrical Workers. The gift was made in honor of Gordon M. Freeman, a native of Portsmouth, Ohio, President of the I.B.E.W., 1954-1968, and President Emeritus of the I.B.E.W. at the time of the gift. Effective January 27, 2017, the fund description shall be revised.

The principal and all additional gifts are to be invested in the Permanent Endowment Fund of The Ohio State University, under the rules and regulations adopted by the Board of Trustees, with the right to invest and reinvest as occasion dictates.

The income is to be used annually to provide one or more scholarships, covering the basic University fees, to students who are selected by Student Financial Aid (formerly referred to as the University Scholarship Committee). Students selected must be carrying a full academic program at the University and be in the upper one-half of their class. Any annual income which exceeds the basic fees awarded to a student is to be reinvested as principal until such time as the annual income will provide two or more basic fees' scholarships. The University Scholarship Committee, each year after the first award, will first consider the student who presently holds the scholarship and will award the second and succeeding scholarships to that student so long as he maintains a full academic load, acceptable grades and other performance considered worthy by Student Financial Aid (formerly referred to the University Scholarship Committee).

### **The Marshall McDonald Scholarship Fund**

The Marshall McDonald Scholarship Fund was established August 23, 1989, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Marshall McDonald of Palo Alto, California. Effective January 27, 2017, the fund description shall be revised.



January 27, 2017 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 shall be used to provide one or more scholarships to students at the Agricultural Technical Institute. Recipients will be selected by the Agricultural Technical Institute Financial Aid Coordinator, in consultation with Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donor.

### **Neil A. Armstrong Chair in Aerospace Policy**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Neil A. Armstrong Chair in Aerospace Policy effective January 27, 2017, with funds transferred by the College of Engineering and the John Glenn College of Public Affairs.

The intent of this fund is to recognize Neil A. Armstrong as the first human being to set foot on the moon and commemorate a technological achievement that has inspired those pursuing careers in science, engineering, and public policy particularly as related to aerospace.

The annual distribution shall be used to provide support for the work of a distinguished teacher, scientist, engineer, industrialist or policymaker as a faculty member jointly appointed in the College of Engineering and the John Glenn College of Public Affairs to advance aerospace policy and/or aerospace engineering in national and international domains.

The appointee is to be recommended by the dean of the College of Engineering and the dean of the John Glenn College of Public Affairs to the Provost and approved by the University's Board of Trustees. Basis for selection of the chair holder includes a record of significant achievement in aerospace policy, aerospace research or the aerospace industry; demonstrated ability to work effectively with representatives from industry and public agencies; and demonstrated personal qualities that enable the individual to inspire, instruct and influence in matters related to aerospace policy and aerospace engineering.

The Neil A. Armstrong Chair will have a term of four years, but be eligible for renewed appointment at the joint recommendation of the deans of the College of Engineering and the John Glenn College of Public Affairs.

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 and dean of the John Glenn College of Public Affairs, or their 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 colleges that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the colleges named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such

January 27, 2017 meeting, Board of Trustees

fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the deans of the College of Engineering and the John Glenn College of Public Affairs. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

### **Roy Lichtenstein Foundation Endowed Chair of Art History**

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 Roy Lichtenstein Foundation Endowed Chair of Art History effective January 27, 2017, with a gift from the Roy Lichtenstein Foundation.

The annual distribution from this fund may be used only for the purposes of the endowed chair and not for general use by the University. Annual distribution shall be used for the following purposes: (i) to offer an enhanced salary and benefit package to a prospective professor (each a "Professor") who is a nationally recognized scholar and whose position will increase the total number of professors in the Art History department, provided that any Professor appointed to the endowed chair after the inaugural Professor may be a current faculty member of the Art History Department and (ii) to provide discretionary funds for the Professor's research, sponsorship of lectures, travel to conferences, work with graduate students and other similar expenses relating to professional academic projects. Appointment to the position shall be recommended to the Provost by the executive dean of the College of Arts and Sciences and approved by the University's Board of Trustees. The activities of the chair shall be reviewed no less than every four years by the executive dean of the college to ensure compliance with the intent of the donor as well as the academic and research standards of the University.

The Ohio State University Foundation will never make a distribution from this Endowment in excess of the distribution policy for endowed funds set by 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 executive dean of the College of Arts and Sciences or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management. The Ohio State University Foundation represents that these fees are consistent with the fees charged similar endowments at the University, and agrees that any fee charged the Endowment will be no greater than the fees charged any other endowments created to support endowed chairs.

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, (1) with the consent of the donor named above, or (2) upon prior written notice to the donor, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such new purposes shall be as close as possible to the original intent of the donor and will be consistent with the donor's exempt charitable purposes, and the name of the Endowment shall be retained. If the donor is no longer in existence, consent shall be obtained from, or notice sent to, the Foundation's successor-in-interest. For these purposes, the donor's successor-in-interest shall be any entity designated by the donor or, if none, the entity that shall hold substantially all of the copyrights in the artwork of Roy Lichtenstein held by the donor prior to its termination. 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

January 27, 2017 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.

### **Roy Lichtenstein Endowed Chair of Studio Art**

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 Roy Lichtenstein Endowed Chair of Studio Art effective January 27, 2017, with a gift from the Roy Lichtenstein Foundation.

The annual distribution from this fund may be used only for the purposes of the endowed chair and not for general use by the University. Annual distribution shall be used for the following purposes: (i) to offer an enhanced salary and benefit package to a prospective professor (each a "Professor") who is a nationally recognized artist and whose position will increase the total number of professors in the Art department, provided that any Professor appointed to the endowed chair after the inaugural Professor may be a current faculty member of the Art Department and (ii) to provide discretionary funds for the Professor's research, sponsorship of lectures, travel to conferences, work with graduate students and other similar expenses relating to professional academic projects. Appointment to the position shall be recommended to the Provost by the executive dean of the College of Arts and Sciences and approved by the University's Board of Trustees. The activities of the chair shall be reviewed no less than every four years by the executive dean of the college to ensure compliance with the intent of the donor as well as the academic and research standards of the University.

The Ohio State University Foundation will never make a distribution from this Endowment in excess of the distribution policy for endowed funds set by 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 executive dean of the College of Arts and Sciences or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management. The Ohio State University Foundation represents that these fees are consistent with the fees charged similar endowments at the University, and agrees that any fee charged the Endowment will be no greater than the fees charged any other endowments created to support endowed chairs.

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, (1) with the consent of the donor named above, or (2) upon prior written notice to the donor, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such new purposes shall be as close as possible to the original intent of the donor and will be consistent with the donor's exempt charitable purposes, and the name of the Endowment shall be retained. If the donor is no longer in existence, consent shall be obtained from, or notice sent to, the Foundation's successor-in-interest. For these purposes, the donor's successor-in-interest shall be any entity designated by the donor or, if none, the entity that shall hold substantially all of the copyrights in the artwork of Roy Lichtenstein held by the donor prior to its termination. 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.

January 27, 2017 meeting, Board of Trustees

**Wolfe Associates Inc. Endowed Professorship  
in Canine Clinical and Comparative Medicine**

The Wolfe Associates Inc. Endowed Professorship Fund in Canine Clinical and Comparative Medicine was established January 29, 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 Wolfe Associates, Inc. Effective January 27, 2017, the required funding level for a professorship has been reached, the fund name is being revised, and the position is being established.

The annual distribution from this fund shall be used to support an endowed professorship in the College of Veterinary Medicine. The recipient must have distinguished him or herself as an eminent clinical sciences faculty member. The recipient's work is further distinguished through the incorporation of comparative medical research that advances animal and human health. Appointment to the position shall be recommended to the Provost by the college's dean and approved by the University's Board of Trustees. Activities of the Wolfe Associates Inc. Endowed Professor shall be reviewed no less than every five years by the college's dean to determine alignment with the intentions of the donor.

If the fund's gifted endowment principal reaches the minimum funding level required at that date for a chair position (\$2,000,000 on or before December 31, 2019), the fund name shall be revised to the *Wolfe Associates Inc. Endowed Chair in Canine Clinical and Comparative Medicine* and the annual distribution shall be used to support an endowed chair. The selection criteria, appointment, and activities described in the above paragraph shall also apply to the chair.

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 Veterinary Medicine or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of 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 Lynne Shepard Jones Endowed Professorship in Head and Neck Oncology**

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 Lynne Shepard Jones Endowed Professorship in Head and Neck Oncology effective January 27, 2017, with gifts from Art Shepard.

The annual distribution from this fund shall be used for a professorship position in the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) supporting a nationally or internationally recognized faculty physician specializing in head and neck oncology. Appointment to the position shall be recommended to the Provost by

January 27, 2017 meeting, Board of Trustees

the dean of the College of Medicine, in consultation with the chief executive officer of The James and the chairperson of the Department of Otolaryngology – Head and Neck Surgery and the director of its Division of Head and Neck Oncology; and approved by the University's Board of Trustees. The activities of the professor shall be reviewed no less than every four years by the dean of the college to determine compliance with the intent of the donor as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Medicine or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Ric Dillon Endowed Professorship in Investments**

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 Ric Dillon Endowed Professorship in Investments effective January 27, 2017, with a grant from a donor advised fund at the Columbus Foundation established by Roderick H. Dillon (BS 1977, MA 1986).

The annual distribution from this fund shall be used to attract, retain, and/or reward faculty focused on investments as determined by the dean of the Max M. Fisher College of Business.

The annual distribution shall be used for a professorship position in the Max M. Fisher College of Business. Appointment to the position shall be recommended to the Provost by the dean of the college and approved by the University's Board of Trustees. The activities of the professorship shall be reviewed no less than every four years by the college's dean to determine compliance with the intent of the donor as well as the academic and research standards of the University.

Should the gifted endowment principal balance reach \$2,000,000 by June 30, 2021, the fund name shall be revised to the *Ric Dillon Endowed Chair in Investments*. Thereafter, the annual distribution shall be used for a chair position in the Max M. Fisher College of Business. Appointment to the position shall be recommended to the Provost by the dean of the college and approved by the University's Board of Trustees. The activities of the chair shall be reviewed no less than every four years by the college's dean to determine compliance with the intent of the donor as well as the academic and research standards of the University.

After June 30, 2021, the fund may be revised when the gifted endowment principal reaches the minimum funding level required at that date for a chair position.

January 27, 2017 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 Max M. Fisher College of Business or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. 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 Max M. Fisher College of Business 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.

**Lawrence and Isabel Barnett Center  
for Integrated Arts and Enterprise 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 Lawrence and Isabel Barnett Center for Integrated Arts and Enterprise Endowed Fund effective January 27, 2017, with a gift from the Lawrence and Isabel Barnett Charitable Foundation.

The annual distribution from this fund shall partially support the salary of the director of the Lawrence and Isabel Barnett Center for Integrated Arts and Enterprise and/or center-related activities. Expenditures from this fund shall be approved by the executive dean of the College of Arts and Sciences or his/her designee.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences or his/her designee.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if 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.

January 27, 2017 meeting, Board of Trustees

### **The Dr. William Kalyan-Masih 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. William Kalyan-Masih Endowed Scholarship Fund effective January 27, 2017, with a gift from Dr. William Kalyan-Masih (PhD 1961).

The annual distribution from this fund shall be used to provide scholarships. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, students who are citizens or residents of India. Scholarship recipients shall be selected by Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a 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 director of Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **J. Howard and Margaret B. Dawson Dental 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 J. Howard and Margaret B. Dawson Dental Scholarship Fund effective January 27, 2017, with a gift from the estate of J. Howard Dawson (DDS 1946).

The annual distribution from this fund shall be used to provide scholarship support to students enrolled in the College of Dentistry. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Dentistry 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.

January 27, 2017 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 dean of the College of Dentistry 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.

#### **Clarence R. and June E. James Award Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Clarence R. and June E. James Award Fund effective January 27, 2017, with a gift from the estate of June E. James.

The annual distribution from this fund shall be used for the purchase of research needs, such as textbooks, materials, laboratory equipment (machine tools, electronic equipment and other tools), for the graduate manufacturing processes laboratories in the College of Engineering, Department of Industrial Systems Engineering. Expenditures from this fund shall be approved by chair of the department.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering or his/her designee, in consultation with the chair of the Department of Industrial Systems Engineering.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. 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 Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Hajek Family Endowed Scholarship Fund in Nuclear Engineering**

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 Hajek Family Endowed Scholarship Fund in Nuclear Engineering effective January 27, 2017, with gifts from Brian Keith Hajek (MS 1972), Edith Ann Hajek, and others.

The objective of this fund is to support the Nuclear Engineering Program in the College of Engineering. The annual distribution from this fund shall provide scholarships and awards to students who are accepted into the combined BS/MS dual degree program in nuclear engineering who will receive degrees in nuclear engineering and who are not eligible to receive support from *The George W. Hendrix and Elizabeth L. Hendrix Mechanical Engineering Scholarship Fund* which provides scholarships to undergraduate students majoring in Mechanical Engineering.



January 27, 2017 meeting, Board of Trustees

Ninety percent (90%) of the annual distribution shall provide scholarship support equal to the increase in the cost of tuition which occurs when a student is accepted in the combined BS/MS dual degree program; this amount is the difference between undergraduate and graduate tuition. The intent is for the scholarship to pay the entire difference, not a token amount. The number of scholarships awarded each year shall be a function of available funds. It is anticipated that initially two students can be supported each year. If sufficient funds are not available for two students, one student shall be supported, and the remaining funds shall be reserved to be added to funds for the following year.

Candidates must demonstrate high academic performance and have expressed an interest in and be qualified for careers in commercial nuclear power and regulation or related research in the United States. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, candidates who are United States citizens or residents and underrepresented groups, specifically African Americans and Native Americans.

Recipients, who shall be referred to as *Hajek Scholars*, shall be selected by the chair of the Nuclear Engineering Program, in consultation with the college's dean and Student Financial Aid. The college shall provide recipients with appropriate documentation enabling them to identify themselves as *Hajek Scholars* on resumes and job applications.

If there is ever a time that students meeting the scholarship criteria described above cannot be identified, then accumulated funds may be used to support Mechanical Engineering undergraduate students pursuing a master's degree in Nuclear Engineering, provided that the entire annual distribution from *The George W. Hendrix and Elizabeth L. Hendrix Mechanical Engineering Scholarship Fund* has already been awarded. Candidates must have expressed an interest in and be qualified for careers in commercial nuclear power and regulation or related research in the United States. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, candidates who are United States citizens or residents and underrepresented groups, specifically African Americans and Native Americans.

The remaining ten percent (10%) of the fund's annual distribution shall provide an award to pay for scholarship recipients to travel to American Nuclear Society meetings to present research papers related to their research in Nuclear Engineering. If this society or its successor no longer exists or holds conferences, alternative conferences shall be permitted. Scholarship recipients must separately apply to the chair of the Nuclear Engineering Program for these travel funds.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The college agrees that scholarship and travel funds shall be allowed to accumulate for a maximum of five years at which time if not used by Hajek Scholars they shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the

January 27, 2017 meeting, Board of Trustees

College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **John L. Melvin MD Endowed Scholarship Fund in Medicine**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the John L. Melvin MD Endowed Scholarship Fund in Medicine effective January 27, 2017, with gifts made in honor of Dr. John L. Melvin (BS 1955; MD 1960; residency training, OSU Hospitals) from colleagues, medical alumni, family and friends.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients shall be medical student(s) enrolled in the College of Medicine and shall be awarded based on financial need or merit. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid, and approved by the dean of the college.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2020, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2020, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

It is the desire of the 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.

### **Ohio Expositions Commission, Ohio State Fair General Manager's 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 Ohio Expositions Commission, Ohio State Fair General Manager's Scholarship Fund effective January 27, 2017, with gifts from the Ohio Expositions Commission.

January 27, 2017 meeting, Board of Trustees

The annual distribution from this fund shall be used to provide a single scholarship to an incoming first year student who is a current Youth Participant at the Ohio State Fair. First preference shall be given to candidates enrolled in the College of Food, Agricultural, and Environmental Sciences who are majoring in animal sciences. If there are no candidates majoring in animal sciences, the scholarship may be awarded to a student enrolled in the college. If there are no candidates enrolled in the college, the scholarship may be awarded to candidates enrolled in any college. Scholarship recipients shall be nominated by the Ohio State Fair Scholarship Committee and selected by the college, in accordance with guidelines and procedures established by the dean or his/her designee and 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 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.

#### **Jody Melick VanTine Angiosarcoma 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 Jody Melick VanTine Angiosarcoma Research Fund effective January 27, 2017, with gifts given in memory of Jody Melick VanTine from David E. Melick of Columbus, Ohio.

The annual distribution from this fund shall be used for cancer research on angiosarcoma at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and at Ohio State's Comprehensive Cancer Center to help eradicate the disease and/or improve treatments and patient outcomes. Funds may support, but are not limited to, supplies, personnel, equipment, technology, lab space and other activities required for high quality medical research. Expenditures from this fund shall be approved by the chief executive officer of The James and the director of the CCC or their designee.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chief executive officer or director or their 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

January 27, 2017 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 chief executive officer of The James and director of the CCC. 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. Jill A. Pfister Alpha Zeta Support 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. Jill A. Pfister Alpha Zeta Support Fund effective January 27, 2017, with gifts from Dr. Jill Pfister (BS 1976, PHD 1983).

The annual distribution from this fund shall be used to support expenses related to international travel and leadership study programs for The Alpha Zeta Partners Program in the College of Food, Agricultural, and Environmental Sciences. Expenditures shall be approved by the program's director.

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 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 Girdwood 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 Girdwood Family Scholarship Fund effective January 27, 2017, with a gift from Girdwood Orthodontics from Lebanon, Ohio.

The annual distribution from this fund shall be used to supplement the grant-in-aid costs of a student-athlete majoring in a health science field (human nutrition, biology, or chemistry). Scholarship recipients will be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

January 27, 2017 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 donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Department of Athletics 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 Margery Mendicino Harris 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 Margery Mendicino Harris Scholarship Fund effective January 27, 2017, with gifts from Margery Mendicino Harris (BS 1982), of Houston, Texas.

The annual distribution from this fund shall provide scholarship(s) for undergraduate students enrolled in the Max M. Fisher College of Business who are in the joint bachelor and master of human resources program. Preference shall be given to candidates who graduated from high schools in the State of Ohio, demonstrate financial need, have successfully completed their freshman year, and have a 3.0 minimum grade point average. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, United States citizens or residents who have completed the application for the Free Application for Federal Student Aid program or its successor.

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 Max M. Fisher College of Business 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.

January 27, 2017 meeting, Board of Trustees

### **The David R. and Alice T. Miskell 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 The David R. and Alice T. Miskell Endowment Fund effective January 27, 2017, with gifts from David R. (BS 1953, MS 1962) and Alice T. (BS 1963, MS 1971) Miskell.

Two-thirds of the annual distribution from this fund shall be used to support the Ohio 4-H Program in the College of Food, Agricultural, and Environmental Sciences. Expenditures shall be approved by the director of OSU Extension or his/her designee.

One-third of the annual distribution from this fund shall be used to provide scholarships to students enrolled in the College of Education and Human Ecology who are studying Consumer Sciences in the Department of Human Sciences with preference given to candidates who demonstrate financial need. Recipients will be selected by the chair of the department, 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.

If the area of Consumer Sciences no longer exists within the College of Education and Human Ecology, the entire annual distribution will be designated to the Ohio 4-H Program in the College of Food, Agricultural, and Environmental Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the respective college dean 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 College of Food, Agricultural, and Environmental Sciences and the dean of the College of Education and Human Ecology 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 Peter W. H. Schubert Endowed Communication 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 Peter W. H. Schubert Endowed Communication Fund effective January 27, 2017, with a grant from a donor advised fund as directed by Peter W. H. Schubert (BS 1978) in memory of John M. McDermott, former director of the Austin E. Knowlton School of Architecture.

The annual distribution from this fund shall support media used to promote the Austin E. Knowlton School of Architecture to potential students, faculty, professional and peer organizations, and alumni and friends of the school. Media includes, but is not limited to,

January 27, 2017 meeting, Board of Trustees

print publications, digital decimation and web production. Expenditures shall be approved by the director of the school.

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 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 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.

#### **Zidel Family Dental 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 Zidel Family Dental Fund effective January 27, 2017, with gifts from Dr. Eric Zidel (BA 1992, DDS 2002) in honor of his father, Dr. Daniel L. Zidel (BA 1960, DDS 1965).

The annual distribution from this fund shall be used at the discretion of the dean of the College of Dentistry.

In any given year that the endowment distribution is not fully used, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Dentistry 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 Dentistry 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 Susan J. Zoellner 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

January 27, 2017 meeting, Board of Trustees

The Susan J. Zoellner Fund effective January 27, 2017, with gifts from Mitchell R. Zoellner (BA 1977), Westerville, Ohio.

The annual distribution from this fund shall be used to support activities of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute as allocated and approved by the chief executive officer of The James and the director of the Comprehensive Cancer Center.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the CEO and director.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and as recommended by the chief executive officer of The James and the director of the Comprehensive Cancer Center.

#### **D. H. Rieder Dairy Technical School Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established The Dale H. Rieder Scholarship Fund effective November 4, 2016, with a gift from the estate of Mrs. Kathryn S. Rieder of Wooster, Ohio. Effective January 27, 2017, the fund name and description shall be revised.

The annual distribution from this fund shall be designated to the Agricultural Technical Institute (ATI) in the College of Food, Agricultural, and Environmental Sciences, to be used for undergraduate student scholarships in dairy technical training. 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.



January 27, 2017 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.

#### **The Gene Wittmeyer and Gladys Wittmeyer Knox Vegetable Scholarship Endowment Fund**

The Gene Wittmeyer Vegetable Scholarship Endowment Fund was established on October 4, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from the Ohio Vegetable and Potato Grower's Association, and alumni and friends honoring Professor Emeritus Gene Wittmeyer (BS in Agr, 1946), who joined The Ohio State University in 1950. Effective January 27, 2017, the fund name shall be revised.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support scholarship(s) for an undergraduate or graduate student enrolled in the College of Food, Agricultural, and Environmental Sciences. First preference will be given to students in good academic standing with an interest in vegetable crops (crop science major) in the Department of Horticulture and Crop Science and/or students demonstrating association or involvement with the Ohio vegetable industry.

The student recipient(s) shall be selected by the Scholarship Selection Committee of the Department of Horticulture and Crop Science, in consultation with the department chairperson, the Office of Student Financial Aid, and the Scholarship Committee of the Ohio Vegetable and Potato Grower's Association.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use, shall be designated by the Foundation Board, in consultation with the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural and Environmental Sciences and the chairperson of the Department of Horticulture and Crop Science or their successor, or appropriate administrative officer, or their successor, in order to carry out the desire of the donors.

#### **The Dr. William M. Busey Endowed Summer Research Fund**

The Dr. William M. Busey (DVM 1958) Endowed Summer Research Fund was established February 1, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Mrs. Betty Hamilton Busey, wife of Dr. William M. Busey, and their children Mrs. Lee Busey Crain and Mr. Samuel Hamilton Busey, in loving memory of Dr. William M. Busey's dedication and commitment to the field of veterinary research. Effective January 27, 2017, the fund description shall be revised.

Dr. Busey was a true visionary in the field of Veterinary Pathology and was passionate about ensuring the future of veterinary researchers. The scarcity of veterinary pathologists and the need for committed researchers in veterinary medicine is what encouraged Dr. Busey to start a stipend for the Summer Research Program. "This is a chance for us to develop research and bring a lot of skill to the research labs," he said. "I am very loyal to

January 27, 2017 meeting, Board of Trustees

Ohio State, it is one of the leading veterinary schools in the world and has a very strong research interest and research capability.”

The annual distribution from this fund shall provide support for a student enrolled in the College of Veterinary Medicine Summer Research Program pursuing projects related to pathology. Recipients shall be named *The Dr. William M. Busey Fellow*. Recipients shall be selected by a faculty committee involved with the Summer Research Program.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be 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 Veterinary 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 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.

#### **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 January 27, 2017, the fund 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

January 27, 2017 meeting, Board of Trustees

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 a chair position.

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

#### **The Reinhart Butter Annual Design Affair Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established The Reinhart Butter Annual Design Affair Fund effective September 2, 2016, with a gift from Reinhart F.H. Butter. Effective January 27, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to support a workshop, round-table, debate, or lecture by renowned experts within the professional disciplines associated with The Ohio State University Department of Design. The purpose of the event is the advancement of both theory and practice, preferably by engaging the audience in some form of participatory activities. Topics and invitees will be proposed by the department's Cultural Events Committee or the chair, and must be of interest to the majority of the faculty. If appropriate, successful participation at the event should be formally acknowledged.

If, in the future, the fund can no longer be used by the Department of Design, it should be offered for similar purposes to the Department of Dance or the 'Jazz Studies' area of study in the School of Music, in that order. Expenditures shall be approved by the chair of the department who administers the fund at that time, or his/her designee.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the department chairperson.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. 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

January 27, 2017 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 Gail Johannes Prize for Long-Term Service Fund**

The Gail Johannes Prize for Long-Term Service Fund was established September 19, 2008, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from William C. Johannes (BSBA 1967, MBA 1969) and Gail T. Johannes (BS 1968) of Columbus, Ohio. Effective January 27, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to provide a monetary award in recognition of long-term service excellence for the OSU Wexner Medical Center. The Gail Johannes Prize should be awarded annually and a minimum of two recipients should be identified to receive at least \$500. The recipients will be selected by the OSU Medical Center's Human Resources leadership who may increase the amounts and number of recipients in an effort to award nearly 100% of that year's annual distribution.

In the selection, primary preference shall be given to those employees who have 25 years or more of service at the medical center; and are employed in positions in the allied health fields, maintenance, security and housekeeping services, business administrative services or who are non-licensed personnel. Years of service may be adjusted based on current staff longevity and demographics within these service areas, with preference given to lengthy tenure.

Secondary preference shall be given to candidates who, in addition to above considerations, meet the majority of the following criteria: full-time employees (greater than 50%); classified or unclassified administrative and professional employees; recipients of outstanding performance evaluations; or those having gone above and beyond the required duties by volunteering and participating in extra activities.

Allocation of funds shall be approved by the chief executive officer of the OSU Health System, in consultation with the executive vice president of health sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chief executive officer of the OSU Health System, in consultation with the executive vice president of 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.

### **Veterinary Medicine Class of 1968 Endowment Fund**

The Veterinary Medicine Class of 1968 Endowed Fund was established August 29, 2014, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from graduates of the Veterinary Medicine Class of 1968 and friends of the College of Veterinary Medicine. The description was revised on November 7, 2014. Effective January 27, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to provide at least four annual awards to students enrolled in the College of Veterinary Medicine, in accordance with the guidelines established by Student Chapter of the American Veterinary Medical Association (SCAVMA) or its successor. The fund shall be administered by SCAVMA for their Professional Development Funds according to their guidelines and restrictions and, in consultation with the college's dean and Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Veterinary 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 dean of the College of Veterinary 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.

APPENDIX XXXIII

**BACKGROUND**

**Lucy S. Caswell**

Professor Emeritus Lucy Shelton Caswell worked at Ohio State from 1970-2010. A "heroine of the cartoon world," Lucy became curator of the Milton Caniff Collection in 1977, recognized the Collection as the "first of its kind" and seized the opportunity for Ohio State to lead the field. She developed the single collection of cartoon art into a preeminent archive that is the world's largest collection of cartoon art, the Billy Ireland Cartoon Library and Museum. She founded a Festival of Cartoon Art in 1983, helped acquire the archives of the Association of American Editorial Cartoonists and the National Cartoonists Society, and negotiated the transfer of the San Francisco Academy of Comic Art Collection - 75 tons of comic strip pages and clippings. Lucy was instrumental in fundraising for the Billy Ireland Cartoon Library and Museum; the lead gift was made in recognition of a book Lucy published about the donor's grandfather, Billy Ireland, and another donor provided a challenge gift and requested a reading room be named after Lucy Caswell in recognition of her work. Lucy continues to volunteer at the university and is a founder and VP of Cartoon Crossroads Columbus (CXC), a new city-wide comics festival.

The following individuals contributed to the award nomination: Gay Jackson, Director of Development for University Libraries; Damon Jaggars, Vice Provost and Director of University Libraries, Jean Schulz, donor and friend.

**Richard S. Stoddard**

Richard (Dick) S. Stoddard worked at Ohio State from 1978-2015. An Ohio State alumnus, Dick began his Ohio State career as Director of Undergraduate Studies and Department Administrator in the Department of Political Science, building the foundation of what remains a high-profile department. He then served as Special Assistant to the first three vice presidents of the Office of Research. From 1995 until his retirement, he worked with Presidents Gee, Kirwan and Holbrook as a Special Assistant, Director of Federal Government Relations and then Vice President for Government Relations; in these capacities he represented Ohio State on a national level, including work with the Kellogg Commission on the Future of State and Land Grant Universities, the APLU, the AAU, and the Big Ten. Dick was praised for his ability "to see both the general and the specific of virtually all university issues...there has been no one any better at facilitation in the University's modern history than Dick...In terms of...selfless commitment to the institution...he is truly remarkable and in a league of his own."

The following individuals contributed to the award nomination: W. Randy Smith, Vice Provost for Academic Programs; Edward Ray, President of Oregon State University; Randall Ripley, Professor Emeritus; Herb Asher, Professor Emeritus; Stacey Rastauskas, VP, Government Relations; Carol Whitacre, Senior VP for Research; Tim Gerber, Professor and Secretary of University Senate; Pat Tiberi, Member of Congress.

APPENDIX XXXIV

**BACKGROUND**

**TOPICS:** Golf Course Membership Dues and Daily Green Fees

**CONTEXT:**

The Ohio State University Department of Athletics continues to be one of only 18 self-sustaining athletic programs across the nation, funding more than 1,100 student-athletes in successful endeavors of academic achievement and athletics competitions. Yearly, the Department of Athletics contributes more than \$30 million back to the university. A golf course membership dues increase is necessary to meet increased costs and remain financially stable for FY2018.

**RECOMMENDATION:**

- For golf course membership dues for the 2017 calendar year (FY2018), increase the alumni, affiliates, faculty/staff and OSU student membership dues by 6%. Daily green fees would be maintained at the same rate as last year.

Category	Annual Membership Dues	Green Fees		Green Fees	
		Scarlet	Twilight	Gray	Twilight
Student	\$ 700	\$ 33	\$ 25	\$ 20	\$ 15
Faculty/Staff	\$ 2,460	\$ 60	\$ 30	\$ 36	\$ 20
Add Spouse	\$ 3,997				
Add Family	\$ 4,765				
Alumni	\$ 3,073	\$ 75	\$ 35	\$ 44	\$ 25
Add Spouse	\$ 4,610				
Add Family	\$ 5,378				
Buckeye Club	\$ 3,073	\$ 75	\$ 35	\$ 44	\$ 25
Add Spouse	\$ 4,610				
Add Family	\$ 5,378				
Young Professional (21-26yo)	\$ 1,997	\$ 75	\$ 35	\$ 44	\$ 25
Add Spouse	\$ 2,996				
Young Professional (27-32yo)	\$ 2,304	\$ 75	\$ 35	\$ 44	\$ 25
Add Spouse	\$ 3,456				

**CONSIDERATIONS:**

- The increase would be allocated as 4% for capital reserve/replacement and addressing deferred maintenance, and 2% for club operations to enhance the club experience by providing additional customer service training and renovating the Tavern for more club storage.

January 27, 2017 meeting, Board of Trustees

- In a market comparison of daily fees and membership dues, the current rates are comparable to local courses for the quality and amenities provided and at the high end of the competitive market for the area.

**REQUESTED OF FINANCE COMMITTEE:**

Approval



APPENDIX XXXV

**Project Data Sheet for Board of Trustees Approval**

**700 Ackerman - Consolidated Call Center**

OSU-170354 (CNI#16000036)

Project Location: Ackerman Place, 560 Ackerman Road, 600 Ackerman Road

• approval requested and amount	
professional services	\$2.5M
• project budget	
professional services	\$2.5M
construction w/contingency	\$19.3M
total project budget	\$21.8M



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

• project schedule	
BoT prof services approval	01/17
design	03/17-09/17
construction	08/17-01/19

- project delivery method
  - general contracting
  - design/build
  - construction manager at risk

- planning framework
  - this project is included in the FY 2017 Capital Improvement Plan

- project scope
  - full building renovation of 700 Ackerman to house OSU Physicians, Central Scheduling and Customer Service, Health Plan, Corporate Operations, and Hospital Compliance
  - project also includes interior renovations in 600 Ackerman and 600 Ackerman
  - construction work will be phased

- approval requested
  - approval is requested to enter into professional services

• project team	
University project manager	Melinda Davis
A/E:	TBD
CM at Risk:	TBD

**Project Data Sheet for Board of Trustees Approval**

**Wooster - New Laboratory Building (Design only)**

OSU-170192 (CNI# 14000012, 14000013, 15000015, 15000200, 16000133)

Project Location: Ohio State ATI, Wooster, Ohio

- approval requested and amount  
professional services \$3.5M

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

- project schedule
  - BoT professional services approval 01/17
  - design/bidding 04/17 - 09/18
  - construction 10/18 - 04/20



- project delivery method
  - general contracting
  - design/build
  - construction manager at risk

- planning framework
  - this project is included in the FY 2015 and the FY 2017 Capital Improvement Plans
  - this anticipates up to \$33.5M in design and construction

- project scope
  - the project will replace facilities that are beyond their useful life providing a new home for Entomology research as well as teaching labs and classroom spaces
  - the project also includes renovated dining service and mechanical infrastructure

- approval requested
  - approval is requested to enter into professional services contracts

- 
- project team
    - University project manager: Ruth Miller
    - AE/Design architect:
    - CM at Risk or Design Builder:

Project Data Sheet for Board of Trustees Approval

**Athletics District - Road and Storm Water**

OSU-170323 (CNI# 13000296)

Project Location: n/a

• <b>approval requested and amount</b>	
professional serv/construction	\$7.5M
• <b>project budget</b>	
construction w/contingency	\$6.9M
professional services	\$0.6M
<b>total project budget</b>	<b>\$7.5M</b>



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

BoT prof serv/construction approval	01/17
design/bidding	02/17 - 04/17
construction	05/17 - 09/18
- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk
- **planning framework**
  - this project advances the Comprehensive Transportation and Parking Plan, the Athletic District Framework Plan and Framework 2.0 by improving vehicular access and pedestrian flow
- **project scope**
  - the project will complete a new road between Fried Taylor Drive and Orlentangy River Road
  - the project implements a storm water detention plan for the entire Athletic District
- **approval requested**
  - approval is requested to amend the Capital Investment Plan accordingly
  - approval is requested to enter into professional services contracts and construction contracts

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• **project team**  
University project manager: Gary Collier  
A/E/design architect:  
CM at Risk or Design Builder:

Project Data Sheet for Board of Trustees Approval

**Transportation Plan Implementation**

OSU-170391 (CNI# 16000036)

Project Location:

• approval requested and amount prof services/construction	\$16.5M
• project budget	
professional services	\$3.3M
construction w/contingency	\$13.2M
total project budget	\$16.5M



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

• project schedule	
BoT approval	01/17
design/bidding	02/17 - 08/17
construction	phased

- project delivery method
  - general contracting
  - design/build
  - construction manager at risk

- planning framework
  - this project is included in the FY 2017 Capital Investment Plan

- project scope
  - construct and improve parking facilities as an enabler for Cannon Drive Relocation - Phase 1
  - improvements include expanding surface parking lots; bus shelters and bus access road improvements; intersection and signal improvements; constructing a transit hub on Henick Drive.

- approval requested
  - approval is requested to enter into professional services and construction contracts

- 
- project team
    - University project manager: Tom Elgrien
    - Criteria AE: Design-Sutton

**Project Data Sheet for Board of Trustees Approval**

**Lima Campus - New Student Life Building**

OSU-071557 (CNI#: 12000701, 12000703, 13000303, 16000117)

Project Location: 4240 Campus Drive, Lima, Ohio

• **approval requested and amount**

	Orig	Incr	Total
construction	\$3.4M	\$0.8M	\$4.2M
professional serv	\$0.8M	\$0.2M	\$1.0M



• <b>project budget</b>			
construction w/contingency			\$4.2M
professional services			\$1.0M
<b>total project budget</b>			<b>\$5.2M</b>

• **project funding**

- university debt
- development funds
- university funds
- auxiliary funds
- state funds

• **project schedule**

BoT prof serv/construction approval	06/15
BoT prof serv/construction approval (increase)	01/17
design/bidding	10/15 - 04/17
construction	04/17 - 02/18

• **project delivery method**

- general contracting
- design/build
- construction manager at risk

• **planning framework**

- o this project is identified in the 2006 Lima Campus Master Plan
- o this project is included in the FY 2015 and the FY 2017 Capital Investment Plans

• **project scope**

- o the project will construct a new 15,000 sqft Student Life building on the Lima campus
- o the project will include program for a fitness component with support spaces; wellness concept that aligns with OSU Lima resources; multi-purpose room; grab-and-go dining concept; dining and lounge zones; study spaces and group study rooms

**approval requested**

- o approval is requested to increase professional services and construction contracts

• **project team**

University project manager:	Rick Van Deusen
AB/design architect:	The Collaborative Inc.
CM at Risk:	Russell Construction

Project Data Sheet for Board of Trustees Approval

**Brain and Spine - 7th Floor**

OSU-160277 (CNI#15000068)

Project Location: Brain and Spine Hospital

- **approval requested and amount**

construction	\$4.6M
--------------	--------
  
- **project budget**

professional services	\$0.5M
construction w/contingency	\$4.6M
<b>total project budget</b>	<b>\$5.1M</b>
  
- **project funding**
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
  
- **project schedule**

BoT professional services approval	11/15
design	12/15 - 12/16
BoT construction approval	01/17
construction	02/17 - 09/17
  
- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk



- **planning framework**
  - o this is a signature project backfilling spaces vacated as a result of the expansion of the Ohio State University Wexner Medical Center
  - o this project is included in the FY 2016 Capital Investment Plan
  
- **project scope**
  - o the project will renovate the seventh floor to create private beds
  - o adds 29 in-patient beds, nursing cores and support areas
  
- **approval requested**
  - o approval is requested to enter into construction contracts

---

• <b>project team</b>	
• <b>lead project manager:</b>	Paul Leisz
• <b>contractor:</b>	Westlake Reed Leckosky
• <b>design-build firm:</b>	EBRD

## Project Data Sheet for Board of Trustees Approval

### Airport Enhancements

OSU-160195 (CNI# 1400092, #16000079, #16000080)

Project Location: The Ohio State University Airport

- **approval requested and amount**  
construction w/contingency \$13.4M

- **project budget**  
construction w/contingency \$18.0M  
professional services \$2.0M  
total project budget \$20.0M



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

- **project schedule**  
BoT professional services approval 11/15  
BoT construction approval - hangars 05/16  
BoT construction approval - terminal 01/17  
design 12/15 - 04/17  
construction 11/16 - 09/18

- **project delivery method**  
 general contracting  
 design/build  
 construction manager at risk

- **planning framework**
  - a scoping study was conducted to identify existing needs as well as future opportunities in the redevelopment of the University Airport Terminal and Flight Education Center
  - this project is included in the FY 2016 and the FY 2017 Capital Investment Plans

- **project scope**
  - the first phase of the project constructed four new t-hanger buildings, adding 58 bays of new space to the existing 50 bays
  - the next phase of the project includes design and construction of Flight Education-Center for Aviation Studies space, Field Base Operation and airport terminal, airport administration space, hangars, and site & utility improvements

- **approval requested**
  - approval is requested to enter into Phase 2 of construction

- 
- **project team**  
University project manager: Bill Holtz  
A/E/Design architect: Moody Nolan Ltd Inc  
CM at Risk: Whiting-Turner Contracting Co

Project Data Sheet for Board of Trustees Approval

**Wexner Medical Center - 72-Bed Build Out**

OSU-160380 (CNI# 15000068, 16000130)

Project Location: James Cancer Hospital and Solove Research Institute

• approval requested and amount	
construction	\$55.0 M
• project budget	
professional services	\$5.0 M
construction w/contingency	\$55.0 M
total project budget	\$60.0 M



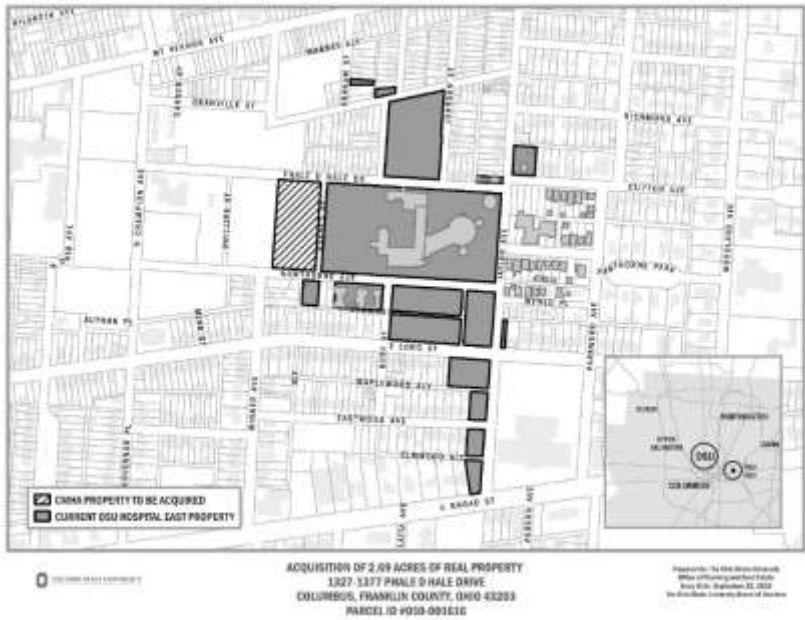
- project funding
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- project schedule
  - BoT professional services approval 01/16
  - design/bidding 06/16 - 01/17
  - BoT construction approval 01/17
  - construction 03/17 - 07/18
- project delivery method
  - general contracting
  - design/build
  - construction manager at risk
- planning framework
  - funding for the planning and design of this project is included in the FY 2016 Capital Improvement Plan; funding for the construction work is included in the FY 2017 Capital Investment Plan
- project scope
  - build out shell'd space on the 10th and 12th floors of the tower to add 72 patient beds
- approval requested
  - approval is requested to enter into construction contracts

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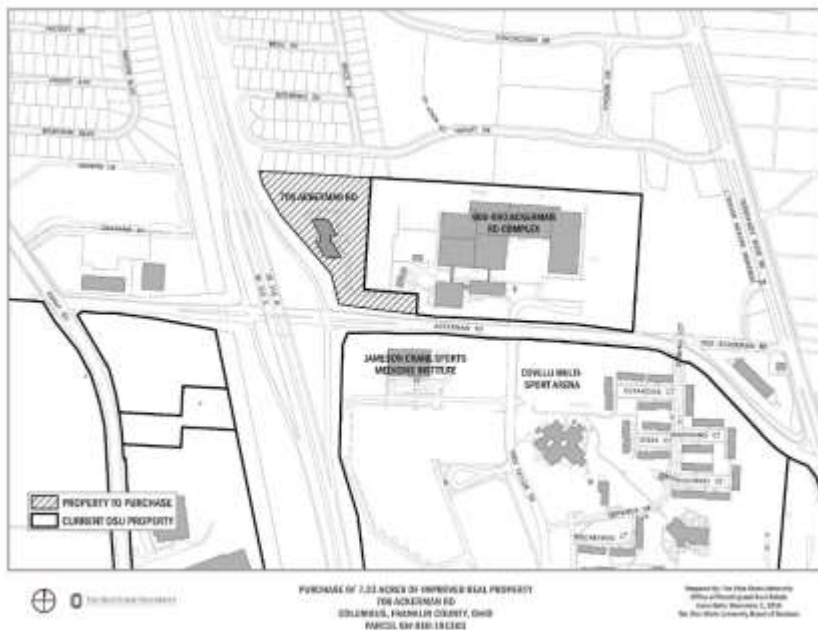
• project team	
University project manager:	Lance Timmons
A/E/design architect:	AECOM Services of Ohio



APPENDIX XXXVI



APPENDIX XXXVII



## APPENDIX XXXVIII

### **BACKGROUND**

OSU owns approximately 0.055 acres of land behind a retail center adjacent to State Route 315 ("OSU Property"). This OSU property is subject to a ground lease to Lennox Station Holdings, LLC ("LSH"). The ground lease to LSH was necessary to cure an inadvertent encroachment that occurred during construction of the retail center owned and operated by LSH on an adjacent parcel. At its November 2015 meeting, the OSU Board of Trustees passed resolution no. 2016-41 authorizing the sale of the 0.055 acres, plus an additional 0.415 acres, in order to facilitate a transfer of the LSH retail center to a third party.

It has come to the attention of the parties that the additional 0.415 acres is subject to certain restrictions and encumbrances that prohibit its sale. Therefore, this request is to revise resolution no. 2016-41 to reduce the acreage approved for sale from 0.47 acres to 0.055 acres.

Further, authorization by the State legislature is being sought for the sale of the above referenced property. The Bill, as amended, includes a change in the allocation of funds from the sale by the university originally slated to be deposited into a university properties account. Therefore, this request is to revise resolution no. 2016-41 to include that the net proceeds of the sale of the above referenced property shall be deposited into university accounts, and used for debt retirement only.

### **LOCATION AND DESCRIPTION**

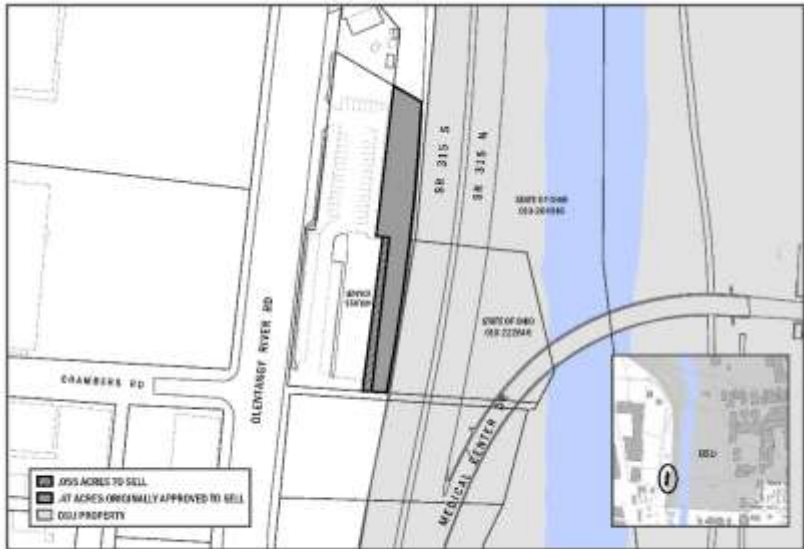
The subject property is comprised of 0.055 acres on a portion of county parcel 010-222646. OSU acquired the property as part of an alley that was abandoned to OSU by the City of Columbus in September 2000.

### **PROPERTY HISTORY**

The property is titled to the State of Ohio and will require State legislative approval for the sale.

### **AUTHORIZATION AND APPROVAL**

Authorization is requested to negotiate with the identified prospective buyer of the property to enter into a purchase agreement under terms and conditions that are deemed to be in the best interest of the University.



⊕ 12345678901234567890

**SALE OF 0.55 ACRES OF REAL PROPERTY**  
OLEENTANGY RIVER RD  
COLUMBUS, FRANKLIN COUNTY, OHIO

Prepared by: The City of Columbus, Ohio  
Office of Planning and Economic Development  
150 East Fifth Street, Room 1212  
Columbus, Ohio 43215  
The City of Columbus is the Official City of Columbus

APPENDIX XXXIX

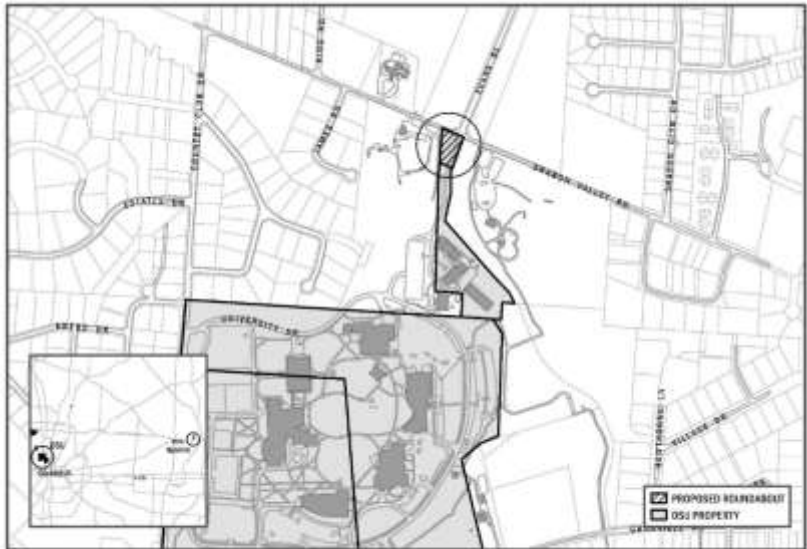
**BACKGROUND**

In December 2015, The Ohio State University (OSU) received a request for an easement from the City of Newark to construct a roundabout at the intersection of Sharon Valley Road and Evans Boulevard.

The consideration for the easement is one dollar (\$1.00). In exchange for providing the necessary land for the project, OSU will benefit from improved traffic circulation and reduced traffic congestion at the north campus entrance of OSU Newark.

The City has requested a perpetual roadway easement of approximately .8 acres. Final acreage of the easement will be developed as the planning progresses. The City of Newark will be responsible for all construction, maintenance, and operation of the roadway, including any associated lighting, curbs, gutters, etc. inside the easement boundaries.

Pursuant to the policy regarding Review and Approval of Facilities Improvement Projects and Real Estate Transactions approved by the Board of Trustees, that delegated authority for approval of any easement other than for street, roadway, or highway purposes, to the senior vice president for administration and planning, physical planning, and real estate, is requesting Board of Trustee approval of the perpetual and temporary roadway easements to be granted to the City of Newark.

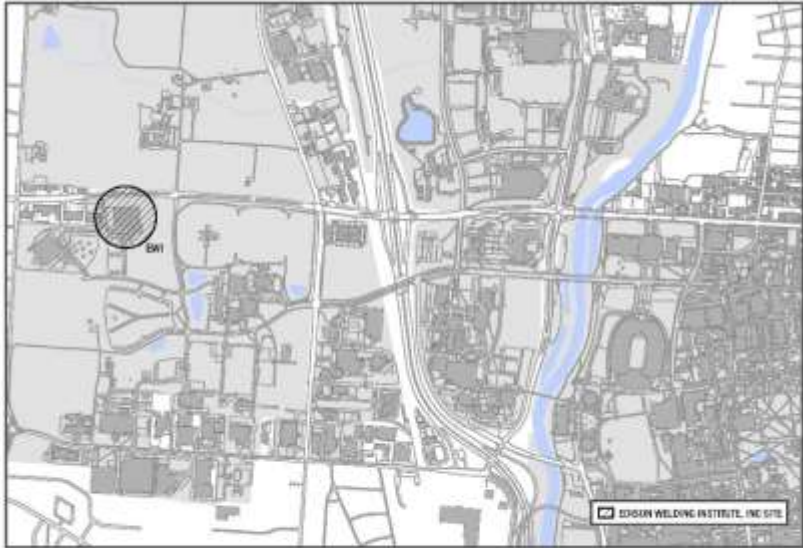


OSU Newark Roundabout

EASEMENT FOR PROPOSED OSU NEWARK ROUNDABOUT  
NEWARK, LICKING COUNTY, OHIO

Prepared by: The Ohio State University  
Office of Planning and Real Estate  
Date: July, November 15, 2016  
The Ohio State University Board of Trustees

APPENDIX XL



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JOINT USE AGREEMENT BETWEEN THE OHIO STATE UNIVERSITY  
AND EDISON WELDING INSTITUTE, INC.  
1250 ARTHUR S. ADAMS DR  
COLUMBUS, OHIO

Prepared by: The Ohio State University  
Office of Planning, Research and Statistics  
Last Date: December 4, 2017  
The Ohio State University Board of Trustees

APPENDIX XLI

