

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

Columbus, Ohio, August 24-25, 2017

The Board of Trustees met on Thursday, August 24 and Friday, August 25, 2017 at Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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The chairman, Mr. Shumate, called the meeting of the Board of Trustees to order on Thursday, August 24, 2017 at 3:36pm.

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

Mr. Shumate:

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

Dr. Thompson:

A quorum is present, Mr. Chairman.

Mr. Shumate:

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

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

Dr. Thompson:

Motion carries, Mr. Chairman.

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Mr. Shumate:

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

Dr. Thompson:

A quorum is present, Mr. Chairman.

Mr. Shumate:

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

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

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

Dean, would you like to say a few words?

Dr. MacDonald:

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

Mr. Shumate:

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

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

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### **STUDENT RECOGNITION AWARDS**

Mr. Moseley:

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

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

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

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

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

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

Ms. Adam:

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

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

Mr. Moseley:

Thank you for that Emily.

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

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

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

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

Mr. Moore:

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

Mr. Moseley:

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

Mr. Shumate:

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

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

Dr. McPherson, I give you the floor.

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### **DISTINGUISHED UNIVERSITY PROFESSOR AWARDS**

Dr. McPherson:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Dr. Larsen:

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

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

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

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

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

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

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

Dr. McPheron:

Dr. Weinberg.

Dr. Weinberg:

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

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

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

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

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

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

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

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

Dr. McPherson:

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

Dr. Lancaster:

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

Mr. Shumate:

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

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

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



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

(Video)

Mr. Shumate:

President Drake.

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## PRESIDENT'S REPORT

President Drake:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

That concludes my report. Thank you.

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## COMMITTEE REPORTS

Mr. Shumate:

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

Dr. Reid:

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

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

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

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

That concludes my report Mr. Chairman.

Mr. Shumate:

Thank you Dr. Reid, any questions or comments?

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

Mr. Fischer:

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

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

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

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

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

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

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

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

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

Mr. Shumate:

Thank you Mr. Fischer. Any questions?

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

Mr. Jurgensen:

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

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

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

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

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

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

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

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

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

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

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

That concludes my report.

Mr. Shumate:

Thank you Mr. Jurgensen, any questions or comments?

Mr. Kellogg:

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

Mr. Jurgensen:

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

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

President Drake:

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

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

Mr. Shumate:

Any other questions?

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

Mrs. Hoeflinger:

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

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

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

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

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

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

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

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That concludes my report, Mr. Chairman.

Mr. Shumate:

Thank you, any questions, or comments?

Ms. Krueger:

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

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

Mr. Shumate:

Thank you Cheryl. Any other comments?

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

Mr. Smucker:

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

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

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

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

That concludes the report.



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Mr. Shumate:

Thank you Mr. Smucker. Any questions?

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

Mr. Kellogg:

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

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

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

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

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

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

Mr. Chairman that concludes my report.

Mr. Shumate:

Thank you Mr. Kellogg. Any questions?

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Mr. Zeiger:

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

Mr. Shumate:

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

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

Mr. Gasser:

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

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

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

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

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

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

That concludes my report, Mr. Chairman.

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Mr. Shumate:

Thank you Mr. Gasser. Any questions or comments?

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

Mrs. Wexner:

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

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

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

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

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

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

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

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

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

That concludes my report Mr. Chairman.

(See Appendix VII for background information, page 99)

Mr. Shumate:

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

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

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

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## **CONSENT AGENDA**

President Drake:

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

## **RESOLUTIONS IN MEMORIAM**

Resolution No. 2018-09

Synopsis: Approval of Resolutions in Memoriam, is proposed.

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

David Mark Goss

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

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

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

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

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

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

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

#### Robert L. 'Bob' Bartels

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

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

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

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

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

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

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

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

John Chynoweth Burnham

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

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

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

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

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

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

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

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### **RATIFICATION OF COMMITTEE APPOINTMENTS 2017-2018**

Resolution No. 2018-10

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

#### **Academic Affairs and Student Life**

##### **Committee:**

##### **CLARK C. KELLOGG, CHAIR**

Cheryl L. Krueger, Vice Chair

Janet B. Reid

Timothy P. Smucker

Erin P. Hoefflinger

Abigail S. Wexner

Hiroyuki Fujita

##### **ALAN A. STOCKMEISTER**

H. Jordan Moseley

James D. Klingbeil

Richard K. Herrmann (faculty member)

Alex Shumate (ex officio)

Cheryl L. Krueger

Brent R. Porteus

Alexander R. Fischer

Abigail S. Wexner

##### **ALAN A. STOCKMEISTER**

Lydia A. Lancaster

Nancy J. Kramer

Craig S. Bahner

Barbara J. Tootle (Alumni Assn member)

Georganne M. Shockey (Alumni Assn member)

James F. Dietz (Foundation Board member)

Gifford Weary (Foundation Board member)

Alex Shumate (ex officio)

#### **Finance Committee:**

Michael J. Gasser, Chair

Brent R. Porteus, Vice Chair

W. G. "Jerry" Jurgensen

Jeffrey Wadsworth

Alexander R. Fischer

Lydia A. Lancaster

Alan VanderMolen

Alex Shumate (ex officio)

#### **Audit and Compliance Committee:**

Timothy P. Smucker, Chair

W. G. "Jerry" Jurgensen, Vice Chair

Michael J. Gasser

Jeffrey Wadsworth

Hiroyuki Fujita

H. Jordan Moseley

James D. Klingbeil

Lawrence A. Hilsheimer

Amy Chronis

Craig S. Morford

Alex Shumate (ex officio)

#### **Advancement Committee:**

Erin P. Hoefflinger, Chair

Alan VanderMolen, Vice Chair

Clark C. Kellogg

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**Governance Committee:**

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

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

**Master Planning and Facilities:**

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

**Talent and Compensation:**

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

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**APPROVAL OF UNIVERSITY GOALS AND FISCAL YEAR 2018 TARGETS**

Resolution No. 2018-11

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

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

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

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

NOW THEREFORE

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

(See Appendix VIII for background information, page 178)

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

Resolution No. 2018-12

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

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

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

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



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

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

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

NOW THEREFORE

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

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

(See Appendix IX for background information, page 179)

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#### **FACULTY PERSONNEL ACTIONS**

Resolution No. 2018-13

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

##### Appointments

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

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

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

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

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

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Appointments (cont'd)

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

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

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

Reappointments

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

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

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

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

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

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

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

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(See Appendix X for background information, page 198)

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## PERSONNEL ACTIONS

Resolution No. 2018-14

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

### Appointment

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

### Reappointments

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

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

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

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

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

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

\* New Hire

\*\*\*

**DEGREES AND CERTIFICATES**

Resolution No. 2018-15

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

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

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

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

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

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

NOW THEREFORE

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

\*\*\*

**HONORARY DEGREE**

Resolution No. 2018-16

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

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

Marian Wright Edelman

Doctor of Humane Letters

NOW THEREFORE

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

\*\*\*

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### **REVOCAION OF DEGREE**

Resolution No. 2018-17

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

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

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

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

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

NOW THEREFORE:

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

\*\*\*

### **UNIVERSITY FOUNDATION REPORT**

Resolution No. 2018-18

Synopsis: Approval of the University Foundation Report as of July 31, 2017, is proposed.

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

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

WHEREAS this report includes the establishment 1 (one) endowed professorship: the Endowed Professorship for the Curator of Dance; two (2) endowed scholarships as part of the Ohio Scholarship Challenge; and twenty (20) additional named endowed funds; the revision of seventeen (17) named endowed funds; and the closure of two (2) named endowed funds:

NOW THEREFORE

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

(See Appendix XI for background information, page 200)

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### **NAMING OF THE SANDER AND MECHELE FLAUM ADVANCEMENT SUITE**

Resolution No. 2018-19

IN FISHER HALL, MAX M. FISHER COLLEGE OF BUSINESS

August 25, 2017 meeting, Board of Trustees

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

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

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

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

NOW THEREFORE

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

\*\*\*

### **NAMING OF THE ROTHERMICH CONFERENCE ROOM**

Resolution No. 2018-20

IN THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER  
DAVIS MEDICAL CENTER

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

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

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

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, conference room S2056 in the Davis Medical Research Center shall be named the Rothermich Conference Room.

\*\*\*

### **NAMING OF THE TANYA RUTNER HARTMAN ROOM**

Resolution No. 2018-21

IN THE OHIO UNION

August 25, 2017 meeting, Board of Trustees

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

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

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

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

NOW THEREFORE

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

\*\*\*

### **APPROVAL OF FISCAL YEAR 2018 BUDGET**

Resolution No. 2018-22

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

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

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

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

NOW THEREFORE

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

(See Appendix XII for background information, page 242)

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### **APPROVAL OF FISCAL YEAR 2018 CAPITAL INVESTMENT PLAN**

Resolution No. 2018-23

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

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

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

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

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

NOW THEREFORE

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

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

(See Appendix XIII for background information, page 307)

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

Resolution No. 2018-24

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

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

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

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

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

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

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

NOW THEREFORE

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



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(See Appendix XIV for background information, page 309)

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

Resolution No. 2018-25

**Approval to Enter Into Professional Services Contracts**

Cannon Drive Relocation - Phase 2  
Waterman - Multi-Species Facility

**Approval to Enter Into Professional Services and Construction Contracts**

680 Ackerman - IHC/Histology Lab  
WHAC - East Wing Renovation

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

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

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

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

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

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

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

NOW THEREFORE

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

(See Appendix XV for background information, page 310)

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**ACQUISITION OF IMPROVED REAL PROPERTY**

Resolution No. 2018-26

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

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

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

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

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

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

NOW THEREFORE

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

(See Appendix XVI for background information, page 314)

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**SALE OF UNIMPROVED REAL PROPERTY**

Resolution No. 2018-27

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

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

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

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

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

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

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

NOW THEREFORE

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

(See Appendix XVII for background information, page 316)

Mr. Shumate:

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

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

Dr. Thompson:

Motion carries, Mr. Chairman.

\*\*\*

President Drake:

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

#### **NAMING OF INTERNAL SPACES**

Resolution No. 2018-28

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

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

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

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

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

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

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

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

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

NOW THEREFORE

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

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

Mr. Shumate:

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

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

Dr. Thompson:

The motion carries Mr. Chairman.

Mr. Shumate:

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

Attest:

Alex Shumate  
Chairman

Blake Thompson  
Secretary

(APPENDIX VII)

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

Columbus, Ohio, August 23, 2017

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

\*\* \*\* \*

Minutes of the last meeting were approved.

\*\* \*\* \*

August 23, 2017 meeting, Wexner Medical Center Board

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

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

Mr. Wexner:

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

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

Dr. Thompson:

May I have a motion?

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

Dr. Thompson:

Motion carries.

\*\*\*

Mr. Wexner:

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

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

Mr. Ulman:

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

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

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

(Video)

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

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

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

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

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

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

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

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

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

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

(See Attachment I for background information, page 121)

Mr. Wexner:

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

Mr. Ulman:

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

Mr. Wexner:

So, would that beat...

Mr. Ulman:

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

Mr. Wexner:

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

Mr. Ulman:

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

Mrs. Wexner:

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

Mr. Ulman:

Thank you very much.

Mrs. Wexner:

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



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

Ms. Marsh:

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

President Drake:

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

Dr. Kent:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(See Attachment II for background information, page124)

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

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

Dr. Pawlik:

From my mother and I thank you for that introduction.

Dr. Kent:

I consulted her.

Dr. Pawlik:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(See Attachment III for background information, page 125)

Dr. Kent:

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

Dr. Pawlik:

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

Dr. Kent:

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

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

Dr. Jones:

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

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

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

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

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

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

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

(See Attachment IV for background information, page 141)

Dr. Kent:

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



President Drake:

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

Dr. Kent:

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

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

Dr. Ellison:

Thank you.

Dr. Kent:

That concludes my report.

Dr. McPheron:

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

Dr. Ellison:

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

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Dr. McPherson:

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

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

Mr. Wexner:

Conveniently true.

President Drake:

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

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

Mr. McQuaid:

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

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

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

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

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

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

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

That concludes my report.

President Drake:

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

Mr. Larmore:

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

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

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

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

(See Attachment V for background information, page 142)

President Drake:

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

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

Dr. Moffat-Bruce:

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

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

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

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

(See Attachment VI for background information, page 145)

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President Drake:

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

Dr. Moffat-Bruce:

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

President Drake:

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

Dr. Moffatt-Bruce:

Absolutely.

President Drake:

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

Dr. Moffat-Bruce:

Very good, thank you. That ends my report.

President Drake:

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

Ms. Taylor:

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

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

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

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

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

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

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

Resolution No. 2018-05

**680 ACKERMAN - IHC/HISTOLOGY LAB**

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

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

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

NOW THEREFORE

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

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

(See Attachment VII for background information, page 151)

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Dr. Thompson:

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

Mr. Meyers:

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

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

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

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

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

Resolution No. 2018-06

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

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

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

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

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

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

**NOW THEREFORE**

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

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

(See Attachment VIII for background information, page 152)

Dr. Thompson:

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

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

Dr. Thompson:

The motion carries. Final item is Ms. Krueger.

\*\*\*

Ms. Krueger:

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

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

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

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

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

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

That will conclude my report.

## **PLAN FOR PATIENT CARE SERVICES**

Resolution No. 2018-07

### **University Hospitals**

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

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

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



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

NOW THEREFORE

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

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

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### **PLAN FOR PATIENT CARE SERVICES**

Resolution No. 2018-08

#### **Arthur G. James Cancer Hospital**

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

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

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

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

NOW THEREFORE

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

(See Attachment X for background information, page 165)

Dr. Thompson:

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

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

Dr. Thompson:

The motion carries.

\*\*\*

August 23, 2017 meeting, Wexner Medical Center Board

President Drake:

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

Dr. Kent:

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

Thank you again for mentioning that.

President Drake:

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

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

Attest:

Leslie H. Wexner  
Chairman

Blake Thompson  
Secretary

(ATTACHMENT I)



→ PELOTONIA



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8,022 RIDERS FROM  
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\$16.3MM IN FUNDRAISING (AND COUNTING!)

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



THE ROAD TRAVELED →

# IMPACT

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

The James  
The Ohio State University  
Wexner Medical Center

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

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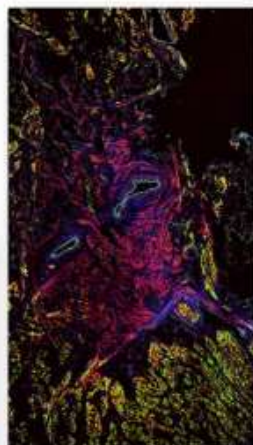
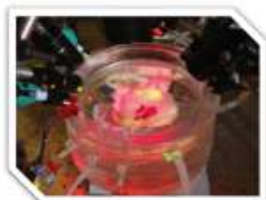
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SCIENCE TRANSLATIONAL MEDICINE | RESEARCH ARTICLE

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

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## Game-changing WMC Research

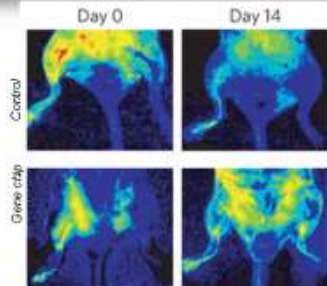
nature  
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LETTERS

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

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

Daniel Gallego-Perez<sup>1,2,3,4\*</sup>, Durba Pal<sup>1,5</sup>, Subhadip Ghatak<sup>1,6</sup>, Veyzi Malkoc<sup>1,6</sup>, Natalia Higazi-Castro<sup>6</sup>, Surya Gnyawali<sup>1,7</sup>, Lingjian Cheng<sup>8</sup>, Wei-Ching Liao<sup>9</sup>, Junfeng Shi<sup>9</sup>, Mihun Saha<sup>1,4</sup>, Karhiya Singh<sup>1,4</sup>, Erin Steen<sup>1</sup>, Alec Sanchez<sup>1,4,5</sup>, Richard Stewart<sup>1,4</sup>, Jordan Moore<sup>1,4</sup>, Thomas Ziebro<sup>1</sup>, Robert G. Northcutt<sup>1</sup>, Michael Hornoy<sup>1</sup>, Paul Bernard<sup>1</sup>, Wu Lu<sup>1</sup>, Sashwati Roy<sup>1,4</sup>, Savita Khanna<sup>1,4</sup>, Cameron Rink<sup>1,4</sup>, Vishnu Babu Sundararam<sup>1</sup>, Jose J. Otazo<sup>1,4,5</sup>, L. James Lee<sup>1,4,5</sup> and Chandan K. Sasi<sup>1,4\*</sup>



**THE OHIO STATE UNIVERSITY**  
WEXNER MEDICAL CENTER



## *Department of Surgery*

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

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- Legendary contributions and accomplishments in surgery



### Future challenges

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



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## Why Ohio State?







**REMINDER :**  
A **SHARED** Vision  
TRUMPS THE **RIGHT**  
Vision **EVERY TIME.**

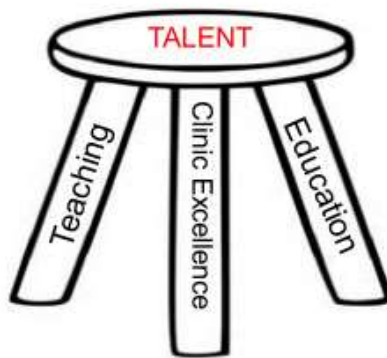
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**★ ALL STARS ★**

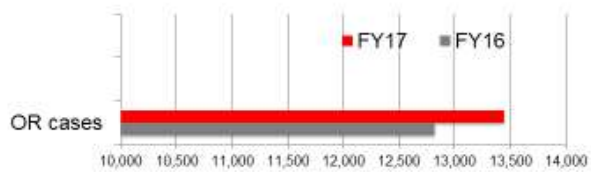


**O** THE OHIO STATE UNIVERSITY  
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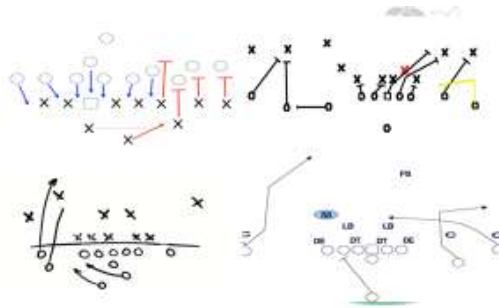
## Triple Threat



## Clinical Program Building



5% growth in surgical cases



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



## Robotic Whipple Program Development

Two experienced hepatobiliary surgeons with experience in robotic surgery



Open Whipple



Robotic Whipple



- First robotic whipple Fall 2017 with proctors from UPMC



## Expanding ECMO Care

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



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## Referral Mobile App

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



iPhone and  
Android App



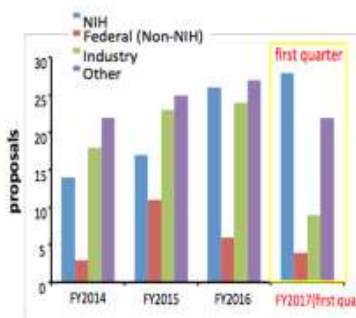
## Research



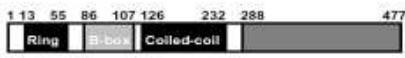
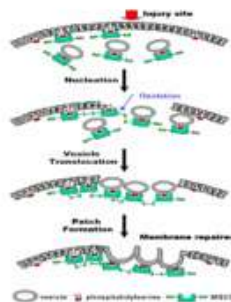
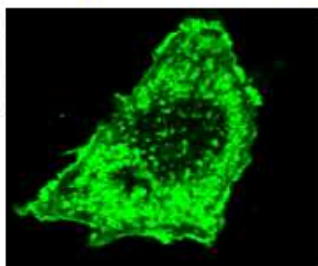
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From the BLUE RIDGE INSTITUTE for		BRIMR.ORG
Rank	Name	Surgery
1	UNIVERSITY OF PENNSYLVANIA	\$19,621,244
2	WASHINGTON UNIVERSITY	\$19,280,840
3	DUKE UNIVERSITY	\$16,546,762
4	UNIVERSITY OF MICHIGAN	\$16,531,254
5	UNIVERSITY OF PITTSBURGH AT PI	\$15,586,617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

Over 300+ papers  
published in 2016



## MG53 repairs acute injury to cell membrane



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

TRIM family motif

SPRY

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



## A Unique Clinical and Translational Research Platform



### OSUWMC Ex Vivo Lung Perfusion Program

August 2016 to June 2017

9 of 38 transplants performed

23.7% of cases

31% Increase in lung transplants performed



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



•Heena P. Santry, MD, FACS

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

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

### Background: Acute Care Surgery Model of Care

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

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

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

### Initial Results

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



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## Education



Our recent graduates

learn more about OSU's education programs

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## International Experience /Global Surgery



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

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



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**Jing Han**  
Duke University\*  
School of Medicine

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

**Apeksha Dave**  
University of Connecticut  
School of Medicine

**Gregory Metzger**  
The Ohio State University  
College of Medicine  
AOA

**Ingrid Woelfel**  
Virginia Commonwealth University  
School of Medicine  
AOA

**Adrian Diaz**  
Virginia Commonwealth University  
School of Medicine  
AOA

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

## Faculty: Development, Recruitment, and Retainment

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## New Faculty Recruits



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



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



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



## New Faculty Recruits



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



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



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



## BIG TEN Visiting Professor Exchange



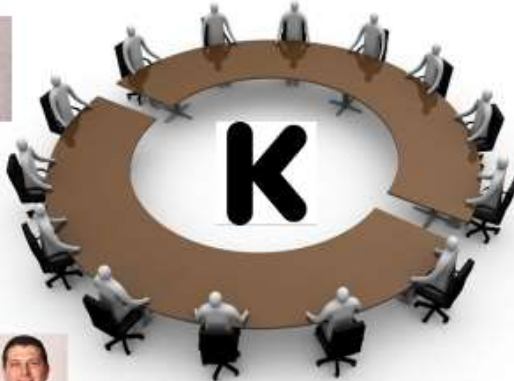
Assistant Professor



Associate Professor



## Career Development Award K-Award or BUST!



## Targeting Philanthropy to Help Our Junior Faculty

### Emerging Surgeon-Scientist Scholar



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



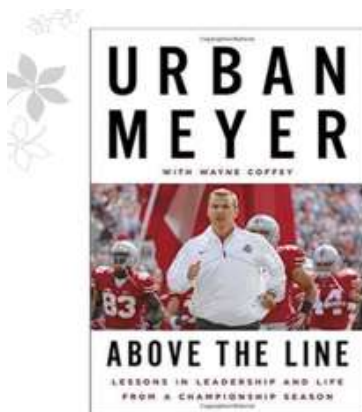
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## Annual Summer Department of Surgery Party/Welcoming of the Interns



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

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$$E + R = O$$



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

STRIVING for GREATNESS

TOP 10 Department of Surgery  
in the country





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

### The Burn Unit: Extraordinary Care

1

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

### The Burn Unit: Extraordinary Care

2

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

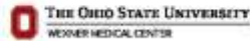


(ATTACHMENT V)



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

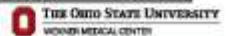
August 23, 2017



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

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

OSUHS	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PT % Var
<b>OPERATING STATEMENT</b>						
Total Operating Revenue	\$ 2,766,525	\$ 2,712,300	\$ 54,127	2.0%	\$ 2,560,494	8.0%
<b>Operating Expenses</b>						
Salaries and Benefits	1,222,426	1,199,664	(22,762)	-1.9%	1,141,793	-7.1%
Resident/Purchased Physician Services	85,638	84,414	(1,224)	-1.4%	88,103	-33.8%
Supplies	311,508	281,845	(29,663)	-9.5%	283,214	-10.0%
Drugs and Pharmaceuticals	271,626	278,267	6,641	2.4%	231,240	-17.5%
Services	284,110	295,794	1,674	0.6%	296,876	-2.5%
Depreciation	143,100	133,605	(9,495)	-7.1%	140,279	-2.0%
Interest	39,865	39,385	(480)	-1.2%	41,370	4.1%
Shared/University Overhead	15,428	45,869	30,530	66.4%	54,217	71.5%
Medical Center Investments	145,210	148,042	2,832	2.6%	125,272	-16.5%
Total Expense	2,528,912	2,507,868	(20,947)	-0.8%	2,373,462	-6.5%
Excess of Revenue over Expense	\$ 237,613	\$ 204,434	\$ 33,178	16.2%	\$ 187,032	27.1%
<b>Financial Metrics</b>						
Adjusted Admissions	116,719	113,968	2,753	2.4%	110,877	6.0%
Operating Revenue per AA	\$ 23,702	\$ 23,796	\$ (94)	-0.4%	\$ 23,261	1.9%
Total Expense per AA	\$ 20,710	\$ 20,721	\$ 11	0.1%	\$ 20,378	-1.6%
Operating EBEDA Margin	19.2%	19.3%	-0.1%	-0.3%	19.5%	-1.4%
Days Cash on Hand	127.3				113.9	11.9%
Debt Service Coverage	0.5	0.1	0.4	6.3%	5.5	18.0%





## The Ohio State University Health System

### Consolidated Activity Summary

For the YTD ended: June 30, 2017

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

## OSU Wexner Medical Center

### Combined Statement of Operations

For the YTD ended: June 30, 2017

(in thousands)

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

## OSU Wexner Medical Center

### Combined Balance Sheet

As of: June 30, 2017

(In thousands)

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



## Quality Based Payment Program Results and USNR OSUWMC Board August 2017

Susan Moffatt-Bruce



### Overall Impact of all CMS Quality Programs

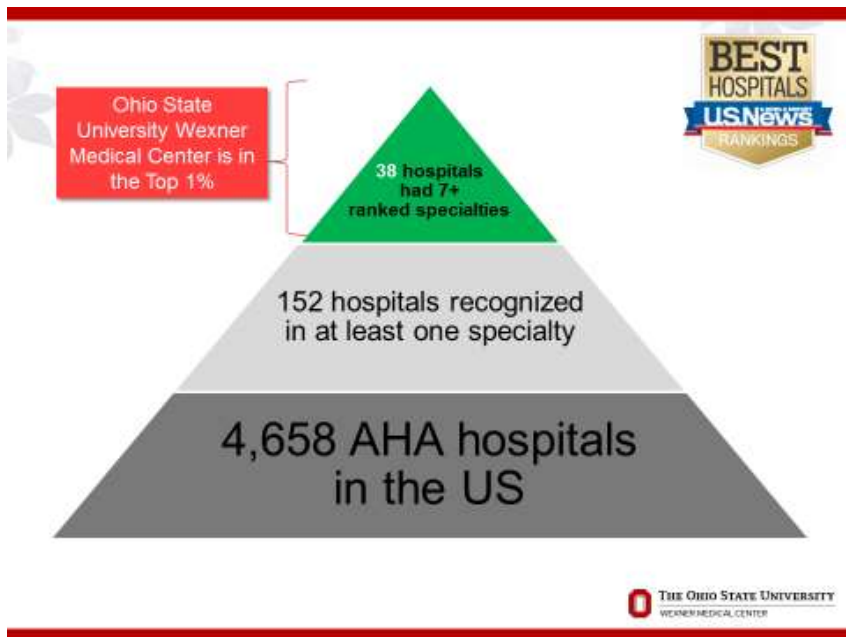
	FFY 2013	FFY 2014	FFY 2015	FFY 2016	FFY 2017	FFY 2018
VBP	\$187,153	\$285,365	(\$79,231)	(\$324,300)	(\$82,000)	\$95,000
RRP	(\$682,370)	(\$275,741)	(\$365,092)	(\$293,647)	(\$109,000)	(\$68,000)
HACRP	Does Not Apply		(\$1,604,494)	\$0	\$0	\$0
Total Impact	(\$495,217)	\$27,624	(\$2,048,817)	(\$614,947)	(\$191,000)	\$7,000
Amount At Risk	\$2 Million	\$3.3 Million	\$5.5 Million	\$5.75 Million	\$6 Million	\$6 Million

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



## Comparison of our performance

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

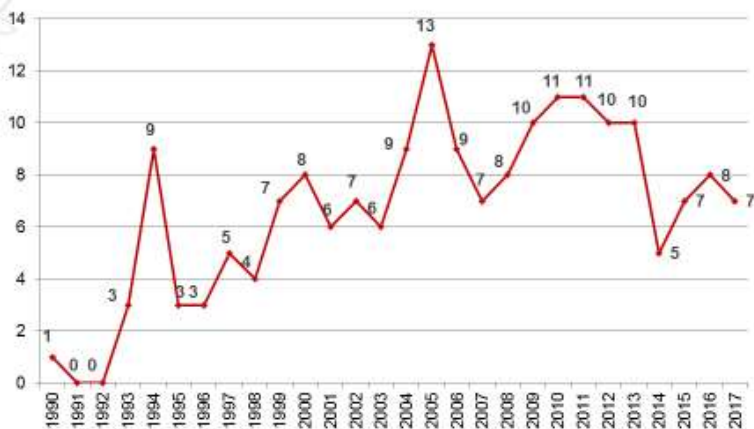


## 2017 Honor Roll List

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

## OSUWMC Trend of Total Ranked Specialties

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



## OSUWMC Trend of Total Ranked Specialties

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

\* Reputation-Only Rankings

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


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## USNWR Summary

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


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## University of Michigan Summary

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

## University of Michigan

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



(ATTACHMENT VII)

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

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**680 Ackerman - IHC/Histology Lab**

OSU-180070 (CNI# 17000112)

Project Location: 680 Ackerman Road

- **approval requested and amount**

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

construction w/contingency	\$4.7M
professional services	\$0.5M
<b>total project budget</b>	<b>\$5.2M</b>



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

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

- 
- **project team**

University project manager:	Brendan Flaherty
AE/design architect:	

(ATTACHMENT VIII)

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

**Background**

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

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

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

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



THE WEXNER MEDICAL CENTER

**PURCHASE OF 0.336+/- ACRES OF REAL PROPERTY**  
**2001 POLARIS PARKWAY, DELAWARE COUNTY, OHIO 43062**  
**PARCELS 318-443-02-000-000 (CITY OF COLUMBUS) AND**  
**318-443-02-003-001 (ORANGE TOWNSHIP)**

Prepared By: The Wexner Medical Center  
Office of Real Estate and Construction  
August 2017 (REVISED)

(ATTACHMENT IX)



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

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

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

**OSU WEXNER MEDICAL CENTER MISSION, VISION AND VALUES**

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

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

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

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

**PHILOSOPHY OF PATIENT CARE SERVICES**

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

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

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

#### **THE HOSPITAL LEADERSHIP**

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

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

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

Other leadership responsibilities include:

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

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

#### **ROLE OF THE CHIEF NURSING and PATIENT CARE SERVICES OFFICER**

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

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

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

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

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

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

#### **DEFINITION OF PATIENT SERVICES, PATIENT CARE AND PATIENT SUPPORT**

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

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

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

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

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

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

#### SCOPE OF SERVICES / STAFFING PLANS

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

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

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

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

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

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

## STANDARDS OF CARE

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

Patients of the Hospitals can expect that:

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



**Patient Assessment:**

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

**Coordination of Care:**

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

**STANDARDS OF COMPETENT PERFORMANCE/STAFF EDUCATION**

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

**CARE DELIVERY MODEL**

The care delivery model is guided by the following goals:

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

## **PATIENT RIGHTS AND ORGANIZATIONAL ETHICS**

### *Patient Rights*

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

### *Organizational Ethics*

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

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

### *Biomedical Ethics*

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

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

## **INTEGRATION OF PATIENT CARE, ANCILLARY AND SUPPORT SERVICES**

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

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

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

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

#### **CONSULTATIONS AND REFERRALS FOR PATIENT SERVICES**

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

#### **INFORMATION MANAGEMENT PLAN**

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

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

#### **PATIENT CARE ORGANIZATIONAL IMPROVEMENT ACTIVITIES**

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

#### **PLAN REVIEW**

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

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

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

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

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

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

(ATTACHMENT X)



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

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

### PLAN FOR PROVIDING PATIENT CARE SERVICES

Prepared by: **ADMINISTRATION**

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

### THE HOSPITAL'S MISSION, VISION, AND VALUES

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

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

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

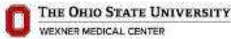
Each of the three elements of The James Cancer Hospital's Mission contributes to the strength of the other two elements. The James' patient centered care is enhanced by the teaching and research programs, while patient service both directly and indirectly provides the foundation for teaching and research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

### Philosophy of Patient Care Services

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

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## The James



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

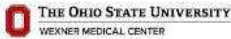
### **Hospital Leadership**

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

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## The James



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

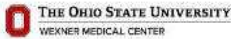
The hospital leadership works collaboratively with all operational and clinical leaders to ensure integration in the planning, evaluation and communication processes both within and between departments to enhance patient care services and support. This occurs informally on a daily basis and formally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

Other leadership responsibilities include:

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

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## The James



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

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

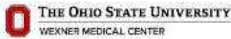
The Executive Director, Patient Services and Chief Nursing Officer is a member of the Executive Leadership Team and is under the direction of the Senior Executive Director, Administration of the hospital. The Executive Director, Patient Service and Chief Nursing Officer has the requisite authority and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

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

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

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## The James



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

### Definition of Patient Services, Patient Care and Patient Support

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

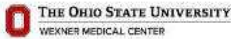
- **Access in:** emergency process, admission decision, transfer or admission process, registration and information gathering, placement
- **Treatment and evaluation:** full scope of services; and,
- **Access out:** discharge decision, patient/family education and counseling, arrangements for continuing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

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

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

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## The James



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

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

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

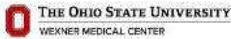
### Scope of Services/Staffing Plans

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

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

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## The James



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

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

### Standards of Care

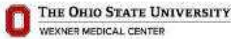
Individualized health care at The James is the integrated practice of medicine and patient support based upon the individual's unique biology, behavior, and environment. It is envisioned as health care that will utilize gene-based information to understand each person's individual requirements for the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

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

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

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## The James



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

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

### **Patient Assessment:**

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

### **Coordination of Care:**

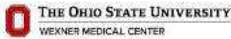
Staff identify patients who require discharge planning to facilitate continuity of medical care and/or other care to meet identified needs. Discharge planning is timely, addressed during initial assessment and/or upon admission as well as during discharge planning process (rounds, etc.) and can be initiated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

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

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

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## The James



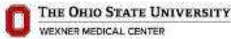
### Care Delivery Model

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

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

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## The James



### Patient Rights and Organizational Ethics

#### *Patient Rights*

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

#### *Organizational Ethics*

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

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

#### *Biomedical Ethics*

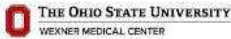
A biomedical ethical issue arises when there is uncertainty or disagreement regarding medical decisions, involving moral, social, or economic situations that impact human life. A mechanism is in place to provide consultation in the area of biomedical ethics in order to:

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

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## The James



### **Integration of Patient Care and Support Services**

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

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

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

### **Consultations and Referrals For Patient Services**

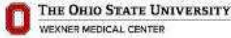
The James provides services as identified in this plan in order to meet the needs of our community. Patients who have assessed needs that require services not offered at The James are transferred to the member hospital of The Ohio State Wexner Medical Center in a timely manner after stabilization, and/or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

### **Information Management Plan**

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

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## The James



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

### **Patient Organization Improvement Activities**

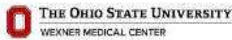
All departments participate in the hospital's plan for improving organizational performance.

#### **Plan Review**

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

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## The James



### Appendix A: Scope of Services: Patient Support Services

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

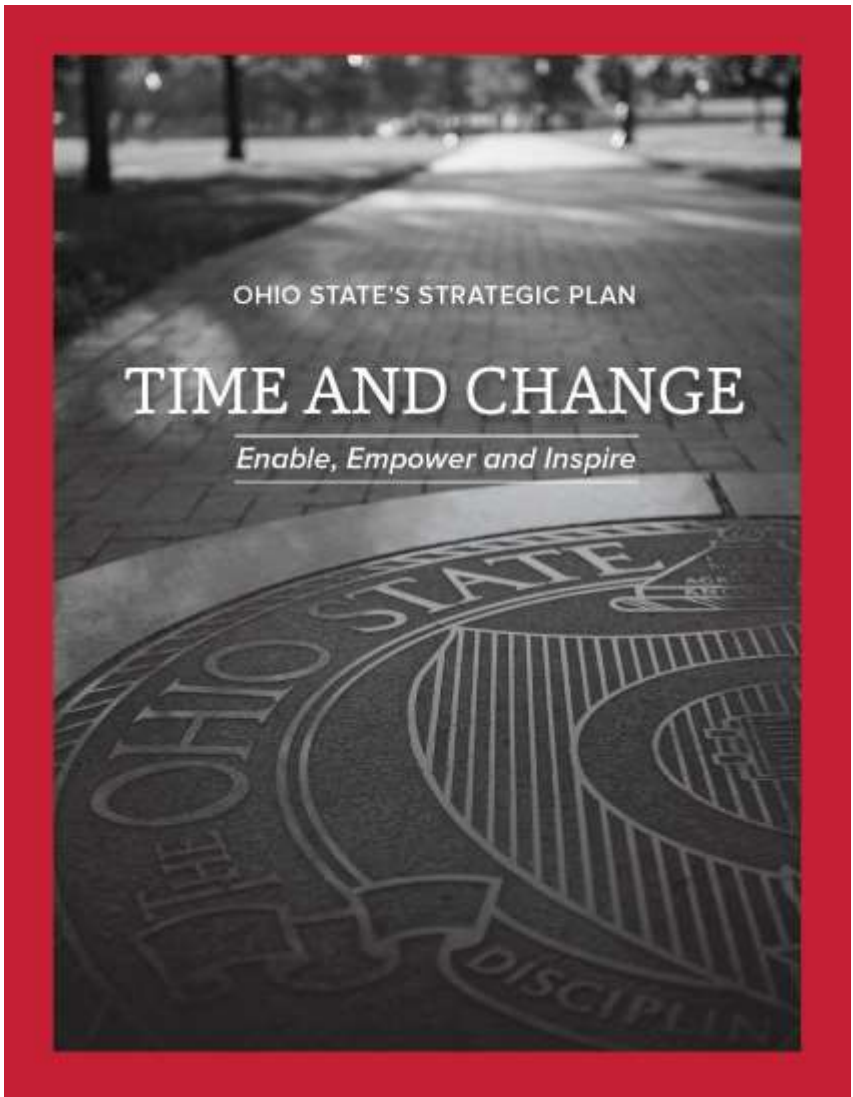
DEPARTMENT	SERVICE
Chaplaincy and Clinical Pastoral Education	Assists patients, their families and hospital personnel in meeting spiritual needs through professional pastoral and spiritual care and education.
Clinical Engineering	Routine equipment evaluation, maintenance, and repair of electronic equipment,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

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(APPENDIX VIII)

**University Goals  
Fiscal Year 2018**

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



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

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

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

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

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

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



Alex Shumate  
Board of Trustees, Chairman  
The Ohio State University



Michael V. Drake, MD  
President  
The Ohio State University

## INTRODUCTION

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

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

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

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

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

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

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

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

### A land-grant tradition and future



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

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

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



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

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

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

#### Time and change

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

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

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

#### Planning the next steps

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

## 2020VISION

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

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

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

#### Campus of the future: Framework 2.0



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

[Learn more about Framework 2.0.](#)

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

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

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

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

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

#### Inclusive excellence



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

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

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

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

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

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

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

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



### **Disciplina in civitate**

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

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



## TEACHING AND LEARNING

### What is our aspiration?

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

### Why is this important?

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

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

### What are our concrete goals?

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

### What specific targets are we setting for ourselves?

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

### Best practices in teaching



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

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

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

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

**What types of initiatives will help us achieve our goals?**

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

**Co-curricular engagement**



Learning and development leaders plan both in-class and outside the classroom through innovative recognized programs that create an extraordinary student experience.

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

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

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

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

II

## ACCESS, AFFORDABILITY AND EXCELLENCE

### What is our aspiration?

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

### Why is this important?

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

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

### What are our concrete goals?

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

### What specific targets are we setting for ourselves?

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

### Leading the national conversation



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

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

Michael A. Hammerberg  
Assistant Vice President

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

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

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

**What types of initiatives will help us achieve our goals?**

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

III

## RESEARCH AND CREATIVE EXPRESSION

### What is our aspiration?

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

### Why is this important?

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

### What are our concrete goals?

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

### What specific targets are we setting for ourselves?

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

9

### Advancing and uplifting lives.

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

#### Recent accolades:



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



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



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

**What types of initiatives will help us achieve our goals?**

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

**Innovative research partnership**



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

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

[Learn more about Smart Columbus.](#)

IV

## ACADEMIC HEALTH CARE

### What is our aspiration?

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

### Why is this important?

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

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

### What are our concrete goals?

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

### What specific targets are we setting for ourselves?

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

### Excellence in clinical services



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

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

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

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

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

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

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

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



## OPERATIONAL EXCELLENCE AND RESOURCE STEWARDSHIP

### What is our aspiration?

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

### Why is this important?

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

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

### What are our concrete goals?

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

### What specific targets are we setting for ourselves?

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

### Unprecedented investment

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



Conservation



Supply



Operations



Academic

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

[Learn more about CEMP](#)

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

Moody's

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

**What types of initiatives will help us achieve our goals?**

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

**State partnerships and support**



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

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

## IMPLEMENTATION

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

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

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

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

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

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

### Destination Ohio State

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

Competitors in 26 variety sports along with a wide range of activities hosted at some of the most recognized event venues in the region and the nation — including Ohio Stadium, the Warner Center for the Arts, the Ohio Union, the James Schottenstein Center, the Broadwell Inn, the Logansport Alumni House, the Fawcett Center, corporate recreation facilities and University Housing — attract 8 million visitors to 125,000 events each year.

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

## CONCLUSION

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

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

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

Now are the next steps.

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



Chart our updates and progress at [go.osu.edu/strategicplan](http://go.osu.edu/strategicplan).

### **A world without Ohio State? Unimaginable.**

When Ohio State does matters. According to a Gallup survey, Buckeye alumni reported they could not imagine a world without Ohio State.

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

August 25, 2017 meeting, Board of Trustees

(APPENDIX X)

Appointments/Reappointment of Chairpersons

\*BENJAMIN ACOSTA-HUGHES, Acting Chair, Department of Classics, effective July 1, 2017 through July 31, 2017

PHILIP F. BINKLEY, Interim Chair, Department of Internal Medicine, effective July 1, 2017 through June 30, 2018

JOHN V. FREUDENSTEIN, Chair, Department of Evolution, Ecology and Organismal Biology, effective July 1, 2017 through June 30, 2021

\*DOROTA GREJNER-BRZESINSKA, Chair, Department of Civil, Environmental and Geodetic Engineering, effective June 1, 2017 through August 31, 2017

MORGAN Y. LIU, Interim Chair, Department of Near Eastern Languages and Cultures, effective July 1, 2017 through May 31, 2018

MATTHEW R. SALTZMAN, Director, School of Earth Sciences, effective July 1, 2017 through June 30, 2021

MICHAEL D. SLATER, Director, School of Communication, effective July 1, 2017 through June 30, 2020

\* HUGH B. URBAN, Director, Center for the Study of Religion, effective June 1, 2017 through May 31, 2018

\*Reappointments

Faculty Professional Leaves

LU ZHANG, Professor, Department of Finance, effective Spring Semester 2018

Faculty Professional Leave Corrections

BHAVIK R. BAKSHI, Professor, Department of Chemical and Biomolecular Engineering, effective Autumn Semester 2018 and Spring Semester 2019

ALEIX M. MARTINEZ, Professor, Department of Electrical and Computer Engineering, effective Spring Semester 2019

Emeritus Titles

MARY BETH BEAZLEY, College of Law with the title Professor Emeritus, effective June 1, 2017

WILLIAM A. BRANTLEY, College of Dentistry with the title Professor Emeritus, effective July 1, 2017

JERALD R. BREVICK, Department of Integrated Systems Engineering with the title Associate Professor Emeritus, effective September 1, 2017

JAMIE M. CANO, Department of Agricultural Communication, Education, and Leadership with the title Associate Professor Emeritus, effective July 1, 2017



August 25, 2017 meeting, Board of Trustees

WAYNE E. CARLSON, Department of Design with the title Professor Emeritus, effective July 1, 2017

FRANK M. CROFT, JR., Department of Civil, Environmental and Geodetic Engineering with the title Associate Professor Emeritus, effective July 1, 2017

MICHAEL R. GREVER, Department of Internal Medicine with the title Professor Emeritus, effective July 1, 2017

YANN G. GUEZENNEC, Department of Mechanical and Aerospace Engineering with the title Professor Emeritus, effective January 1, 2017

EDWARD W. MARTIN, JR., Department of Surgery with the title Professor Emeritus, effective July 1, 2017

HERBERT W. OCKERMAN, Department of Animal Sciences with the title Professor Emeritus, effective July 1, 2017

SABRA J. WEBBER, Department of Near Eastern Languages and Cultures with the title Professor Emeritus, effective September 1, 2017

#### Emeritus Title Correction

SANFORD N. CAUST-ELLENBOGEN, College of Law with the title Associate Professor Emeritus, effective June 1, 2017

### **COLLEGE OF MEDICINE**

#### PROMOTION TO PROFESSOR

Ziolo, Mark, Physiology and Cell Biology, effective June 8, 2017 [CORRECTION OF TITLE]

#### PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

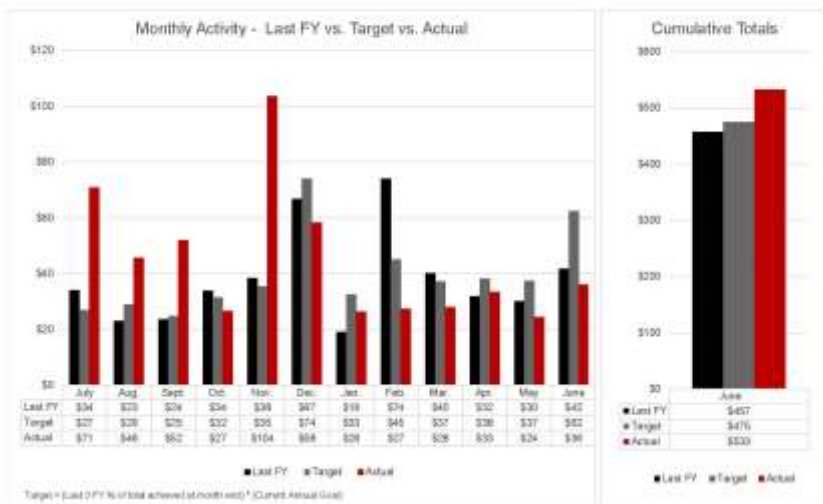
Kolipaka, Arunark, Radiology, effective August 24, 2017

Wang, Qi-En, Radiology, effective August 24, 2017

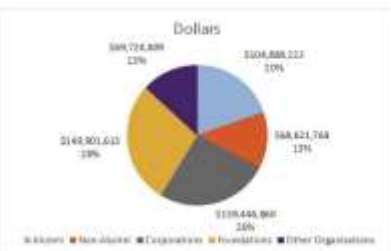
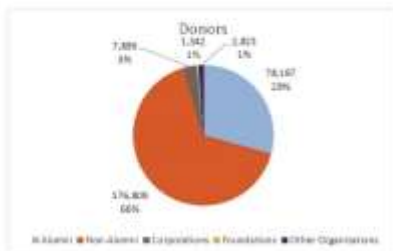
#### PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE

Bonny, Andrea, Pediatrics, effective August 24, 2017

(APPENDIX XI)

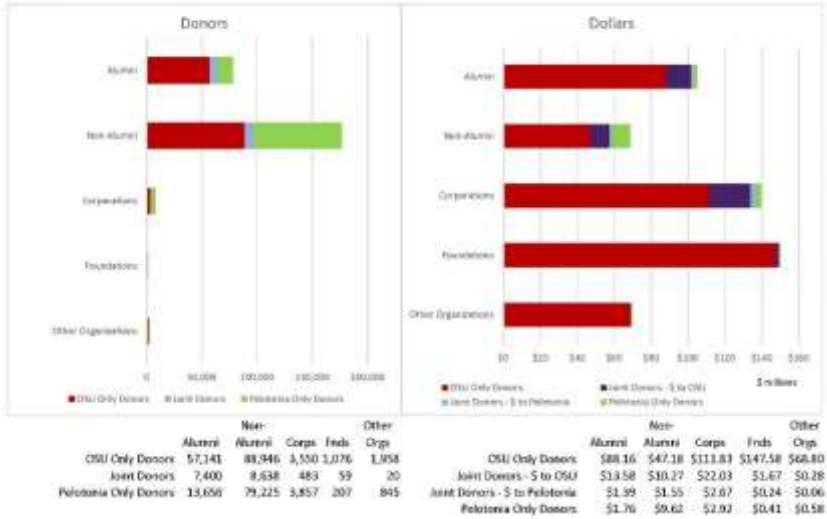


	7/1/2016 - 6/30/2017		7/1/2015 - 6/30/2016		% Change	
	Donors	Dollars	Donors	Dollars	Donors	Dollars
<b>Individuals</b>						
Alumni	78,197	\$104,889,222	75,515	\$69,302,532	4%	8%
Non-Alumni	176,809	\$68,621,768	157,468	\$54,462,578	12%	26%
<b>Individuals</b>	<b>255,006</b>	<b>\$173,510,989</b>	<b>232,986</b>	<b>\$163,765,110</b>	<b>9%</b>	<b>13%</b>
<b>Organizations</b>						
Corporations	7,800	\$139,448,990	8,257	\$154,521,208	-4%	-10%
Foundations	1,342	\$149,901,613	1,298	\$64,897,776	3%	131%
Other Organizations	2,823	\$69,720,808	2,163	\$83,543,148	31%	-17%
<b>Organizations</b>	<b>12,055</b>	<b>\$359,069,282</b>	<b>11,718</b>	<b>\$302,962,130</b>	<b>3%</b>	<b>18%</b>
<b>Grand Total</b>	<b>267,061</b>	<b>\$532,580,271</b>	<b>244,704</b>	<b>\$466,727,239</b>	<b>9%</b>	<b>17%</b>

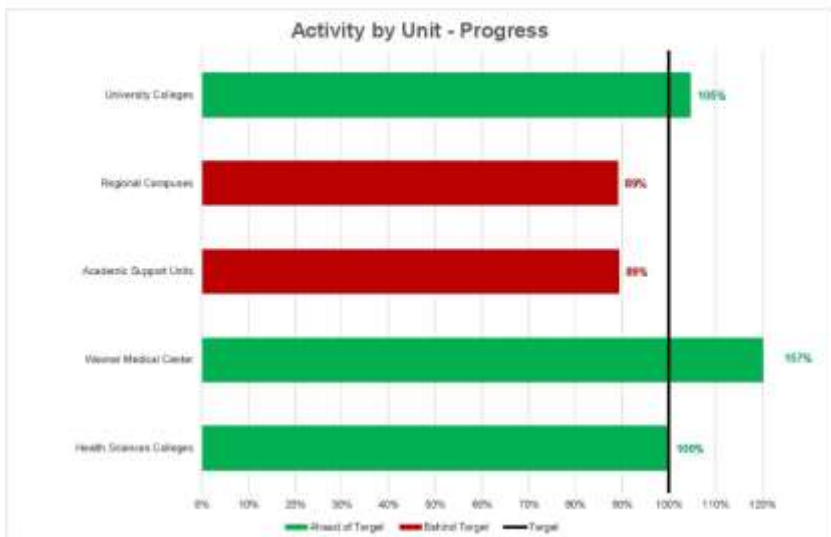




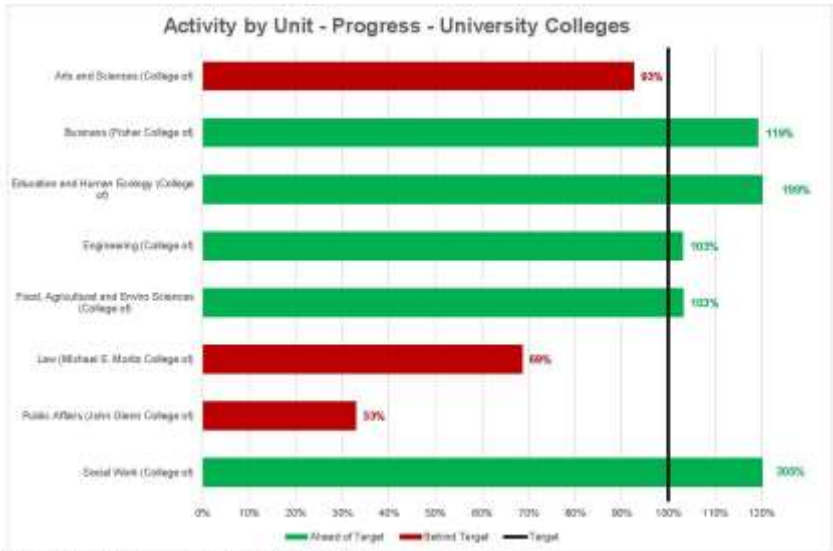
FY2017 New Fundraising Activity Report  
**Activity by Donor Type - Pelotonia Impact**  
 7/1/2016 through 8/30/2017



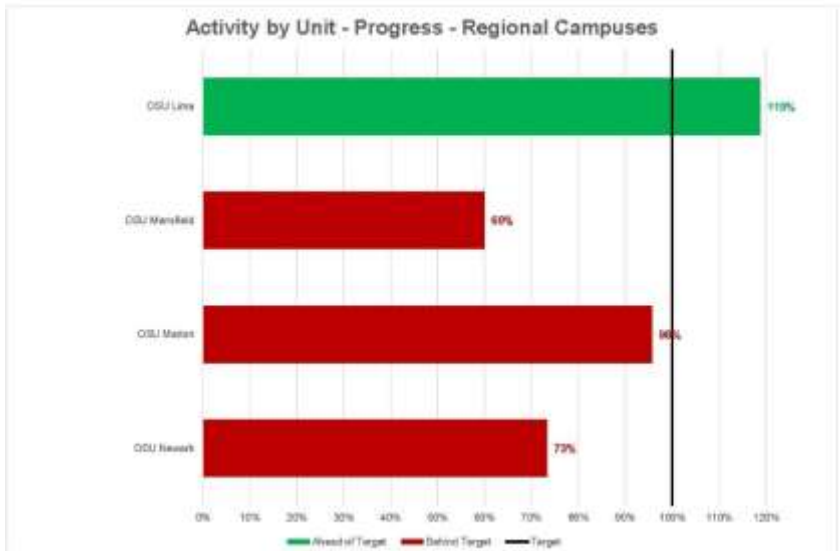
FY2017 New Fundraising Activity Report  
**Activity by Unit - Progress**  
 7/1/2016 through 6/30/2017



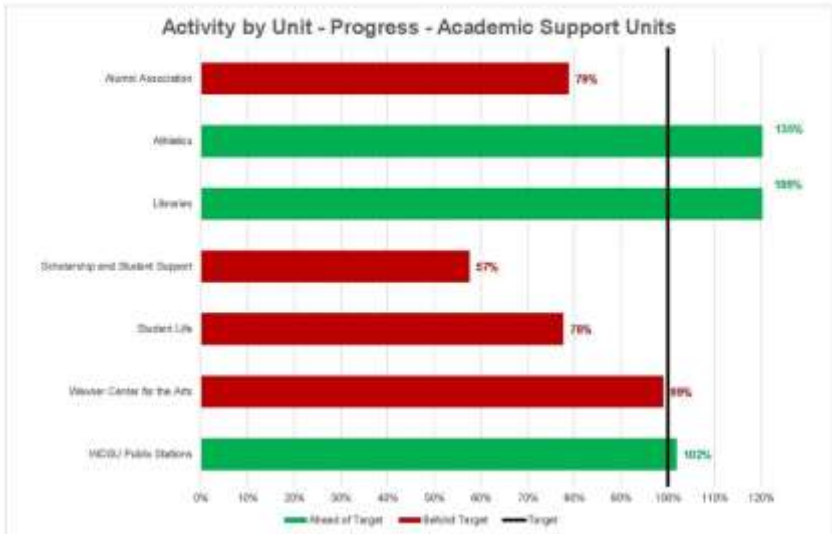
Target = (Last 3 FY % of total achieved at month end) \* (Current Annual Goal)



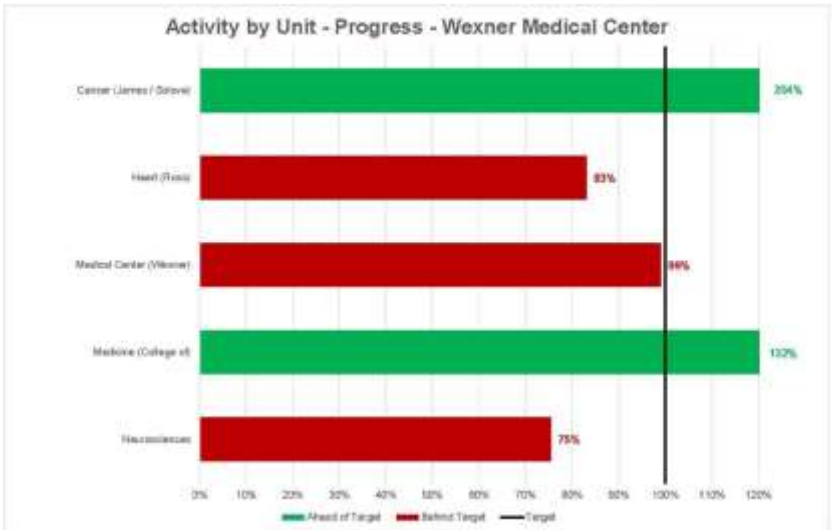
Target = (Last 3 FY % of total achieved at month end) \* (Current Annual Goal)



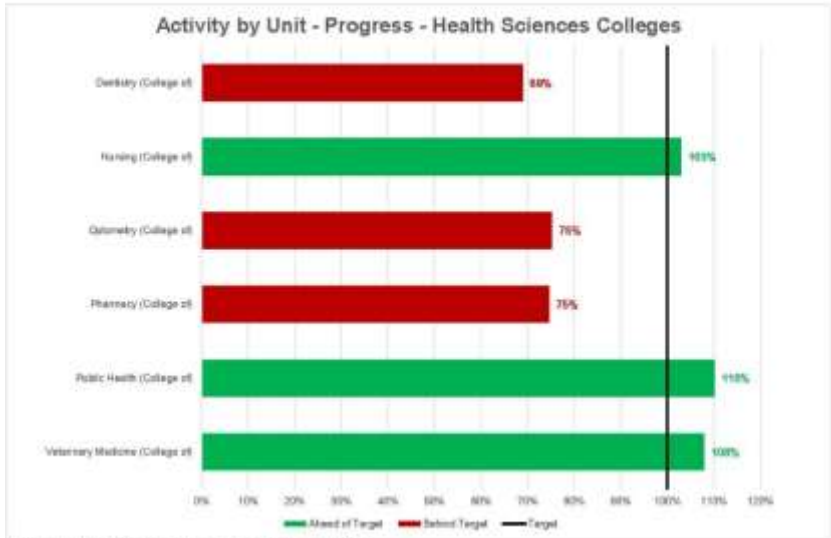
Target = (Last 3 FY % of total achieved at month end) \* (Current Annual Goal)



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



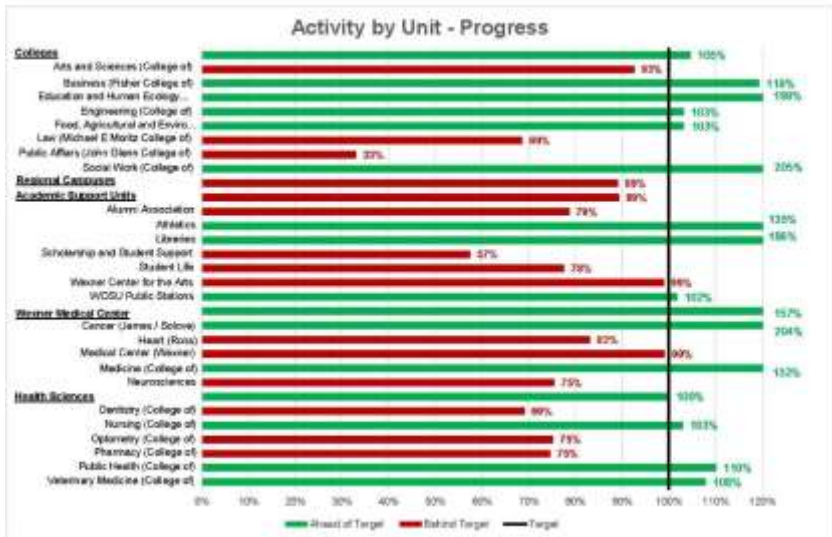
Target = (Last 3 FY % of total achieved at month end) \* (Current Annual Goal)



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

	7/1/2016 - 6/30/2017		7/1/2016 - 6/30/2016		% Change	
	Donors	Dollars	Donors	Dollars	Donors	Dollars
<b>Outright Gifts</b>						
Securities	517	\$5,357,796	470	\$5,450,880	10%	-17%
Real Estate	1	\$427,000	1	\$1,250,000	0%	-66%
Gifts-in-kind	908	\$12,802,026	802	\$15,810,720	16%	-19%
<b>Total New Activity</b>	<b>1432</b>	<b>\$18,587,722</b>	<b>1,289</b>	<b>\$23,511,590</b>	<b>14%</b>	<b>-21%</b>
<b>Planned Gifts</b>						
Charitable Trusts & Gift Annuities	35	\$3,315,003	36	\$4,888,160	-13%	-29%
Binding Donor Advised Funds	1	\$70,000,000	0	\$0	0%	0%
Estate Commitments	277	\$50,323,235	263	\$46,122,153	5%	9%
<b>Total New Activity</b>	<b>307</b>	<b>\$123,638,138</b>	<b>301</b>	<b>\$50,760,321</b>	<b>2%</b>	<b>143%</b>
<b>Grand Total</b>	<b>1,734</b>	<b>\$142,226,860</b>	<b>1,682</b>	<b>\$74,901,911</b>	<b>12%</b>	<b>91%</b>

1432 donors and 123,638,138 dollars of planned gifts were reported in the 2017 report.



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



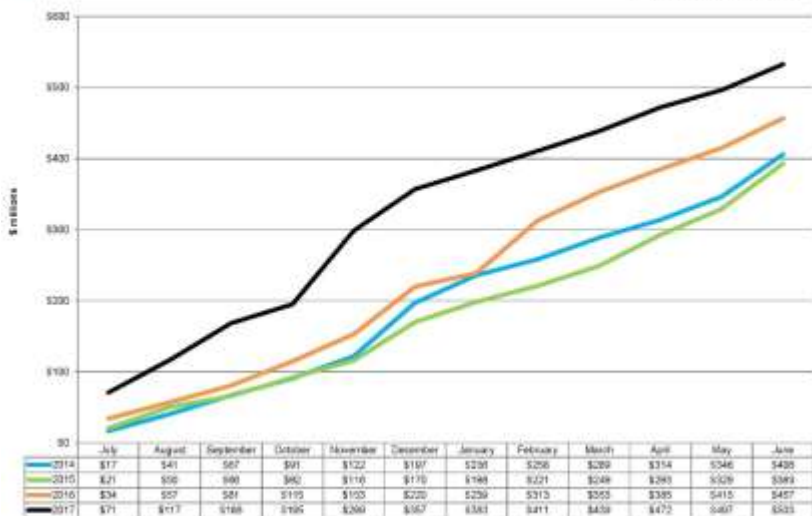
FY2017 New Fundraising Activity Report  
**FY2015 - FY2017 New Fundraising  
 Activity (millions)**  
 FY17 through 6/30/2017

<b>New Fundraising Activity (millions)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Alumni Association	\$1.00	\$0.91	\$0.79
Arts and Sciences (College of)	\$26.35	\$36.49	\$37.04
Athletics	\$53.25	\$77.55	\$78.30
Business (Fisher College of)	\$8.14	\$27.51	\$25.65
Cancer (James / Solove)	\$57.69	\$52.01	\$130.33
Dentistry (College of)	\$3.13	\$4.83	\$5.52
Education and Human Ecology (College of)	\$8.49	\$6.81	\$12.16
Engineering (College of)	\$66.95	\$53.82	\$51.58
Food, Agricultural and Enviro Sciences (College of)	\$24.65	\$27.94	\$29.63
Heart (Ross)	\$5.46	\$6.73	\$7.48
Law (Michael E. Moritz College of)	\$5.03	\$5.36	\$3.60
Libraries	\$3.99	\$4.19	\$3.73
Medical Center (Wexner)	\$28.07	\$22.40	\$21.80
Medicine (College of)	\$11.55	\$11.20	\$13.23
Neurosciences	\$22.69	\$11.48	\$7.54
Nursing (College of)	\$2.83	\$9.23	\$4.84
Optometry (College of)	\$1.99	\$1.25	\$1.20
OSU Lima	\$0.17	\$0.47	\$0.92
OSU Mansfield	\$0.15	\$0.28	\$0.28
OSU Marion	\$0.33	\$1.32	\$1.63
OSU Newark	\$0.42	\$0.37	\$0.95
Pharmacy (College of)	\$1.72	\$5.88	\$3.73
Public Affairs (John Glenn College of)	\$0.64	\$3.85	\$1.02
Public Health (College of)	\$1.60	\$0.95	\$1.82
Scholarship and Student Support	\$10.83	\$25.87	\$8.61
Social Work (College of)	\$1.48	\$0.68	\$2.26
Student Life	\$1.71	\$3.32	\$2.41
University-wide Fundraising	\$10.61	\$17.76	\$7.74
Veterinary Medicine (College of)	\$18.79	\$25.12	\$49.09
Wexner Center for the Arts	\$6.95	\$4.21	\$4.46
WOSU Public Stations	\$6.36	\$6.95	\$13.23
<b>Grand Total</b>	<b>\$393.03</b>	<b>\$456.73</b>	<b>\$532.58</b>

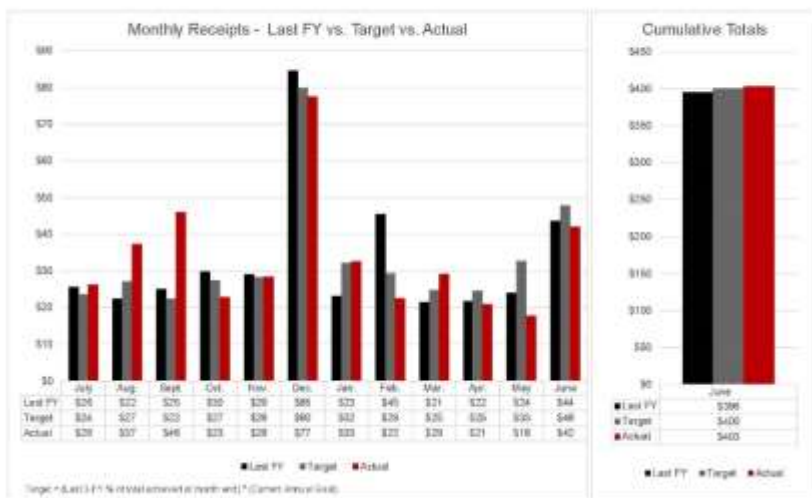




FY2017 New Fundraising Activity Report  
Cumulative  
7/1/2016 through 6/30/2017



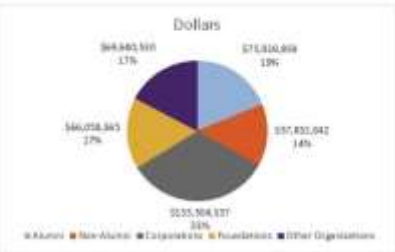
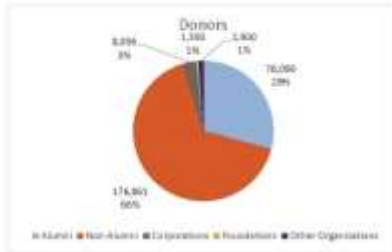
FY2017 Philanthropic Receipts Report  
Monthly Receipts  
7/1/2016 through 6/30/2017





FY2017 Philanthropic Receipts Report  
**Receipts by Donor Type**  
 7/1/2016 through 6/30/2017

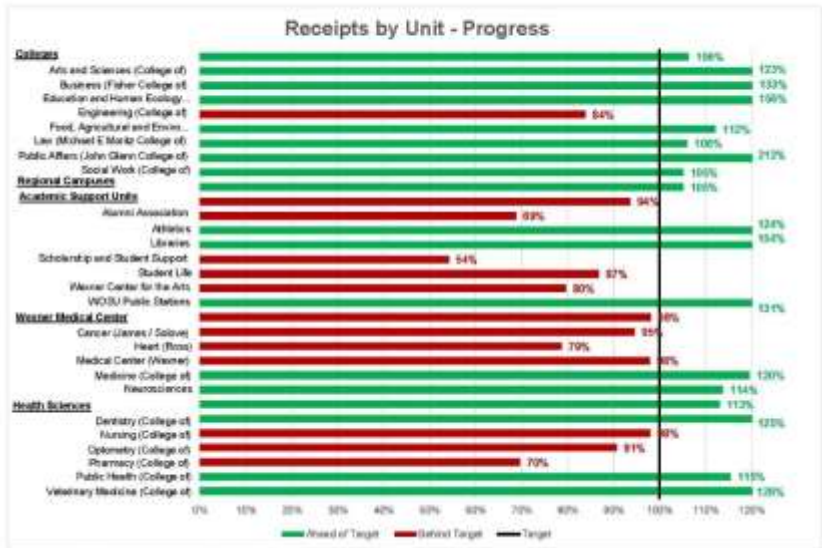
	7/1/2016 - 6/30/2017		7/1/2015 - 6/30/2016		% Change	
	Donors	Dollars	Donors	Dollars	Donors	Dollars
<b>Individuals</b>						
Alumni	78,000	\$75,930,850	78,393	\$72,366,782	-2%	5%
Non-Alumni	176,801	\$57,832,642	157,801	\$50,250,989	12%	18%
<b>Individuals</b>	<b>254,861</b>	<b>\$133,772,501</b>	<b>234,274</b>	<b>\$122,617,772</b>	<b>9%</b>	<b>9%</b>
<b>Organizations</b>						
Corporations	8,036	\$133,904,337	8,397	\$142,763,400	-4%	-6%
Foundations	1,303	\$68,058,365	1,344	\$53,785,882	4%	23%
Other Organizations	2,900	\$69,680,530	2,246	\$76,364,331	29%	-9%
<b>Organizations</b>	<b>12,329</b>	<b>\$269,243,232</b>	<b>11,987</b>	<b>\$272,913,721</b>	<b>-3%</b>	<b>-1%</b>
<b>Grand Total</b>	<b>267,290</b>	<b>\$403,015,733</b>	<b>246,261</b>	<b>\$395,531,493</b>	<b>9%</b>	<b>2%</b>



FY2017 Philanthropic Receipts Report  
**Receipts - Complex Giving**  
 7/1/2016 through 6/30/2017

	7/1/2016 - 6/30/2017		7/1/2015 - 6/30/2016		% Change	
	Donors	Dollars	Donors	Dollars	Donors	Dollars
<b>Outright Gifts</b>						
Securities	17	\$5,357,798	470	\$6,450,899	10%	-17%
Real Estate	1	\$427,000	1	\$1,250,000	0%	-66%
Gifts-in-Kind	826	\$12,802,826	802	\$15,610,720	18%	-19%
<b>Total Receipts</b>	<b>1,432</b>	<b>\$18,887,722</b>	<b>1,269</b>	<b>\$23,511,899</b>	<b>14%</b>	<b>-21%</b>
<b>Planned Gifts</b>						
Charitable Trusts & Gift Annuities	33	\$3,315,003	38	\$4,858,168	-13%	-29%
Binding Donor Advised Funds	0	\$0	0	\$0		
Estate Commitments	142	\$23,820,890	130	\$17,293,448	9%	38%
<b>Total Receipts</b>	<b>174</b>	<b>\$27,136,794</b>	<b>167</b>	<b>\$21,951,616</b>	<b>4%</b>	<b>24%</b>
<b>Grand Total</b>	<b>1,608</b>	<b>\$46,024,516</b>	<b>1,425</b>	<b>\$45,473,208</b>	<b>13%</b>	<b>1%</b>

NOTE: donors may give through multiple gift types but are only counted once in totals



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

August 25, 2017 meeting, Board of Trustees

	<u>Amount Establishing Endowment*</u>	<u>Total Commitment</u>
<u>Establishment of Named Endowed Funds (University)</u>		
International Scholarship Fund Established August 25, 2017, with a fund transfer by the Max M. Fisher College of Business of a gift from the estate of William L. Meyer; used to provide scholarship(s) to undergraduate students enrolled in the college who are pursuing critical, action-based learning experiences around the world.	\$430,000.00	\$430,000.00
The Ohio State University Dance Team Scholarship Fund Established August 25, 2017, with internal transfer of proceeds from Cheer/Dance Competitions and Dance Camps and internal transfers from the Dance Team Support fund; used to supplement the grant-in-aid scholarship costs of dancers who are enrolled at The Ohio State University.	\$50,310.00	\$50,310.00
Robert M. Thomas Endowment for Coshocton County Established August 25, 2017, with a fund transfer by the College of Food, Agricultural, and Environmental Sciences of an unrestricted gift from the estate of Robert M. Thomas (BS 1949); used to support the Coshocton County Extension Office in the College of Food, Agricultural, and Environmental Sciences.	\$50,000.00	\$50,000.00
Norman O. Rothermich, M.D. Lectureship Fund in Arthritis and Rheumatology Established August 25, 2017, with gifts from friends of Dr. Norman O. Rothermich of Columbus, Ohio; used to support a lectureship series in the Division of Rheumatology & Immunology in the College of Medicine.	\$25,000.00	\$25,000.00
<u>Change in Name and Description of Named Endowed Fund (University)</u>		
From: The Patsy Parrish Jones Scholarship Fund To: The Dr. Donald Gordon Jones and Patsy Parrish Jones Scholarship Fund		
<u>Change in Name of Named Endowed Fund (University)</u>		
From: The Ohio Pest Management Scholarship Fund To: The Ohio Pest Management Association Scholarship Fund		
<u>Change in Description of Named Endowed Fund (University)</u>		
George R. Havens Memorial Awards		
The Frank Irons Agricultural Engineering Scholarship Fund		

August 25, 2017 meeting, Board of Trustees

Louis A. Roberts and Lucille Roberts Memorial Fellowship Fund

Closure of Named Endowed Fund (University)

The Ohio Pest Management Association Scholarship Fund

Norman Rothermich Chair in Arthritis Research Fund

Establishment of Named Endowed Professorship (Foundation)

Endowed Professorship for the Curator of Dance Established August 25, 2017, with a gift from an anonymous donor in recognition of the University Libraries' world-class Dance Notation Bureau Collection; designated to the Jerome Lawrence and Robert E. Lee Theatre Research Institute, in the University Libraries and used to support a curator position that will actively connect the collection to teaching, learning, and research activities.	\$1,020,282.15	\$1,020,282.15
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Establishment of Named Endowed Funds (Foundation)

Graduate Path to Industry Endowed Fund Established August 25, 2017, with gifts from John M. Karanikas (MS 1987, PhD 1991); used to provide assistance to graduate students enrolled in the Department of Physics with preference given to students who demonstrate a desire to work in industry upon completing their degrees.	\$119,745.00	\$134,745.00
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The Kenneth J. Waldron Mechanical Engineering Scholarship Fund Established August 25, 2017, with a gift from S.V. Sreenivasan (MS 1988, PhD 1994) and his wife Sripadma Satyanarayana; used to provide tuition-only scholarships to undergraduate students who are majoring in mechanical engineering in the Department of Mechanical and Aerospace Engineering with preference given to candidates who demonstrate financial need, academic merit, and/or leadership abilities. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, students who are United States citizens or residents.	\$100,000.00	\$100,000.00
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Jennifer R. and Ralph S. Watts Fund for Nursing Education, Innovation and Scholarship Established August 25, 2017, with a gift from Jennifer R. (BS 1974) and Ralph S. Watts; used to support activities that promote teaching excellence, innovation and scholarship in the education of nursing.	\$100,000.00	\$500,000.00
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August 25, 2017 meeting, Board of Trustees

<p>Chen Ya and Siuha Anita Liu Fund  Established August 25, 2017, with gifts from Dr. Leo X. Liu (BA 1978), Ms. Isabel H. Liu (BA 1979) and Ms. Ursula C.W. Liu (BA 1985); used to provide one annual scholarship to an undergraduate student to improve his/her professional writing abilities with preference given to students who demonstrate financial need. Candidates must be majoring in any a science, technology or engineering discipline and minoring in Professional Writing in the Department of English.</p>	\$79,468.07	\$100,000.00
<p>The Richard C. and Carol L. Hannon Jr. MSE Endowed Scholarship Fund  Established August 25, 2017, with gifts from Richard C. (BA 1974) and Carol L. Hannon; used to provide OSC scholarships to students enrolled in the College of Engineering, Department of Materials Science and Engineering with preference given to students with an interest in ceramics.</p>	\$76,109.43	\$100,000.00
<p>The Tom-Clark Family Athletic Scholarship Fund  Established August 25, 2017, with a gift from Jacquie and David Clark from Huron, Ohio; used to supplement the grant-in-aid costs of an undergraduate student-athlete who is majoring in Special Education.</p>	\$67,144.00	\$150,000.00
<p>The Rick Cornett Endowed Scholarship Fund  Established August 25, 2017, with gifts from friends, family, and colleagues; used to provide a scholarship to a third or fourth year student enrolled in the College of Optometry who exhibits leadership and legislative potential.</p>	\$57,088.25	\$57,088.25
<p>The Marialice &amp; Jon Bennett Residency Leadership Training Fund  Established August 25, 2017, with gifts from Jon W. (BIE 1969, MBA 1971) and Marialice S. Bennett (BS 1969); used to support expenses for a Pharmacy resident(s) to participate in a leadership rotation at a national level.</p>	\$53,400.44	\$53,400.44
<p>The Arun Singh Real Estate Scholarship Fund  Established August 25, 2017, with gifts from Arun (BS 2005) and Jen Singh of Atlanta, Georgia; used to provide undergraduate or graduate scholarship(s) to student(s) majoring in real estate and enrolled at the Max M. Fisher College of Business.</p>	\$52,451.00	\$52,451.00
<p>The William H. Yarber Sr. and Glenna R. Yarber Scholarship Fund  Established August 25, 2017, with gifts from William H. Yarber Sr; used to provide undergraduate scholarships to one or more students enrolled in the College of Food, Agricultural, and Environmental Sciences who are currently employed with the Farm Science Review and/or Molly Caren Agricultural Center.</p>	\$51,216.01	\$51,216.01

August 25, 2017 meeting, Board of Trustees

<p>The Ganobcik Family/Genesis Endowed Scholarship Fund for Computer Sciences Established August 25, 2017, with gifts from Stefan N. Ganobik; used to provide OSC scholarships to students enrolled in the College of Engineering who are majoring in Computer Science and Engineering. Scholarships may be used for study abroad. It is the donor's desire that the scholarships be awarded to one or more undergraduate students with particular attention to, but not limited to, United States citizens or legal residents.</p>	\$50,099.32	\$100,000.00
<p>The John Stanley Student Aid Fund Established August 25, 2017, with gifts from William Oliver (MA 1973); used to provide aid to a graduate student enrolled in the John Glenn College of Public Affairs. It is the donor's desire that the award be granted with particular attention to, but not limited to, United States citizens or legal residents.</p>	\$50,025.00	\$50,025.00
<p>Susan M. Hartmann Mentoring and Leadership Endowed Award Fund Established August 25, 2017, with gifts from Dr. Susan M. Hartmann, faculty emeritus in the Department of History, and other alumni and friends; used to provide one or more annual award(s) of at least \$1,000 to a faculty member, regular staff member or student from within the College of Arts and Sciences who has demonstrated outstanding mentoring to and/or leadership on behalf of women or other historically underrepresented groups at the University. The award will be granted to an individual, irrespective of gender, rank and status, who has generously and unselfishly served others in an effort to promote equity, fairness, and equal opportunities for all members of the university community.</p>	\$50,022.00	\$50,022.00
<p>Daniel ('78) and Ellen ('79) Coombs Chemical Engineering Endowed Scholarship Fund Established August 25, 2017, with a gift from Daniel M. Coombs (BS 1978); used to provide one scholarship to a student enrolled in the Chemical Engineering Program who has a minimum grade point average of 3.4. If there are multiple candidates, it is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, candidates who demonstrate financial need, are female, or are minorities.</p>	\$50,000.00	\$50,000.00
<p>The Richard 'Sugar' Imbroscio Endowed Scholarship for Belmont County Fund Established August 25, 2017, with a gift from Michael X. Imbroscio (BA 1990) and Marcie L. Bane; used to provide scholarships to undergraduate students from Ohio who demonstrate financial need and emerging student leader qualities (academic success, volunteerism, and leadership attributes) with first preference given to candidates who are from Belmont County.</p>	\$50,000.00	\$50,000.00

August 25, 2017 meeting, Board of Trustees

The Kirby Lottridge Endowed Scholarship Award Fund Established August 25, 2017, with a gift from L Brands Foundation; used to provide support to students enrolled in the College of Engineering who are pursuing degrees in aviation and are engaged in flight training in the Center for Aviation Studies.	\$50,000.00	\$50,000.00
Robert E. Merritt MD Thoracic Surgery Oncology Fund Established by Carol and David Adamkin MD Established August 25, 2017, with a gift from Dr. David H. (BS 1970) and Mrs. Carol A. Adamkin; used to provide comprehensive support for the thoracic surgical oncology program at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute.	\$50,000.00	\$50,000.00
George J. Searle MD Memorial Scholarship Fund Established August 25, 2017, with a gift from the Eleanor Searle McCollum Foundation; used to provide a scholarship to a medical student enrolled in the College of Medicine who is from the State of Ohio with preference given first to candidates from Plymouth, Ohio, then to candidates from small towns and/or rural areas of Richland and Huron Counties.	\$50,000.00	\$100,000.00

Change in Name and Description of Named Endowed Fund (Foundation)

From: James M. Falko, M.D. Chair Fund in Endocrinology, Diabetes, and Metabolism Research  
To: James M. Falko, M.D. Fund in Endocrinology, Diabetes and Metabolism Research

From: Stephen F. Schaal, M.D. Chair Fund in Cardiology  
To: Stephen F. Schaal, M.D. Fund in Cardiology

From: Schoedinger Resource Initiative Fund  
To: Schoedinger Funeral and Cremation Service Resource Initiative Fund

Change in Description of Named Endowed Fund (Foundation)

The Battelle Center for Science and Technology Policy Endowed Fund

The Tucker Ellis LLP Endowed Scholarship Fund in Law

The Hite Family Endowment Fund

The Sungkyu Christopher Lee, M.D. Family Scholarship Fund

The Gary G. Marconi Scholarship Fund in Chemistry

L. Michael Howard Fund in Public Policy and Management

The Park Hall Endowed Fund



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The Warner and Mickey Wilson Endowed Fund

The Simon P. Yotive Endowment Fund

TOTAL \$2,732,360.67

\*Amounts establishing endowments as of July 31, 2017.

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### **International Scholarship Fund**

The Board of Trustees of The Ohio State University shall establish the International Scholarship Fund effective August 25, 2017, with a fund transfer by the Max M. Fisher College of Business of a gift from the estate of William L. Meyer.

The annual distribution, and endowment principal if necessary, from this fund shall, be used to provide scholarship(s) to undergraduate students enrolled in the Max M. Fisher College of Business who are pursuing critical, action-based learning experiences around the world. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid.

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

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

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

It is the desire of the Max M. Fisher College of Business that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the Max M. Fisher College of Business or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

### **The Ohio State University Dance Team Scholarship Fund**

The Board of Trustees of The Ohio State University shall establish The Ohio State University Dance Team Scholarship Fund effective August 25, 2017, with internal transfer of proceeds from Cheer/Dance Competitions and Dance Camps and internal transfers from the Dance Team Support fund.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of dancers who are enrolled at The Ohio State University. The recipients will be selected by the director of the Department of Athletics, in consultation with the head dance coach and Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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

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

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of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the director of the Department of Athletics. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **Robert M. Thomas Endowment for Coshocton County**

The Board of Trustees of The Ohio State University shall establish the Robert M. Thomas Endowment for Coshocton County effective August 25, 2017, with a fund transfer by the College of Food, Agricultural, and Environmental Sciences of an unrestricted gift from the estate of Robert M. Thomas (BS 1949).

The annual distribution from this fund shall be used to support the Coshocton County Extension Office in the College of Food, Agricultural, and Environmental Sciences and may be used to cover any expenses including, but not limited to, operating expenses, salary, 4-H programs or camps, extension programming, or scholarships, etc. Expenditures shall be approved by the director of the Coshocton County Extension Office or his/her designee.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the director of the Coshocton County Extension Office or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **Norman O. Rothermich, M.D. Lectureship Fund in Arthritis and Rheumatology**

The Board of Trustees of The Ohio State University shall establish the Norman O. Rothermich, M.D. Lectureship Fund in Arthritis and Rheumatology effective August 25, 2017, with gifts from friends of Dr. Norman O. Rothermich of Columbus, Ohio.

The annual distribution from this fund shall be used to support a lectureship series in the Division of Rheumatology & Immunology in the College of Medicine. The Norman O. Rothermich, M.D. Lectureship shall be presented by a distinguished physician and/or scientist engaged in research on arthritis or rheumatology and shall be provided annually or as funding permits. Expenditures shall be allocated by the division director and approved by the chairperson of the Department of Internal Medicine and the dean of the College of Medicine (and/or their designee). If it is determined the funding for the Norman O. Rothermich, M.D. Lectureship is no longer needed, then the annual distribution may be used for those purposes as deemed appropriate by the dean of the College of Medicine.

The fund may be revised if the principal reaches the minimum funding level required at that date for a chair position. Subsequently, the annual distribution shall be used to provide salary and program support for the work of a distinguished physician and/or scientist engaged in research in arthritis and rheumatology. Appointment to the Rothermich Chair

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will be made at the recommendation of the dean of the College of Medicine to the Provost of the University and appointed by the Board of Trustees of the University.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the chairperson of the Department of Internal Medicine and the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **The Dr. Donald Gordon Jones and Patsy Parrish Jones Scholarship Fund**

The Patsy Parrish Jones Scholarship Fund was established March 7, 1997, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Patsy P. Jones. Effective August 25, 2017, the fund name and description shall be revised.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual distribution shall provide one or more scholarships for students who are pursuing a major in pre-nursing, pre-allied medicine, or pre-medical school and who are enrolled at The Ohio State University Newark Campus. Scholarship recipients must rank in the top twenty percent (20%) of their high school class, be a resident of Licking County, and shall be selected by the dean or designee, in consultation with Student Financial Aid. Financial need is not a requirement. The scholarship shall be awarded annually and may be renewed. If there are no candidates in any given year, the earnings are to be added to the fund's principal.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then the distribution shall be used for purposes similar to those specified by the donor, as directed by the Board of Trustees of The Ohio State University in order to carry out the desire of the donor.

#### **The Ohio Pest Management Association Scholarship Fund**

The Ohio Pest Management Scholarship Fund was established June 9, 2017, by the Board of Trustees of The Ohio State University with gifts from members of the Ohio Pest Management Association (OPMA) in honor of past presidents, officers, and members, living and deceased. Effective August 25, 2017, the fund name shall be revised.

The annual distribution from this fund shall be used to provide scholarships to Ohio State undergraduate or graduate students attending any campus with preference given to those who are members in good standing of the OPMA, their families, and/or employees of an OPMA member in good standing and their families. Candidates must be focused on urban entomology. Recipients shall be selected by the college's scholarship committee, in accordance with the current guidelines established by the dean of the College of Food, Agricultural, and Environmental Sciences; in consultation with the Department of Entomology, the OPMA, and Student Financial Aid.

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The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall seek advice from the OPMA, and the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

#### **George R. Havens Memorial Awards**

The George R. Havens Memorial Awards was established September 8, 1978, by the Board of Trustees of The Ohio State University, with a bequest to The Ohio State University Development Fund from the estate of Dr. George Remington Havens, Professor Emeritus of French, Department of Romance Languages, The Ohio State University College of Humanities. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this bequest is to provide for annual George R. Havens Memorial Awards for the best article and best book written on French literature or language by a member of the teaching staff of the Department of French and Italian (formerly the Department of Romance Languages).

The total award amount shall be determined by the chair of the Department of French and Italian, but shall not exceed the amount of annual distribution available on the principal for that year. Twenty-five percent (25%) of the total award amount shall be for the best article. Seventy-five (75%) of the total award amount shall be for the best book. It is desirable that the book award remain significantly larger than the article award and may at any time be increased insofar as the distribution from the principal fund may permit.

These awards shall be determined by a committee composed of three members of the teaching staff who are not submitting an article or book for consideration in connection with that year. The committee of three is to be selected by the chairperson of the Department of French and Italian and the vote of a majority of the committee shall determine to whom the awards shall be given.

If no book or article submitted in any one year appears worthy of an award, then the distribution for that year is to be added to the principal of the fund for subsequent years until an award seems suitable.

The chairperson shall call the attention of the teaching staff at the beginning of each semester to the availability of these awards and the awards given shall be publicly announced in spring semester.

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Should the need for the awards cease to exist or so diminish as to provide unused distribution, then the distribution may be used for any purpose whatsoever as determined by the Board of Trustees, with preference being given to recommendations from the appropriate administrative official of the University who is then directly responsible for the area of study in the Department of French and Italian.

### **The Frank Irons Agricultural Engineering Scholarship Fund**

The Frank Irons Agricultural Engineering Scholarship Fund was established June 1, 1990, by the Board of Trustees of The Ohio State University, with gifts to The Ohio State University Development Fund from Daisy Irons of Wooster, Ohio in memory of her husband, Frank Irons. Effective August 25, 2017, the fund description shall be revised.

Frank Irons earned a BS from Ohio State in 1924 and received a distinguished appreciation award from the University for his work in agricultural engineering. Mr. Irons retired from the United States Department of Agriculture after 40 years of service. During his career he held several positions including head of the USDA's plant pest control laboratory in Toledo, Ohio and Wooster, Ohio prior to promotion to investigative leader of all USDA pest control research in nine states and Puerto Rico. Throughout his career, Mr. Irons partnered with the University's Department of Agricultural Engineering. Mr. Irons was passionate about agricultural engineering and passed this on to the many young people he mentored. This scholarship honors his memory by supporting students who are pursuing degrees in agricultural engineering.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual distribution shall be used to provide one or more scholarships to worthy students in agricultural engineering. An individual student may be awarded a scholarship for up to four years. Selection will be made by the honors and awards committee of the Department of Food, Agricultural and Biological Engineering, in consultation with the faculty and Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donor.

### **Louis A. Roberts and Lucille Roberts Memorial Fellowship Fund**

The Louis A. Roberts and Lucille Roberts Memorial Fellowship Fund was established November 23, 1965, by a bequest from Lucille Roberts (Mrs. Louis A.). Effective August 25, 2017, the fund description shall be revised.

The principal is to be invested under rules and regulations adopted by the Board of Trustees of The Ohio State University with right to invest and reinvest as occasion dictates.

The annual distribution shall be used for graduate fellowships. The awards are to be made on the recommendation of the chair of the Department of Chemical Engineering, approved by the dean of the College of Engineering and/or the dean of the Graduate School. The amount of the stipend shall be decided dependent upon the needs of the appointee. The awards shall be made to students who have scholastic ability, high personal integrity, and competence in oral and written expression. Any balance in distribution is to be held and used in succeeding years. More than one fellow a year shall be appointed if there is enough distribution on hand to substantiate it.

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As a condition precedent to the acceptance of the fellowship award the fellow shall agree in writing to repay 10 percent of the amount of the award to The Ohio State University within one year after his graduation. This payment is to represent an unrestricted grant to the University and is to be credited to the general fund of the University. The Board of Trustees of The Ohio State University shall determine all matters not covered by this grant and relating to the administration of the fund.

### **The Ohio Pest Management Association Scholarship Fund**

The Ohio Pest Control Association Scholarship Fund was established February 4, 1993, by the Board of Trustees of The Ohio State University with gifts from members of the Ohio Pest Management Association (OPMA) in honor of past presidents, officers, and members, living and deceased. The fund description was revised and the name changed on September 17, 2010. The description was revised again on June 3, 2016. Effective August 25, 2017, this fund shall be closed and the gifts shall be moved to the Ohio Pest Management Scholarship Fund.

### **Norman Rothermich Chair in Arthritis Research Fund**

The Norman Rothermich Chair in Arthritis Research Fund was established April 5, 1985, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from friends of Dr. Norman Rothermich of Columbus, Ohio. Effective August 25, 2017, this fund shall be closed and the gifts shall be moved to the Norman O. Rothermich, M.D. Lectureship Fund in Arthritis and Rheumatology.

### **Endowed Professorship for the Curator of Dance**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Endowed Professorship for the Curator of Dance effective August 25, 2017, with a gift from an anonymous donor in recognition of the University Libraries' world-class Dance Notation Bureau Collection.

The annual distribution from this fund shall be designated to the Jerome Lawrence and Robert E. Lee Theatre Research Institute, in the University Libraries and used to support a curator position that will actively connect the collection to teaching, learning, and research activities. Appointment to the position shall be recommended to the Provost by the director of the Library or his/her designee and approved by the University's Board of Trustees. The activities of the holder of the position shall be reviewed no less than every four years by the head of Special Collections, in consultation with the director of the Library or his/her designee to determine compliance with the intent of the Donor as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the University Libraries or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of

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the University Libraries or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Graduate Path to Industry Endowed Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Graduate Path to Industry Endowed Fund effective August 25, 2017, with gifts from John M. Karanikas (MS 1987, PhD 1991).

The annual distribution from this fund shall provide assistance to graduate students enrolled in the Department of Physics with preference given to students who demonstrate a desire to work in industry upon completing their degrees. Recipients will be selected by the chair of the department or his/her designee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences or his/her designee, in consultation with the chair of the Department of Physics.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Kenneth J. Waldron Mechanical Engineering Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Kenneth J. Waldron Mechanical Engineering Scholarship Fund effective August 25, 2017, with a gift from S.V. Sreenivasan (MS 1988, PhD 1994) and his wife Sripadma Satyanarayana.

The annual distribution from this fund shall be used to provide tuition-only scholarships to undergraduate students who are majoring in mechanical engineering in the Department of Mechanical and Aerospace Engineering. Preference shall be given to candidates who demonstrate financial need, academic merit, and/or leadership abilities. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, students who are United States citizens or residents. Scholarships are renewable as long as recipients are in good standing with the University.



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The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Jennifer R. and Ralph S. Watts Fund for  
Nursing Education, Innovation and Scholarship**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Jennifer R. and Ralph S. Watts Fund for Nursing Education, Innovation and Scholarship effective August 25, 2017, with a gift from Jennifer R. (BS 1974) and Ralph S. Watts.

The annual distribution from this fund shall be used to support activities that promote teaching excellence, innovation and scholarship in the education of nursing. Expenditures shall be approved by the dean of the College of Nursing or his/her designee.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the college or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the college or his/her designee. Modifications to endowed funds shall be approved by the

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University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Chen Ya and Siuha Anita Liu Fund for Professional Writing**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Chen Ya and Siuha Anita Liu Fund for Professional Writing effective August 25, 2017, with gifts from Dr. Leo X. Liu (BA 1978), Ms. Isabel H. Liu (BA 1979) and Ms. Ursula C.W. Liu (BA 1985).

The annual distribution from this fund shall provide one annual scholarship to an undergraduate student to improve his/her professional writing abilities. Preference will be given to students that demonstrate financial need. Candidates must be majoring in any science, technology or engineering discipline and minoring in Professional Writing in the Department of English. Recipients will be recommended by the department's director of the Professional Writing Minor program and approved by the department's chair or his/her designee, in consultation with Student Financial Aid. Recipients may be reconsidered for scholarship renewal with reapplication.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

Should the Professional Writing Minor program no longer exist in the Department of English, the Liu Scholarship, in keeping with the endowment's intent, will be awarded to candidates majoring in any science, technology or engineering discipline who have demonstrated an interest in improving their professional writing abilities. Preference will be given to candidates who demonstrate financial need. Recipients shall be selected by the executive dean of the College of Arts and Sciences or his/her designee, in consultation with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences, or his/her designee, in consultation with the chair of the Department of English.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Richard C. and Carol L. Hannon Jr. MSE Endowed Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish

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The Richard C. and Carol L. Hannon Jr. MSE Endowed Scholarship Fund effective August 25, 2017, with gifts from Richard C. (BA 1974) and Carol L. Hannon.

The annual distribution from this fund shall be used to provide scholarships to students enrolled in the College of Engineering, Department of Materials Science and Engineering. Preference shall be given to students with an interest in ceramics. If no eligible candidates exist, then the scholarships may be awarded to any undergraduate students majoring in Materials Science and Engineering. Scholarship recipients shall be selected by the department's scholarship committee, in consultation with the college's scholarship committee and Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2019 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2019 the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Tom-Clark Family Athletic Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Tom-Clark Family Athletic Scholarship Fund effective August 25, 2017, with a gift from Jacquie and David Clark from Huron, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid costs of an undergraduate student-athlete who is majoring in Special Education. Second preference is for a student-athlete majoring in Education. Scholarship recipients will be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

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The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Department of Athletics. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Rick Cornett Endowed Scholarship Fund in Optometry**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Rick Cornett Endowed Scholarship Fund in Optometry effective August 25, 2017, with gifts from friends, family, and colleagues.

The annual distribution from this fund shall be used to provide a scholarship to a third or fourth year student enrolled in the College of Optometry who exhibits leadership and legislative potential. Recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Optometry or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

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### **The Marialice & Jon Bennett Residency Leadership Training Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Marialice & Jon Bennett Residency Leadership Training Fund effective August 25, 2017, with gifts from Jon W. (BIE 1969, MBA 1971) and Marialice S. Bennett (BS 1969).

The annual distribution from this fund shall support expenses for a Pharmacy resident(s) to participate in a leadership rotation at a national level. Applicant(s) must be vetted by the director of the College of Pharmacy residency program and her/her designees prior to applying. Expenditures shall be recommended by a selection committee designated by the director of the college's residency program and approved by the college's dean or his/her designee. Expenses may include, but are not limited to, travel costs and fees for training.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Pharmacy or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Pharmacy or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Arun Singh Real Estate Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Arun Singh Real Estate Scholarship Fund effective August 25, 2017, with gifts from Arun (BS 2005) and Jen Singh of Atlanta, Georgia.

The annual distribution from this fund shall be used to provide undergraduate or graduate scholarship(s) to student(s) majoring in real estate and enrolled at the Max M. Fisher College of Business. Scholarship recipients will be selected by Fisher's undergraduate scholarship committee or the graduate program office, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of

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Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the College's dean. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The William H. Yarber Sr. and Glenna R. Yarber Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The William H. Yarber Sr. and Glenna R. Yarber Scholarship Fund effective August 25, 2017, with gifts from William H. Yarber Sr.

The annual distribution from this fund shall be used to provide undergraduate scholarships to one or more students enrolled in the College of Food, Agricultural, and Environmental Sciences. Qualified students must be currently employed with the Farm Science Review and/or Molly Caren Agricultural Center. Recipients will be selected in recognition of their employment record, financial need and academic accomplishments. Recipients will be selected by the college's scholarship committee in accordance to current guidelines established by the dean of the college or his/her designee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Food, Agricultural, and Environmental Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

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### **The Ganobcik Family/Genesis Endowed Scholarship Fund for Computer Sciences**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Ganobcik Family/Genesis Endowed Scholarship Fund for Computer Sciences effective August 25, 2017, with gifts from Stefan N. Ganobcik.

The annual distribution from this fund shall be used to provide scholarships to students enrolled in the College of Engineering who are majoring in Computer Science and Engineering. Scholarships may be used for study abroad. It is the donor's desire that the scholarships be awarded to one or more undergraduate students with particular attention to, but not limited to, United States citizens or legal residents. Scholarship recipients shall be selected by the department's scholarship committee, in consultation with the college and Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches \$100,000 on or before December 31, 2020 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund's principal balance does not reach \$100,000 on or before December 31, 2020 the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The John Stanley Student Aid Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The John Stanley Student Aid Fund effective August 25, 2017, with gifts from William Oliver (MA 1973).

The annual distribution from this fund shall be used to provide aid to a graduate student enrolled in the John Glenn College of Public Affairs. It is the donor's desire that the award

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be granted with particular attention to, but not limited to, United States citizens or legal residents. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal at the discretion of the dean of the John Glenn College of Public Affairs or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the John Glenn College of Public Affairs or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **Susan M. Hartmann Mentoring and Leadership Endowed Award Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Susan M. Hartmann Mentoring and Leadership Endowed Award Fund effective August 25, 2017, with gifts from Dr. Susan M. Hartmann, faculty emeritus in the Department of History, and other alumni and friends.

The annual distribution from this fund shall provide one or more annual award(s) of at least \$1,000 to a faculty member, regular staff member or student from within the College of Arts and Sciences who has demonstrated outstanding mentoring to and/or leadership on behalf of women or other historically underrepresented groups at the University. The award will be granted to an individual, irrespective of gender, rank and status, who has generously and unselfishly served others in an effort to promote equity, fairness, and equal opportunities for all members of the university community. The recipient(s) shall be selected by the executive dean of the college or his/her designee.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Arts and Sciences or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if



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such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Daniel ('78) and Ellen ('79) Coombs  
Chemical Engineering Endowed Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Daniel ('78) and Ellen ('79) Coombs Chemical Engineering Endowed Scholarship Fund effective August 25, 2017, with a gift from Daniel M. Coombs (BS 1978).

The annual distribution from this fund shall be used to provide one scholarship to a student enrolled in the Chemical Engineering Program who has a minimum grade point average of 3.4. The scholarship recipient shall be selected by the scholarship committee of the College of Engineering, in consultation with Student Financial Aid. If there are multiple candidates, it is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, candidates who demonstrate financial need, are female, or are minorities.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the executive dean of the College of Engineering or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the executive dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Richard 'Sugar' Imbroscio Endowed Scholarship for Belmont County Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Richard 'Sugar' Imbroscio Endowed Scholarship for Belmont County Fund effective August 25, 2017, with a gift from Michael X. Imbroscio (BA 1990) and Marcie L. Bane.

The annual distribution from this fund shall be used to provide scholarships to undergraduate students from Ohio who demonstrate financial need and emerging student leader qualities (academic success, volunteerism, and leadership attributes). First preference shall be given to candidates who are from Belmont County. If there are no

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candidates from Belmont County, scholarships may be awarded to candidates from other Appalachian counties.

A selection committee, established by The Office of Diversity and Inclusion, will select the recipients, in consultation with Student Financial Aid. If recipients maintain a minimum 3.5 grade point average, they may reapply to renew scholarships.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the vice provost and chief diversity officer of the Office of Diversity and Inclusion or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Kirby Lottridge Endowed Scholarship Award Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Kirby Lottridge Endowed Scholarship Award Fund effective August 25, 2017, with a gift from L Brands Foundation.

The annual distribution from this fund shall be used to provide support to students enrolled in the College of Engineering who are pursuing degrees in aviation and are engaged in flight training in the Center for Aviation Studies. Recipients will be selected by the Center for Aviation Studies' scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the appropriate dean or director of the College of Engineering or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

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It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Robert E. Merritt MD Thoracic Surgery Oncology Fund  
Established by Carol and David Adamkin MD**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Robert E. Merritt MD Thoracic Surgery Oncology Fund Established by Carol and David Adamkin MD effective August 25, 2017, with a gift from Dr. David H. (BS 1970) and Mrs. Carol A. Adamkin.

The annual distribution from this fund shall be used to provide comprehensive support for the thoracic surgical oncology program at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute as allocated by the director of the Division of Thoracic Surgery and approved by the CEO of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Division of Thoracic Surgery, in consultation with the CEO of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Division of Thoracic Surgery, in consultation with the CEO of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**George J. Searle MD Memorial Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the George J. Searle MD Memorial Scholarship Fund effective August 25, 2017, with a gift from the Eleanor Searle McCollum Foundation.

The annual distribution from this fund shall be used to provide a scholarship to a medical student enrolled in the College of Medicine who is from the State of Ohio with preference given first to candidates from Plymouth, Ohio, then to candidates from small towns and/or

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rural areas of Richland and Huron Counties. The scholarship may be used for tuition, room and board, and additional educational expenses including books. Recipients will be recommended by the college's financial aid office and approved by the college's scholarship committee and/or the college's dean, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Medicine or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **James M. Falko, M.D. Fund in Endocrinology, Diabetes and Metabolism Research**

The James M. Falko, M.D. Chair Fund in Endocrinology, Diabetes, and Metabolism Research was established May 7, 2004, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Helen M. Lyon Allison of Columbus, Ohio, in loving memory of her husband, Irvin, and in honor of the extraordinary work of Dr. James Falko (MD 1971). Effective August 25, 2017, the fund name and description shall be revised.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual distribution shall support research and training on diabetes, metabolism, and endocrinology, including such things as graduate fellowships, equipment, consumable supplies for research, and other costs of an active researcher in the Division of Endocrinology, Diabetes and Metabolism in the College of Medicine. Expenditures shall be recommended by the division director and approved by the dean of the College of Medicine.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Foundation Board, in consultation with the dean of the College of Medicine in order to carry out the desire of the donor.

### **Stephen F. Schaal, M.D. Fund in Cardiology**

The Stephen F. Schaal, M.D. Chair Fund in Cardiology was established May 7, 2004, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Helen M. Lyon Allison of Columbus, Ohio, in loving memory of her husband, Irvin, and in honor of the extraordinary work of Dr. Stephen F. Schaal (MD 1964). Effective August 25, 2017, the fund name and description shall be revised.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual distribution shall support research and training in the Division of Cardiovascular Medicine in the College of Medicine on cardiovascular diseases, including such things as graduate fellowships, equipment, consumable supplies for research, and other costs of an active researcher. Expenditures shall be recommended by the division director and approved by the dean of the College of Medicine.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Foundation Board, in consultation with the dean of the College of Medicine in order to carry out the desire of the donor.

### **Schoedinger Funeral and Cremation Service Resource Initiative Fund**

The Schoedinger Resource Initiative Fund was established February 6, 2004, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Schoedinger Financial Services, Inc. and Schoedinger & Co. Effective August 25, 2017, the fund name and description shall be changed.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual distribution shall be used to support a resource initiative for the Human-Animal Bond-Centered Education and Practice Program at The Ohio State University College of Veterinary Medicine under the direction of the hospital director.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Foundation Board as recommended by the dean of the College of Veterinary Medicine in order to carry out the desire of the donors.

### **The Battelle Center for Science and Technology Policy Endowed Fund**

The Battelle Center for Mathematics and Science Education Policy Endowed Support Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Battelle Memorial Institute. The name and description were revised on June 24, 2011. Effective August 25, 2017, the fund description shall be revised.

The principal and annual distribution from this fund shall be used to support activities associated with or related to the Battelle Center for Science and Technology Policy at the John Glenn College of Public Affairs. Expenditures shall be recommended by the dean of the John Glenn College of Public Affairs and approved by the senior vice president of the Office of Business and Finance.

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In any given year that the endowment distribution is not fully used for its intended purposes, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the John Glenn College of Public Affairs.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from both the donor, and the dean of the John Glenn College of Public Affairs.

### **The Tucker Ellis LLP Endowed Scholarship Fund in Law**

The Tucker Ellis LLP Endowed Scholarship Fund in Law was established January 31, 2014, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Tucker Ellis law firm and numerous graduates of the Michael E. Moritz College of Law who practice in said firm. The fund description was revised June 9, 2017. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to fund scholarships for students enrolled in the Michael E. Moritz College of Law who are in the top 50% of the admitted applicant pool. Preference will be given to students who have lived in the geographic regions where the law firm has offices, including Chicago, Cleveland, Columbus, Los Angeles, San Francisco and St. Louis. If the firm closes their offices in the preceding locations, those metropolitan areas should be removed from this geographic preference request. Likewise if the firm expands into other geographic areas, those metropolitan areas should also be included in this geographic preference request. Scholarship recipients shall be selected by the college's Student Financial Aid office, in consultation with the University's Student Financial Aid office. The name of the fund and/or scholarship may be changed in the event the name of the law firm changes as a result of a merger, acquisition, or otherwise.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the

August 25, 2017 meeting, Board of Trustees

Michael E. Moritz College of Law. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Hite Family Endowment Fund**

The Hite Family Endowment Fund was established September 22, 2004, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the charitable remainder trust of Harold and Betty Hite and in cooperation with the Hites' daughters, Kimberly H. Mayhew (BA 1981, JD 1991) and Teresa Hite-Bryan (BS 1978, MS 1983). Effective August 25, 2017, the fund description shall be revised.

Ninety percent (90%) of the annual distribution shall provide scholarship support for a student enrolled in the Michael E. Moritz College of Law. Scholarship recipients must demonstrate academic talent and show promise to make important contributions to law. Scholarship recipients shall be selected by the dean of the Michael E. Moritz College of Law or his/her designee, in consultation with Student Financial Aid. A member of the Hite family will have the option to review student finalists. Ten percent (10%) of the annual distribution shall be reinvested in the endowment principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's cost of gift acquisition and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Foundation Board as recommended by the dean of the Moritz College of Law. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

### **The Sungkyu Christopher Lee, M.D. Family Scholarship Fund**

The Sungkyu Christopher Lee, M.D. Family Scholarship Fund was established July 13, 2007, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Sungkyu Christopher Lee, Mrs. Geraldine Lee, and Mr. Bryan Christopher Lee of Columbus, Ohio. The description was revised February 6, 2009 and September 9, 2011. Effective August 25, 2017, the fund description shall be revised again.

It is the donors' intent to support educational diversity at the University, consistent with the University's mission and admissions policy. The annual distribution from this fund shall be used to provide scholarships, with a preference for two scholarships to be awarded annually to cover educational expenses for students enrolled in the College of Medicine who have achieved scholastic excellence and who have financial need. To qualify, candidates must be full-time medical school students and, when possible, in their second year of the program. It is the donors' desire that the scholarship be awarded in furtherance of the diversity mission with particular attention to, but not limited to, students of Korean American descent.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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The scholarship will be administered by the College of Medicine, in consultation with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and from the dean of the College of Medicine, in consultation with the director of Student Financial Aid.

#### **Gary G. Marconi Scholarship Fund in Chemistry**

The Gary G. Marconi Scholarship Fund in Chemistry was established February 4, 2000, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Gary G. Marconi of Indianapolis, Indiana. The description is being revised May 14, 2010. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to provide a scholarship to a junior or senior undergraduate student who is engaged in research while pursuing a Bachelor of Science degree in chemistry. Eligible candidates must demonstrate financial need. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, United States citizens or legal residents. The chairperson of the Department of Chemistry shall be responsible for selecting scholarship recipients and coordinating these scholarships with Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, should he be alive, and from the chairperson of the Department of Chemistry.

#### **L. Michael Howard Scholarship Fund in Public Policy and Management**

The L. Michael Howard Fund in Public Policy and Management was established April 2, 2004, by the Board of Trustees of The Ohio State University, in accordance with the



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guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from L. Michael Howard (BSBA cum laude 1972, MA 1983). The description was revised July 7, 2006. The name and description were further revised April 6, 2012. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to provide a need-based scholarship for an undergraduate student enrolled in the John Glenn College of Public Affairs. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and the dean of the John Glenn College of Public Affairs.

#### **The Park Hall Endowed Fund**

The Park Hall Endowed Fund was established August 29, 2014, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from former residents of Park Hall. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used to support activities and prizes associated with the annual Park-Stradley Hall Tug-of-War, as approved by the vice president for the Office of Student Life.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president for Office of Student Life, or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the vice president for Office of Student Life, or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Warner and Mickey Wilson Endowed Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established The Warner and Mickey Wilson Endowed Fund effective April 7, 2017, with gifts from the estate of Warner and Mickey Wilson and additional gifts from their children, Marie Peckenpaugh and Nathan Wilson. Effective August 25, 2017, the fund description shall be revised.

Warner and Mickey met at a USO dance held on a June Sunday afternoon in 1943 at The Ohio State University where Mickey was attending college. Mickey earned a BS in 1944 and a MS in 1948. Warner trained pilots for the Army Air Corps during World War II and then attended Ohio State where he earned a BS in 1948 through the GI bill. The Wilsons were married for 62 years; they lived, worked, and raised a family in Springfield, Ohio. Mickey was a microbiologist with the health department in Dayton and she later taught at Clark State University. Warner spent most of his career as a civilian employee at Wright Patterson Air Force Base in Dayton, working his way up to be the Chief Contracting Officer of the F111 Project. He and Mickey worked hard to take advantage of the educational opportunities they were given that enabled them to pursue their passions: aviation and education. Warner was a self-made man from humble beginnings. Tragically orphaned as a young child, Warner grew up in foster homes and it was his desire to help others overcome their circumstances just as caring people had helped him. With that in mind he desired to set up this scholarship to share his love for aviation and help others overcome adversity as well.

The annual distribution from this fund shall be designated to The Center for Aviation Studies in the College of Engineering. The intent of this fund is to help students who have overcome adversity and have financial need, to give them an opportunity to pursue the study of aviation. If The Center for Aviation Studies ceases to exist, the annual distribution shall be designated to the Department of Microbiology in the College of Arts and Sciences.

Seventy-five percent of the annual distribution from this fund shall be used to provide a renewable scholarship to a student ranked sophomore or higher, who is majoring in aviation, has overcome adversity and demonstrates financial need. Recipients will be selected by the College of Engineering's scholarship committee, in consultation with the director of The Center for Aviation Studies and Student Financial Aid.

The remainder of the annual distribution shall be used to subsidize the cost for middle and/or high school students to attend an aviation summer camp or participate in other aviation education activities should summer camp no longer exist. Expenditures will be approved by the director of The Center for Aviation Studies.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering, in consultation with the director of The Center for Aviation Studies.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

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It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Engineering, in consultation with the director of The Center for Aviation Studies. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

#### **The Simon P. Yotive Endowment Fund**

The Simon P. Yotive Endowment Fund was established March 3, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a fund transfer by the College of Pharmacy of an unrestricted gift from the estate of Simon P. Yotive. Effective August 25, 2017, the fund description shall be revised.

The annual distribution from this fund shall be used at the discretion of the dean of the College of Pharmacy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Pharmacy. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.



**THE OHIO STATE  
UNIVERSITY**

# FY 2018 Budget Plan



Office of Business & Finance  
Financial Planning & Analysis

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FY 2018 BUDGET PLAN

## Executive Summary

As a national flagship research university with a leading academic medical center, The Ohio State University is driven by its mission to advance teaching, learning, research and patient care.

Our financial strategy is built to support those priorities, as reflected the long-term strategy that Ohio State pursues to enhance access, affordability and excellence. Our operating budget for Fiscal Year 2018 reflects that strategy.

The dynamics affecting the academic enterprise and the medical center are different, but Ohio State is committed to a common approach of financial discipline, operational efficiencies and innovative strategies. This work enables both the university and medical center to constantly reinvest in excellence.

For example, the academic enterprise has committed to generate \$200 million in administrative efficiencies and another \$200 million in new resource generation as part of the five-year 2020 Vision plan. These savings and new resources are funding the President's Affordability Grant program for middle- and lower-income Ohio students and the University Institute for Teaching and Learning, among other initiatives.

These are some of the highlights and key trends reflected in the Fiscal 2018 operating budget:

- **Growth:** Ohio State is now a \$7 billion institution, driven primarily by growth in the Wexner Medical Center. Overall, budgeted revenue for the consolidated university and medical center is expected to increase 2.0% compared with Fiscal Year 2017. The medical center now represents 48% of the consolidated budget.
- **Tuition and fees:** The university is introducing the Ohio State Tuition Guarantee in Fiscal 2018 to provide incoming first-year students with predictability as they plan for a four-year education while ensuring that colleges are able to maintain and enhance the quality of an Ohio State education. Tuition and fees now support 75 percent of the cost of instruction, with the remaining 25 percent funded through the State Share of Instruction. SSI will be frozen for the biennium that begins with Fiscal 2018, as will resident tuition and fees. The university remains one of the most affordable universities based on undergraduate tuition and fees in its peer group.
- **Student financial aid:** The university is expanding two programs that support Ohio students who demonstrate financial need. Ohio State will provide \$25 million in President's Affordability Grants this year, bringing three-year total to \$60 million. The President's Affordability Grants are fully funded by administrative efficiencies. Ohio State will also expand the Land Grant Opportunity Scholarship program to increase awards for Fiscal 2018 to cover the full cost of attendance.
- **Innovative funding:** The university is investing more than \$1 billion in upfront proceeds from the Comprehensive Energy Management Project in the Long-Term Investment Pool to support student financial aid, faculty and staff excellence, research support, sustainability and other strategic priorities. These uses will be reflected in the university's FY 2019 operating budget.

FY 2018 BUDGET PLAN

- **Wexner Medical Center:** Fiscal 2018 will be the first full year of operations for the Brain and Spine Hospital, Jameson Crane Sports Medicine Institute and Upper Arlington Outpatient Care Center. The health system also continues to benefit from operational efficiency programs and demand for care at The James. The Health System will invest the \$239 million in projected margin in clinical programs and prudent financial planning.

The Fiscal 2018 operating budget reflects our ongoing commitment to access, affordability and excellence.



### FY 2018 Operating Budget – Consolidated

Total Sources (\$ thousands)	FY16 Actuals	FY17 Projection	FY18 Budget	FY17-FY18 \$ Difference	FY17-FY18 % Diff
Tuition & Fees (gross)	1,065,633	1,100,951	1,123,793	22,843	2.1%
State Share of Instruction	361,894	384,540	383,662	(878)	-0.2%
Other Government Appropriations	141,073	141,972	141,489	(484)	-0.3%
Exchange Grants & Contracts	683,809	688,185	691,015	2,830	0.4%
Non-Exchange Grants & Contracts	65,337	63,041	63,300	259	0.4%
Sales & Services - Auxiliaries	286,294	330,030	347,314	17,284	5.2%
Sales & Services - Departmental	147,259	165,989	169,719	3,729	2.2%
Sales & Services - Health System	2,625,075	2,830,217	2,998,451	178,234	6.3%
Sales & Services - OSU Physicians	487,429	417,328	435,035	17,707	4.2%
Advancement Receipts	231,696	269,800	275,000	3,200	1.2%
Investment Income	(10,376)	564,691	456,126	(108,766)	Assumes 8%
Other Revenues	28,429	31,091	35,830	4,739	15.2%
<b>Total Sources</b>	<b>6,114,151</b>	<b>6,978,036</b>	<b>7,118,732</b>	<b>140,696</b>	<b>2.0%</b>

Total Uses (\$ thousands)	FY16 Actuals	FY17 Projection	FY18 Budget	FY17-FY18 \$ Difference	FY17-FY18 % Diff
<b>Total Personnel Expense</b>	<b>3,278,078</b>	<b>3,462,203</b>	<b>3,663,022</b>	<b>200,818</b>	<b>5.8%</b>
Fee Authorizations	98,448	99,321	99,518	197	0.2%
Student Aid	339,105	353,485	370,812	17,328	4.9%
Supplies, Services & Other	1,846,617	1,834,253	1,952,070	117,807	6.4%
<b>Total Non-Personnel Expense</b>	<b>2,284,171</b>	<b>2,287,069</b>	<b>2,422,400</b>	<b>135,332</b>	<b>5.9%</b>
Depreciation	358,326	364,363	384,770	20,407	5.6%
Interest Expense	95,495	124,564	127,451	2,887	2.3%
<b>Total Capital-Related Expense</b>	<b>453,821</b>	<b>488,927</b>	<b>512,221</b>	<b>23,294</b>	<b>4.8%</b>
<b>Total Uses</b>	<b>6,016,069</b>	<b>6,238,199</b>	<b>6,597,643</b>	<b>359,444</b>	<b>5.8%</b>
<b>Sources Less Uses</b>	<b>99,082</b>	<b>739,837</b>	<b>521,089</b>	<b>(218,748)</b>	<b>-29.6%</b>

FY 2018 BUDGET PLAN

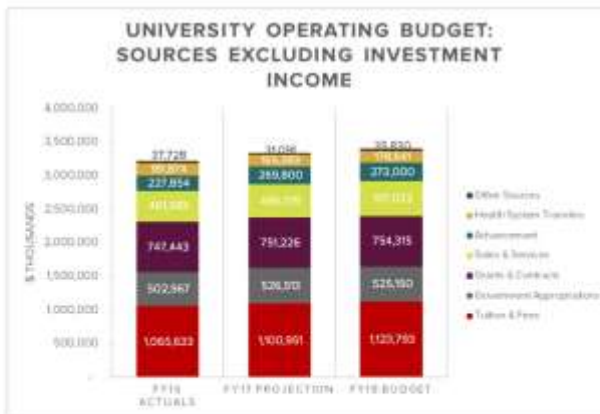
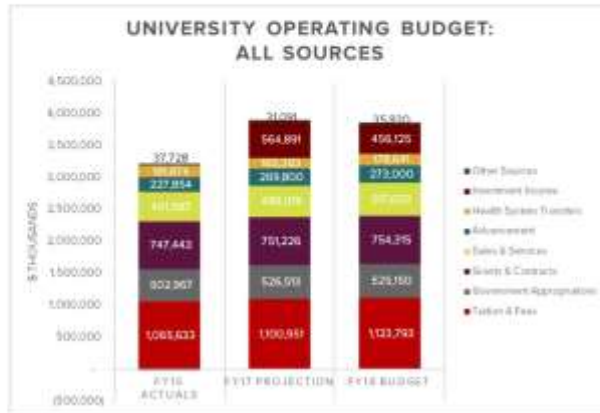
**FY 2018 Operating Budget – University**  
(excluding Health System and OSUP)

<b>Total Sources (\$ thousands)</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY17-FY18</b>	<b>FY17-FY18</b>
	<b>Actuals</b>	<b>Projection</b>	<b>Budget</b>	<b>\$ Difference</b>	<b>% Diff</b>
<b>External Sources</b>					
Tuition & Fees (gross)	1,065,633	1,100,951	1,123,793	22,843	2.1%
State Share of Instruction	361,894	384,540	383,662	(878)	-0.2%
Other Government Appropriations	141,073	141,972	141,489	(484)	-0.3%
Exchange Grants & Contracts	682,706	688,185	691,015	2,830	0.4%
Non-Exchange Grants & Contracts	65,337	63,041	63,300	259	0.4%
Sales & Services - Auxiliaries	303,853	330,030	347,314	17,284	5.2%
Sales & Services - Departmental	157,730	165,989	169,719	3,729	2.2%
Advancement Receipts	227,854	269,800	273,000	3,200	1.2%
Investment Income	(17,138)	564,891	456,125	(108,766)	Assumes 8%
Other Revenues	37,728	31,091	35,830	4,739	15.2%
<b>Total External Sources</b>	<b>3,026,069</b>	<b>3,740,491</b>	<b>3,685,246</b>	<b>(55,245)</b>	<b>-1.5%</b>
<b>Internal Sources</b>					
Net Transfers from OSU Health System	181,874	165,383	178,641	13,258	8.0%
<b>Total Internal Sources</b>	<b>181,874</b>	<b>165,383</b>	<b>178,641</b>	<b>13,258</b>	<b>8.0%</b>
<b>Total Sources</b>	<b>3,207,944</b>	<b>3,905,874</b>	<b>3,863,887</b>	<b>(41,987)</b>	<b>-1.1%</b>

<b>Total Uses (\$ thousands)</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY17-FY18</b>	<b>FY17-FY18</b>
	<b>Actuals</b>	<b>Projection</b>	<b>Budget</b>	<b>\$ Difference</b>	<b>% Diff</b>
<b>Personnel Expense</b>					
Salaries	1,363,514	1,422,235	1,492,922	70,687	5.0%
Benefits	382,035	406,464	424,597	16,133	3.9%
<b>Total Personnel Expense</b>	<b>1,745,549</b>	<b>1,830,699</b>	<b>1,917,520</b>	<b>86,820</b>	<b>4.7%</b>
<b>Non-Personnel Expense</b>					
Fee Authorizations	96,827	99,321	99,518	197	0.2%
Student Aid	339,342	353,485	370,812	17,328	4.9%
Supplies & Services	704,856	721,736	769,462	47,726	6.6%
<b>Total Non-Personnel Expense</b>	<b>1,141,025</b>	<b>1,174,542</b>	<b>1,239,792</b>	<b>65,251</b>	<b>5.6%</b>
<b>Capital-Related Expense</b>					
Depreciation	212,400	215,991	220,391	4,400	2.0%
Interest Expense	63,981	84,369	88,876	4,507	5.3%
<b>Total Capital-Related Expense</b>	<b>276,381</b>	<b>300,360</b>	<b>309,267</b>	<b>8,907</b>	<b>3.0%</b>
<b>Total Uses</b>	<b>3,162,955</b>	<b>3,305,601</b>	<b>3,466,579</b>	<b>160,978</b>	<b>4.9%</b>
<b>Sources Less Uses</b>	<b>44,989</b>	<b>600,273</b>	<b>397,308</b>	<b>(202,965)</b>	<b>-33.8%</b>

## University Budget – Sources

### Overview

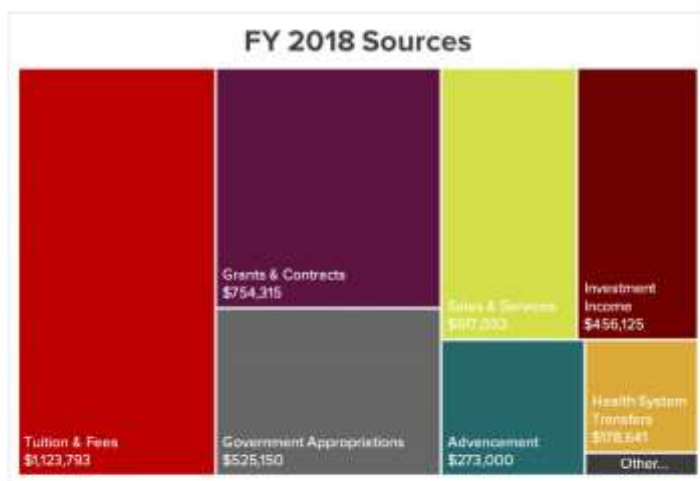


Total budgeted sources for FY 2018 are \$3.86 billion, compared with \$3.91 billion projected for FY 2017. Tuition and Fees is the largest category, with \$1.12 billion or 29.1% of total sources, followed by Grants and Contracts, with \$754 million or 19.5% of total sources.

FY 2018 BUDGET PLAN

In total, we expect a 1.1% decrease in sources in FY 2018 over FY 2017 projections. This decrease is driven by a conservative investment income budget after a year with large projected gains, offset by increases in Tuition and Fees, Auxiliary Sales & Services, Investment Income, and Advancement Receipts. These changes are discussed in detail below.

Total Sources (\$ thousands)	FY16	FY17	FY18	% of total
	Actuals	Projection	Budget	
Tuition & Fees	1,065,633	1,100,951	1,123,793	29.1%
Government Appropriations	502,967	526,513	525,150	13.6%
Grants & Contracts	747,443	751,226	754,315	19.5%
Sales & Services	461,583	496,019	517,033	13.4%
Advancement	227,854	269,800	273,000	7.1%
Health System Transfers	181,874	165,383	178,641	4.6%
Investment Income	(17,138)	564,891	456,125	11.8%
Other Sources	37,728	31,091	35,830	0.9%
	<b>3,207,944</b>	<b>3,905,874</b>	<b>3,863,887</b>	



## Tuition and Fees

Gross tuition and fees are expected to increase by \$22.8 million, or 2.1%, from FY 2017 projected to \$1.12 billion. The increase is due to a 1% increase in the non-resident student body mix, increases to non-resident and international surcharges for FY 2018, and the implementation of a tuition guarantee for incoming first-year students (the Ohio State Tuition Guarantee). Instructional and mandatory fees will not increase in FY 2018 for continuing and transfer undergraduate students as well as graduate students. However, some tagged masters and professional programs that have differential fees will include increases in those fees.

The university is committed to balancing access, affordability and excellence. In areas where tuition and fee increases are planned, the proceeds are used to cover inflation and to invest in excellence within the core academic mission. Tuition and fees provide approximately 75% of university revenue available to fund the core academic mission. The remaining 25% is largely provided through the State of Ohio instructional subsidy (SSI). Ohio State remains one of the most affordable options in Ohio and among its Big Ten peers.

\$ thousands	FY17	FY18	FY17-FY18	FY17-FY18
	Projection	Budget	\$ Difference	% Diff
Instructional Fees	693,488	697,074	3,587	0.5%
Non-Resident Fees	298,094	313,818	15,724	5.3%
General Fees	24,171	23,966	(205)	-0.9%
International Surcharge	4,127	6,601	2,474	60.0%
Program & Tech Fees	35,616	36,113	497	1.4%
Other Tuition & Fees	18,594	19,691	1,096	5.9%
<b>Total Academic Fees</b>	<b>1,074,091</b>	<b>1,097,263</b>	<b>23,173</b>	<b>2.2%</b>
Student Activity Fee	4,561	4,599	38	0.8%
Recreation Fee	14,043	13,613	(430)	-3.1%
Ohio Union Fee	8,256	8,318	62	0.8%
<b>Total Student Life Fees</b>	<b>26,860</b>	<b>26,530</b>	<b>(330)</b>	<b>-1.2%</b>
<b>Total Tuition &amp; Fees (gross)</b>	<b>1,100,951</b>	<b>1,123,793</b>	<b>22,843</b>	<b>2.1%</b>

## Enrollment

The university will be executing against an enrollment plan, which was implemented beginning in FY 2017, to increase the quality and diversity of the student body. Enrollment is expected to decline 0.1% in total over FY 2017 levels.

Regional campuses, which account for 10% of the university's enrollment, continue to be negatively impacted by several factors. Although showing signs of stabilizing since semester conversion, these campuses are experiencing continued poor economic conditions in the communities they serve, a decreasing number of high school graduates and the competition from community and technical colleges. As a result, FY 2018 enrollments are projected to decline 1% in total over FY 2017 levels.

## FY 2018 BUDGET PLAN

**STUDENT ENROLLMENT FOR AUTUMN TERM**  
**AUTUMN FY 2014 - FY 2018**

Headcounts	2014	2015	2016	2017	2018	1 YR	1 YR	5 YR
						Chg	% Chg	% Chg
Columbus	57,466	58,322	58,663	59,482	<b>59,444</b>	-38	-0.1%	3.4%
Lima	1,077	1,056	1,010	1,039	<b>1,005</b>	-34	-3.3%	-6.7%
Mansfield	1,204	1,188	1,199	1,128	<b>1,123</b>	-5	-0.4%	-6.7%
Marion	1,259	1,204	1,085	1,139	<b>1,192</b>	53	4.7%	-5.3%
Newark	2,315	2,396	2,476	2,536	<b>2,450</b>	-86	-3.4%	5.8%
ATI	643	702	751	722	<b>740</b>	18	2.5%	15.1%
<b>Grand Total</b>	<b>63,964</b>	<b>64,868</b>	<b>65,184</b>	<b>66,046</b>	<b>65,954</b>	<b>-92</b>	<b>-0.1%</b>	<b>3.1%</b>

**Fees**

See Appendixes A, B and C for a listing of student fees.

***Instructional, General & Student Life Fees***

The university will guarantee incoming first-year undergraduate students a set price for resident tuition, mandatory fees, housing and dining that will remain constant for four years, beginning with the class entering in August 2017. The guarantee will be applicable to incoming first-year undergraduate students at all campuses and is designed to provide predictability and transparency for students and their families. Under the guarantee, in-state tuition and mandatory fees will increase 5.5 percent for incoming freshmen on the Columbus campus and will then be frozen at that level for four years. This increase will allow the university to maintain quality while preserving affordability.

Resident tuition and mandatory fees will be frozen for continuing and transfer undergraduate students for FY 2018. The university has held these fees flat since FY 2013. The university is also expanding financial aid programs for Ohioans by expanding the President's Affordability Grant program, which provides need-based financial aid to more than 15,000 low- and middle-income students, to \$25 million for Fiscal 2018 and by expanding the Land Grant Opportunity Scholarship program to provide cost of attendance awards.

Master's and PhD instructional fees will not increase in FY 2018. Some graduate and professional programs charge a differential instructional fee based principally on market demand and pricing. Revenue generated from these additional fees directly support the graduate or professional program that is charging the student. Most graduate and professional programs are not increasing fees; programs with increases range between 2% and 8% in FY 2018.

See Appendixes A, B and C for a listing of student fees.

***Non-Resident & International Surcharges***

Effective Autumn term FY 2018, the non-resident surcharge will increase 5.0% for undergraduate, graduate, and professional programs at each campus. The undergraduate international surcharge will increase \$498 per term beginning with incoming freshman for Autumn FY 2018.

See Appendixes A, B and C for a listing of student fees.

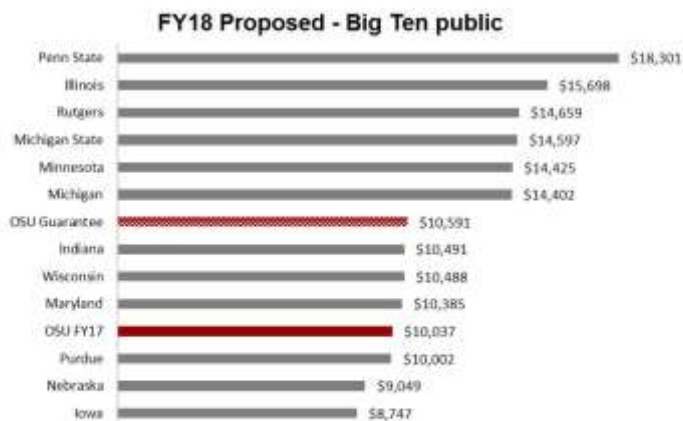
***Program, Course & Technology Fees***

Several colleges and academic programs have additional fees to support specific initiatives. Program fees are designed to provide financial support for specific academic and student programs, technology fees support learning technology, course fees provide classroom supplies and distance education fees support distance education technology.

See Appendixes A, B and C for a listing of student fees.

**Tuition Comparisons*****Big Ten Public Institutions***

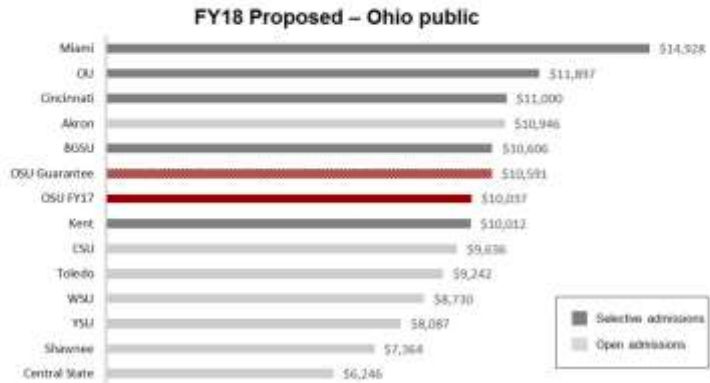
After implementing the tuition guarantee, Ohio State's resident tuition and mandatory fees per year will be 14.9% below the average of the Big Ten public institutions. Ohio State will be the seventh most affordable among these institutions for first-year students. Existing students will be paying the FY 2017 rate, which is fourth-lowest among the Big Ten.



FY 2018 BUDGET PLAN

*Selective Ohio Peers*

Among Ohio's six public four-year universities with selective admissions, Ohio State ranks highest in academic reputation, yet has the second most affordable rate for resident tuition and fees.





## Government Appropriations

The university receives funding from the State of Ohio, federal government, and local governments to support various aspects of our operations. The largest category received is State Share of Instruction (SSI).

\$ thousands	FY17	FY18	FY17-FY18	FY17-FY18
	Projection	Budget	\$ Difference	% Diff
State Share of Instruction	384,540	383,662	(878)	-0.2%
State Line Item Appropriations	94,321	93,095	(1,226)	-1.3%
Federal Build America Bonds Subsidy	10,543	10,543	-	0.0%
State Capital Appropriations	37,109	37,851	742	2.0%
<b>Total Government Appropriations</b>	<b>526,513</b>	<b>525,150</b>	<b>(1,362)</b>	<b>-0.3%</b>

### *State Share of Instruction*

The SSI allocation is the State of Ohio's primary funding support for higher education. The allocation between colleges and universities is based on their share of enrollments and degree completions. SSI funds campuses on the basis of several criteria including successful course completions, indexed by financially and academically at-risk resident undergraduate students, degree completions with added funding for degree completions by undergraduate at-risk students, medical and doctoral subsidy, and a number of other criteria intended to advance the goals of the state. The total SSI funding pool is expected to be flat. The university has assumed a \$1 million decrease in SSI for FY 2018 as preliminary estimates from the state indicate our share of the pool will slightly decline.

### *State Line Item Appropriations*

In addition to SSI funding, the university also receives funding directed to specific purposes through state line item appropriations. In FY 2018, the university expects to receive \$93 million in state line item appropriations, slightly less than projected FY 2017. Major line item appropriations support the Ohio Agricultural Research and Development Center (OARDC) (\$36 million), OSU Extension (\$24 million), and OH-Tech (\$14 million).

### *State Capital Appropriations*

Ohio State also receives capital allocations from the State of Ohio used to maintain and improve the physical infrastructure of the university. The State of Ohio capital budget process occurs in the biennium years between operating budgets. The university received a total allocation of \$97.4 million for the fiscal 2017-2018 biennium, including \$2.7 million in pass-through community projects. We expect to expend approximately \$37.8 million in state capital appropriations in FY 2018.

Of the \$94.7 million in university projects, \$26.4 million will support the renovation of Koffolt/Fontana Laboratories to support the Advanced Materials Corridor; \$26.0 million will support the renovation and partial replacement of Postle Hall for the College of Dentistry; and \$5.0 million will support the Wooster campus for the replacement of Thorne Hall. The remainder of the funding (\$37.3 million) will be allocated to various renovations and repairs at all Ohio State campuses.

## FY 2018 BUDGET PLAN

## Grants and Contracts

Grants and Contracts revenue is administered in two ways: recorded by individual units in segregated grants and contracts funds, or as sponsored projects administered by the Office of Sponsored Programs. For FY 2018, revenue from grants and contracts (excluding non-exchange grants) is expected to be \$754 million, which is \$3 million above FY 2017 projections.

\$ thousands	FY17 Projection	FY18 Budget	FY17-FY18 \$ Difference	FY17-FY18 % Diff
Federal Grants & Contracts	414,923	410,905	(4,017)	-1.0%
Private Grants & Contracts	185,184	187,707	2,523	1.4%
State Grants & Contracts	77,629	81,252	3,623	4.7%
Local Grants & Contracts	10,450	11,150	700	6.7%
<b>Total Exchange Grants &amp; Contracts</b>	<b>688,185</b>	<b>691,015</b>	<b>2,830</b>	<b>0.4%</b>
Non-Exchange Grants (Fed / Pell)	53,315	52,700	(616)	-1.2%
Non-Exchange Grants (State)	9,725	10,600	875	9.0%
<b>Total Non-Exchange Grants &amp; Contracts</b>	<b>63,041</b>	<b>63,300</b>	<b>259</b>	<b>0.4%</b>
<b>Total Grants &amp; Contracts</b>	<b>751,226</b>	<b>754,315</b>	<b>3,089</b>	<b>0.4%</b>

Of the \$754 million, \$514 million is administered by the Office of Sponsored Programs, \$176 million is administered directly by colleges and support units, and \$64 million is administered by Enrollment Services for student financial aid programs. Projects administered by the Office of Sponsored Programs typically have more stringent process and documentation requirements than projects that are directly administered through the colleges and support units.

### Sponsored Research Programs

The university secures funding for sponsored research programs from a variety of external sources. External grants are awarded by federal, state and local agencies along with private foundations and corporate sponsors. Total direct revenue for sponsored research programs administered by the Office of Sponsored Programs is expected to increase from FY 2017 to approximately \$514 million.

The sponsored research revenues include facilities and administrative (F&A) cost recoveries, which are projected to be \$115 million, an increase of 2.5% over final estimated FY 2017 recovery of \$112 million. F&A costs are recovered from most sponsored programs to offset the cost of maintaining the physical and administrative infrastructure that supports the research enterprise at the university. It is important to note that direct and indirect cost expenditures do not necessarily align when comparing expected revenue streams, and this occurs for two reasons. First, certain direct cost expenditures do not recover F&A. Second, not all sponsors allow the university to recover F&A at the university's fully negotiated rate. The full-negotiated F&A rate for FY 2018 is 55%; the rate will increase to 56% for FY 2019 and FY 2020. These rates are an increase from the FY 2017 rate, which was 54%.

Sponsored research funding comes from a variety of sources, each of which is impacted by economic and political considerations. For example, the federal government is by far the largest

source of research support. In recent years, federal research budgets had been essentially flat, and the number of proposals submitted has been increasing, resulting in lower funding rates.

The university is working to mitigate ongoing downward trends using two primary strategies. First, we are actively focusing on increasing the competitiveness of researchers through activities internal to the university. This effort includes facilitating multidisciplinary research to take advantage of the breadth of expertise at the university through the Discovery Themes initiative; establishing new centers focused on current and emerging research challenges; creating a proposal development center; and establishing and maintaining cutting edge core facilities to support our growing community of research-intensive faculty. The second strategy involves building external relationships that will help grow the university's portfolio of federally funded research, expand strategic partnerships with industry, and promote and develop the Ohio Technology Consortium (OH-Tech).

### **College/Support Unit Administered Grants and Contracts and Student Financial Aid Funding**

Revenue for exchange grants and contracts administered directly by individual colleges and support units is expected to increase slightly from \$172 million projected for FY 2017 to \$174 million budgeted for FY 2018.

Some grants and contracts revenue is considered a non-exchange item and appears in the non-operating section of the income statement as Non-Exchange Grants. These items include federal funding for Pell and Supplemental Educational Opportunity Grants (SEOG) and state funding for Ohio College Opportunity Grants (OCOG). In total, funding levels for these items are expected to remain flat from projected FY 2017 to budgeted FY 2018.

## FY 2018 BUDGET PLAN

## Sales &amp; Services

↓ #thousands	FY17	FY18	FY17-FY18	FY17-FY18
	Projection	Budget	\$ Difference	% Diff
Sales & Services - Auxiliaries	330,030	347,314	17,284	5.2%
Sales & Services - Departmental	165,989	169,719	3,729	2.2%
<b>Total Sales &amp; Services</b>	<b>496,019</b>	<b>517,033</b>	<b>21,013</b>	<b>4.2%</b>

## Sales and Services of Auxiliary Enterprises

Student Life, Athletics, and Business Advancement comprise the majority of sales and services of auxiliary enterprises. Revenue from sales and services of auxiliary enterprises before scholarship allowances is expected to increase \$17.3 million, or 5.2% in FY 2018 over projected FY 2017. This increase is driven primarily by increased Student Life housing and dining revenue (6% and 3% increase in rates, respectively) and additional Big Ten Network revenue in Athletics.

## Sales and Services of Educational Departments

Sales and services of educational departments are expected to increase by \$3.7 million over projected FY 2017 to \$169.7 million. Revenue sources consist largely of clinical operations in colleges such as Dentistry, Optometry and Veterinary Medicine and non-college departments such as Recreational Sports and Student Health Services.

## Advancement

The university raised more than \$3 billion in the But for Ohio State campaign, far surpassing the \$2.5 billion goal. The campaign invited alumni, friends, grateful patients, and the rest of Buckeye Nation to invest in our students, our faculty, our campuses, and our potential. Supporters helped us secure unmatched educational opportunities for future generations of students, and empowered our faculty and staff to tackle the critical challenges we face as a global society. Campaign proceeds will be used to fund scholarships to attract the most promising students, elevate faculty, create modern learning environments, promote multidisciplinary research, and drive high-impact innovation. As Advancement continues to move forward, a group of university leaders, key volunteers and Advancement staff are developing a plan that will carry the institutions marketing, alumni/constituent and fundraising forward in alignment with the university's updated strategic plan.

Advancement recognizes the critical importance of aligning marketing and alumni/constituent engagement with our partners across the university. A number of efforts in these areas have been recognized internally and by our peers as among the best in higher education. Some examples include: the Alumni Association's growing volunteer engagement program; centralized stewardship guidelines for personalized, meaningful donor recognition initiatives; our Buckeye Room virtual community that captures insights from more than 10,000 alumni; and marketing campaigns that connect people in new ways with Ohio State while strengthening the university's brand and reputation. Advancement's communications, marketing, engagement and fundraising

teams are working together to plan for the next campaign with a clear focus on increasing access, affordability and excellence at Ohio State, the hallmarks of President Drake's 2020 Vision.

In FY 2017, the university's goal for "New Fundraising Activity" is \$475 million, including pledges and certain private contracts. Advancement fully expects to deliver results in line with expectations. Dollars are being raised by engaging a variety of constituents, including students, faculty, staff, alumni, friends, corporate partners and private foundations.

The Advancement-related line items within the FY 2017 projections and FY 2018 budget are representative of expected cash receipts for current use gifts, gifts provided as endowment additions, and private capital gifts. Total cash receipts as budgeted are expected to be \$273 million in FY 2018.

\$ thousands	FY17 Projection	FY18 Budget	FY17-FY18 \$ Difference	FY17-FY18 % Diff
Gifts - Current Use	185,200	183,600	(1,600)	-0.9%
Private Capital Gifts	20,600	20,400	(200)	-1.0%
Additions to Permanent Endowments	64,000	69,000	5,000	7.8%
<b>Total Advancement Receipts</b>	<b>269,800</b>	<b>273,000</b>	<b>3,200</b>	<b>1.2%</b>

## Investment Income

The Office of Investments manages the Long Term Investment Pool (LTIP), which totals \$4.3 billion as of FY 2017 and includes gifted endowment funds, designated funds and operating funds that have been invested for long-term stability. Through a partnership with external managers, the Office of Investments has adopted an asset allocation model for the LTIP that groups assets into three broad categories. This model enables the investment team to build a portfolio of specialized investment teams around the world to implement our strategic allocation and to be responsive to changing market conditions.

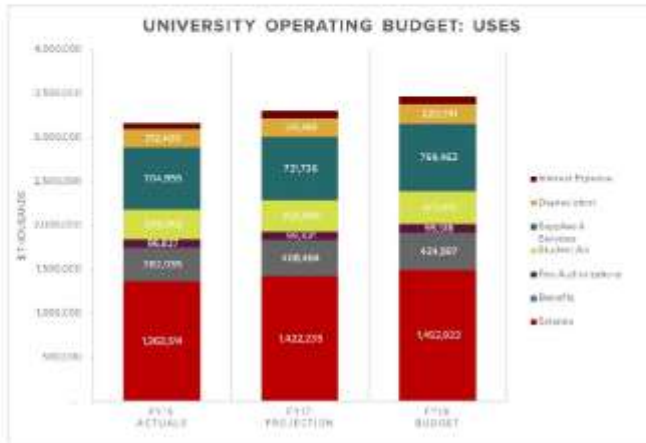
Investment income on cash, short and intermediate term investments is budgeted at \$14 million, in line with our FY 2017 forecast and reflecting continued low bank yields and fixed income markets more volatile than prior years.

The LTIP is budgeted to gain \$456 million before fees at an 8.0% return in FY 2018. These returns include investing more than \$1 billion in upfront proceeds from the Comprehensive Energy Management Project. The LTIP is projected to have an ending market value of \$5.6 billion at the end of FY 2018.

FY 2018 BUDGET PLAN

University Budget – Uses

Overview



Total budgeted uses for FY 2018 are \$3.47 billion, compared with \$3.31 billion projected for FY 2017. Salaries are the largest category, at \$1.49 billion or 43% of total uses, followed by Supplies & Services, at \$769 million or 22% of total sources.

In total, we expect a 4.9% increase in uses in FY 2018 over FY 2017 projections. This increase is concentrated in personnel expenses (up 4.7% over FY 2017 projections) and Supplies & Services (up 6.6% over FY 2017 projections).

	FY16 Actuals	FY17 Projection	FY18 Budget	% of Total
Salaries	1,383,514	1,422,235	1,492,922	43.1%
Benefits	382,035	408,464	424,597	12.2%
<b>Total Personnel Expense</b>	<b>1,745,549</b>	<b>1,830,699</b>	<b>1,917,520</b>	<b>55.3%</b>
Fee Authorizations	95,827	99,321	99,598	2.9%
Student Aid	339,342	353,485	370,812	10.7%
Supplies & Services	704,856	721,736	769,462	22.2%
<b>Total Non-Personnel Expense</b>	<b>1,141,025</b>	<b>1,174,542</b>	<b>1,239,792</b>	<b>36.8%</b>
Depreciation	212,400	215,591	220,391	6.4%
Interest Expense	63,981	84,369	88,876	2.6%
<b>Total Capital-Related Expense</b>	<b>276,381</b>	<b>300,360</b>	<b>309,267</b>	<b>8.9%</b>
<b>Total Uses</b>	<b>3,162,955</b>	<b>3,305,601</b>	<b>3,466,579</b>	<b>100.0%</b>

FY 2018 Uses



## FY 2018 BUDGET PLAN

## Salaries

\$ thousands	FY17 Projection	FY18 Budget	FY17-FY18 \$ Difference	FY17-FY18 % Diff
<b>Total Faculty Salary</b>	<b>554,942</b>	<b>577,123</b>	<b>22,181</b>	<b>4.0%</b>
Unclassified	631,870	670,201	38,331	6.1%
CCS	101,652	107,810	6,117	6.0%
<b>Total Staff Salary</b>	<b>733,563</b>	<b>778,011</b>	<b>44,448</b>	<b>6.1%</b>
<b>Total Student Salary</b>	<b>153,730</b>	<b>137,788</b>	<b>4,058</b>	<b>3.0%</b>
<b>Total Salaries</b>	<b>1,422,235</b>	<b>1,492,922</b>	<b>70,687</b>	<b>5.0%</b>

Salary expense is expected to increase by \$70.7 million or 5.0% over FY 2017 projections. Faculty and staff salary guideline increases of up to 2.0% have been included in the budget for FY 2018. This represents \$28.4 million of the total increase.

Consistent with prior years, the approved salary guidelines take into consideration the financial condition of the university as well as the current labor market. The university continues to employ a strategy to set faculty salaries at a level that will maintain or advance Ohio State's position nationally for the highest quality faculty, and to set staff salaries to be competitive with the local employment markets.

The remainder of the increase (\$42.2 million) in the FY 2018 budget for salaries is due to net new hires in several areas. The largest increases are in Faculty (\$11.1 million increase), Unclassified (\$25.7 million increase), and Classified Civil Service (\$4.0 million increase).

**Faculty** increases (\$11.1 million) are driven by Discovery Theme faculty hires in the Fisher College of Business (\$3.3 million increase) and College of Food, Agricultural and Environmental Sciences (\$1.7 million increase). Strategic plan hiring by the College of Engineering accounts for an additional \$1.1 million, and filling of vacancies and six new positions in University Libraries accounts for \$1.0 million.

**Unclassified** staff increases (\$25.7 million) are driven by Enterprise Project-related hires and backfilled positions, accounting for approximately \$7 million of the increase. Other large increases are occurring in the Office of Health Sciences (\$2.5 million) due to increased cancer research; the Office of Student Life (\$1.6 million) due to adjusting hiring levels for a continued higher student population on campus; University Advancement (\$1.6 million) due to hires for additional fundraising; \$1.5 million due to hires in the new Corporate Engagement Office to enhance university and industry relationships; and Athletics (\$870,000) due to additional sports-related and administrative personnel.

**Classified civil service** staff increases (\$4.0 million) are primarily driven by strategic hires in Administration and Planning (\$2.6 million increase) due to hiring of bus drivers and bus mechanics to support an increase in bus routes on campus, filling vacant custodial and maintenance worker positions, and hiring additional police officers and safety officers.



## Benefits

Benefit costs are expected to increase by \$16.1 million or 3.9% over FY 2017 projections, to \$424.6 million. Benefits increases are driven by the 2% salary guideline increase, which directly affects the retirement plan contribution expenses, and net new additional hires. This is balanced by a slight decrease in the average composite rate for all benefits. Benefits include the university's contribution to employee retirement plans, various medical, dental, vision, life and disability plans, employee and dependent tuition plans and university expense related to compulsory plans, such as workers' compensation and unemployment compensation.

**Retirement Plans** - University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements. Under each of the plans, the university contributes 14% of the employee's pay to the plan annually, while the employees contribute 10%. Vesting varies by plan.

**Medical Plan** - The university is self-insured for employee health insurance. FY 2018 medical plan costs are budgeted based on historical cost trend data, projected employee eligibility, and expected plan changes associated with governmental regulations and plan design. Given these factors, we are projecting a 5% decrease per FTE in costs for FY 2018 across all medical plans. The university will continue to monitor the impact the new health care laws will have on the university as an employer as legislation and regulations evolve.

## Fee Authorizations

Fee authorizations are provided to students holding graduate student appointments to pay for graduate tuition and fees. Total university fee authorization expense is expected to remain flat at \$99.5 million in FY 2018.

## Student Financial Aid

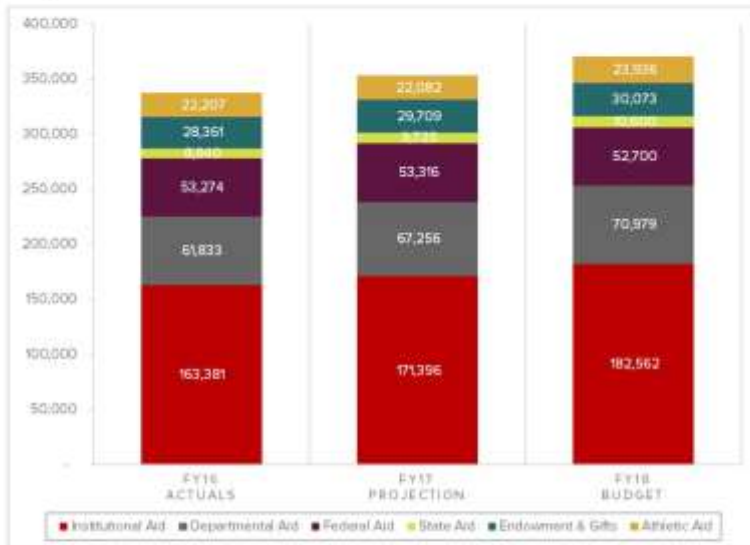
\$ thousands	FY17	FY18	FY17-FY18	FY17-FY18
	Projection	Budget	\$ Difference	% Diff
Student Aid	290,444	307,550	17,106	5.9%
Student Aid, non-exch	63,041	63,300	259	0.4%
<b>Total Student Aid</b>	<b>353,485</b>	<b>370,850</b>	<b>17,365</b>	<b>4.9%</b>

Financial Aid is a critical investment of resources that keeps the cost of education manageable for students. The Ohio State University engages both the federal and state governments in conversations to stress the importance of financial aid and reasonable loan programs for students. Interactions with donors also stress the importance of gifts that support financial aid.

The financial aid plan seeks to advance two specific goals for the university: to invest in the quality, quantity and diversity of students to continue to advance Ohio State as a leading national flagship

FY 2018 BUDGET PLAN

public research university; and to invest in students to fulfill our role as the land grant university for the State of Ohio, whereby access to college is afforded to those students with limited resources. The university continues to work to support both goals and continues to develop the appropriate balance in moving the university towards eminence. Fundraising efforts are also underway through various initiatives, including the Ohio Scholarship Challenge in which all 88 Ohio counties are raising funds to recruit students from each county to attend Ohio State.



Ohio State expects to distribute a total of \$371 million of financial aid, excluding graduate fee authorizations, to students in FY 2018. Sources for financial aid include federal and state programs, gifts and endowments and institutionally funded aid. The university financial statements present a portion of financial aid, in accordance with GASB accounting requirements, as an allowance against gross tuition and, in the case of athletic and room and board scholarships, an allowance against sales and services of auxiliary enterprises.

Institutionally funded financial aid is expected to increase by \$11.6 million, or 6.4%, in FY 2018 to a total of \$183 million. Need-based financial aid continues to be a priority as part of the university's commitment to affordability. An additional \$5 million will be added to the President's Affordability Grant program, for a total of \$25 million in annual aid for students with financial need. This will continue to be funded to meet a total investment under the President's 2020 vision of at least \$100 million over five years.

The Land Grant Opportunity Scholarship program will also be expanded. In FY 2018, new Land Grant Opportunity Scholarship recipients will receive awards to cover the full cost of attendance. In FY 2019, the program will be expanded to cover the full cost of attendance for two incoming students from each of Ohio's counties, up from the current program of one per county.

To help offset the impact of increases in housing and dining rates, second year students residing on campus that meet certain eligibility requirements will be held harmless from the rate increase. This will add approximately \$1.1 million in aid. An additional \$3.2 million in need-based aid will be offered to Ohio students that meet certain eligibility requirements during FY 2018. An additional \$5 million will be used to fund 30 students in the Young Scholars program. Other merit- and need-based financial aid programs will see inflationary increases of approximately \$1.5 million.

Federal financial aid, which consists primarily of Pell Grants and some Supplemental Educational Opportunity Grants (SEOG), is expected to decline slightly to \$53 million in FY 2018. State financial aid is expected to increase slightly in FY 2018 to \$10.6 million and is driven by state budgets for programs such as the Ohio College Opportunity Grant (OCOG). Donor and other funds are also expected to remain flat to FY 2018 projections at \$30 million.

Athletic scholarships are planned to increase to \$24 million. The remaining aid provided directly by colleges is projected to increase \$3.6 million in FY 2018, driven by a \$2 million increase in graduate fellowships.

## Supplies & Services

Supplies & Services expenses are projected to increase \$29.5 million or 4.1% over projected FY 2017. This is driven primarily by costs associated with the Enterprise Project Implementation. Supplies & Services expenses are comprised of several discrete categories, including Intra-University Revenue, Cost of Sales, Supplies, Office Services, Repairs & Maintenance, Utilities, Purchased Services, Travel, Other Expense and Non-Capitalized Equipment, which are discussed below.

**Cost of sales** represents the purchase of goods and services that are passed directly through to external and internal customers. Cost of sales is budgeted to decrease by \$2.0 million, or 2.2% for fiscal 2017. This decrease is driven primarily by a \$1.6 million decrease in Cost of Sales in Student Life due to fewer rental expenses for overflow housing and dining attributable to the larger than expected FY 2017 freshman class.

**Supplies** expense is expected to increase by \$3.7 million, or 3.4% in FY 2018. The increase over the expected inflationary increase of 2.0% is driven by a \$1.0 million increase in the College of Veterinary Medicine and a \$0.4 million increase in the College of Pharmacy associated with increased research activity. These increases are offset by a \$0.5 million increase in Student Life and other miscellaneous increases across the remainder of the university.

**Office services** expense is expected to remain mostly flat to FY 2017 projections, increasing by \$478 thousand, or 1.9%.

**Repairs & maintenance** expense is expected to increase by \$1.7 million, or 4.2% in FY 2018. This increase is driven by a \$1.4 million increase in Student Life associated with increases in

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replacement and renewal expenses for buildings that were not renovated during the North Residential District construction period.

**Utilities** expense includes both commodities expense paid externally for electricity, natural gas, and water and sewer, and internal charges paid by units that are billed centrally based on consumption. Utilities expense is expected to increase \$1.9 million or 2.0% over FY 2017 projections. These increases are driven by conservative inflationary increase assumptions of 2.0%.

**Travel** expense is expected to increase by \$2.3 million, or 4.0% over fiscal 2016. \$1 million is budgeted as an expected inflationary increase of 2%; the additional \$1.3 million of the increase is due to increased travel in the Department of Athletics.

**Purchased services** expense is expected to increase \$44 million or 15% over FY 2017 projections. The increased amount over an expected inflationary increase of 2% is due to costs associated with the Workday project.

**Non-capitalized equipment** expense is to decrease by \$10.6 million, or 18.6% under projected FY 2017. The decrease is driven by a \$7.5 million decrease in non-capitalized equipment expenditures by the Office of Student Life. This decrease is due to expenses related to the North Residential District completion in FY 2017; expenses that will not be duplicated in FY 2018.

## Interest Expense

The proceeds of past debt issuance have been utilized to fund major construction projects including the Wexner Medical Center expansion, student housing construction and refurbishments, as well as significant campus infrastructure improvements.

The debt is comprised of a mix of tax exempt and taxable bonds. Over 82% of the outstanding debt balance is comprised of fixed rate obligations ranging between 1.56% and 4.85% all-in true interest cost. The remainder of the debt is tax-exempt variable rate debt obligations. The variable rates, most of which are subject to change every seven days, averaged 0.68% through the first ten months of fiscal 2017 and have a 15-year average of 1.1%. Under the terms of the variable rate agreements, the rates cannot exceed 8% or 12%, depending on the issue.

The university expects to incur approximately \$127 million of interest expense on plant debt in FY 2018; an increase of \$2.9 million over FY 2017 projected levels due to estimates on the variable interest portion of outstanding debt.

## OSU Health System Budget

Health System	FY17 Projection	FY18 Budget	\$ Difference	% Diff
<b>Total Operating Revenue</b>	<b>2,820,217</b>	<b>2,998,451</b>	<b>178,234</b>	<b>6.3%</b>
<b>Operating Expenses</b>				
Salaries & Benefits	1,260,779	1,331,779	71,000	5.6%
Supplies	295,489	310,460	14,971	5.1%
Drugs & Pharmaceuticals	349,135	369,803	20,668	5.9%
Services	784,849	306,272	21,423	7.5%
Depreciation	144,576	160,618	16,042	11.1%
Interest	39,848	38,256	(1,592)	-4.0%
University Overhead	48,902	53,440	4,538	9.3%
Other	47,487	48,742	1,255	2.6%
<b>Total Expenses</b>	<b>2,471,065</b>	<b>2,619,370</b>	<b>148,305</b>	<b>6.0%</b>
<b>Gain/Loss from Operations</b>	<b>349,152</b>	<b>379,081</b>	<b>29,929</b>	<b>8.6%</b>
<b>Medical Center Investments</b>	<b>(149,445)</b>	<b>(150,000)</b>	<b>(555)</b>	<b>-0.4%</b>
<b>Investment Income</b>	<b>6,732</b>	<b>10,534</b>	<b>3,802</b>	<b>56.5%</b>
<b>Excess of Revenue over Expenses</b>	<b>206,439</b>	<b>239,615</b>	<b>33,176</b>	<b>16.1%</b>

The margin for the OSU Wexner Medical Center Health System (Health System) is budgeted at \$239 million for fiscal 2018. Included in the budget is the Health System's continued support to OSU Physicians and the College of Medicine (COM) (\$150 million). The Health System operating budget is set at a level to provide the necessary margin to invest in clinical programs; capital, provide debt service coverage and build cash reserves. The operating budget for fiscal 2018 anticipates the volumes and financial impact from increased capacity in University Hospital (UH) as well as full year impacts from the Brain and Spine Hospital, Jameson Crane Sports Medicine Institute and the Upper Arlington Outpatient Care Center. The budget also takes into consideration the impact of healthcare reform, Medicaid rate rebasing, as well as changes related to reimbursement from the Hospital Care Assurance Program (HCAP), and the state's Upper Payment Limit program (UPL). In addition, the model continues to incorporate payer mix changes resulting from an aging population. The budget provides a total operating margin percentage of 8.6% and an EBIDA operating margin of 19.6%.



### Revenue Drivers

Overall revenue is budgeted to increase approximately 4.9% compared with the current year rate of 6.3%. Activity increases account for approximately 3.5% and rates account for 1.4% of fiscal 2018 growth. Inpatient admission growth is budgeted at 3.7% and driven primarily by continued James

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Cancer Hospital growth and additional bed capacity in UH as well as a full year of the Brain and Spine Hospital. Outpatient activity will grow at 3.9% with continued ambulatory growth related to the Jameson Crane Sports Medicine Institute and Ohio State Outpatient Care Upper Arlington.

Medicaid expansion continues to be favorable for the Health System as patients previously covered under charity programs now have coverage. Medicaid continues to make additional rate cuts in order to fund this expansion. The Health System will see decreases in Medicaid rates related to rebasing efforts at the Ohio Department of Medicaid. Overall Medicare rates will increase less than 1%. Managed care plan migration to Medicare due to the aging population is anticipated at 1% in fiscal 2018. Managed care arrangements are negotiated through the end of 2018 and in some cases into 2019. Quality and risk-based contracts are being phased into contracts through ongoing negotiations with payers. The budget anticipates a 0.5% negative impact to fiscal 2018 relating to these factors. The payment increases for managed care contracts are on average 3-4% in rate growth while governmental payers are anticipated to decrease due to multiple factors.

#### Expense Drivers

Total operating expenses will grow by 6.3% compared to the current year growth of 6.4%. Drug costs are increasing 8.2% with 5% due to inflation and the remaining impact relating to a full year impact of participation in the 340B drug pricing program. Operating expenses, excluding drugs, depreciation and overhead, will grow at approximately 5.0%, of which 2.8% will be activity driven and 2.2% rate driven. Salary increases for employees averaging 2% is included in the budget. Benefit rates are expected to remain consistent with current year. Labor productivity is budgeted to remain consistent with fiscal 2017. Expense management initiatives will continue to be an emphasis to mitigate reimbursement changes and increasing alternative payment plans.

## OSU Physicians Budget

OSU Physicians	FY17 Projection	FY18 Budget	\$ Difference	% Diff
<b>Revenues</b>				
Operating Revenue	389,728	428,535	38,807	10.0%
Upper Payment Limit (UPL)	27,600	6,500	(21,100)	-76.4%
<b>Total Revenue</b>	<b>417,328</b>	<b>435,035</b>	<b>17,707</b>	<b>4.2%</b>
<b>Expenses</b>				
Faculty Salaries & Benefits	282,183	312,128	29,945	10.6%
Non Faculty Salaries & Benefits	88,542	101,595	13,053	14.7%
Supplies & Pharmaceuticals	18,291	18,650	359	2.0%
Purchased Services	28,112	28,764	652	2.3%
Depreciation	3,796	3,761	(35)	-0.9%
Interest	347	319	(28)	-8.1%
Other Operating Expense	40,262	46,477	6,215	15.4%
Medical Center Investments	(79,690)	(82,040)	(2,350)	-2.9%
<b>Total Expenses</b>	<b>381,843</b>	<b>429,654</b>	<b>47,811</b>	<b>12.5%</b>
<b>Gain/(Loss)</b>	<b>35,485</b>	<b>5,381</b>	<b>(30,104)</b>	<b>-84.8%</b>

Total operating revenue is budgeted to increase \$17.7 million or 4.2% over fiscal 2017 projections. Total operating revenue includes net patient revenue, and other operating revenue associated with physician services. Net patient revenue is budgeted to increase \$35.9 million or 11.1% over fiscal 2017 projection, while other revenue is budgeted to decrease \$18.2 million. The increase in net patient revenue is due to faculty recruitment, increased clinical productivity, improved payment rates, and improved service mix. The decrease in other revenue is the result of a conservative estimate of UPL revenue compared to Fiscal 2017. Excluding UPL revenue from both periods, total operating revenue is budgeted to increase \$38.8 million or 10.0%.

Total expenses are expected to increase \$47.8 million. Expense categories with the largest increases were physician salaries & benefits, staff salaries & benefits, and other operating expenses. Net new physicians in fiscal 2018 are approximately 75. Generally, the amount of time for a new practice to reach full profitability is approximately 2-3 years. Staffing costs include support for new physicians, market adjustments, merit increases and filling of vacancies. Other operating expenses include start-up costs and other provider related costs for new physicians,

Work continues on increasing revenue growth through a number of initiatives. In addition, expense control measures continue to evolve to help keep controllable costs, such as staff salaries, supplies, and services, in line with revenue changes.

## University Budget Process

For the FY 2018 Operating Budget, the university continues a budget process that encompasses all funds of the university. This approach affords a holistic view of all operations of the university in an easily understood format that will enable the university to highlight the evolution of funding sources. This will allow leadership to make informed strategic decisions in a timely manner.

All funds budgets are collected from each unit in the university and reviewed and consolidated by the Office of Financial Planning & Analysis. This all funds total operating budget will provide the base framework for evaluating the activities of all academic and support units within the university, allowing proactive responses to changing economic issues as they arise.

### Budget Model

The university uses a budget model that is comprised of two components: a modified Responsibility Center Management (RCM) model and the strategic investment of central funds. This structure allows for decentralized decision-making and control of financial resources at the colleges and support units. The modified RCM budget model assigns substantial control over resource decisions to individual colleges and support units. The underlying premise of the university's decentralized budget model is entrusting academic and support unit leaders with significant control over financial resources, leading to more informed decision-making and better outcomes for the university as a whole. Through this decentralized model, colleges in particular are incentivized to increase resources by teaching more credit hours and increasing research activity. Auxillary and earnings units, which are not included in the RCM model, prepare their budgets based on their business plans and projected use of their products and services. Research budgets are projected based on historical patterns and anticipated grants that may be received.

The OSU Health System and OSU Physicians, Inc. prepare their budgets based on projected activity and associated costs. External factors, such as government regulations and reimbursements rates, as well as contractual agreements with health care payers also play an integral part in developing the health system's budget.

### Fund Accounting

The university's budget is developed and managed according to the principles of fund accounting. We manage over 20,000 active expendable funds and over 5,300 endowment principal funds through a robust accounting system. Revenue is segregated into a variety of fund types, the use of which is governed by the restrictions of the specific fund. Some fund types are unrestricted, including general funds and some earnings funds. Others have restrictions derived from the source of the revenue, including grants and contracts received from government agencies, foundations, and other outside sponsors. Individual funds are set up to ensure strict adherence to the terms of the grant or contract that governs these funds.

Endowments are another type of restricted fund, where separate funds are set up to preserve the corpus or principal of the gifts. As those funds earn investment returns, annual income distributions are made out of the endowment funds and into current funds for spending in accordance with the



donors' restrictions. The segregation of each gift allows the university to ensure the funds are spent appropriately and to enable reporting to donors on the activities that their funds support.

Although emphasis was placed on including all university funds in the FY 2018 budget process, general funds continue to remain a key component of the budget. General funds can generally be used for any university purpose whereas restricted funds are more specifically targeted. These funds play a major role in the budget, as they cover many expenses in the colleges and support units for which it is difficult to raise money. The main sources of general funds are tuition and other student fees, state support of instruction, indirect cost recovery, and overhead charged to earnings units.

### **Allocation of Funds**

Each college and support unit receives a portion of general funds in support of both academic and administrative functions. The process for allocating the funds is administered through the Office of Financial Planning & Analysis under the guidance of the Chief Financial Officer and Provost. General funds are allocated to colleges and support units on a marginal basis under an established set of criteria. In other words, increases (or decreases) in the pool of general funds available each budget year are allocated back to colleges and support units as increases (or decreases) to their base general funds budgets.

Marginal changes in revenue are allocated to colleges based on three primary funding formulas. The first funding formula for colleges utilizes a model to distribute undergraduate marginal tuition and state support. Sixty percent of the funding is allocated based on total credit hours taught, while forty percent is allocated based on the cost of instruction. This budget allocation method takes into account the fact that some courses have a higher cost for delivery and are allocated a greater share of the funding. The other two primary funding formulas allocate graduate tuition and state support based on a two-year average of credit hours in fee-paying categories (tuition) and type of course taught based on cost of instruction (state support). As a college teaches more of the share of total credit hours, it receives a larger share of the incremental funding. Conversely, if a college's share of the hours taught declines, the college's allotted share of incremental funding will correspondingly decline. The two-year average credit hour driver acts as a smoothing mechanism in times of unforeseen volatility. Colleges will receive their share of revenue on indirect research cost recovery, based upon the college's share of research revenue. Fee revenue from learning technology, course and program fees are provided directly to colleges.

Support units are funded through a combination of central tax, specific activity-based assessments charged to colleges and an overhead rate charged to auxiliary and earnings units. The central tax, assessments and overhead charges are designed to provide the funds necessary to maintain support services such as payroll services, central human resource services, and student life services. Support units are generally ineligible for marginal revenue changes because the funding formulas rely on credit hours taught; instead, support units must request additional funding during the annual budget process to support new services or mandates. For FY 2018, funding requests were approved for IT security, campus safety enhancements, and additional research administrators.

Auxiliaries and earnings units are expected to operate at a break even or better margin and generally do not receive general fund support. One exception is the Office of Student Life, which

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does receive general fund support via special Student Activity, Ohio Union and Recreational Facility fees that were enacted to specifically advance the student experience.

Regional campuses develop their own individual campus budgets primarily based on the student tuition and fees received from the regional campus students, the State Share of Instruction they expect to collect and costs directly incurred to operate those campuses.

Traditionally, university-wide initiatives and special requests by colleges and support units are funded through the formal budget process or through central reserves established to fund campus-wide projects that benefit the entire population or advance the mission of the university. For fiscal 2018, the formal support office budget request process was reinstated, giving the support offices the ability to request funding for expansion of existing activities or new activities that meet the university's mission.



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**Appendix A – Columbus Campus Student Fee Tables**

**Undergraduate Fees – Continuing and Transfer Students**

**Ohio Residents**

Credit Hours	Instructional Fees	General Fees		Student Union Fee	Res. Fee <sup>1)</sup>	COTA Fee <sup>2)</sup>	Resident Total
		General	Student Activity				
0.5	191.00	7.75	37.50	3.10	-	13.50	252.85
1.0	382.00	15.50	37.50	6.20	-	13.50	454.70
2.0	764.00	31.00	37.50	12.40	-	13.50	858.40
3.0	1,146.00	46.50	37.50	18.60	-	13.50	1,262.10
4.0	1,528.00	62.00	37.50	24.80	123.00	13.50	1,788.80
5.0	1,910.00	77.50	37.50	31.00	123.00	13.50	2,192.50
6.0	2,292.00	93.00	37.50	37.20	123.00	13.50	2,596.20
7.0	2,674.00	108.50	37.50	43.40	123.00	13.50	2,999.90
8.0	3,056.00	124.00	37.50	49.60	123.00	13.50	3,403.60
9.0	3,438.00	139.50	37.50	55.80	123.00	13.50	3,807.30
10.0	3,820.00	155.00	37.50	62.00	123.00	13.50	4,211.00
11.0	4,202.00	170.50	37.50	68.20	123.00	13.50	4,614.70
12.0 to 18.0 <sup>3)</sup>	\$ 4,584.00	\$ 186.00	\$ 37.50	\$ 74.40	\$ 123.00	\$ 13.50	\$ 5,016.40

**Non-Residents (Domestic)**

Credit Hours	Instructional Fees	General Fees		Student Union Fee	Res. Fee <sup>1)</sup>	COTA Fee <sup>2)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity						
0.5	191.00	7.75	37.50	3.10	-	13.50	252.85	398.00	650.85
1.0	382.00	15.50	37.50	6.20	-	13.50	454.70	796.00	1,250.70
2.0	764.00	31.00	37.50	12.40	-	13.50	858.40	1,592.00	2,450.40
3.0	1,146.00	46.50	37.50	18.60	-	13.50	1,262.10	2,388.00	3,650.10
4.0	1,528.00	62.00	37.50	24.80	123.00	13.50	1,788.80	3,184.00	4,972.80
5.0	1,910.00	77.50	37.50	31.00	123.00	13.50	2,192.50	3,980.00	6,172.50
6.0	2,292.00	93.00	37.50	37.20	123.00	13.50	2,596.20	4,776.00	7,372.20
7.0	2,674.00	108.50	37.50	43.40	123.00	13.50	2,999.90	5,572.00	8,571.90
8.0	3,056.00	124.00	37.50	49.60	123.00	13.50	3,403.60	6,368.00	9,771.60
9.0	3,438.00	139.50	37.50	55.80	123.00	13.50	3,807.30	7,164.00	10,971.30
10.0	3,820.00	155.00	37.50	62.00	123.00	13.50	4,211.00	7,960.00	12,171.00
11.0	4,202.00	170.50	37.50	68.20	123.00	13.50	4,614.70	8,756.00	13,370.70
12.0 to 18.0 <sup>3)</sup>	\$ 4,584.00	\$ 186.00	\$ 37.50	\$ 74.40	\$ 123.00	\$ 13.50	\$ 5,016.40	\$ 9,852.00	\$ 14,870.40

**Non-Resident International – Enrolled prior to August 2015**

Credit Hours	General Fees						Resident Total	Non-Resident Surcharge	Non-Resident Total	International Surcharge**	International Total**
	Instructional Fees	General	Student Activity	Student Union Fee	Res Fee**	COIX Fee**					
0.5	181.00	7.75	37.50	3.10	-	15.50	252.85	398.00	890.85	20.75	\$711.60
1.0	362.00	15.50	37.50	6.20	-	15.50	484.70	796.00	1,280.70	41.50	1,322.20
2.0	724.00	31.00	37.50	12.40	-	15.50	808.40	1,592.00	2,400.40	83.00	2,533.40
3.0	1,146.00	46.50	37.50	18.60	-	15.50	1,262.10	2,388.00	3,650.10	124.50	3,774.60
4.0	1,528.00	62.00	37.50	24.80	123.00	15.50	1,786.80	3,184.00	4,972.80	166.00	5,138.80
5.0	1,910.00	77.50	37.50	31.00	123.00	15.50	2,189.50	3,980.00	6,172.50	217.50	6,390.00
6.0	2,292.00	93.00	37.50	37.20	123.00	15.50	2,596.20	4,776.00	7,372.20	249.00	7,621.20
7.0	2,674.00	108.50	37.50	43.40	123.00	15.50	2,999.90	5,572.00	8,571.90	280.50	8,852.40
8.0	3,056.00	124.00	37.50	49.60	123.00	15.50	3,403.60	6,368.00	9,771.60	332.00	10,103.60
9.0	3,438.00	139.50	37.50	55.80	123.00	15.50	3,807.30	7,264.00	10,871.30	373.50	11,244.80
10.0	3,820.00	155.00	37.50	62.00	123.00	15.50	4,211.00	8,060.00	12,171.00	415.00	12,586.00
11.0	4,202.00	170.50	37.50	68.20	123.00	15.50	4,614.70	8,956.00	13,570.70	456.50	13,977.20
12.0 to 18.0**	\$ 4,584.00	\$ 186.00	\$ 37.50	\$ 74.40	\$ 123.00	\$ 15.50	\$ 5,018.40	\$ 9,852.00	\$ 14,870.40	\$ 498.00	\$ 15,368.40

**Non-Resident International – Enrolled between August 2015 & July 2017**

Credit Hours	General Fees						Resident Total	Non-Resident Surcharge	Non-Resident Total	International Surcharge**	International Total**
	Instructional Fees	General	Student Activity	Student Union Fee	Res Fee**	COIX Fee**					
0.5	181.00	7.75	37.50	3.10	-	15.50	252.85	398.00	890.85	43.25	891.10
1.0	362.00	15.50	37.50	6.20	-	15.50	484.70	796.00	1,280.70	86.50	1,331.20
2.0	724.00	31.00	37.50	12.40	-	15.50	808.40	1,592.00	2,400.40	181.00	2,611.40
3.0	1,146.00	46.50	37.50	18.60	-	15.50	1,262.10	2,388.00	3,650.10	241.50	3,891.60
4.0	1,528.00	62.00	37.50	24.80	123.00	15.50	1,786.80	3,184.00	4,972.80	322.00	5,294.80
5.0	1,910.00	77.50	37.50	31.00	123.00	15.50	2,189.50	3,980.00	6,172.50	403.50	6,576.00
6.0	2,292.00	93.00	37.50	37.20	123.00	15.50	2,596.20	4,776.00	7,372.20	483.00	7,855.20
7.0	2,674.00	108.50	37.50	43.40	123.00	15.50	2,999.90	5,572.00	8,571.90	563.50	9,135.40
8.0	3,056.00	124.00	37.50	49.60	123.00	15.50	3,403.60	6,368.00	9,771.60	644.00	10,415.60
9.0	3,438.00	139.50	37.50	55.80	123.00	15.50	3,807.30	7,264.00	10,871.30	724.50	11,595.80
10.0	3,820.00	155.00	37.50	62.00	123.00	15.50	4,211.00	8,060.00	12,171.00	805.00	12,976.00
11.0	4,202.00	170.50	37.50	68.20	123.00	15.50	4,614.70	8,956.00	13,570.70	885.50	14,596.20
12.0 to 18.0**	\$ 4,584.00	\$ 186.00	\$ 37.50	\$ 74.40	\$ 123.00	\$ 15.50	\$ 5,018.40	\$ 9,852.00	\$ 14,870.40	\$ 506.00	\$ 15,376.40

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## Distance Learning

Credit Hours	Instructional Fees	Distance Education Fee			Non-Resident Surcharge <sup>(1)</sup>	Non-Resident Total
		General Fee	Resident Total	Non-Resident Total		
0.5	191.00	7.75	100.00	298.75	5.00	303.75
1.0	382.00	15.50	100.00	497.50	5.00	502.50
2.0	764.00	31.00	100.00	895.00	5.00	900.00
3.0	1,146.00	46.50	100.00	1,292.50	5.00	1,297.50
4.0	1,528.00	62.00	100.00	1,690.00	5.00	1,695.00
5.0	1,910.00	77.50	100.00	2,087.50	5.00	2,092.50
6.0	2,292.00	93.00	100.00	2,485.00	5.00	2,490.00
7.0	2,674.00	108.50	100.00	2,882.50	5.00	2,887.50
8.0	3,056.00	124.00	100.00	3,280.00	5.00	3,285.00
9.0	3,438.00	139.50	100.00	3,677.50	5.00	3,682.50
10.0	3,820.00	155.00	100.00	4,075.00	5.00	4,080.00
11.0	4,202.00	170.50	100.00	4,472.50	5.00	4,477.50
12.0 to 18.0 <sup>(2)</sup>	\$ 4,584.00	\$ 186.00	\$ 100.00	\$ 4,870.00	\$ 5.00	\$ 4,875.00

- (1) See Program & Technology fees for clinic, technology, and program fees charged by certain programs.
- (2) The Recreation Fee is a flat fee for four or more credit hours.
- (3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.
- (4) Implemented in Autumn 2012, the international surcharge fee was converted to a per credit hour fee beginning in Summer 2016. Starting in Autumn 2015, all new Columbus campus international undergraduate students were assessed \$966 per term. Then beginning in Autumn 2017, all new Columbus campus international undergraduate students were assessed \$1,454 per term.
- (5) Students pay an additional half credit hour instructional, basic general, and non-resident fee for each half credit hour of enrollment over 18.
- (6) For students taking all distance courses, all on-site fees are waived and the non-resident tuition is reduced to \$5. Students pay full campus-based and non-resident fees if enrolled in a campus-based course.

## Undergraduate Fees – Tuition Guarantee

### Ohio Residents

Credit Hours	Instructional Fees	General Fees		Student Union Fee	Res Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total
		General	Student Activity				
0.5	202.45	7.75	40.00	3.10	-	13.50	286.80
1.0	404.90	15.50	40.00	6.20	-	13.50	480.10
2.0	809.80	31.00	40.00	12.40	-	13.50	906.70
3.0	1,214.70	46.50	40.00	18.60	-	13.50	1,333.30
4.0	1,619.60	62.00	40.00	24.80	123.00	13.50	1,862.90
5.0	2,024.50	77.50	40.00	31.00	123.00	13.50	2,309.50
6.0	2,429.40	93.00	40.00	37.20	123.00	13.50	2,736.10
7.0	2,834.30	108.50	40.00	43.40	123.00	13.50	3,162.70
8.0	3,239.20	124.00	40.00	49.60	123.00	13.50	3,589.30
9.0	3,644.10	139.50	40.00	55.80	123.00	13.50	4,015.90
10.0	4,049.00	155.00	40.00	62.00	123.00	13.50	4,442.50
11.0	4,453.90	170.50	40.00	68.20	123.00	13.50	4,869.10
12.0 to 18.0 <sup>(3)</sup>	\$ 4,858.80	\$ 186.00	\$ 40.00	\$ 74.40	\$ 123.00	\$ 13.50	\$ 5,295.70

### Non-Residents (Domestic)

Credit Hours	Instructional Fees	General Fees		Student Union Fee	Res Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity						
0.5	202.45	7.75	40.00	3.10	-	13.50	286.80	390.00	664.80
1.0	404.90	15.50	40.00	6.20	-	13.50	480.10	796.00	1,276.10
2.0	809.80	31.00	40.00	12.40	-	13.50	906.70	1,592.00	2,498.70
3.0	1,214.70	46.50	40.00	18.60	-	13.50	1,333.30	2,388.00	3,721.30
4.0	1,619.60	62.00	40.00	24.80	123.00	13.50	1,862.90	3,184.00	5,066.90
5.0	2,024.50	77.50	40.00	31.00	123.00	13.50	2,309.50	3,980.00	6,289.50
6.0	2,429.40	93.00	40.00	37.20	123.00	13.50	2,736.10	4,776.00	7,512.10
7.0	2,834.30	108.50	40.00	43.40	123.00	13.50	3,162.70	5,572.00	8,734.70
8.0	3,239.20	124.00	40.00	49.60	123.00	13.50	3,589.30	6,368.00	9,957.30
9.0	3,644.10	139.50	40.00	55.80	123.00	13.50	4,015.90	7,164.00	11,179.90
10.0	4,049.00	155.00	40.00	62.00	123.00	13.50	4,442.50	7,960.00	12,402.50
11.0	4,453.90	170.50	40.00	68.20	123.00	13.50	4,869.10	8,756.00	13,625.10
12.0 to 18.0 <sup>(3)</sup>	\$ 4,858.80	\$ 186.00	\$ 40.00	\$ 74.40	\$ 123.00	\$ 13.50	\$ 5,295.70	\$ 9,552.00	\$ 14,847.70

- (1) Tuition Guarantee applies to Instructional, General, Student Activity, Student Union, Recreational and COTA fees for incoming first year students starting in August 2017. The Tuition Guarantee does not apply to the non-resident surcharge or international surcharge. See Program & Technology fees for clinic, technology, and program fees charged by certain programs.
- (2) The Recreation Fee is a flat fee for four or more credit hours.
- (3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.
- (4) Implemented in Autumn 2012, the international surcharge fee was converted to a per credit hour fee beginning in Summer 2016. Starting in Autumn 2015, all new Columbus campus international undergraduate students were assessed \$966 per term. Then beginning in Autumn 2017, all new Columbus campus international undergraduate students were assessed \$1,464 per term.
- (5) Students pay an additional half credit hour instructional, basic general, and non-resident fee for each half credit hour of enrollment over 18.

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**Non-Resident International – Enrolled August 2017 or later**

Credit Hours	General Fee			Student Union Fee	Resident Fee**	COTA Fee**	Resident Total	Non-Resident Surcharge	Non-Resident Total	International Surcharge**	International Total**
	Instructional Fee	General	Student Activity								
0.5	302.45	7.75	40.00	3.10	--	13.50	366.80	368.00	894.80	91.30	735.80
1.0	404.00	15.50	40.00	6.20	--	13.50	480.10	706.00	1,276.10	122.00	1,398.10
2.0	808.00	31.00	40.00	12.40	--	13.50	906.70	1,552.00	3,498.70	244.00	2,742.70
3.0	1,214.70	46.50	40.00	18.60	--	13.50	1,333.30	2,388.00	5,721.30	306.00	4,087.30
4.0	1,618.60	62.00	40.00	24.80	123.00	13.50	1,862.90	3,164.00	8,066.90	488.00	5,554.90
5.0	2,024.50	77.50	40.00	31.00	123.00	13.50	2,309.50	3,980.00	10,289.50	610.00	8,899.50
6.0	2,429.40	93.00	40.00	37.20	123.00	13.50	2,786.10	4,776.00	12,512.10	732.00	9,844.10
7.0	2,834.30	108.50	40.00	43.40	123.00	13.50	3,162.70	5,572.00	14,734.70	854.00	11,588.70
8.0	3,238.20	124.00	40.00	49.60	123.00	13.50	3,539.30	6,368.00	16,957.30	976.00	13,653.30
9.0	3,644.10	139.50	40.00	55.80	123.00	13.50	4,015.90	7,164.00	19,179.90	1,098.00	15,277.90
10.0	4,049.00	155.00	40.00	62.00	123.00	13.50	4,492.50	7,960.00	21,462.50	1,220.00	13,822.50
11.0	4,453.90	170.50	40.00	68.20	123.00	13.50	4,969.10	8,756.00	23,685.10	1,342.00	14,967.10
12.0 to 18.0*	\$ 4,858.80	\$ 186.00	\$ 40.00	\$ 74.40	\$ 123.00	\$ 13.50	\$ 5,286.70	\$ 9,552.00	\$ 19,947.70	\$ 1,464.00	\$ 16,311.70

- (1) Tuition Guarantee applies to Instructional, General, Student Activity, Student Union, Recreational and COTA fees for incoming first year students starting in August 2017. The Tuition Guarantee does not apply to the non-resident surcharge or international surcharge. See Program & Technology fees for clinic, technology, and program fees charged by certain programs.
- (2) The Recreation Fee is a flat fee for four or more credit hours.
- (3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.
- (4) Implemented in Autumn 2012, the international surcharge fee was converted to a per credit hour fee beginning in Summer 2016. Starting in Autumn 2015, all new Columbus campus international undergraduate students were assessed \$966 per term. Then beginning in Autumn 2017, all new Columbus campus international undergraduate students were assessed \$1,464 per term.
- (5) Students pay an additional half credit hour instructional, basic general, and non-resident fee for each half credit hour of enrollment over 18.



## Program and Technology Fees

### Program Fees

Credit Hours	SHRS <sup>1</sup>	Anim Sci	Art	Business	Eng <sup>2</sup>	EngPhys
	UG	UG	UG	UG	UG	UG
0.5	8.30	3.25	4.75	27.05	24.55	14.55
1.0	16.60	6.50	9.50	54.10	49.10	29.10
2.0	33.20	13.00	19.00	108.20	98.20	58.20
3.0	49.80	19.50	28.50	162.30	147.30	87.30
4.0	66.40	26.00	38.00	216.40	196.40	116.40
5.0	83.00	32.50	47.50	270.50	245.50	145.50
6.0	99.60	39.00	57.00	324.60	294.60	174.60
7.0	116.20	45.50	66.50	378.70	343.70	203.70
8.0	132.80	52.00	76.00	432.80	392.80	232.80
9.0	149.40	58.50	85.50	486.90	441.90	261.90
10.0	166.00	65.00	95.00	541.00	491.00	291.00
11.0	182.60	71.50	104.50	595.10	540.10	320.10
<b>12</b>	<b>199.20</b>	<b>78.00</b>	<b>114.00</b>	<b>649.20</b>	<b>589.20</b>	<b>349.20</b>

Credit Hours	SENR	FAES	Music	Nursing		Psych
	UG	UG	UG	UG	Grad - Exlet <sup>3</sup>	Grad - New <sup>4</sup>
0.5	2.05	2.05	14.50	26.00	62.50	78.10
1.0	4.10	4.10	29.00	52.00	125.00	156.20
2.0	8.20	8.20	58.00	104.00	250.00	312.40
3.0	12.30	12.30	87.00	156.00	375.00	468.60
4.0	16.40	16.40	116.00	208.00	500.00	624.80
5.0	20.50	20.50	145.00	260.00	625.00	781.00
6.0	24.60	24.60	174.00	312.00	750.00	937.20
7.0	28.70	28.70	203.00	364.00	875.00	1,093.40
8.0	32.80	32.80	232.00	416.00	<b>1,000.00</b>	<b>1,249.60</b>
9.0	36.90	36.90	261.00	468.00		78.30
10.0	41.00	41.00	290.00	520.00		87.00
11.0	45.10	45.10	319.00	572.00		95.70
<b>12</b>	<b>49.20</b>	<b>49.20</b>	<b>348.00</b>	<b>624.00</b>		<b>104.40</b>

\*Non-whole dollar amounts were adjusted slightly to meet SIS rounding rules

- (1) Name change from Allied Medical to School of Health and Rehabilitation Services
- (2) All Engineering except Engineering Physics.
- (3) Nursing students enrolled prior to Fall 2013.
- (4) Nursing students enrolled in Fall 2013 and subsequent terms.

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Technology Fees

Credit Hours	Arts		Business		OS in MFG	Communication	SIE	
	UG	Grad	UG	Grad			UG	UG
0.5	8.75	13.50	7.75	21.75	4.50	2.05	3.75	15.75
1.0	13.50	27.00	15.50	43.50	9.00	4.10	7.50	31.50
2.0	27.00	54.00	31.00	87.00	18.00	8.20	15.00	63.00
3.0	40.50	81.00	46.50	130.50	27.00	12.30	22.50	84.50
4.0	54.00	108.00	62.00	174.00	36.00	16.40	30.00	126.00
5.0	67.50	135.00	77.50	217.50	45.00	20.50	37.50	157.50
6.0	81.00	162.00	93.00	261.00	54.00	24.60	45.00	189.00
7.0	84.50	162.00	108.50	291.00	63.00	28.70	52.50	198.00
8.0	108.00	162.00	124.00	291.00	72.00	32.80	60.00	189.00
9.0	121.50		139.50		81.00	36.90	67.50	
10.0	135.00		155.00		90.00	41.00	75.00	
11.0	148.50		170.50		99.00	45.10	82.50	
12+	162.00		186.00		108.00	49.20	90.00	

Credit Hours	Engineering		Eng/Phys	FAES		Medicine	Music	Nursing		PPM
	UG (AGR)	Grad		UG	UG			UG	UG	
0.5	10.00	21.25	4.50	2.05	4.10	5.50	6.75	8.30	16.85	15.00
1.0	20.00	42.50	9.00	4.10	8.20	11.00	13.50	16.60	33.70	30.00
2.0	40.00	85.00	18.00	8.20	16.40	22.00	27.00	33.20	67.40	60.00
3.0	60.00	127.50	27.00	12.30	24.60	33.00	40.50	49.80	101.10	90.00
4.0	80.00	170.00	36.00	16.40	32.80	44.00	54.00	66.40	133.20	120.00
5.0	100.00	212.50	45.00	20.50	41.00	55.00	67.50	83.00	166.50	150.00
6.0	120.00	255.00	54.00	24.60	49.20	66.00	81.00	99.60	199.80	180.00
7.0	140.00	255.00	63.00	28.70	49.20	66.00	94.50	116.20	199.80	180.00
8.0	160.00	255.00	72.00	32.80	48.20	66.00	108.00	132.80	199.80	180.00
9.0	180.00		81.00	36.90			121.50	148.40		
10.0	200.00		90.00	41.00			135.00	166.00		
11.0	220.00		99.00	45.10			148.50	183.60		
12+	240.00		108.00	49.20			162.00	199.20		

NOTE: Technology fees will not be applicable to students paying fees under the tuition guarantee after Autumn 2017.

\*Non-whole dollar amounts were adjusted slightly to meet SIS rounding rules

- (5) Beginning in FY 2015, specific Agriculture majors and plans only
- (5) With the exception of students in the Equine program, ATI students in FAES also pay this fee.

## Graduate & PhD Fees

### Ohio Resident Graduate & PhD

Credit Hours	Instructional Fees	General Fees		Student Union Fee		GOTA Fee <sup>10</sup>	Resident Total
		General	Student Activity	Union Fee	Res Fee <sup>11</sup>		
0.5	361.25	11.50	37.50	4.65	-	13.50	<b>428.40</b>
1.0	722.50	23.00	37.50	9.30	-	13.50	<b>805.80</b>
2.0	1,445.00	46.00	37.50	18.60	-	13.50	<b>1,560.60</b>
3.0	2,167.50	69.00	37.50	27.90	-	13.50	<b>2,315.40</b>
4.0	2,890.00	92.00	37.50	37.20	123.00	13.50	<b>3,193.20</b>
5.0	3,612.50	115.00	37.50	46.50	123.00	13.50	<b>3,948.00</b>
6.0	4,335.00	138.00	37.50	55.80	123.00	13.50	<b>4,702.80</b>
7.0	5,057.50	161.00	37.50	65.10	123.00	13.50	<b>5,457.60</b>
<b>8.0+</b>	<b>\$ 5,790.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 6,212.40</b>

### Non-Resident Graduate & PhD

Credit Hours	Instructional Fees	General Fees		Student Union Fee		GOTA Fee <sup>10</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Union Fee	Res Fee <sup>11</sup>				
0.5	361.25	11.50	37.50	4.65	-	13.50	<b>428.40</b>	871.00	<b>1,099.40</b>
1.0	722.50	23.00	37.50	9.30	-	13.50	<b>805.80</b>	1,342.00	<b>2,147.80</b>
2.0	1,445.00	46.00	37.50	18.60	-	13.50	<b>1,560.60</b>	2,884.00	<b>4,244.60</b>
3.0	2,167.50	69.00	37.50	27.90	-	13.50	<b>2,315.40</b>	4,026.00	<b>6,341.40</b>
4.0	2,890.00	92.00	37.50	37.20	123.00	13.50	<b>3,193.20</b>	5,368.00	<b>8,561.20</b>
5.0	3,612.50	115.00	37.50	46.50	123.00	13.50	<b>3,948.00</b>	6,710.00	<b>10,658.00</b>
6.0	4,335.00	138.00	37.50	55.80	123.00	13.50	<b>4,702.80</b>	8,052.00	<b>12,754.80</b>
7.0	5,057.50	161.00	37.50	65.10	123.00	13.50	<b>5,457.60</b>	9,394.00	<b>14,851.60</b>
<b>8.0+</b>	<b>\$ 5,790.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 6,212.40</b>	<b>\$ 10,736.00</b>	<b>\$ 16,948.40</b>

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## Distance Learning Graduate &amp; PhD

Credit Hours	Instructional Fees	General Fee	Distance Education Fee	Resident Total	Non-Resident Surcharge(2)	Non-Resident Total
0.5	361.25	11.50	100.00	472.75	5.00	477.75
1.0	722.50	23.00	100.00	845.50	5.00	850.50
2.0	1,445.00	46.00	100.00	1,591.00	5.00	1,596.00
3.0	2,167.50	69.00	100.00	2,336.50	5.00	2,341.50
4.0	2,890.00	92.00	100.00	3,082.00	5.00	3,087.00
5.0	3,612.50	115.00	100.00	3,827.50	5.00	3,832.50
6.0	4,335.00	138.00	100.00	4,573.00	5.00	4,578.00
7.0	5,057.50	161.00	100.00	5,318.50	5.00	5,323.50
<b>8.0+</b>	<b>\$ 5,780.00</b>	<b>\$ 184.00</b>	<b>\$ 100.00</b>	<b>\$ 6,064.00</b>	<b>\$ 5.00</b>	<b>\$ 6,069.00</b>

(1) See Program & Technology fees for clinic, technology, and program fees charged by certain programs.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

(4) For students taking all distance courses, all on-site fees are waived and the non-resident tuition is reduced to \$5. Students pay full campus-based and non-resident fees if enrolled in a campus-based course.

## Differential/Professional Fees

### Masters of Accounting<sup>(1)</sup>

Credit Hours	General Fees						Resident Total	Non-Resident Surcharge	Non-Resident Total
	Instructional Fees	General	Student Activity	Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>			
0.5	993.00	11.50	37.50	4.65	-	13.50	1,059.15	671.00	1,721.15
1.0	1,966.00	23.00	37.50	9.30	-	13.50	2,049.30	1,342.00	3,391.30
2.0	3,932.00	46.00	37.50	18.60	-	13.50	4,047.60	2,684.00	6,731.60
3.0	5,898.00	69.00	37.50	27.90	-	13.50	6,045.90	4,026.00	10,071.90
4.0	7,864.00	92.00	37.50	37.20	123.00	13.50	8,167.20	5,368.00	13,535.20
5.0	9,830.00	115.00	37.50	46.50	123.00	13.50	10,165.50	6,710.00	16,875.50
6.0	11,796.00	138.00	37.50	55.80	123.00	13.50	12,163.80	8,052.00	20,215.80
7.0	13,762.00	161.00	37.50	65.10	123.00	13.50	14,162.10	9,394.00	23,556.10
<b>8.0+</b>	<b>\$ 15,728.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 16,160.40</b>	<b>\$ 10,736.00</b>	<b>\$ 26,896.40</b>

### MBA<sup>(1)</sup>

Credit Hours	General Fees						Resident Total	Non-Resident Surcharge	Non-Resident Total
	Instructional Fees	General	Student Activity	Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>			
0.5	928.75	11.50	37.50	4.65	-	13.50	996.80	671.00	1,667.80
1.0	1,857.50	23.00	37.50	9.30	-	13.50	1,942.80	1,342.00	3,284.80
2.0	3,715.00	46.00	37.50	18.60	-	13.50	3,834.60	2,684.00	6,518.60
3.0	5,572.50	69.00	37.50	27.90	-	13.50	5,726.40	4,026.00	9,752.40
4.0	7,430.00	92.00	37.50	37.20	123.00	13.50	7,741.20	5,368.00	13,109.20
5.0	9,287.50	115.00	37.50	46.50	123.00	13.50	9,633.00	6,710.00	16,343.00
6.0	11,145.00	138.00	37.50	55.80	123.00	13.50	11,524.80	8,052.00	19,576.80
7.0	13,002.50	161.00	37.50	65.10	123.00	13.50	13,416.60	9,394.00	22,810.60
<b>8.0+</b>	<b>\$ 14,976.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 15,308.40</b>	<b>\$ 10,736.00</b>	<b>\$ 26,044.40</b>

(1) Students in this program also pay a \$261 Learning Technology Fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

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**Masters of Business Logistics Engineering<sup>(1)</sup>**

Credit Hours	Instructional Fees	General Fees				Resident Total	Non-Resident Surcharge	Non-Resident Total	
		General	Student Activity	Student Union Fee	Rec Fee <sup>(2)</sup>				
0.5	859.75	10.25	37.50	4.65	--	13.50	916.65	596.25	1,512.90
1.0	1,701.50	20.50	37.50	9.30	--	13.50	1,782.30	1,192.50	2,974.80
2.0	3,403.00	41.00	37.50	18.60	--	13.50	3,513.60	2,385.00	5,898.60
3.0	5,104.50	61.50	37.50	27.90	--	13.50	5,244.90	3,577.50	8,822.40
4.0	6,806.00	82.00	37.50	37.20	123.00	13.50	7,099.20	4,770.00	11,869.20
5.0	8,507.50	102.50	37.50	46.50	123.00	13.50	8,830.50	5,962.50	14,793.00
6.0	10,209.00	123.00	37.50	55.80	123.00	13.50	10,561.80	7,155.00	17,716.80
7.0	11,910.50	143.50	37.50	65.10	123.00	13.50	12,293.10	8,347.50	20,640.60
<b>8.0+</b>	<b>\$ 13,612.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 14,024.40</b>	<b>\$ 9,540.00</b>	<b>\$ 23,564.40</b>

**Working Professional MBA<sup>(1)</sup>**

Credit Hours	Instructional Fees	General Fees				Resident Total	Non-Resident Surcharge	Non-Resident Total	
		General	Student Activity	Student Union Fee	Rec Fee <sup>(2)</sup>				
0.5	787.00	10.25	37.50	4.65	--	13.50	852.90	596.25	1,449.15
1.0	1,574.00	20.50	37.50	9.30	--	13.50	1,654.80	1,192.50	2,847.30
2.0	3,148.00	41.00	37.50	18.60	--	13.50	3,258.60	2,385.00	5,643.60
3.0	4,722.00	61.50	37.50	27.90	--	13.50	4,862.40	3,577.50	8,439.90
4.0	6,296.00	82.00	37.50	37.20	123.00	13.50	6,589.20	4,770.00	11,359.20
5.0	7,870.00	102.50	37.50	46.50	123.00	13.50	8,193.00	5,962.50	14,155.50
6.0	9,444.00	123.00	37.50	55.80	123.00	13.50	9,796.80	7,155.00	16,951.80
7.0	11,018.00	143.50	37.50	65.10	123.00	13.50	11,400.60	8,347.50	19,748.10
<b>8.0+</b>	<b>\$ 12,592.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 13,004.40</b>	<b>\$ 9,540.00</b>	<b>\$ 22,544.40</b>

(1) Students in this program also pay a \$261 Learning Technology Fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

**Masters of Human Resource Management<sup>(1)</sup>**

Credit Hours	General Fees							Non-Resident Surcharge	Non-Resident Total
	Instructional Fees	General	Student Activity	Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>	Resident Total		
0.5	506.25	11.50	37.50	4.65	--	13.50	573.40	617.00	1,190.40
1.0	1,012.50	23.00	37.50	9.30	--	13.50	1,095.80	1,234.00	2,329.80
2.0	2,025.00	46.00	37.50	18.60	--	13.50	2,140.60	2,468.00	4,608.60
3.0	3,037.50	69.00	37.50	27.90	--	13.50	3,185.40	3,702.00	6,887.40
4.0	4,050.00	92.00	37.50	37.20	123.00	13.50	4,353.20	4,936.00	9,289.20
5.0	5,062.50	115.00	37.50	46.50	123.00	13.50	5,388.00	6,170.00	11,558.00
6.0	6,075.00	138.00	37.50	55.80	123.00	13.50	6,442.80	7,404.00	13,846.80
7.0	7,087.50	161.00	37.50	65.10	123.00	13.50	7,487.60	8,538.00	16,025.60
<b>8.0+</b>	<b>\$ 8,100.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 8,532.40</b>	<b>\$ 9,872.00</b>	<b>\$ 18,404.40</b>

**Executive MBA<sup>(1)</sup>**

Credit Hours	General Fees							Non-Resident Surcharge	Non-Resident Total
	Instructional Fees	General	Student Activity	Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>	Resident Total		
0.5	1,490.75	10.25	37.50	4.65	--	13.50	1,556.65	5.00	1,561.65
1.0	2,981.50	20.50	37.50	9.30	--	13.50	3,062.30	5.00	3,067.30
2.0	5,963.00	41.00	37.50	18.60	--	13.50	6,073.60	5.00	6,078.60
3.0	8,944.50	61.50	37.50	27.90	--	13.50	9,084.90	5.00	9,089.90
4.0	11,926.00	82.00	37.50	37.20	123.00	13.50	12,219.20	5.00	12,224.20
5.0	14,907.50	102.50	37.50	46.50	123.00	13.50	15,230.50	5.00	15,235.50
6.0	17,889.00	123.00	37.50	55.80	123.00	13.50	18,241.80	5.00	18,246.80
7.0	20,870.50	143.50	37.50	65.10	123.00	13.50	21,253.10	5.00	21,258.10
<b>8.0+</b>	<b>\$ 23,852.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 24,264.40</b>	<b>\$ 6.00</b>	<b>\$ 24,270.40</b>

- (1) Students in this program also pay a \$261 Learning Technology Fee prorated by credit hour. Figures for the Executive MBA are specialized program fees.
- (2) The Recreation Fee is a flat fee for four or more credit hours.
- (3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

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**Masters of Business Operational Excellence<sup>(1)</sup>**

Credit Hours	General Fees						Resident Total	Non-Resident Surcharge	Non-Resident Total
	Instructional Fees	General	Student Activity	Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>			
0.5	1,072.44	10.25	37.50	4.65	--	13.50	1,138.34	5.00	1,143.34
1.0	2,144.88	20.50	37.50	9.30	--	13.50	2,225.68	5.00	2,230.68
2.0	4,289.75	41.00	37.50	18.60	--	13.50	4,400.35	5.00	4,405.35
3.0	6,434.63	61.50	37.50	27.90	--	13.50	6,575.03	5.00	6,580.03
4.0	8,579.50	82.00	37.50	37.20	123.00	13.50	8,872.70	5.00	8,877.70
5.0	10,724.38	102.50	37.50	46.50	123.00	13.50	11,047.38	5.00	11,052.38
6.0	12,869.25	123.00	37.50	55.80	123.00	13.50	13,222.05	5.00	13,227.05
7.0	15,014.13	143.50	37.50	65.10	123.00	13.50	15,396.73	5.00	15,401.73
<b>8.0+</b>	<b>\$ 17,159.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 17,571.40</b>	<b>\$ 5.00</b>	<b>\$ 17,576.40</b>

**Specialized Masters in Business – Finance<sup>(1)</sup>**

Credit Hours	General Fees						Resident Total	Non-Resident Surcharge	Non-Resident Total
	Instructional Fees	General	Student Activity	Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>			
0.5	1,727.00	11.50	37.50	4.65	--	13.50	1,794.15	5.00	1,799.15
1.0	3,454.00	23.00	37.50	9.30	--	13.50	3,537.30	5.00	3,542.30
2.0	6,908.00	46.00	37.50	18.60	--	13.50	7,023.60	5.00	7,028.60
3.0	10,362.00	69.00	37.50	27.90	--	13.50	10,509.90	5.00	10,514.90
4.0	13,816.00	92.00	37.50	37.20	123.00	13.50	14,119.20	5.00	14,124.20
5.0	17,270.00	115.00	37.50	46.50	123.00	13.50	17,605.50	5.00	17,610.50
6.0	20,724.00	138.00	37.50	55.80	123.00	13.50	21,091.80	5.00	21,096.80
7.0	24,178.00	161.00	37.50	65.10	123.00	13.50	24,578.10	5.00	24,583.10
<b>8.0+</b>	<b>\$ 27,632.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 28,064.40</b>	<b>\$ 5.00</b>	<b>\$ 28,069.40</b>

- (1) Students in this program also pay a \$261 Learning Technology Fee prorated by credit hour. Figures are specialized program fees.
- (2) The Recreation Fee is a flat fee for four or more credit hours.
- (3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.



**Graduate Minor in Business for Health Sciences<sup>(1)</sup>**

Credit Hours	Instructional Fee	General Fees			Student Union Fee	Res Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity							
0.5	727.75	11.50	37.50	4.65	--	13.50	794.90	5.00	799.90	
1.0	1,455.50	23.00	37.50	9.30	--	13.50	1,536.80	5.00	1,541.80	
2.0	2,911.00	46.00	37.50	18.60	--	13.50	3,026.60	5.00	3,031.60	
3.0	4,366.50	69.00	37.50	27.90	--	13.50	4,514.40	5.00	4,519.40	
4.0	5,822.00	92.00	37.50	37.20	123.00	13.50	6,125.20	5.00	6,130.20	
5.0	7,277.50	115.00	37.50	46.50	123.00	13.50	7,613.00	5.00	7,618.00	
6.0	8,733.00	138.00	37.50	55.80	123.00	13.50	8,100.80	5.00	8,105.80	
7.0	10,188.50	161.00	37.50	65.10	123.00	13.50	10,588.60	5.00	10,593.60	
<b>8.0+</b>	<b>\$ 11,644.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 12,076.40</b>	<b>\$ 5.00</b>	<b>\$ 12,081.40</b>	

(1) Summer term program-based fee. The program transitioned from 6 to 8 hours per semester and fees were reduced beginning in Summer 2017.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

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Dentistry - Rank 1<sup>(1)</sup>

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student Union Fee						
0.5	1,055.00	11.50	37.50	4.65	--	13.50	1,122.15	1,249.50	2,371.65	
1.0	2,110.00	23.00	37.50	9.30	--	13.50	2,193.30	2,499.00	4,692.30	
2.0	4,220.00	46.00	37.50	18.60	--	13.50	4,335.60	4,998.00	9,333.60	
3.0	6,330.00	69.00	37.50	27.90	--	13.50	6,477.90	7,497.00	13,974.90	
4.0	8,440.00	92.00	37.50	37.20	123.00	13.50	8,743.20	9,996.00	18,739.20	
5.0	10,550.00	115.00	37.50	46.50	123.00	13.50	10,865.50	12,495.00	23,360.50	
6.0	12,660.00	138.00	37.50	55.80	123.00	13.50	13,027.80	14,994.00	28,021.80	
7.0	14,770.00	161.00	37.50	65.10	123.00	13.50	15,170.10	17,493.00	32,663.10	
<b>8.0+</b>	<b>\$ 16,880.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 17,312.40</b>	<b>\$ 19,992.00</b>	<b>\$ 37,304.40</b>	

Dentistry - Ranks 2, 3, 4<sup>(1)</sup>

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student Union Fee						
0.5	935.50	10.25	37.50	4.65	--	13.50	1,001.40	1,106.00	2,109.40	
1.0	1,871.00	20.50	37.50	9.30	--	13.50	1,951.80	2,216.00	4,167.80	
2.0	3,742.00	41.00	37.50	18.60	--	13.50	3,852.60	4,432.00	8,284.60	
3.0	5,613.00	61.50	37.50	27.90	--	13.50	5,753.40	6,648.00	12,401.40	
4.0	7,484.00	82.00	37.50	37.20	123.00	13.50	7,777.20	8,864.00	16,641.20	
5.0	9,355.00	102.50	37.50	46.50	123.00	13.50	9,678.00	11,080.00	20,758.00	
6.0	11,226.00	123.00	37.50	55.80	123.00	13.50	11,578.80	13,296.00	24,874.80	
7.0	13,097.00	143.50	37.50	65.10	123.00	13.50	13,479.60	15,512.00	28,991.60	
<b>8.0+</b>	<b>\$ 14,968.00</b>	<b>\$ 164.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 15,380.40</b>	<b>\$ 17,728.00</b>	<b>\$ 33,108.40</b>	

(1) Dentistry students in Rank 1 also pay a flat \$1,476/semester equipment fee; Ranks 2,3, and 4 pay \$1,309/semester.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

Law

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student						
0.5	918.75	11.50	37.50	4.65	--	13.50	985.90	467.25	1,453.15	
1.0	1,837.50	23.00	37.50	9.30	--	13.50	1,920.80	934.50	2,855.30	
2.0	3,675.00	46.00	37.50	18.60	--	13.50	3,790.60	1,869.00	5,659.60	
3.0	5,512.50	69.00	37.50	27.90	--	13.50	5,660.40	2,803.50	8,463.90	
4.0	7,350.00	92.00	37.50	37.20	123.00	13.50	7,653.20	3,738.00	11,391.20	
5.0	9,187.50	115.00	37.50	46.50	123.00	13.50	9,523.00	4,872.50	14,395.50	
6.0	11,025.00	138.00	37.50	55.80	123.00	13.50	11,382.80	5,807.00	16,999.80	
7.0	12,862.50	161.00	37.50	65.10	123.00	13.50	13,262.60	6,541.50	19,804.10	
<b>8.8+</b>	<b>\$ 14,700.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 15,132.40</b>	<b>\$ 7,476.00</b>	<b>\$ 22,608.40</b>	

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

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Medicine <sup>(1)</sup>

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity							
0.5	916.25	10.25	37.50	4.65	--	13.50	982.15	670.00	1,658.65	
1.0	1,832.50	20.50	37.50	9.30	--	13.50	1,913.30	1,353.00	3,266.30	
2.0	3,665.00	41.00	37.50	18.60	--	13.50	3,775.60	2,706.00	6,481.60	
3.0	5,497.50	61.50	37.50	27.90	--	13.50	5,637.90	4,059.00	9,696.90	
4.0	7,330.00	82.00	37.50	37.20	123.00	13.50	7,623.20	5,412.00	13,035.20	
5.0	9,162.50	102.50	37.50	46.50	123.00	13.50	9,485.50	6,765.00	16,250.50	
6.0	10,995.00	123.00	37.50	55.80	123.00	13.50	11,347.80	8,118.00	19,465.80	
7.0	12,827.50	143.50	37.50	65.10	123.00	13.50	13,210.10	9,471.00	22,681.10	
<b>8.8+</b>	<b>\$ 14,660.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 15,077.40</b>	<b>\$ 10,924.00</b>	<b>\$ 25,896.40</b>	

(1) Medicine students also pay a \$66 Learning Technology Fee prorated by credit hour.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

**Master in Genetic Counseling**

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student Union Fee						
0.5	598.00	11.50	37.50	4.65	--	13.50	665.15	689.00	1,354.15	
1.0	1,196.00	23.00	37.50	9.30	--	13.50	1,279.30	1,379.00	2,657.30	
2.0	2,392.00	46.00	37.50	18.60	--	13.50	2,507.60	2,756.00	5,263.60	
3.0	3,588.00	69.00	37.50	27.90	--	13.50	3,735.90	4,134.00	7,869.90	
4.0	4,784.00	92.00	37.50	37.20	123.00	13.50	5,087.20	5,512.00	10,599.20	
5.0	5,980.00	115.00	37.50	46.50	123.00	13.50	6,315.50	6,890.00	13,205.50	
6.0	7,176.00	138.00	37.50	55.80	123.00	13.50	7,543.80	8,269.00	15,812.80	
7.0	8,372.00	161.00	37.50	65.10	123.00	13.50	8,772.10	9,646.00	18,418.10	
<b>8.0+</b>	<b>\$ 9,568.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 10,000.40</b>	<b>\$ 11,024.00</b>	<b>\$ 21,024.40</b>	

**Doctor of Occupational Therapy<sup>(3)</sup>**

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student Union Fee						
0.5	379.50	10.25	37.50	4.65	--	13.50	445.40	567.75	1,013.15	
1.0	759.00	20.50	37.50	9.30	--	13.50	839.80	1,135.50	1,975.30	
2.0	1,518.00	41.00	37.50	18.60	--	13.50	1,626.60	2,271.00	3,897.60	
3.0	2,277.00	61.50	37.50	27.90	--	13.50	2,417.40	3,406.50	5,823.90	
4.0	3,036.00	82.00	37.50	37.20	123.00	13.50	3,329.20	4,542.00	7,871.20	
5.0	3,795.00	102.50	37.50	46.50	123.00	13.50	4,118.00	5,677.50	9,795.50	
6.0	4,554.00	123.00	37.50	55.80	123.00	13.50	4,906.80	6,813.00	11,719.80	
7.0	5,313.00	143.50	37.50	65.10	123.00	13.50	5,695.60	7,948.50	13,644.10	
<b>8.0+</b>	<b>\$ 6,072.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 6,484.40</b>	<b>\$ 9,084.00</b>	<b>\$ 15,568.40</b>	

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

(3) This program transitioned from a Masters to a Doctoral degree program beginning in Summer 2016.

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**Master/Doctor of Physical Therapy**

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student Union Fee						
0.5	407.50	10.25	37.50	4.65	--	13.50	473.40	567.75	1,041.15	
1.0	815.00	20.50	37.50	9.30	--	13.50	895.80	1,135.50	2,031.30	
2.0	1,630.00	41.00	37.50	18.60	--	13.50	1,740.60	2,271.00	4,011.60	
3.0	2,445.00	61.50	37.50	27.90	--	13.50	2,585.40	3,406.50	5,991.90	
4.0	3,260.00	82.00	37.50	37.20	123.00	13.50	3,553.20	4,542.00	8,095.20	
5.0	4,075.00	102.50	37.50	46.50	123.00	13.50	4,389.00	5,877.50	10,076.50	
6.0	4,890.00	123.00	37.50	55.80	123.00	13.50	5,242.80	6,813.00	12,055.80	
7.0	5,705.00	143.50	37.50	65.10	123.00	13.50	6,087.60	7,948.50	14,036.10	
<b>8.0+</b>	<b>\$ 6,520.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 6,832.40</b>	<b>\$ 9,084.00</b>	<b>\$ 16,016.40</b>	

**Master of Health Administration**

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student Union Fee						
0.5	436.50	11.50	37.50	4.65	--	13.50	503.65	671.00	1,174.65	
1.0	873.00	23.00	37.50	9.30	--	13.50	956.30	1,342.00	2,298.30	
2.0	1,746.00	46.00	37.50	18.60	--	13.50	1,861.60	2,684.00	4,545.60	
3.0	2,619.00	69.00	37.50	27.90	--	13.50	2,766.90	4,026.00	6,792.90	
4.0	3,492.00	92.00	37.50	37.20	123.00	13.50	3,795.20	5,368.00	9,163.20	
5.0	4,365.00	115.00	37.50	46.50	123.00	13.50	4,700.50	6,710.00	11,410.50	
6.0	5,238.00	138.00	37.50	55.80	123.00	13.50	5,605.80	8,052.00	13,657.80	
7.0	6,111.00	161.00	37.50	65.10	123.00	13.50	6,511.10	9,394.00	15,905.10	
<b>8.0+</b>	<b>\$ 6,984.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 7,416.40</b>	<b>\$ 10,736.00</b>	<b>\$ 18,152.40</b>	

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

**Master of Public Health**

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student Union Fee						
0.5	387.25	11.50	37.50	4.65	--	13.50	454.40	671.00	1,125.40	
1.0	774.50	23.00	37.50	9.30	--	13.50	897.80	1,342.00	2,199.80	
2.0	1,549.00	46.00	37.50	18.60	--	13.50	1,664.60	2,684.00	4,348.60	
3.0	2,323.50	69.00	37.50	27.90	--	13.50	2,471.40	4,026.00	6,497.40	
4.0	3,098.00	92.00	37.50	37.20	123.00	13.50	3,401.20	5,368.00	8,769.20	
5.0	3,872.50	115.00	37.50	46.50	123.00	13.50	4,208.00	6,710.00	10,918.00	
6.0	4,647.00	138.00	37.50	55.80	123.00	13.50	5,014.80	8,052.00	13,066.80	
7.0	5,421.50	161.00	37.50	65.10	123.00	13.50	5,821.60	9,394.00	15,215.60	
<b>8.0*</b>	<b>\$ 6,196.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 6,628.40</b>	<b>\$ 10,736.00</b>	<b>\$ 17,364.40</b>	

**Public Health Program for Experienced Professionals**

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student Union Fee						
0.5	387.25	11.50	37.50	4.65	--	13.50	454.40	671.00	1,125.40	
1.0	774.50	23.00	37.50	9.30	--	13.50	897.80	1,342.00	2,199.80	
2.0	1,549.00	46.00	37.50	18.60	--	13.50	1,664.60	2,684.00	4,348.60	
3.0	2,323.50	69.00	37.50	27.90	--	13.50	2,471.40	4,026.00	6,497.40	
4.0	3,098.00	92.00	37.50	37.20	123.00	13.50	3,401.20	5,368.00	8,769.20	
5.0	3,872.50	115.00	37.50	46.50	123.00	13.50	4,208.00	6,710.00	10,918.00	
6.0	4,647.00	138.00	37.50	55.80	123.00	13.50	5,014.80	8,052.00	13,066.80	
7.0	5,421.50	161.00	37.50	65.10	123.00	13.50	5,821.60	9,394.00	15,215.60	
<b>8.0*</b>	<b>\$ 6,196.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 6,628.40</b>	<b>\$ 10,736.00</b>	<b>\$ 17,364.40</b>	

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

FY 2018 BUDGET PLAN

Pharmacy

Credit Hours	Instructional Fee	General Fees			Student Union Fee	Rec Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity							
0.5	676.00	11.50	37.50	4.65	--	13.50	743.15	706.50	1,449.65	
1.0	1,352.00	23.00	37.50	9.30	--	13.50	1,435.30	1,413.00	2,848.30	
2.0	2,704.00	46.00	37.50	18.60	--	13.50	2,819.60	2,826.00	5,645.60	
3.0	4,056.00	69.00	37.50	27.90	--	13.50	4,203.90	4,239.00	8,442.90	
4.0	5,408.00	92.00	37.50	37.20	123.00	13.50	5,711.20	5,652.00	11,363.20	
5.0	6,760.00	115.00	37.50	46.50	123.00	13.50	7,095.50	7,065.00	14,160.50	
6.0	8,112.00	138.00	37.50	55.80	123.00	13.50	8,479.80	8,478.00	16,957.80	
7.0	9,464.00	161.00	37.50	65.10	123.00	13.50	9,864.10	9,891.00	19,755.10	
<b>8.0+</b>	<b>\$ 10,816.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 11,248.40</b>	<b>\$ 11,304.00</b>	<b>\$ 22,552.40</b>	

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.



**Optometry - Ranks 1 and 2<sup>(1)</sup>**

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student						
0.5	809.25	11.50	37.50	4.65	--	13.50	676.40	659.00	1,335.40	
1.0	1,618.50	23.00	37.50	9.30	--	13.50	1,701.80	1,316.00	3,017.80	
2.0	3,237.00	46.00	37.50	18.60	--	13.50	3,352.60	2,632.00	5,984.60	
3.0	4,855.50	69.00	37.50	27.90	--	13.50	5,003.40	3,948.00	8,951.40	
4.0	6,474.00	92.00	37.50	37.20	123.00	13.50	6,777.20	5,264.00	12,041.20	
5.0	8,092.50	115.00	37.50	46.50	123.00	13.50	8,428.00	6,580.00	15,008.00	
6.0	9,711.00	138.00	37.50	55.80	123.00	13.50	10,078.80	7,896.00	17,974.80	
7.0	11,329.50	161.00	37.50	65.10	123.00	13.50	11,729.60	9,212.00	20,941.60	
<b>8.8+</b>	<b>\$ 12,948.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 13,388.40</b>	<b>\$ 10,528.00</b>	<b>\$ 23,916.40</b>	

**Optometry - Ranks 3 and 4<sup>(1)</sup>**

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student						
0.5	718.50	10.25	37.50	4.65	--	13.50	784.40	557.00	1,341.40	
1.0	1,437.00	20.50	37.50	9.30	--	13.50	1,517.80	1,114.00	2,631.80	
2.0	2,874.00	41.00	37.50	18.60	--	13.50	2,984.60	2,228.00	5,212.60	
3.0	4,311.00	61.50	37.50	27.90	--	13.50	4,451.40	3,342.00	7,793.40	
4.0	5,748.00	82.00	37.50	37.20	123.00	13.50	6,041.20	4,496.00	10,537.20	
5.0	7,185.00	102.50	37.50	46.50	123.00	13.50	7,508.00	5,570.00	13,078.00	
6.0	8,622.00	123.00	37.50	55.80	123.00	13.50	8,974.80	6,644.00	15,618.80	
7.0	10,059.00	143.50	37.50	65.10	123.00	13.50	10,441.60	7,798.00	18,239.60	
<b>8.8+</b>	<b>\$ 11,496.00</b>	<b>\$ 164.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 11,908.40</b>	<b>\$ 8,912.00</b>	<b>\$ 20,820.40</b>	

(1) Effective Autumn 2016, Optometry lowered their Non-Resident Surcharge \$4,000 per semester. Optometry students in Ranks 1 and 2 also pay a flat \$591/semester equipment fee; Ranks 3 and 4 pay \$525/semester.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

FY 2018 BUDGET PLAN

Doctor of Audiology

Credit Hours	Instructional Fees	General Fees				Resident Total	Non-Resident Surcharge	Non-Resident Total	
		General	Student Activity	Student Union Fee	Rec Fee <sup>(1)</sup>				
0.5	379.25	11.50	37.50	4.65	--	13.50	446.40	671.00	1,117.40
1.0	758.50	23.00	37.50	9.30	--	13.50	841.80	1,342.00	2,183.80
2.0	1,517.00	46.00	37.50	18.60	--	13.50	1,632.60	2,684.00	4,216.60
3.0	2,275.50	69.00	37.50	27.90	--	13.50	2,423.40	4,026.00	6,449.40
4.0	3,034.00	92.00	37.50	37.20	123.00	13.50	3,337.20	5,368.00	8,705.20
5.0	3,792.50	115.00	37.50	46.50	123.00	13.50	4,128.00	6,710.00	10,838.00
6.0	4,551.00	138.00	37.50	55.80	123.00	13.50	4,918.80	8,052.00	12,970.80
7.0	5,309.50	161.00	37.50	65.10	123.00	13.50	5,709.60	9,394.00	15,103.60
<b>8.8+</b>	<b>\$ 6,069.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 6,509.40</b>	<b>\$ 10,736.00</b>	<b>\$ 17,236.40</b>

Masters of Speech-Language Pathology

Credit Hours	Instructional Fees	General Fees				Resident Total	Non-Resident Surcharge	Non-Resident Total	
		General	Student Activity	Student Union Fee	Rec Fee <sup>(1)</sup>				
0.5	379.25	11.50	37.50	4.65	--	13.50	446.40	671.00	1,117.40
1.0	758.50	23.00	37.50	9.30	--	13.50	841.80	1,342.00	2,183.80
2.0	1,517.00	46.00	37.50	18.60	--	13.50	1,632.60	2,684.00	4,216.60
3.0	2,275.50	69.00	37.50	27.90	--	13.50	2,423.40	4,026.00	6,449.40
4.0	3,034.00	92.00	37.50	37.20	123.00	13.50	3,337.20	5,368.00	8,705.20
5.0	3,792.50	115.00	37.50	46.50	123.00	13.50	4,128.00	6,710.00	10,838.00
6.0	4,551.00	138.00	37.50	55.80	123.00	13.50	4,918.80	8,052.00	12,970.80
7.0	5,309.50	161.00	37.50	65.10	123.00	13.50	5,709.60	9,394.00	15,103.60
<b>8.8+</b>	<b>\$ 6,069.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 6,509.40</b>	<b>\$ 10,736.00</b>	<b>\$ 17,236.40</b>

(1) The Recreation Fee is a flat fee for four or more credit hours.

(2) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

**Master of Social Work<sup>(3)</sup>**

Credit Hours	General Fees							Non-Resident Surcharge	Non-Resident Total
	Instructional Fees	General	Student Activity	Student Union Fee	Rec Fee <sup>(1)</sup>	COTA Fee <sup>(2)</sup>	Resident Total		
0.5	382.25	11.50	37.50	4.65	--	13.50	449.40	671.00	1,120.40
1.0	764.50	23.00	37.50	9.30	--	13.50	847.80	1,342.00	2,189.80
2.0	1,529.00	46.00	37.50	18.60	--	13.50	1,644.60	2,684.00	4,328.60
3.0	2,293.50	69.00	37.50	27.90	--	13.50	2,441.40	4,826.00	6,467.40
4.0	3,058.00	92.00	37.50	37.20	123.00	13.50	3,361.20	5,368.00	8,729.20
5.0	3,822.50	115.00	37.50	46.50	123.00	13.50	4,156.00	6,710.00	10,866.00
6.0	4,587.00	138.00	37.50	55.80	123.00	13.50	4,954.80	8,052.00	13,006.80
7.0	5,351.50	161.00	37.50	65.10	123.00	13.50	5,751.60	9,194.00	15,145.60
<b>8.8+</b>	<b>\$ 6,116.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 6,548.40</b>	<b>\$ 10,736.00</b>	<b>\$ 17,284.40</b>

(1) Students in this program may also pay a field practicum fee of \$94.50/semester.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

FY 2018 BUDGET PLAN

**Veterinary Medicine<sup>(1)</sup>**

Credit Hours	Instructional Fees	General Fees			Student Union Fee	Rec Fee <sup>(2)</sup>	COTA Fee <sup>(3)</sup>	Resident Total	Non-Resident Surcharge	Non-Resident Total
		General	Student Activity	Student						
0.5	947.50	11.50	37.50	4.65	--	13.50	1,014.65	1,199.25	2,213.90	
1.0	1,895.00	23.00	37.50	9.30	--	13.50	1,978.30	2,398.50	4,376.80	
2.0	3,790.00	46.00	37.50	18.60	--	13.50	3,905.60	4,797.00	8,702.60	
3.0	5,685.00	69.00	37.50	27.90	--	13.50	5,832.90	7,195.50	13,028.40	
4.0	7,580.00	92.00	37.50	37.20	123.00	13.50	7,883.20	9,594.00	17,477.20	
5.0	9,475.00	115.00	37.50	46.50	123.00	13.50	9,810.50	11,992.50	21,803.00	
6.0	11,370.00	138.00	37.50	55.80	123.00	13.50	11,737.80	14,391.00	26,128.80	
7.0	13,265.00	161.00	37.50	65.10	123.00	13.50	13,665.10	16,789.50	30,454.60	
<b>8.0+</b>	<b>\$ 15,160.00</b>	<b>\$ 184.00</b>	<b>\$ 37.50</b>	<b>\$ 74.40</b>	<b>\$ 123.00</b>	<b>\$ 13.50</b>	<b>\$ 15,597.40</b>	<b>\$ 19,188.00</b>	<b>\$ 34,785.40</b>	

(1) Vet Medicine students in Ranks 1 also pay a flat \$277.50/semester equipment fee; Rank 2 pays \$202.50/semester; Rank 3 pays \$277.50/semester; Rank 4 pays \$352.50/semester.

(2) The Recreation Fee is a flat fee for four or more credit hours.

(3) The COTA Fee goes to the Central Ohio Transit Authority for student bus passes.

**Master in Agricultural and Extension Education - Distance Learning<sup>(1)</sup>**

Credit Hours	Instructional Fees		Distance Education Fee	Resident Total, Semester	Resident Total, Year	Non-Resident Surcharge <sup>(1)</sup>	Non-Resident Total, Semester	Non-Resident Total, Year
	General Fee							
0.5	448.25	11.50	100.00	559.75	1,079.25	5.00	564.75	1,094.25
1.0	896.50	23.00	100.00	1,019.50	3,058.50	5.00	1,024.50	3,073.50
2.0	1,793.00	46.00	100.00	1,939.00	5,817.00	5.00	1,944.00	5,832.00
3.0	2,689.50	69.00	100.00	2,858.50	8,575.50	5.00	2,863.50	8,590.50
4.0	3,586.00	92.00	100.00	3,778.00	11,334.00	5.00	3,783.00	11,349.00
5.0	4,482.50	115.00	100.00	4,697.50	14,092.50	5.00	4,702.50	14,107.50
6.0	5,379.00	138.00	100.00	5,617.00	16,851.00	5.00	5,622.00	16,866.00
7.0	6,275.50	161.00	100.00	6,536.50	19,609.50	5.00	6,541.50	19,624.50
<b>8.0+</b>	<b>\$ 7,172.00</b>	<b>\$ 184.00</b>	<b>\$ 100.00</b>	<b>\$ 7,456.00</b>	<b>\$ 22,368.00</b>	<b>\$ 5.00</b>	<b>\$ 7,461.00</b>	<b>\$ 22,383.00</b>

**Master of Global Engineering Leadership - Distance Learning<sup>(1)(2)</sup>**

Credit Hours	Instructional Fees		Distance Education Fee	Resident Total, Semester	Non-Resident Surcharge <sup>(1)</sup>	Non-Resident Total, Semester
	General Fee					
0.5	522.00	11.50	100.00	633.50	5.00	638.50
1.0	1,044.00	23.00	100.00	1,167.00	5.00	1,172.00
2.0	2,088.00	46.00	100.00	2,234.00	5.00	2,239.00
3.0	3,132.00	69.00	100.00	3,301.00	5.00	3,306.00
4.0	4,176.00	92.00	100.00	4,368.00	5.00	4,373.00
5.0	5,220.00	115.00	100.00	5,435.00	5.00	5,440.00
6.0	6,264.00	138.00	100.00	6,502.00	5.00	6,507.00
7.0	7,308.00	161.00	100.00	7,569.00	5.00	7,574.00
<b>8</b>	<b>\$ 8,352.00</b>	<b>\$ 184.00</b>	<b>\$ 100.00</b>	<b>\$ 8,636.00</b>	<b>\$ 5.00</b>	<b>\$ 8,641.00</b>
<b>Each add'l credit hour</b>	<b>\$ 1,044.00</b>	<b>\$ 23.00</b>				

(1) For students taking all distance courses, all on-site fees are waived and the non-resident tuition is reduced to \$5.

(2) Students enrolled in the MGEI program pay per credit hour.

## FY 2018 BUDGET PLAN

## Appendix B – Regional Campuses: Lima, Mansfield, Marion &amp; Newark

## Undergraduate – Continuing and Transfer Students

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
0.5	144.00	4.75	148.75	398.00	546.75
1.0	288.00	9.50	297.50	796.00	1,093.50
2.0	576.00	19.00	595.00	1,592.00	2,187.00
3.0	864.00	28.50	892.50	2,388.00	3,280.50
4.0	1,152.00	38.00	1,190.00	3,184.00	4,374.00
5.0	1,440.00	47.50	1,487.50	3,980.00	5,467.50
6.0	1,728.00	57.00	1,785.00	4,776.00	6,561.00
7.0	2,016.00	66.50	2,082.50	5,572.00	7,654.50
8.0	2,304.00	76.00	2,380.00	6,368.00	8,748.00
9.0	2,592.00	85.50	2,677.50	7,164.00	9,841.50
10.0	2,880.00	95.00	2,975.00	7,960.00	10,935.00
11.0	3,168.00	104.50	3,272.50	8,756.00	12,029.50
12.0 to 18.0 <sup>(1)</sup>	\$ 3,456.00	\$ 114.00	\$ 3,570.00	\$ 9,552.00	\$ 13,122.00

(1) Students pay an additional half credit hour instructional, basic general and non-resident fee for each half credit hour of enrollment over 18.

## Undergraduate – Tuition Guarantee

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
0.5	152.60	4.75	157.35	398.00	555.35
1.0	305.20	9.50	314.70	796.00	1,110.70
2.0	610.40	19.00	629.40	1,592.00	2,221.40
3.0	915.60	28.50	944.10	2,388.00	3,332.10
4.0	1,220.80	38.00	1,258.80	3,184.00	4,442.80
5.0	1,526.00	47.50	1,573.50	3,980.00	5,553.50
6.0	1,831.20	57.00	1,888.20	4,776.00	6,664.20
7.0	2,136.40	66.50	2,202.90	5,572.00	7,774.90
8.0	2,441.60	76.00	2,517.60	6,368.00	8,885.60
9.0	2,746.80	85.50	2,832.30	7,164.00	9,996.30
10.0	3,052.00	95.00	3,147.00	7,960.00	11,107.00
11.0	3,357.20	104.50	3,461.70	8,756.00	12,217.70
12.0 to 18.0 <sup>(1)</sup>	\$ 3,662.40	\$ 114.00	\$ 3,776.40	\$ 9,552.00	\$ 13,328.40

(1) Students pay an additional half credit hour instructional, basic general and non-resident fee for each half credit hour of enrollment over 18.

(2) Tuition Guarantee does not apply to Non-Resident Surcharge

**Graduate**

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
0.5	359.25	7.50	366.75	671.00	1,037.75
1.0	718.50	15.00	733.50	1,342.00	2,075.50
2.0	1,437.00	30.00	1,467.00	2,684.00	4,151.00
3.0	2,155.50	45.00	2,200.50	4,026.00	6,226.50
4.0	2,874.00	60.00	2,934.00	5,368.00	8,302.00
5.0	3,592.50	75.00	3,667.50	6,710.00	10,377.50
6.0	4,311.00	90.00	4,401.00	8,052.00	12,453.00
7.0	5,029.50	105.00	5,134.50	9,394.00	14,528.50
<b>8.0+</b>	<b>\$ 5,748.00</b>	<b>\$ 120.00</b>	<b>\$ 5,868.00</b>	<b>\$ 10,736.00</b>	<b>\$ 16,604.00</b>

## FY 2018 BUDGET PLAN

## Appendix C – Agricultural Technical Institute Student Fee Tables

### Undergraduate – Continuing and Transfer Students

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
0.5	143.25	4.75	148.00	398.00	546.00
1.0	286.50	9.50	296.00	796.00	1,092.00
2.0	573.00	19.00	592.00	1,592.00	2,184.00
3.0	859.50	28.50	888.00	2,388.00	3,276.00
4.0	1,146.00	38.00	1,184.00	3,184.00	4,368.00
5.0	1,432.50	47.50	1,480.00	3,980.00	5,460.00
6.0	1,719.00	57.00	1,776.00	4,776.00	6,552.00
7.0	2,005.50	66.50	2,072.00	5,572.00	7,644.00
8.0	2,292.00	76.00	2,368.00	6,368.00	8,736.00
9.0	2,578.50	85.50	2,664.00	7,164.00	9,828.00
10.0	2,865.00	95.00	2,960.00	7,960.00	10,920.00
11.0	3,151.50	104.50	3,256.00	8,756.00	12,012.00
<b>12.0 to 18.0<sup>(1)</sup></b>	<b>\$ 3,438.00</b>	<b>\$ 114.00</b>	<b>\$ 3,552.00</b>	<b>\$ 9,552.00</b>	<b>\$ 13,104.00</b>

(1) Students pay an additional half credit hour instructional, basic general and non-resident fee for each half credit hour of enrollment over 18.

### Undergraduate – Tuition Guarantee

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
0.5	151.85	4.75	156.60	398.00	554.60
1.0	303.70	9.50	313.20	796.00	1,109.20
2.0	607.40	19.00	626.40	1,592.00	2,218.40
3.0	911.10	28.50	939.60	2,388.00	3,327.60
4.0	1,214.80	38.00	1,252.80	3,184.00	4,436.80
5.0	1,518.50	47.50	1,566.00	3,980.00	5,546.00
6.0	1,822.20	57.00	1,879.20	4,776.00	6,655.20
7.0	2,125.90	66.50	2,192.40	5,572.00	7,764.40
8.0	2,429.60	76.00	2,505.60	6,368.00	8,873.60
9.0	2,733.30	85.50	2,818.80	7,164.00	9,982.80
10.0	3,037.00	95.00	3,132.00	7,960.00	11,092.00
11.0	3,340.70	104.50	3,445.20	8,756.00	12,201.20
<b>12.0 to 18.0<sup>(1)</sup></b>	<b>\$ 3,644.40</b>	<b>\$ 114.00</b>	<b>\$ 3,758.40</b>	<b>\$ 9,552.00</b>	<b>\$ 13,310.40</b>

(1) Students pay an additional half credit hour instructional, basic general and non-resident fee for each half credit hour of enrollment over 18.

(2) Tuition Guarantee does not apply to Non-Resident Surcharge



**Appendix D – Tuition and SSI History**

**Columbus Campus**

Year	Resident Undergraduate Tuition (\$)	Percent Change	Total Non-resident	Percent Change	Undergraduate SSI	Percent Change	Total State Share of Instruction (000's) (2)	Percent Change
1998	\$3,687	6.3%	\$10,696	5.4%			\$297,551	5.1%
1999	\$3,908	5.8%	\$11,475	5.7%			\$305,761	2.6%
2000	\$4,127	5.6%	\$12,067	5.1%			\$312,838	2.3%
2001	\$4,383	5.9%	\$12,732	5.5%			\$317,721	1.6%
2002	\$4,788	6.2%	\$13,554	6.5%	\$196,728		\$305,389	-3.9%
2003	\$5,691	18.9%	\$15,114	11.9%	\$134,991	-1.3%	\$300,064	-1.7%
2004	\$6,051	6.3%	\$16,838	10.7%	\$115,195	-14.7%	\$299,998	0.0%
2005	\$7,542	23.4%	\$18,129	8.0%	\$131,545	14.2%	\$301,898	0.6%
2006	\$8,082	7.2%	\$19,305	6.5%	\$132,609	0.8%	\$305,508	1.2%
2007	\$8,667	7.2%	\$20,562	6.5%	\$137,054	3.4%	\$314,597	2.9%
2008	\$8,676	0.1%	\$21,285	3.5%	\$149,176	8.8%	\$332,269	5.6%
2009	\$8,679	0.0%	\$21,978	3.3%	\$163,479	9.6%	\$363,652	9.3%
2010	\$8,726	0.5%	\$22,288	1.4%	\$160,550	-1.8%	\$361,658	-0.6%
2011	\$9,423	8.0%	\$23,664	6.2%	\$181,952	13.0%	\$390,930	8.0%
2012	\$9,735	3.3%	\$24,630	4.1%	\$181,909	-0.3%	\$394,544	0.9%
2013	\$10,037	3.1%	\$25,445	3.3%	\$163,749	-1.1%	\$331,629	-15.7%
2014	\$10,637	6.0%	\$25,757	1.2%	\$163,637	-0.1%	\$334,394	0.8%
2015	\$10,037	-6.0%	\$26,537	3.0%	\$159,904	-4.7%	\$338,879	1.3%
2016	\$10,037	0.0%	\$27,365	3.1%	\$168,999	5.7%	\$341,982	0.9%
2017	\$10,037	0.0%	\$28,229	3.2%	\$169,351	0.2%	\$362,654	6.2%
2018(1) PG	\$10,037	0.0%	\$29,141	3.2%				
2018(1) G	\$10,591	5.5%	\$29,695	1.9%	\$169,268	-0.6%	\$361,827	-0.2%

- (1) Resident Undergraduate Tuition includes instructional, general, and mandatory fees.
- (2) 2015 state share of instruction based on Columbus campus proportion after regional campus allocation.
- (3) ND=Non-Guarantee; G=Guarantee; 2018 estimates based on FY18 SSI for OSU provided by State.

**Regional Campuses (Lima, Mansfield, Marion, Newark)**

Year	Resident Undergraduate Tuition	Percent Change	Total Non-resident	Percent Change	Total State Share of Instruction	Percent Change	Mansfield	Percent Change	Marion	Percent Change	Newark	Percent Change
1998	\$1,813	0.9%	\$10,882	4.4%	\$10,888,884		\$1,813,326		\$1,813,326		\$1,813,326	
1999	\$1,828	0.8%	\$11,617	6.8%	\$15,270,430	1.6%	\$2,816,441	55.0%	\$4,882,938	168%	\$1,522,341	8.3%
2000	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2001	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2002	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2003	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2004	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2005	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2006	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2007	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2008	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2009	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2010	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2011	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2012	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2013	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2014	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2015	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2016	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2017	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2018(1) PG	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%
2018(1) G	\$1,828	0.0%	\$11,617	0.0%	\$15,270,432	0.0%	\$2,816,441	0.0%	\$4,882,938	0.0%	\$1,522,341	0.0%

- Note:
- (1) 2018 PG accounts 2018 allocation decrease for the state.
- (2) Reduced, if Tuition includes both Instructional and General Fees.
- (3) ND=Non-Guarantee; G=Guarantee; 2018 estimates based on FY18 SSI for OSU provided by State.



## FY 2018 Budget Summary

Board of Trustees

August 24, 2017



Themes

### Priorities reflected in FY 2018 budget

University: Access, affordability and excellence

- Tuition guarantee for incoming first year undergraduate students to provide predictability and transparency for students
- Increase in need-based financial aid, including President's Affordability Grants and Land Grant Opportunity Scholarships
- Investing upfront proceeds from the Comprehensive Energy Management Project

Wexner Medical Center

- Continued James Cancer Hospital growth
- Full year impact of Brain and Spine Hospital, Jameson Crane Sports Medicine Institute, and Ohio State Outpatient Care Upper Arlington
- Invest projected margin in clinical programs

Both University and health system

- Continued focus on operational efficiencies

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**THE OHIO STATE UNIVERSITY** **Consolidated Financial Overview**

Health System & OSUP account for 48% of total FY 2018 revenue

Total Sources (\$ thousands)	FY17	FY18	\$ Difference	% Difference
	Projection	Budget		
University (incl Endow Distributions)	3,334,667	3,428,222	93,556	2.8%
Health System (incl Endow Distributions)	2,827,760	3,009,657	182,097	6.4%
OSU Physicians	417,328	435,035	17,707	4.2%
<b>Total Sources</b>	<b>6,579,755</b>	<b>6,873,114</b>	<b>293,359</b>	<b>4.5%</b>

Total Uses (\$ thousands)	FY17	FY18	\$ Difference	% Difference
	Projection	Budget		
University	3,235,846	3,398,619	162,773	5.0%
Health System	2,620,510	2,769,370	148,860	5.7%
OSU Physicians	381,843	429,654	47,811	12.5%
<b>Total Uses</b>	<b>6,238,199</b>	<b>6,597,643</b>	<b>359,444</b>	<b>5.8%</b>

Sources Less Uses (\$ thousands)	FY17	FY18
	Projection	Budget
University (incl Endow Distributions)	98,821	29,604
Health System (incl Endow Distributions)	207,250	240,487
OSU Physicians	35,485	5,381
<b>Sources Less Uses Before Investment Income</b>	<b>341,556</b>	<b>275,471</b>
Investment Income after Distributions	366,281	245,618
<b>Total Sources Less Uses</b>	<b>739,837</b>	<b>521,089</b>

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**THE OHIO STATE UNIVERSITY** **Consolidated Budget Sources**

**Sources highlights: \$6.9 billion budgeted**

Total Sources (\$ thousands)	FY17	FY18	\$ Difference	% Difference
	Projection	Budget		
Tuition & Fees (gross)	1,300,951	1,123,793	(22,843)	-2.1%
State Share of Instruction	384,540	383,662	(878)	-0.2%
Other Government Appropriations	141,972	141,489	(484)	-0.3%
Exchange Grants & Contracts	685,185	691,015	2,830	0.4%
Non-Exchange Grants & Contracts	63,041	63,300	259	0.4%
Sales & Services - Auxiliaries	330,000	347,314	17,264	5.2%
Sales & Services - Departmental	95,989	99,719	3,729	2.2%
Advancement Receipts	289,800	273,000	(3,200)	-1.2%
Endowment Distributions	159,067	199,101	40,034	25.2%
Other Revenues	31,091	35,830	4,739	15.2%
<b>Total University Sources</b>	<b>3,334,667</b>	<b>3,428,222</b>	<b>93,556</b>	<b>2.8%</b>
Sales & Services - Health System	2,820,217	2,998,451	178,234	6.3%
Health System Endowment Distributions	7,543	11,406	3,863	51.2%
Sales & Services - OSU Physicians	417,328	435,035	17,707	4.2%
<b>Total Health-Related Sources</b>	<b>3,245,088</b>	<b>3,444,892</b>	<b>199,804</b>	<b>6.2%</b>
<b>Total Sources</b>	<b>6,579,755</b>	<b>6,873,114</b>	<b>293,359</b>	<b>4.5%</b>

Tuition guarantee for incoming first year students, non-resident and international fee increases

6% housing and 3% dining increase and additional athletics revenue offset by fewer Schweitzer Center events

Endowment Distributions increase due to Comprehensive Energy Management Project

Increased activity from the James and full year of Drain and Spivey Hospital, Jameson Clinic, and Upper Arlington Outpatient Care - Additionally resident managed care rates are increasing 3-4%, offset by decreases from governmental payers

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**THE OHIO STATE UNIVERSITY** **Consolidated Budget Sources**

**Sources Drivers**

	Tuition	Housing & Dining	Patient Care
Price	↑	↑	↔
Volume	↔	↔	↑
Mix	↑	↔	↑

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**THE OHIO STATE UNIVERSITY** **Consolidated Budget Uses**

**Uses highlights: \$6.6 billion budgeted**

Total Uses (\$ thousands)	FY17 Projection	FY18 Budget	\$ Difference	% Difference
<b>University</b>				
Personnel Expense	1,830,699	1,917,520	86,820	4.7%
Non-Personnel Expense	1,174,542	1,238,780	64,238	5.5%
Depreciation & Interest	300,360	309,267	8,907	3.0%
Medical Center Investments	(69,755)	(67,960)	1,795	2.6%
<b>Total Uses - University</b>	<b>3,225,846</b>	<b>3,398,619</b>	<b>172,773</b>	<b>5.4%</b>
<b>Health System</b>				
Personnel Expense	1,260,779	1,301,779	41,000	3.3%
Non-Personnel Expense	1,025,862	1,068,717	42,855	4.2%
Depreciation & Interest	154,424	158,674	4,250	2.8%
Medical Center Investments	149,445	150,000	555	0.4%
<b>Total Uses - Health System</b>	<b>2,490,510</b>	<b>2,709,370</b>	<b>218,860</b>	<b>8.8%</b>
<b>OSU Physicians</b>				
Personnel Expense	370,725	413,723	42,998	11.6%
Non-Personnel Expense	86,865	93,891	7,026	8.1%
Depreciation & Interest	4,143	4,080	(63)	-1.5%
Medical Center Investments	(79,600)	(62,049)	17,550	-2.2%
<b>Total Uses - OSU Physicians</b>	<b>381,543</b>	<b>429,644</b>	<b>47,911</b>	<b>12.6%</b>
<b>Consolidated</b>				
Personnel Expense	3,462,203	3,693,022	230,819	6.7%
Non-Personnel Expense	2,287,269	2,422,400	135,131	5.9%
Depreciation & Interest	458,527	512,221	53,694	11.7%
<b>Total Uses</b>	<b>6,208,000</b>	<b>6,627,643</b>	<b>419,643</b>	<b>6.8%</b>

Includes 2% salary guidelines increases, strategic academic investments

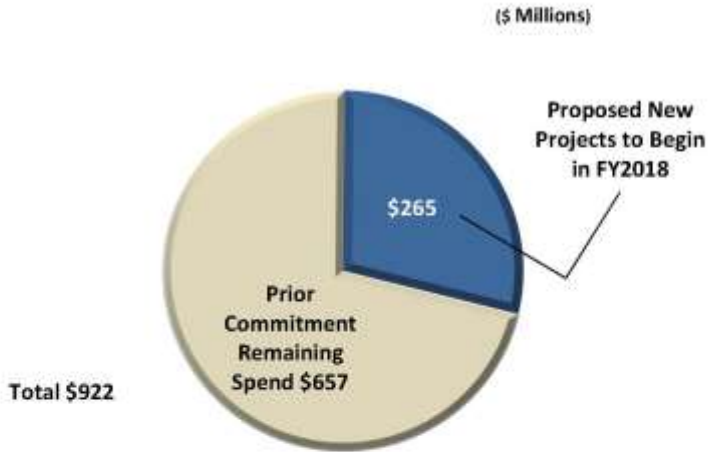
Includes \$17.3M increase in Student Aid, other increases due to inflation, technology investments, and increased grants

Includes 2% salary guidelines increases and increases to support increased patient volumes, inflation in drug costs

Includes 2% salary guidelines increases and increases to support increased patient volumes

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### FY2018-2022 Capital Investment Plan



**Table 1 - Prior Commitment - Remaining Spend**

Line	Capital Priority	Projected Capital Expenditures						Total
		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	
1	North Residential District Transformation	1.0	9.2	0.0	0.0	0.0	0.0	10.2
2	Pomerene and Oxley Renovations	27.5	7.8	0.9	0.0	0.0	0.0	36.2
3	Vet Hospital Enhancement and Expansion	3.5	0.7	0.1	0.0	0.0	0.0	4.3
4	Athletics - Student-Athlete Development Ctr	21.8	14.5	1.6	0.0	0.0	0.0	37.9
5	Athletics - Covelli Multi-Sport Arena	17.5	26.6	3.0	0.0	0.0	0.0	47.1
6	Bus Adv - Schott Concourse Reno & New Office	20.7	8.4	0.9	0.0	0.0	0.0	30.0
7	Cannon Drive Relocation - Phase I	7.0	9.7	9.0	0.0	0.0	0.0	25.7
8	Postle Partial Replacement	5.6	2.1	0.0	0.0	0.0	0.0	7.7
9	FAES - Franklin County Extension Office	2.2	2.7	0.3	0.0	0.0	0.0	5.2
10	Eng - Airport Enhancements	10.5	4.4	0.5	0.0	0.0	0.0	15.4
11	Fry Hall - Optometry Clinic Entrance	3.5	2.4	0.3	0.0	0.0	0.0	6.2
12	Ohio Stadium Upgrades	17.6	10.2	1.4	5.4	0.0	0.0	34.6
13	Wooster - New Laboratory Building	1.7	1.8	0.0	0.0	0.0	0.0	3.5
14	OSU East - West Wing Expansion/Renovation	1.5	9.5	14.5	0.5	0.0	0.0	26.0
15	Wexner Medical Center - 72-Bed Build Out	18.3	16.3	1.8	0.0	0.0	0.0	36.4
16	Roll-up of Small Projects	167.3	139.6	19.4	4.6	0.0	0.0	330.9
	<b>Totals</b>	<b>327.2</b>	<b>265.9</b>	<b>53.7</b>	<b>10.5</b>	<b>0.0</b>	<b>0.0</b>	<b>657.3</b>

## FY2018-2022 Capital Investment Plan

**Table 2 - New Projects Beginning in FY2018**

Line	Capital Priority	Projected Capital Expenditures						Total
		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	
1	Small Programmatic Cash-Ready Projects	3.7	10.6	4.1	0.0	0.0	0.0	18.4
2	Anticipated Spend for CIP Additions/Changes	0.4	4.8	4.8	0.0	0.0	0.0	10.0
3	WMC - Roll-up of Multiple Cash-Ready Projects	141.9	0.0	0.0	0.0	0.0	0.0	141.9
4	Roll-up of Small Infrastructure/ RDM Projects	2.1	11.0	6.0	0.0	0.0	0.0	19.1
5	A&P - WOSU Facility (planning and design only)	0.2	0.5	0.0	0.0	0.0	0.0	0.7
6	A&S - Arts District Phase 1 (design only)	1.0	3.6	0.0	0.0	0.0	0.0	4.6
7	Athletics - Ohio Stadium and Schott Wiff	0.4	4.5	4.6	0.0	0.0	0.0	9.5
8	Athletics - WHAC East End Renovation	0.3	3.7	3.8	0.0	0.0	0.0	7.8
9	Dentistry - Postle Hall Replacement (enablers)	0.2	2.7	2.8	0.0	0.0	0.0	5.7
10	Engineering - Koffolt/Fontana (const. Ph1)	2.3	3.3	0.1	0.0	0.0	0.0	5.7
11	FAES - Multispecies/Equine Fac. (design only)	0.1	2.0	0.1	0.0	0.0	0.0	2.2
12	FOD - Cannon Ph 1 (City of Columbus funding)	7.3	10.5	0.4	0.0	0.0	0.0	18.2
13	FOD - Cannon Ph 2 (design only)	1.5	1.5	0.0	0.0	0.0	0.0	3.0
14	Nursing - Newton Bldg Addition (design only)	0.1	1.2	0.0	0.0	0.0	0.0	1.3
15	SL - Housing - Renewal & Replacement - FY18	0.4	4.3	5.3	0.0	0.0	0.0	10.0
16	VetMed - Simulation Lab (construction)	2.7	4.0	0.2	0.0	0.0	0.0	6.9
<b>Totals:</b>		<b>164.6</b>	<b>68.2</b>	<b>32.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>265.0</b>

**Table 3 - Funding for New Projects Beginning in FY2018 by Unit Type**

Line	Unit Type	Funding Sources						Totals by Unit	% by Unit
		Univ Finance	Local Funding	WMC & CoM	State Capital	Fund Raising	Partners		
1	Academic/Academic Support	\$ 3.8	\$ 34.6	\$ -	\$ 11.4	\$ 8.4	\$ -	\$ 58.2	22.0%
2	Student Life	\$ -	\$ 16.8	\$ -	\$ -	\$ -	\$ -	\$ 16.8	6.3%
3	Athletics	\$ 3.2	\$ 13.0	\$ -	\$ -	\$ 5.8	\$ -	\$ 22.0	8.3%
4	Infrastructure	\$ 3.7	\$ 0.2	\$ -	\$ -	\$ 2.5	\$ 19.7	\$ 26.1	9.9%
5	Wexner Medical Center and College of Medicine	\$ -	\$ -	\$ 141.9	\$ -	\$ -	\$ -	\$ 141.9	53.6%
<b>Totals by Funding Source</b>		<b>\$ 10.7</b>	<b>\$ 64.6</b>	<b>\$ 141.9</b>	<b>\$ 11.4</b>	<b>\$ 16.7</b>	<b>\$ 19.7</b>	<b>\$ 265.0</b>	
<b>% by Funding Source</b>		<b>4.0%</b>	<b>24.4%</b>	<b>53.6%</b>	<b>4.3%</b>	<b>6.3%</b>	<b>7.4%</b>		

(APPENDIX XIV)

**BACKGROUND**

Pursuant to the terms of the long-term lease and concession agreement for the Ohio State University utility system dated April 10, 2017; Ohio State Energy Partners LLC (OSEP) will fund and implement capital improvements to the utility system. Capital investments made by OSEP will be tied to the variable fee component of the annual fee structure.

Proposed capital projects are evaluated by the university and OSEP for alignment with applicable strategic, financial and physical plans and to ensure continued reliability, safety and compliance of the utility system.

For Fiscal Year 2018, the following projects have been conceived and developed by the university prior to the commencement of the concession agreement. These projects have been reviewed and approved by OSEP and require approval of the Board of Trustees.

Cannon Drive Phase 1 - Utilities Scope

Scope: Relocate, replace or extend gas, steam, chilled water pipelines and high voltage electrical duct bank as a part of the Cannon Drive project. This portion of the Cannon Drive project will be funded by OSEP. Additionally, while the university remains the project manager, OSEP will assist and advise the university in the execution of this scope of the overall Cannon Drive project and will assume care and custody of this scope once the project is completed.

Estimated Cost: \$4M

Postle Hall - Chilled Water Infrastructure

Scope: The project will extend the chilled water infrastructure located east of the Brain and Spine Patient Entrance to serve the Postle Hall renovation and addition as well as future buildings or building conversions to central chilled water. OSEP will contract and manage the utilities portion of the overall Postle Hall project and will closely coordinate this scope with the overall project management from OSU.

Estimated Cost: \$1.6M

McCracken Power Plant - North Stack Repairs and Brickwork

Scope: The project will repair and/or replace the brickwork on the north chimney of the McCracken Power Plant. The stone façade has started to fail and detach from the chimney surface presenting a safety risk. OSEP will contract and manage this project.

Estimated Cost: \$636,000

McCracken Power Plant - Boiler Controls and Equipment Replacement (Design Only)

Scope: The project will upgrade components of the McCracken Power Plant that have reached life expectancy including controls, safety shutdown systems and instrumentation for McCracken Boilers 1,3,6 and 7. FY18 design start is needed so extended boiler construction outages can be scheduled in the non-heating summer 2019 season. OSEP will contract and manage this project.

Estimated Cost: \$545,000 (design only)

## Project Data Sheet for Board of Trustees Approval

### Cannon Drive Relocation - Phase 2

OSU-180069 (CNI# 13000046)

Project Location: N/A

- **approval requested and amount**  
professional services \$3.0M

- **project budget**  
professional services \$3.0M

- **project funding**
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds

- **project schedule**
  - BoT professional services approval 08/17
  - design/bidding 09/17 - 06/19
  - construction 07/19 - 12/21

- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk

- **planning framework**
  - o this project is included in the FY 2018 Capital Investment Plan for professional services only

- **project scope**
  - o the project will continue the relocation of Cannon Drive between John Herrick Drive and Woody Hayes Drive and will raise Cannon Drive above the 500-year flood level
  - o a preliminary engineering report was completed in 2014 and will be reviewed to determine the final scope
  - o the design work will also include the review and study of district impacts, including Glenn Avenue and Lincoln and Merrill Towers

- **approval requested**
  - o approval is requested to enter into professional services contracts



- 
- **project team**
    - University project manager: Tom Ekogren
    - AE/design architect:



## Project Data Sheet for Board of Trustees Approval

### Waterman - Multi-Species Facility

OSU-180048 (CNI# 15000045)

Project Location: Waterman Agricultural and Natural Resources Laboratory

- o **approval requested and amount**

professional services	\$2.2M
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- o **project budget**

construction w/contingency	\$13.2M
professional services	\$2.2M
<b>total project budget</b>	<b>\$15.4M</b>
- o **project funding**
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- o **project schedule**

BoT professional services approval	08/17
design/bidding	01/18 - 09/18
construction	11/18 - 08/19



- o **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk
- o **planning framework**
  - o this project is included in the FY 2018 Capital Improvement Plan for professional services only
  - o the total project cost is based on previous planning studies and will be validated through design
- o **project scope**
  - o this project will support the teaching, research, outreach mission of College of Food Agriculture and Environmental Sciences
  - o the new facility will enable the consolidation of multiple animal herds for teaching purposes including sheep, swine, beef, equine and poultry
  - o the project will construct a new facility to house multiple animal species, along with associated parking, and will include a 100-seat classroom, research lab and other support spaces
- o **approval requested**
  - o approval is requested to enter into professional services contracts

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• **project team**  
University project manager: Bill Holtz  
AE/Design architect:  
CM at Risk:

## Project Data Sheet for Board of Trustees Approval

### 680 Ackerman - IHC/Histology Lab

OSU-180070 (CNI# 17000112)

Project Location: 680 Ackerman Road

• <b>approval requested and amount</b>	
professional services/construction	\$5.2M
• <b>project budget</b>	
construction w/contingency	\$4.7M
professional services	\$0.5M
<b>total project budget</b>	<b>\$5.2M</b>



- **project funding**
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- **project schedule**

BoT professional services approval	08/17
design/bidding	09/17 - 07/18
construction	08/18 - 02/19
- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk
- **planning framework**
  - o this project is included in the FY 2018 Capital Investment Plan
- **project scope**
  - o the project will relocate the IHC/Histology group from Doan Hall to 680 Ackerman
  - o the project will renovate approximately 8,000 SF to create lab space for IHC/Histology, including installing a reverse osmosis water system and replacing the air handling unit
- **approval requested**
  - o approval is requested to enter into professional services and construction contracts

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• **project team**  
University project manager: Brendan Flaherty  
AE/design architect:

## Project Data Sheet for Board of Trustees Approval

### WHAC - East Wing Renovation

OSU-170752 (CNI# 14000420)

Project Location: Woody Hayes Athletic Center

<b>approval requested and amount</b>	
professional serv/construction	\$7.6M
<b>project budget</b>	
construction w/contingency	\$6.9M
professional services	\$0.9M
<b>total project budget</b>	<b>\$7.6M</b>



- project funding**
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- project schedule**

BoT prof serv/construction approval	08/17
design/bidding	09/17 - 02/18
construction	03/18 - 12/18
- project delivery method**
  - general contracting
  - design/build
  - construction manager at risk
- planning framework**
  - o this project is included in the FY 2018 Capital Investment Plan
- project scope**
  - o the project will renovate the Woody Hayes Athletic Center
  - o the project consists of a new production kitchen, nutrition area, expanded lounge area, new recovery/rehab space, new team activity areas, staff offices and a small southeast addition to the building for storage
  - o the project will renovate the existing players' lounge located on the second floor, as well as the first floor with additional amenities for player development and recruiting
- approval requested**
  - o approval is requested to enter into professional services and construction contracts

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<b>project team</b>	
University project manager:	Gary Collier
AE/design architect:	

(APPENDIX XVI)

**Background**

The Ohio State University seeks to acquire from Polaris 2004, LLC, approximately 9.3 acres of improved real property located at 2001 Polaris Parkway, Columbus, Delaware County, Ohio (the "Property"). The improvements include a 2-story office, laboratory, and vivarium research facility comprised of approximately 72,000 square feet. The Ohio State University currently leases the entire building and this acquisition would support the Wexner Medical Center's long-term need for laboratory and research spaces.

The property is located near the southeast corner of the intersection of Polaris Parkway and Orion Place, and is situated between Polaris Parkway and Olde Worthington Road. The Property is comprised of two parcels (318-443-02-003-000 and 318-443-02-003-001) that contain approximately 8.92± acres (located in the City of Columbus), and 0.396± acres (located in the Right Of Way in Orange Township), respectively. The 8.92± acre site is zoned Commercial Planned District, Limited Manufacturing. There is no zoning in place for the 0.396 ± acre site located in the Right Of Way.

The property is titled to Polaris 2004, LLC, and will be acquired in the name of the State of Ohio, for the use and benefit of The Ohio State University. The acquisition will require approval of the State Controlling Board.

Authorization is requested to acquire the 9.3± acres of improved real property under terms and conditions set forth in the Lease and Purchase Option agreement, and upon other terms that are in the best interest of the university. The source of funding for the acquisition is the Wexner Medical Center.

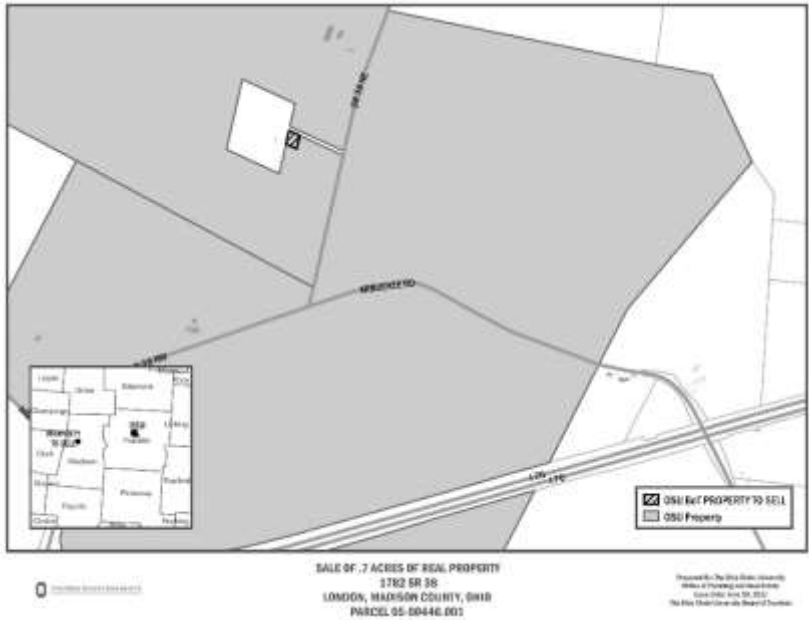


 OFFICE OF PLANNING AND RESEARCH

**PURCHASE OF 8.216+/- ACRES OF REAL PROPERTY  
2001 POLARIS PARKWAY, DELAWARE COUNTY, OHIO 43042  
PARCELS 318-443-02-003-000 (CITY OF DELAWARE) AND  
318-443-02-002-001 (DRAGETOWNSHIP)**

Prepared By: The Ohio State University  
Office of Planning and Research  
1000 Neil Avenue, 10, 1001  
The Ohio State University, Columbus, Ohio

(APPENDIX XVII)



Commencement Convocation, December 17, 2017

(APPENDIX XVIII)

Degrees Conferred at  
THE OHIO STATE UNIVERSITY COMMENCEMENT CONVOCATION  
December 17, 2017

## COMMENCEMENT ADDRESS

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### *Robert J. Portman*

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As one of Ohio's preeminent elected officials, U.S. Senator Robert J. Portman has served his home state, and the nation, for nearly three decades. He is a strong proponent for the advancement of civic engagement and public service.

A native of Cincinnati, Ohio, Senator Portman was first elected to Congress in 1993, where he represented Ohio's 2nd Congressional District for 12 years in the U.S. House of Representatives.

During his time in the House, he founded the Coalition for a Drug-Free Greater Cincinnati and authored the Drug Free Communities Act — as well as numerous bills promoting tax and budget reform. Senator Portman

left Congress in 2005 to serve in President George W. Bush's Cabinet, first as the United States Trade Representative and later as Director of the Office of Management and Budget.

In 2010, he was elected to represent Ohio in the U.S. Senate — ultimately serving on several of the Senate's most powerful committees, including Finance; Energy and Natural Resources; Foreign Relations; and Homeland Security and Government Affairs, where he is Chairman of the Permanent Subcommittee on Investigations. During his first term, Senator Portman introduced more than 180 bills, including 150 bipartisan bills, and 50 bills that were signed into law

by President Obama. His legislative record includes helping communities combat the opioid epidemic, providing career and technical training for Ohioans, helping combat sex trafficking and fighting for a level playing field for Ohio workers.

In 2016, he was re-elected, winning 84 out of Ohio's 88 counties on a campaign focused on delivering results for Ohioans.

Senator Portman is a member of the board of advisors at the John Glenn College of Public Affairs, where he previously taught four courses. He and his wife, Jane, have three children.

## RECIPIENT OF HONORS

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### *Marian Wright Edelman*

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DOCTOR OF HUMANE LETTERS

A lifelong advocate for disadvantaged youth, Marian Wright Edelman has been a leading voice for children and families across the United States for more than 40 years. Mrs. Edelman is the founder and president of the Children's Defense Fund, whose mission to Leave No Child Behind® works to ensure every American child has the opportunity for a successful start in life.

Guided by an unwavering dedication to family and children's issues, Mrs. Edelman began her career of service in the mid-1960s when, as the first black woman admitted to the Mississippi bar, she served as a lawyer for the National Association for the Advancement of Colored People. She directed the NAACP

Legal Defense and Educational Fund Office in Jackson, Mississippi, prior to relocating to Washington, D.C., to serve as counsel for the Poor People's Campaign that Dr. Martin Luther King Jr. began organizing before his death.

In the nation's capital, she founded the Washington Research Project, a public-interest law firm and the parent body of the Children's Defense Fund, which Mrs. Edelman officially began in 1973. Under Mrs. Edelman's leadership, the Children's Defense Fund has challenged the United States to raise its standards and has successfully influenced the child policy agenda.

Mrs. Edelman is the recipient of numerous honorary degrees and awards, including the Albert

Schweitzer Humanitarian Prize, the Heinz Award, a MacArthur Foundation Prize Fellowship, the Robert F. Kennedy Lifetime Achievement Award and the Presidential Medal of Freedom, the nation's highest civilian award. Mrs. Edelman is a prolific author, penning works such as *The Sea Is So Wide and My Boat Is So Small: Charting a Course for the Next Generation and The Measure of Our Success*.

Mrs. Edelman is a graduate of Spelman College and Yale Law School. She is married to Peter Edelman, a professor at Georgetown University Law Center. They have three sons and four grandchildren.



**This program is not an official graduation list.**

This printed program lists students who were eligible to graduate for Autumn Semester 2017, as of 5:00 p.m., December 7, 2017, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

## The Graduate School

Interim Dean: **M. Scott Herness**

### Doctor of Philosophy

**Muhammad Akbar Bin Abdul Ghaffar**, Wooster  
B.S. (Universiti Putra Malaysia)  
*Horticulture and Crop Science*  
Dr. Katrina Cornish

**Ali Adali**, Bursa, Turkey  
B.S., M.S. (Bilkent University)  
*Mathematics*  
Dr. Saleh Tanveer

**Regina Nicole Akhimie**, Columbus  
B.S. (Alabama A & M University)  
*Chemistry*  
Dr. Claudia Turro

**Daniel Clement Akwaboah**, Columbus  
B.S.  
*Chemistry*  
Dr. Craig Forsyth

**Khalid Nasser A AlAsim**, Riyadh, Saudi Arabia  
Bachelor's (King Saud University)  
M.Educ. (University of Akron)  
*Education*  
Dr. Peter Paul

**Jessica Lynn Alexander**, Columbus  
B.S. (Youngstown State University)  
*Chemistry*  
Dr. James Cowan

**Tehane A Hamed Ali**, Westerville  
B.S.Pharm.Sci. (Garyounis University)  
M.S. (University of Salford)  
M.S.  
*Pharmaceutical Sciences*  
Dr. Harinantenaina Liva Rakotonandraibe

**Faisl Mohammed M Algraini**, Columbus  
B.A. (King Saud University)  
M.A. (California State University)  
*Education*  
Dr. Peter Paul

**Andrew Joseph Amaya**, Worthington  
B.S.Chem.Eng., M.S.  
*Chemical Engineering*  
Dr. Barbara Wyslouzil

**Yun Anoop**, Ann Arbor, MI  
B.A. (National Chengchi University)  
M.A. (Columbia University)  
*East Asian Languages and Literatures*  
Dr. Patricia Sieber

**Kelly Elizabeth Atkinson**, Fairborn  
B.A. (University of Virginia)  
M.A. (American Military University)  
M.A.  
*Political Science*  
Dr. Sarah Brooks

**Drake Ross Austin**, Columbus  
B.S. (University of Michigan)  
M.S.  
*Physics*  
Dr. Enam Chowdhury

**Mohamed Ali Mohamed Ahmed Badawi**, San Carlos, CA  
Bachelor's, M.S. (Alexandria University)  
M.S.  
*Pharmaceutical Sciences*  
Dr. A. Phelps

**Su Yun Bae**, Columbus  
B.A. (Baekseok University)  
B.S. (Hanyang University Seoul Campus)  
M.S. (Colorado State University)  
*Human Sciences*  
Dr. Milos Bujisic  
Dr. Duane Wegener

**Bethany Brooke Barker**, Columbus  
B.A. (Otterbein University)  
M.A.  
*Communication*  
Dr. Zheng Wang

**Blossom Ann Barrett**, Columbus  
B.A. (Kenyon College)  
M.A.  
*Education*  
Dr. Marc Guerrero

**Siddharth Baskar**, Columbus  
B.Engr. (Anna University)  
M.S.  
*Electrical and Computer Engineering*  
Dr. Emre Ertin

**Carmelo Angel Bazaco**, Columbus  
B.A. (University of Deusto)  
M.A.  
*Spanish and Portuguese*  
Dr. Rebeka Campos-Astorkiza  
Dr. Judith Tonhauser

**Andrew Taylor Bean**, Paradise Valley, AZ  
B.S. (Colorado College)  
M.S.  
*Statistics*  
Dr. Xinyi Xu  
Dr. Steven MacEachern

**Domenic John Belgiovane**, Columbus  
B.S.Elec.Cptr.Eng., M.S.  
*Electrical and Computer Engineering*  
Dr. Chi-Chih Chen

**Raffael A. Bennett**, Baker, LA  
B.S. (Louisiana State University)  
M.S.  
*Chemistry*  
Dr. Susan Olesik

**Antonio Bentivegna**, Columbus  
Laurea (Universita degli studi di Messina)  
*Spanish and Portuguese*  
Dr. Salvador Garcia  
Dr. Aurelie Valette

**Xuanxuan Bi**, Westmont, IL  
B.S. (Qufu Normal University)  
M.S. (Shandong University)  
M.S.  
*Chemistry*  
Dr. Yiyang Wu

**Claire Eastmont Bollinger**, Columbus  
B.S. (University of Vermont)  
M.S.  
*Public Health*  
Dr. Darryl Hood

**Alexander Isaac Borland**, Stanley, NC  
B.A. (Dartmouth College)  
*Mathematics*  
Dr. Thomas Kerler

**Jack Tyler Brangham**, Columbus  
B.A., B.S. (Otterbein University)  
M.S.  
*Physics*  
Dr. Fengyuan Yang

**Matthew Burton Hall Bright**, Columbus  
B.S. (University of Maryland)  
*Environment and Natural Resources*  
Dr. Richard Dick

**Lathania Wendy-Kay Butler**, Columbus  
B.A. (Ohio Wesleyan University)  
*Public Policy and Management*  
Dr. Robert Greenbaum

**Ahmet Cakanel**, Denizli, Turkey  
Bachelor's (Yeditepe University)  
M.S.  
*Electrical and Computer Engineering*  
Dr. Vadim Utkin

**Mark Anthony Calhoun II**, Lewis Center  
B.S. (Rose-Hulman Institute of Technology)  
M.S.  
*Biomedical Engineering*  
Dr. Jessica Winter

**Ana Maria Casado**, Columbus  
B.A. (University of Tennessee)  
M.A.  
*Anthropology*  
Dr. Paul Scullli

**Matthew James Casto**, Centerville  
B.S., M.S. (Wright State University)  
*Electrical and Computer Engineering*  
Dr. Waleed Khalil

**Fangzhou Chen**, Jinan, China  
B.Engr. (Zhejiang University)  
M.S.  
*Electrical and Computer Engineering*  
Dr. Can Koksali

**Tien-Hao Chen**, Taipei Country, Taiwan  
B.S. (National Taiwan Normal University)  
*Chemistry*  
Dr. Venkat Gopalani

**Ziyue Chen**, Dublin  
B.A. (Hanover College)  
M.S.  
*Statistics*  
Dr. Eloise Kaizer

**Chi Cheng**, Anshan, Liaoning, China  
B.Engr. (Tsinghua University)  
M.S.  
*Chemical Engineering*  
Dr. Shang-Tian Yang

**Jihe Choi**, Knoxville, TN  
Bachelor's (Sungshin Women's University)  
Master's (Iowa State University)  
*Human Sciences*  
Dr. Soobin Seo  
Dr. Milos Bujisic

**Yi-Hsuan Chu**, Taichung, Taiwan  
Bachelor's (National Taiwan University)  
*Horticulture and Crop Science*  
Dr. Jyan-Chyun Jang

**Cheng Lung Chung**, Granger, IN  
B.S.Chem.Eng. (University of Notre Dame)  
*Chemical Engineering*  
Dr. Liang-Shih Fan

**Yasmine-Marie Nirina Cissé**, New York, NY  
B.A. (University of Chicago)  
*Neuroscience Graduate Studies Program*  
Dr. Randy Nelson

**Russell James Colburn III**, Jackson, MI  
B.S. (Michigan State University)  
*Physics*  
Dr. Linda Carpenter

**Marc Paul Coons**, Columbus  
B.S.  
M.S. (University of California)  
*Chemistry*  
Dr. John Herbert

**Tami Coursey**, Kettering  
B.S. (Ohio University)  
*Molecular, Cellular, and Developmental Biology*  
Dr. David Bisaro

**Daniel Frank D'Amico**, Columbus  
B.S. (Valparaiso University)  
M.S. (South Dakota School of Mines and Technology)  
*Atmospheric Sciences*  
Dr. Alvaro Montenegro

Commencement Convocation, December 17, 2017

**Robert Daniel Denton**, Chaplin, CT  
B.S. (Ball State University)  
M.S. (Eastern Kentucky University)  
*Evolution, Ecology, and Organismal Biology*  
Dr. H. Gibbs

**Thomas James Dinitz**, Hinesburg, VT  
B.A. (Colgate University)  
M.S.  
*Mathematics*  
Dr. Janet Best

**Shuai Dong**, Beijing, China  
M.S. (Peking University)  
*Pharmaceutical Sciences*  
Dr. John Byrd

**Alice Ann Duchon**, Columbus  
B.S. (Dickinson College)  
*Ohio State Biochemistry Program*  
Dr. Karin Musier-Forsyth

**Jenalle Laree Eck**, Holland  
B.S.  
*Evolution, Ecology, and Organismal Biology*  
Dr. Liza Comita  
Dr. Allison Snow

**Robert Christopher Ehemann**,  
Murfreesboro, TN  
B.S. (Middle Tennessee State University)  
M.S.  
*Physics*  
Dr. Jonathan Pelz

**Justin Matthew Eldridge**, Columbus  
B.S., M.S.  
*Computer Science and Engineering*  
Dr. Mikhail Belkin  
Dr. Yusu Wang

**Saad Mohamed Saad Elgayar**, Cairo, Egypt  
B.S., M.S. (Military Technical College)  
M.S.  
*Electrical and Computer Engineering*  
Dr. Emre Ertin

**Breann Meredith Erford**, Columbus  
B.S. (Drexel University)  
M.A.  
*Psychology*  
Dr. Michael Dekay

**Heather Lynne Fair**, Marble Cliff  
B.S.Bus.Adm., M.S.  
M.B.A. (University of Miami)  
*Environmental Science*  
Dr. Roman Lanno

**Chun-Sheng Fang**, Taichung, Taiwan  
B.S. (Chung Shan Medical University)  
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**Dongzhu Wu**, Hangzhou, China  
B.S. (Zhejiang University of Technology)

M.S. (University of Southern California)  
*Chemical Engineering*  
Dr. W.S. Winston Ho

**Evan Wu**, Columbus  
B.S. (National Tsing Hua University)

*Nuclear Engineering*  
Dr. Marat Khalizov

**Li Xiao**, Columbus  
Chemistry

Dr. Craig Forsyth

**Dikai Xu**, Guangzhou, China  
B.Engr. (Tsinghua University)

*Chemical Engineering*  
Dr. Liang-Shih Fan

**Zhifei Yan**, Shanghai, China  
B.S. (Fudan University)

M.S.  
*Statistics*  
Dr. Vincent Vu

**Chao Yang**, NanJing, China  
B.Engr. (Nanjing University of Science and  
Technology)

M.S. (University of Florida)  
*Mechanical Engineering*  
Dr. Minal Kumar

**Hao Yang**, Gaoyou, China  
B.S. (Southeast University)

M.S.  
*Electrical and Computer Engineering*  
Dr. Wu Lu

**Junjun Yang**, Wuhan, China  
M.S.

*Geodetic Science and Surveying*  
Dr. Christopher Jekeli

**Zihao Yang**, Santa Clara, CA  
B.S. (Univ of New S. Wales)

*Electrical and Computer Engineering*  
Dr. Roberto Myers

**Kanako Yao**, Yakohama-Shi, Japan  
B.A. (Showa Womens University)

M.A. (The University of Findlay)  
M.A.  
*East Asian Languages and Literatures*  
Dr. Mari Noda

**Miaojun Yao**, Columbus  
Bachelor's (Zhejiang University)

M.S.  
*Computer Science and Engineering*  
Dr. Huamin Wang

**Meng-Fen Yen**, Chia-Yi, Taiwan  
B.S.Agr. (National Taiwan University)

M.B.A., M.S., M.A.  
*Agricultural, Environmental, and  
Development Economics*  
Dr. Mario Miranda  
Dr. Ani Katchova

**Gloria Yeomans-Maldonado**, Cincinnati  
B.A. (University of Arizona)

M.S. (Louisiana State University)  
*Education*  
Dr. Ann O'Connell

**Mustafa Yesil**, Columbus  
B.S. (Ege University)

M.S.  
*Food Science and Technology*  
Dr. Ahmed Yousef

**Ah Young Yoon**, Daejeon, Korea  
B.A. (Ewha Womens University)  
M.A. (Seoul National University)  
*Arts Administration, Education and Policy*  
Dr. Margaret Wyszomirski

**Zeeshan**, Malir City, Pakistan  
Bachelor's (National University of Sciences  
and Technology)  
M.S. (Pakistan Institute of Engineering and  
Applied Sciences)  
M.S.

*Electrical and Computer Engineering*  
Dr. Fernando Teixeira

**Lin Zhao**, Luoyang, China  
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Technology)

*Electrical and Computer Engineering*  
Dr. Wei Zhang

**Jingni Zhong**, Beijing, China  
B.S. (Shanghai Jiao Tong University)

M.S.  
*Electrical and Computer Engineering*  
Dr. John Volakis

**Yihua Zhu**, Shanghai, China  
B.S. (Fudan University)

*Molecular Genetics*  
Dr. Jian-Qiu Wu

## Doctor of Education

**Kirk G. Dickerson**, Columbus  
Bachelor's (University of Toledo)  
M.A.  
*Education*

**Sara Irene Thomson**, Columbus  
B.S.Humn.Ecol.  
M.A. (The University of Findlay)  
*Education*

## Doctor of Nursing Practice

**Claudia J. Pratt**, Canal Winchester  
B.S.Nurs. (Capital University)  
M.B.A. (Robert Morris University)  
*Nursing*

## Specialist in Education

**Wendy Jean Harper**, Columbus  
B.S.Educ.  
Master's (Kent State University)  
*Education*

## Master of Actuarial and Quantitative Risk Management

**Hao Wu**, Suzhou, China  
B.S.  
*Actuarial and Quantitative Risk Management*

**Master of Applied Clinical and Preclinical Research**

**Timothy Shayne Allen**, Morgantown, WV  
B.S. (Fairmont State University)  
*Interdisciplinary Programs*

**Israrul Haque Ansari**, Middleton, WI  
B.S., M.S. (Alligarh Muslim University)  
Ph.D. (All India Institute of Medical Sciences)  
*Interdisciplinary Programs*

**Leesha Lynn Bolton**, Sidney  
B.S.Pub.Hlth.  
*Interdisciplinary Programs*

**Rachel Elise Dalton**, Columbus  
B.S.Pharm.Sci. (University of Toledo)  
*Interdisciplinary Programs*

**Lauren Elizabeth Estep**, Hilliard  
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*Interdisciplinary Programs*

**Michael Hinton**, Columbus  
B.A.  
*Interdisciplinary Programs*

**Lavonda Rae Hoover**, Anaheim, CA  
B.S.Nurs., M.S.  
*Interdisciplinary Programs*

**Rajani Jacob**, Dublin  
B.S., M.S., Ph.D. (North Eastern Hill University)  
*Interdisciplinary Programs*

**Kwong Ying Lee**, Galloway  
B.A., B.S.Alld.Hlth.Prof.  
*Interdisciplinary Programs*

**Heather Marie McClain**, Groveport  
B.A. (Ohio Christian University)  
*Interdisciplinary Programs*

**Tessa Brianne McDonald**, Toledo  
B.S. (University of Toledo)  
*Interdisciplinary Programs*

**Kevin Michael McGovern**, Columbus  
B.S.  
*Interdisciplinary Programs*

**Garrett Miller**, Powell  
B.S. (University of Cincinnati)  
*Interdisciplinary Programs*

**Amy Janelle Minnema**, Canal Winchester  
B.S.  
*Interdisciplinary Programs*

**Grace Karimi Njoroge**, Columbus  
B.S. (Winona State University)  
M.S.  
*Interdisciplinary Programs*

**Satavisha Roy**, Columbus  
B.S.  
*Interdisciplinary Programs*

**Elizabeth Stella Solinger**, Columbus  
B.S. (Ohio University)  
*Interdisciplinary Programs*

**Emily Rose Valentino**, Hilliard  
B.S.  
*Interdisciplinary Programs*

**Wacharaphon Vongchucherd**, Powell  
B.S.  
*Interdisciplinary Programs*

**Master of Applied Economics**

**Fangming Hu**, Shanghai, China  
B.S.  
*Applied Economics*

**Yuanru Wang**, Columbus  
B.S.  
*Applied Economics*

**Master of Applied Statistics**

**Chenchen Wang**, Guiyang, China  
B.S. (China Agricultural University)  
M.A.  
*Statistics*

**Master of Arts**

**Franklin Harrison Baldwin**, Port Clinton  
B.A. (Ohio University)  
*Germanic Languages and Literatures*

**Diane Balog**, Hilliard  
B.S.Educ. (Kent State University)  
*Education*

**Shaun Michael Barrett**, Galloway  
B.S.Educ.  
*Education*

**Ziyang Bian**, Nanjing, China  
B.Laws (Nanjing Normal University)  
*Education*

**Maureen E. Buckley**, Columbus  
B.A. (Wittenberg University)  
*Education*

**Yeliz Cavus**, Columbus  
B.A., M.A. (Bogazici University)  
*Near Eastern Languages and Cultures*

**Minseok Choi**, Busan, Korea  
B.A. (Silla University)  
M.A. (International Grad School of English)  
*Education*

**Seo Wook Choi**, Gunpo, Korea  
B.A., Bachelor's (Sungkyunkwan University)  
*Psychology*

**Cassandra Jean Cloud**, Columbus  
B.S. (Ashland University)  
*Education*

**Timothy George Copeland**, Columbus  
B.S. (Rochester Institute of Technology)  
*Economics*

**David Robert Cregg**, Katy, TX  
B.S. (University of Texas)  
*Psychology*

**Justin Michael Creps**, Hilliard  
B.S.Mech.Eng., M.S.  
*Education*

**Emily Ruth Detwiler**, Hilliard  
B.S. (The University of Findlay)  
*Education*

**Alexis Hattie Duffy**, Upper Arlington  
B.A. (Michigan State University)  
M.A. (Emerson College)  
*Education*

**Yufei Fan**, Zhengzhou, China  
B.A. (Southwest Jiaotong University)  
*Education*

**Cory Edward Farmer**, Cleveland  
B.A. (Morehouse College)  
*African-American and African Studies*

**Liwu Gan**, Cypress, CA  
B.A. (Willamette University)  
M.A. (University of Chicago)  
*Political Science*

**Lauren Kelly Gannon Evans**, Columbus  
B.A.  
*Public Policy and Management*

**Miguel Maria Garza Casado**,  
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Licenciatur (Instituto Tecnológico Autónomo  
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Master's (University of Chicago)  
*Political Science*

**Stanley Edward Gates II**, Grove City  
B.A. (Howard University)  
*Education*

**Hunter Hahn**, Irving, TX  
B.A. (Texas A&M University)  
*Psychology*

**Nathaniel Blake Haines**, Plain City  
B.A.  
*Psychology*

**John Patrick Harden**, Columbus  
B.A. (City University of New York,  
Hunter College)  
*Political Science*

**Ethan Brooks Hershberger**, Columbus  
*Political Science*

**Mustika Aji Hertanto**, Banyumas, Indonesia  
Sarjana (Semarang State University)  
*Education*

**Bobby Wayne Huffman**, Sunbury  
B.S. (Ohio University)  
*Education*

**Daryin Marissa Hummel**, Lloyd Harbor, NY  
B.A. (Brandeis University)  
*Anthropology*

**Daniel Neal Kent**, Walnut Creek, CA  
B.A. (University of California)  
*Political Science*

**Kevin Noore Kim**, Gainesville, FL  
B.Bus.Adm. (University of Notre Dame)  
*Business Administration*

**Cynthia Lynn Kleinhenz**, Dublin  
B.A.  
M.Ed., Specst.Edu. (Bowling Green State  
University)  
*Education*

**Christopher Nathan Kleps**, Columbus  
Bachelor's (Oberlin College)  
J.D. (University of Illinois)  
*Sociology*

**Simon Murdoch Lavis**, Columbus  
B.Laws (Swansea University)  
M.A. (University of East Anglia)  
*Communication*

**Luis Enrique Leon**, Columbus  
B.Music (Berklee College of Music)  
M.Educ. (Boston Conservatory)  
*Education*

**Lingna Li**, Yueqing, China  
Bachelor's (Zhejiang University)  
*Education*

**Qi Li**, Beijing, China  
B.A. (Kenyon College)  
*Sociology*

**Thomas Wayne Liwosz**, Columbus  
B.A. (Ohio Wesleyan University)  
*Education*

**Elizabeth Carrie Martin**, Columbus  
B.S. (Florida State University)  
*Sociology*

**Brittney Nicole McCord**, Columbus  
B.S. (Cumberland University)  
*Education*

**Heather Michelle McDonough-Caplan**,  
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*Psychology*

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*Public Policy and Management*

**Megan Elaine Miller**, Powell  
B.S.Educ. (Bowling Green State University)  
*Education*

**Joshua Aaron Morrow**, Markleville, IN  
B.A. (Indiana University)  
*History*

**Addie Sara Gannon Natalie**, Lewis Center  
B.A.  
*Public Policy and Management*

**Matthew David O'Brien**, Perrysburg  
B.S.Educ. (Bowling Green State University)  
*Education*

**Adrienne Marie Oehlers**, Springfield  
B.A. (Barnard College)  
*Theatre*

**Samuel John Osea**, Tulsa, OK  
B.S., M.S. (Georgetown University)  
M.A.  
*Business Administration*

**Andrew Podob**, Edison, NJ  
B.A. (University of Maryland)  
*Political Science*

**Melissa Lee Ramsey**, New Albany  
B.S.Hum.Ecol.  
B.Educ. (Ohio University)  
M.Educ. (Kennesaw State University)  
*Education*

**Conrad L. Rinto II**, Columbus  
B.A. (Shawnee State University)  
*Slavic and East European Studies*

**Fadillah Sandy**, Semarang, Indonesia  
B.Educ. (Semarang State University)  
*Education*

**Samantha E. Smith**, Columbus  
B.A. (Bowling Green State University)  
*Education*

**Samantha Elizabeth Snyder**, Columbus  
B.S.Educ.  
*Education*

**Paul M. Tankovich**, Ostrander  
B.S.Env.Nat.Res., M.Educ.  
*Education*

**Christine Rossetti Tartt**, Blacklick  
B.S.Educ. (Miami University)  
*Education*

**Teria M. Thornton**, Columbus  
B.A. (Fisk University)  
J.D. (University of Cincinnati)  
*Public Policy and Management*

**Monique Chalia Vessel**, Toledo  
B.A. (University of Toledo)  
*Education*

**Nanjiao Wang**, Ningbo, China  
Bachelor's (Shaoxing University)  
*Education*

**Ashley Faye Wilson**, Boardman  
B.S. (Bowling Green State University)  
*Public Policy and Management*

**Ran Zhou**, Wuhan, China  
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B.S. (Central China Normal University)  
*Psychology*

### Master of Business Administration

**Rebecca C. Barnard**, Shaker Heights  
B.A. (Wellesley College)  
*Business Administration*

**Chris Bartkowski**, Columbus  
B.A. (New York University)  
J.D. (St. John's University)  
*Business Administration*

**Steven Baybutt**, Columbus  
*Business Administration*

**Sayak Bhattacharya**, Columbus  
Bachelor's, Master's (University of Calcutta)  
Doctorate (Virginia Commonwealth University)  
*Business Administration*

**Dandan Chen**, Jurong, China  
Bachelor's (Nanjing Audit University)  
Master's (University of Glasgow)  
*Business Administration*

**Matthew Dean**, Hilliard  
B.A. (Bowdoin College)  
*Business Administration*

**Robert Diemand**, Hilliard  
B.S.Aviation  
*Business Administration*

**Kyle Joseph Dougherty**, Dublin  
B.S. (Miami University)  
*Business Administration*

**Jonathan Spencer Dufour**, Columbus  
B.S.Mech.Eng., M.S.  
*Business Administration*

**John Anthony Flesher**, North Ridgeville  
B.S.C.R.P.  
*Business Administration*

**Kevin Lamar Hall**, Canal Winchester  
B.S.Alld.Hlth.Prof.  
*Business Administration*

**Luke Andrew Kapper**, Powell  
B.A. (Ohio Wesleyan University)  
*Business Administration*

**Brendin King**, Gahanna  
B.S.Comm. (Miami University)  
*Business Administration*

**Crystal Faith Kline**, Pickerington  
B.S. (University of Tennessee)  
Ph.D. (Vanderbilt University)  
*Business Administration*

**Jenna Marie McGuire**, Columbus  
B.A.Jour.  
*Business Administration*

**Bryan Stephan McNally**, Hudson  
B.S.Bus.Adm.  
*Business Administration*

**Sarah Elizabeth Posner**, Centerville  
B.A.  
*Business Administration*

**Alicia Powers**, Upper Arlington  
B.A. (Wittenberg University)  
*Business Administration*

**Jill Marie Raderstorf**, Columbus  
B.S.Bus.Adm. (Creighton University)  
*Business Administration*

**Thomas John Rosol**, Columbus  
B.S., D.Vet.Med. (University of Illinois at Urbana)  
Ph.D.  
*Business Administration*

**Rohit Sahay**, Delaware  
B.Engr. (Utkal University)  
*Business Administration*

**Guillermo Alejandro Schnell Arellano**, Columbus  
B.A. (Wittenberg University)  
*Business Administration*

**Jonathan Mark Scudiere**, Stow  
B.S. (Kent State University)  
*Business Administration*

**Nicole Marie Segarra**, Dublin  
B.S. (University of Puerto Rico)  
*Business Administration*

**Kelsey Lynne Shannahan**, Hilliard  
B.S. (Bowling Green State University)  
*Business Administration*

**Patrick Sullivan Welsh**, Lancaster  
B.A. (Pontifical College Josephinum)  
*Business Administration*

### Master of Business Logistics Engineering

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B.S.Bus.Adm.  
*Business Logistics Engineering*

**Rui Hu**, Changsha, China  
B.S. (Wuhan University)  
M.B.A.  
*Business Logistics Engineering*

**Yan Jiao**, Zhengzhou, China  
Bachelor's (Zhengzhou University)  
*Business Logistics Engineering*

**Kuo-Hung Liao**, New Taipei City, Taiwan  
B.Bus.Adm. (National Taipei University)  
*Business Logistics Engineering*

**Heng Lu**, Nantong, China  
Bachelor's (Shanghai Jiao Tong University)  
*Business Logistics Engineering*

**Chenyang Shi**, Luoyang, China  
B.S.Bus.Adm.  
*Business Logistics Engineering*

**Shuhui Sun**, Shanghai, China  
Bachelor's (Shanghai Maritime University)  
*Business Logistics Engineering*

**Jun Xie**, Wuhan, China  
B.A. (Northeast Normal University)  
*Business Logistics Engineering*

**Xiaochun Yang**, Renqiu City, China  
Bachelor's (Tianjin University)  
*Business Logistics Engineering*

**Han Yu**, Dongguan, Guangdong, China  
B.Engr. (Beijing University of Posts and Telecommunications)  
*Business Logistics Engineering*

**Ruoran Yu**, Beijing, China  
Bachelor's (Central University of Finance and Economics)  
*Business Logistics Engineering*

**Jiyuan Zeng**, Chengdu, China  
B.S. (Central University of Finance and Economics)  
*Business Logistics Engineering*

**Jiaxin Zhang**, Beijing, China  
Bachelor's (Beijing Foreign Studies University)  
*Business Logistics Engineering*

**Yumeng Zhang**, Huaian, China  
Bachelor's (Shanghai Jiao Tong University)  
*Business Logistics Engineering*

**Jingyang Zhao**, Dalian, China  
B.S. (Dalian University of Foreign Languages)  
M.S. (State University of New York)  
*Business Logistics Engineering*

**Sicheng Zhou**, Changsha, China  
B.S.  
*Business Logistics Engineering*

**Yifan Zhu**, Shanghai, China  
B.S.Bus.Adm.  
*Business Logistics Engineering*

### Master of Business Operational Excellence

**Andrew Hirsch Billi**, Ann Arbor, MI  
B.S. (University of Michigan)  
*Business Operational Excellence*

**Renee Elizabeth Brooks**, Columbus  
B.S. (Pennsylvania State University)  
*Business Operational Excellence*

**Luis Paul Buenaventura**, Dublin  
B.S.Bus.Adm. (University of Florida)  
*Business Operational Excellence*

**Orlando Carmona**, Gahanna  
B.S. (Excelsior College)  
M.S. (California University of Pennsylvania)  
*Business Operational Excellence*

**Jessica Lynn Ceconci**, Hilliard  
B.Engr. (Youngstown State University)  
*Business Operational Excellence*

**Robert Cintron**, Hamlin, NY  
Bachelor's (Roberts Wesleyan College)  
*Business Operational Excellence*

**Rodrigo Alejandro Colon III**, New Castle, DE  
B.S.Bus.Adm. (Widener University)  
*Business Operational Excellence*

**Meghan Drayton Jackson**, Columbus  
B.S. (Howard University)  
D.Osteopath. (Ohio University)  
*Business Operational Excellence*

**Steven Matthew Ford**, Alexandria, KY  
B.S.Chem.Eng. (Rose-Hulman Institute of  
Technology)  
*Business Operational Excellence*

**James Christopher George**, Mission Viejo, CA  
B.S. (Columbus State University)  
*Business Operational Excellence*

**Glynnis Bridgette Gwaltney**,  
Newport News, VA  
B.S.Bus.Adm., M.B.A. (University of Maryland)  
*Business Operational Excellence*

**Sachin Kale**, Columbus  
B.A. (Swarthmore College)  
M.D. (University of Pittsburgh)  
*Business Operational Excellence*

**Terry Kayofe Kayobotsi**, Phoenix, AZ  
B.S. (University of Arizona)  
*Business Operational Excellence*

**Joseph Scott Krien**, West Salem, WI  
B.S. (University of Wisconsin)  
M.D. (Univ Wisc Madison Med Sch)  
*Business Operational Excellence*

**Kurt Marzolf**, Dublin  
B.F.A. (University of Arizona)  
*Business Operational Excellence*

**Kita Mbele Masunda**, Canal Winchester  
B.S.Bus.Adm. (Natl Graduate School of  
Quality Mgmt)  
*Business Operational Excellence*

**Catherine M. Maxey**, Westerville  
B.S.Nurs. (Ohio University)  
*Business Operational Excellence*

**Gregory McCumber**, Columbus  
B.Engr. (Youngstown State University)  
*Business Operational Excellence*

**Madison Jo McKay**, Columbus  
B.Bus.Adm. (University of Dayton)  
*Business Operational Excellence*

**Jennifer Starr Mostert**, Commercial Point  
B.S. (Bowling Green State University)  
*Business Operational Excellence*

**Hanah Polotsky**, Denver, CO  
B.A. (New York University)  
M.D. (Yeshiva University)  
*Business Operational Excellence*

**James Carlton Rappleye**, Pataskala  
B.S.Bus.Adm.  
*Business Operational Excellence*

**Chantae C. Recasner**, Cincinnati  
B.A. (Loyola University New Orleans)  
M.A.  
*Business Operational Excellence*

**Linda Wise Richmond**, Highlands Ranch, CO  
B.A. (University of Colorado at Colorado  
Springs)  
*Business Operational Excellence*

**David A. Ring**, Louisville  
B.A. (University of Mount Union)  
M.B.A.  
*Business Operational Excellence*

**Jamie Rooney**, Columbus  
Bachelor's (Bowling Green State University)  
*Business Operational Excellence*

**Kevin Shawn Runolfson**, Centerville, UT  
B.S. (Brigham Young University)  
M.B.A., Master H.A. (University of Iowa)  
*Business Operational Excellence*

**Aliese Sarkissian**, Columbus  
B.A. (DePauw University)  
M.S., M.D. (Indiana University Purdue  
University Indianapolis)  
*Business Operational Excellence*

**Gregory Michael Segelhorst**, Worthington  
B.S.Nurs. (Wright State University)  
*Business Operational Excellence*

**Troy Douglas Sheaffer**, Mechanicsburg, PA  
B.S. (Central Penn College)  
*Business Operational Excellence*

**Isha Singh**, Delaware  
B.Engr. (University of Rajasthan)  
M.S.  
*Business Operational Excellence*

**Kimothy Howard Taylor**, Phoenix, AZ  
Bachelor's, M.B.A. (Arizona State University)  
*Business Operational Excellence*

**Johnathon Tran**, Columbus  
B.S.Mech.Eng. (University of Arkansas)  
*Business Operational Excellence*

**James Allen VanHassel**, Marysville  
B.S. (Thomas Edison State College)  
M.B.A. (Franklin University)  
*Business Operational Excellence*

**Jason Charles Ward**, Franklin  
Bachelor's (Columbia College)  
*Business Operational Excellence*

**Jonathan C. Weber**, Rexburg, ID  
B.S. (Brigham Young University)  
*Business Operational Excellence*

**Allen Troy West**, Pico Rivera, CA  
B.S. (Prairie View A & M University)  
M.B.A. (University of Phoenix)  
Doctorate (Nova Southeastern University)  
*Business Operational Excellence*

**Dhana Bree Yarbrough**, Edmond, OK  
B.S. (Tennessee State University)  
*Business Operational Excellence*

### Master of City and Regional Planning

**Joachim Thomas Bean**, Columbus  
B.F.A.  
*City and Regional Planning*

**Bradley James Bodenmiller**, Springfield  
B.Art.Ed.  
*City and Regional Planning*

**Lindsey Lee Cullums**, Lancaster  
B.S.Env.Nat.Res.  
*City and Regional Planning*

**Matthew Dean**, Hilliard  
B.A. (Bowdoin College)  
*City and Regional Planning*

**John Anthony Flesher**, North Ridgeville  
B.S.C.R.P.  
*City and Regional Planning*

**Thomas Augustus Leonard**, Columbus  
B.A. (Goshen College)  
*City and Regional Planning*

**Michael Timothy Liggett**, Columbus  
B.A.  
*City and Regional Planning*

**Cameron Ray Roberts**, Columbus  
B.S.Env.Nat.Res.  
*City and Regional Planning*

**Ashton Saber**, Columbus  
B.A. (State University of New York)  
*City and Regional Planning*

**Alyssa Christine Sexton**, Columbus  
B.S.C.R.P.  
*City and Regional Planning*

**Vasilija Maria Yakumithis**, Columbus  
B.S.C.R.P.  
*City and Regional Planning*

### Master of Dental Hygiene

**Karmeil Malisa Stepter**, Columbus  
Bachelor's (Shawnee State University)  
B.S.Dent.Hygn.  
*Dental Hygiene*

### Master of Education

**Caitlyn Anna Black**, Canal Winchester  
B.S.Agr.  
*Agricultural and Extension Education*

### Master of Environment and Natural Resources

**Benjamin Wade Ellsesser**, Gahanna  
B.A. (Otterbein University)  
*Environment and Natural Resources*

**Daniel Martin Giannamore**, Delaware  
B.A.  
J.D. (University of Illinois at Urbana)  
*Environment and Natural Resources*

**Kori Jane Goldberg**, Clermont, FL  
B.S.Env.Nat.Res.  
*Environment and Natural Resources*

**Rosalie Frances Hendon**, Columbus  
B.S. (University of Georgia)  
*Environment and Natural Resources*

**Alyssa Christine Sexton**, Columbus  
B.S.C.R.P.  
*Environment and Natural Resources*

### Master of Fine Arts

**Trisha Dharmendra Shah**, Chagrin Falls  
B.F.A. (Cleveland Institute of Art)  
*Design*

**Jonathan David Welch**, Columbus  
B.F.A.  
*Design*

### Master of Human Resource Management

**Krista Lynn Adams**, Loveland  
B.S.Bus.Adm.  
*Human Resource Management*

**Kathryn Elizabeth Appel**, Richfield  
B.S.Educ. (Bowling Green State University)  
*Human Resource Management*

**Tabitha L. McGuire**, Columbus  
B.S.Hsp.Mgt.  
*Human Resource Management*



### Master of Learning Technologies

**Anna Rose Leach**, Tucson, AZ  
B.A. (Seton Hill University)  
*Education*

### Master of Mathematical Sciences

**Ray Alan Lee**, Columbus  
B.S. (Duke University)  
*Mathematics*

**James Sutherland**, Columbus  
B.S. (Kent State University)  
*Mathematics*

### Master of Music

**Brennan Reed Harris**, Columbus  
B.A. (Saint John's College (U.S.))  
*Music*

**David Ray Robinson, Jr.**, Cedar Park, TX  
B.Music  
*Music*

### Master of Occupational Therapy

**Meghan Elizabeth Vesper**, Dublin  
B.A. (Denison University)  
Master's (University of Maryland)  
*Health and Rehabilitation Sciences*

### Master of Plant Health Management

**Stephen Patrick Kelleher**, Xenia  
B.S.Agr.  
*Plant Health Management*

**Justin Carlin Morse**, Columbus  
B.S.Agr.  
*Plant Health Management*

**Jiaxuan Tian**, Kaifeng, China  
Bachelor's (Henan Agricultural University)  
*Plant Health Management*

### Master of Public Administration

**Sarah Murphy Gray**, Columbus  
B.A. (Lafayette College)  
*Public Policy and Management*

**Rosalie Frances Hendon**, Columbus  
B.S. (University of Georgia)  
*Public Policy and Management*

**Daniel Scott Purkeyppyle**, Lynden, WA  
B.A. (Washington State University)  
*Public Policy and Management*

**Andrew McNeil Rote**, Columbus  
B.A.  
*Public Policy and Management*

### Master of Public Health

**Dania Ahmed**, Dublin  
B.S.Pub.Hlth.  
*Public Health*

**Sydney Fisher**, Gahanna  
B.S. (Denison University)  
*Public Health*

**Rachel Lauryn Gearinger**, Ashville  
B.A. (DePauw University)  
*Public Health*

**Natalie Hemmerich**, Columbus  
B.A. (Bethel College)  
J.D. (Case Western Reserve University)  
*Public Health*

**W. Garrett Hunt**, Columbus  
B.S. (Colorado State University)  
M.D. (University of Colorado Health  
Sciences Center)  
*Public Health*

**Kristina Wood Naseman**, Columbus  
Pharm.Doc. (Southwestern OK State Univ)  
*Public Health*

**Bryan Daniel Wolfe**, Worthington  
B.A.  
*Public Health*

### Master of Science

**Joseph Richard Adams**, Columbus  
B.S. (University of Illinois)  
*Physics*

**Teheen Adel**, Chittagong, Bangladesh  
B.S. (Cedarville University)  
*Chemistry*

**Akash Agarwal**, Bhubaneswar, India  
B.Tech., M.Tech. (National Institutes of  
Technology)  
*Electrical and Computer Engineering*

**Tushar Agarwal**, Kanpur, India  
B.Tech. (Indian Institute of Technology)  
*Mechanical Engineering*

**William Vincent Anderson**, Wooster  
B.S.Env.Eng.  
*Civil Engineering*

**Austin Alan Antoniou**, Glendale, AZ  
B.S. (University of Arizona)  
*Mathematics*

**Daniel Joseph Applebaum**, Cincinnati  
B.S.Elec.Cptr.Eng.  
*Electrical and Computer Engineering*

**Dheepak Arumukhom Revi**, Dublin  
B.S.Mech.Eng.  
*Mechanical Engineering*

**Madhura Prashant Athale**, Mumbai, India  
B.Engr., M.S. (Birla Institute of Technology  
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*Mechanical Engineering*

**Dhanvi Sriram Athmakuri**, Hyderabad, India  
B.Engr. (Birla Institute of Technology and  
Science)  
*Computer Science and Engineering*

**Rachel Kathryn Baker**, Longview, TX  
B.S.Biomed.Eng. (Louisiana Tech University)  
*Mechanical Engineering*

**Andrea Nicole Bales**, Powell  
B.S.Nurs. (Mercy College of Ohio)  
*Nursing*

**Zachary Stephen Balhorn**, Brecksville  
B.S.Civ.Eng.  
*Civil Engineering*

**Nakul Raj Bansal**, Ambala, India  
B.Tech. (Indian Institute of Technology)  
*Mechanical Engineering*

**Katrina Marie Banyas**, Chillicothe  
B.S. (Louisiana State University)  
*Pharmacology*

**Erin Elizabeth Barnhouse**, Westerville  
B.S.Nurs.  
*Nursing*

**Matthew Neil Barr**, Dublin  
B.S.Elec.Cptr.Eng.  
*Electrical and Computer Engineering*

**Leah Paige Bartlett**, Dublin  
B.S.Ind.Sys.Eng.  
*Industrial and Systems Engineering*

**Christina Grace Bellinger**, Columbus  
B.S.Food.Sci.  
*Food Science and Technology*

**Erin Marie Bergmann**, Cincinnati  
B.A. (Miami University)  
*Nursing*

**Adam David Bittinger**, Hamilton  
B.S.Civ.Eng.  
*Civil Engineering*

**Will Burke Blocher**, Columbus  
B.S.  
*Earth Sciences*

**Joshua Philip Borgemenke**, Kings Mills  
B.S.Food.Ag.Bio.Eng.  
*Food, Agricultural and Biological Engineering*

**Brian Gerard Brady**, Bellmore, NY  
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*Welding Engineering*

**Nathan James Branam**, New Albany  
B.S.Civ.Eng.  
*Civil Engineering*

**Ashleigh Nicole Briody**, Baton Rouge, LA  
B.S. (Louisiana State University, Baton Rouge)  
D.D.S. (Louisiana St. Univ. Hlth. Sci.)  
*Dentistry*

**Lianna Ruth Brown**, West Chester  
B.S.Elec.Cptr.Eng.  
*Electrical and Computer Engineering*

**Alexander Frederick Brust**, Worthington  
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*Materials Science and Engineering*

**Alisha Ann Cardanini**, Delaware  
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**Bryan Cardwell**, Naperville, IL  
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*Physics*

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*Electrical and Computer Engineering*

**Jorge Chang Cheng**, Columbus  
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*Computer Science and Engineering*

**Aaditya Chauhan**, Ghaziabad, India  
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*Computer Science and Engineering*

**Junying Chen**, Chengdu, China  
*Electrical and Computer Engineering*

**Kaian Chen**, Yizeng, China  
Bachelor's (Nantong University)  
*Electrical and Computer Engineering*

**Yingzhuo Chen**, Guangshui, China  
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and Technology)  
*Electrical and Computer Engineering*

**Zhiyi Chen**, Nantong, China  
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*Mechanical Engineering*

**Yang Cheng**, Anqing, China  
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of China)  
*Physics*

**Vishal Chillara Srinivas**,  
Secunderabad, India  
B.Tech. (Vellore Institute of Technology)  
*Electrical and Computer Engineering*

**Min Ho Cho**, Cheongju, Korea  
B.Tech. (University of Newcastle)  
Mas.Math.Sci. (Sungkyunkwan University)  
*Statistics*

**Joel Talmage Clark**, Lancaster  
B.S. (Taylor University)  
*Industrial and Systems Engineering*

**Zachary Stephen Courtright**,  
Meridianville, AL  
B.S.Weld.Eng.  
*Welding Engineering*

Commencement Convocation, December 17, 2017

**Khan Logan Cox**, East Peoria, IL  
B.S. (University of Illinois at Urbana)  
*Physics*

**Kelsey Crossen**, Columbus  
B.S. (Missouri University of Science and  
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*Microbiology*

**Nicole Marie Crowe**, Round Rock, TX  
B.S. (Texas State University)  
*Anatomy*

**Yixiao Cui**, Beijing, China  
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*Biomedical Engineering*

**Quanjai Dai**, Wuhan, China  
B.S.Mech.Eng.  
*Mechanical Engineering*

**Abhilasha Vinod Dehankar**, Amravati, India  
B.Engr. (Institute of Chemical Tech.)  
*Chemical Engineering*

**Brock Joseph DeLong**, Grover Hill  
B.S.Elec.Cptr.Eng.  
*Electrical and Computer Engineering*

**Corey Michael Dennis**, Dublin  
B.S.Bus.Adm. (Georgia Institute of Technology)  
*Human Sciences*

**Stephanie Lauren Der**, Freeland, MD  
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*Biomedical Engineering*

**Dylan David DeSantis**, Pittsburgh, PA  
B.S.Mech.Eng.  
*Mechanical Engineering*

**Timothy Robert Raymond DeWitt**,  
Huber Heights  
B.S.Biomed.Eng. (Wright State University)  
*Biomedical Engineering*

**Meron Fasika Dibia**, Columbus  
B.A. (Bluffton University)  
*Physics*

**Matthew Charles Digman**,  
West Des Moines, IA  
B.A. (Dartmouth College)  
*Physics*

**Xiao Dong**, Athens  
B.S. (University of Notre Dame)  
M.S. (Ohio University)  
*Agricultural, Environmental, and  
Development Economics*

**Emily Rose Dreyer**, Columbus  
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*Aeronautical and Astronautical Engineering*

**Huimin Du**, Chengdu, China  
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*Computer Science and Engineering*

**Lipei Du**, Heze, China  
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M.S. (Peking University)  
*Physics*

**Jhaelynn N. Elam**, Columbus  
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*Food Science and Technology*

**Alba Pilar Evans**, Yorktown, VA  
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*Chemistry*

**Neil Christopher Eveld**, Cincinnati  
B.S. (University of Notre Dame)  
*Mechanical Engineering*

**Derek Scott Everett**, Columbus  
B.S. (Wayne State University)  
*Physics*

**Chase Alexander Farris**, Elyria  
B.S.Humn.Ecol.  
*Human Sciences*

**Arghavan Farzadi**, Columbus  
Bachelor's, Master's (Amir Kabir University  
of Tech)  
*Biomedical Engineering*

**Tylar S. Fisk**, Malvern  
B.S. (College of Wooster)  
*Horticulture and Crop Science*

**Ascher Erich Friedman**, Columbus  
B.S. (State University of New York)  
*Industrial and Systems Engineering*

**Michael Daniel Fuller**, Columbus  
B.S. (Miami University)  
D.D.S.  
*Dentistry*

**Soumyashree Shrikant Gad**, Dharwad, India  
B.Engr. (Visvesvaraya Technological University)  
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**Molly Jean Gallagher**, Columbus  
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*Electrical and Computer Engineering*

**Juliet Elizabeth Gardner**, North Ridgeville  
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*Nursing*

**Ayush Arpit Garg**, Columbus  
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*Mechanical Engineering*

**Alysa Rose Gary**, Findlay  
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*Human Sciences*

**Chelsea Raye Garza**, Port Clinton  
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*Anatomy*

**Horacio Garza III**, Edinburg, TX  
B.S. (Texas Tech University)  
*Animal Sciences*

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*Biochemistry*

**Aaditya Shirish Gavandalkar**, Pune, India  
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*Computer Science and Engineering*

**Ata Ghasemi Esfahani**, Isfahan, Iran  
B.S. (Amir Kabir University of Tech)  
*Mechanical Engineering*

**Allen Wilfred Goodwin**, Hinckley  
B.S.Agr.  
*Horticulture and Crop Science*

**Ross I. Gordon**, Columbus  
B.S. (University of Virginia)  
D.D.S.  
*Dentistry*

**Nicolas Thad Graves**, Columbus  
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*Human Sciences*

**Da'Sean Green**, Buffalo, NY  
*Chemistry*

**Matthew David Grow**, Glastonbury, CT  
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**Sheng Guo**, Lanzhou, China  
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*Industrial and Systems Engineering*

**Paige Elizabeth Hagley**, Columbus  
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*Environmental Science*

**Sarah Beth Hall**, Maumee  
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*Human Sciences*

**Carol S. Hamilton**, Worthington  
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*Electrical and Computer Engineering*

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B.S.Nurs.  
*Nursing*

**Stacy Cathleen Haught**, Fredericktown  
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**Yi He**, Guangzhou, China  
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*Food Science and Technology*

**Travis Luke Hoefler**, Columbus  
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*Human Sciences*

**Bradley Thomas Hogshead**, St. Marys  
B.S.Agr.  
*Comparative and Veterinary Medicine*

**Tyler Evan Holland-Ashford**, Riverdale, MD  
B.S. (Harvey Mudd College)  
*Astronomy*

**Michael Jacob Horst**, Phoenix, AZ  
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*Mathematics*

**Yi Hou**, Wuhan, China  
Bachelor's (Wuhan University)  
*Industrial and Systems Engineering*

**Alexander Hovsepian**, Bothell, WA  
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*Electrical and Computer Engineering*

**Melissa Lynn Hrivnak**, Powell  
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*Civil Engineering*

**Ruiqi Hu**, Shanghai, China  
B.S.Mech.Eng.  
*Mechanical Engineering*

**Zijian Hu**, Hangzhou, China  
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M.S. (Carnegie Mellon University)  
*Computer Science and Engineering*

**Kelsey Anne Hunter**, Hilliard  
B.S. (Purdue University)  
*Civil Engineering*

**Andrew Clair Huntsman**, Dublin  
B.S.  
*Pharmaceutical Sciences*

**Jason C. Hyde**, Hilliard  
B.A. (Utah State University)  
D.D.S.  
*Dentistry*

**Ahmad Sabih Ismail**, Dublin  
B.S.  
*Pharmacology*

**Abhishek Jain**, Delhi, India  
B.Tech. (Vellore Institute of Technology)  
*Mechanical Engineering*

**Kyoung Ho Jeong**, Yongin, Korea  
B.S. (Chung-Ang University)  
*Electrical and Computer Engineering*

**Zhouxiang Ji**, Shuozhou, China  
Bachelor's (Shenyang Pharmaceutical  
University)  
*Pharmaceutical Sciences*

**Bingrui Jia**, Jinan, China  
B.Engr. (Northwestern Polytechnical University)  
*Mechanical Engineering*

**Shan Jiang**, Beijing, China  
B.Engr. (Stevens Institute of Technology)  
B.Engr. (Beijing Institute of Technology)  
*Electrical and Computer Engineering*

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**Yichao Jin**, Shenyang, China  
B.S. (Dalian University of Technology)  
*Food, Agricultural and Biological Engineering*

**Alexander Dale Johnson**, Oakdale, CT  
B.S.Elec.Cptr.Eng. (Western New England University)  
*Electrical and Computer Engineering*

**Jared Michael Johnson**, Columbus B.A. (Monmouth College)  
*Materials Science and Engineering*

**Jessica Elizabeth Jones**, Columbus B.S. (Elon University)  
*Human Sciences*

**Rutuja Umesh Joshi**, Pune, Maharashtra, India  
B.Tech. (University of Pune)  
*Chemical Engineering*

**Prerna Kabthiyal**, New Delhi, India  
M.S. (Indian Institute of Technology)  
*Physics*

**Niranjan Ganesh Kamat**, Mumbai, India  
B.S. (National Institutes of Technology)  
M.S. (State University of New York)  
*Computer Science and Engineering*

**Corey Alexander Kientz**, Wayne, NJ  
B.S. (Seton Hall University)  
*Pharmaceutical Sciences*

**Joshua Beckyeon Kim**, Powell B.S.  
*Human Sciences*

**Minjae Kim**, Columbus M.S., B.S. (Yonsei University)  
*Electrical and Computer Engineering*

**SeHwan Kim**, Daejeon, Korea  
B.Engr. (State University of New York)  
B.Engr. (Chung-Nam National University)  
*Mechanical Engineering*

**Kaitlin Alyse Kinney**, Cartersville, GA  
B.S.Agr. (University of Georgia)  
*Environment and Natural Resources*

**William Augustus Kowitz**, Westlake B.S.Elec.Cptr.Eng.  
*Electrical and Computer Engineering*

**Prateek Kumar**, Lucknow, India  
B.Engr. (Birla Institute of Technology and Science)  
*Chemical Engineering*

**Michael William Kuper**, Columbus B.S.Mat.Sci.Eng.  
*Materials Science and Engineering*

**Venkata Raghava Ravi Teja Lanka**, Hyderabad, India  
B.Tech. (National Institute of Technology)  
*Mechanical Engineering*

**Jessica Louise Latchana**, Orient B.S.Nurs. (Mount Carmel College of Nursing)  
*Nursing*

**Esther Elizabeth Lattin**, Portland, OR B.S. (University of Portland)  
*Environmental Science*

**Aidan Jarreau Lee**, Westerville B.A. (Kenyon College)  
*Physics*

**Chunhui Li**, Hangzhou, China  
B.S. (University of Iowa)  
*Mechanical Engineering*

**Gengyao Li**, Daqing, China  
Elec.Eng. (Harbin Institute of Technology)  
*Electrical and Computer Engineering*

**Yumeng Li**, Dalian, China  
B.S.Mech.Eng.  
*Mechanical Engineering*

**Zequan Li**, Huludao, China  
B.Engr. (Tianjin University)  
*Civil Engineering*

**Ashley Kathryn Lloyd**, Defiance B.S.Pharm.Sci.  
*Pharmacology*

**Thaddeus Song En Low**, Raub, Malaysia  
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*Materials Science and Engineering*

**Yongfeng Lu**, Zhuhai, China  
B.S.Elec.Cptr.Eng.  
*Electrical and Computer Engineering*

**Elizabeth Markle**, Columbus B.S. (Otterbein University)  
*Health and Rehabilitation Sciences*

**Dana Elizabeth Martin**, Seville B.S.Agr.  
*Plant Pathology*

**Anthony Lawrence Martinez**, Stow B.S.Mech.Eng. (North Carolina State University)  
M.B.A. (Baldwin Wallace University)  
M.S. (Kent State University)  
*Welding Engineering*

**Nicholas Jose Mazzucca**, Columbus B.S. (State University of New York)  
*Physics*

**Keith William McBride**, Westerville B.S. (Bowling Green State University)  
*Physics*

**Brendan Andrew McCullian**, Lehighton, PA B.S. (Pennsylvania State University)  
*Physics*

**Tessa Brianna McDonald**, Toledo B.S. (University of Toledo)  
*Pharmacology*

**Jordan Andrew Melendez**, Elyria B.S. (Taylor University)  
*Physics*

**Luka Mernik**, Zg. Kungota, Slovenia  
B.S. (California Institute of Technology)  
*Mathematics*

**Katheryn Kimberly Michael**, Delaware B.S.Nurs.  
*Nursing*

**Alex Frederick Miller**, West Chester B.S.Aero.Astro.Eng.  
*Aeronautical and Astronautical Engineering*

**Amy Janelle Minnema**, Canal Winchester B.S.  
*Pharmacology*

**Adyasha Mohanty**, Mumbai, India  
B.Engr. (Sri Ramaswamy Memorial University)  
*Electrical and Computer Engineering*

**Dennis Logan Morris**, Hillsboro B.S.Nutrition  
*Animal Sciences*

**Hasan Mujahid**, Columbus B.S.Elec.Cptr.Eng.  
*Electrical and Computer Engineering*

**Silpa Nekkanti**, Columbus B.S. (University of Akron)  
*Medical Science*

**Boihoan Audrey Nguyen**, Mason B.S.Biomed.Eng.  
*Biomedical Engineering*

**Brenton Alan Noesges**, West Chicago, IL B.S.Eng.Physics (University of Illinois at Urbana)  
*Physics*

**Kehinde Emeka Ogunronbi**, Columbus B.S. (Obafemi Awolowo University)  
M.S. (King Fahd University of Petroleum and Minerals)  
*Chemical Engineering*

**Ritika Ojha**, Bhillai, CT B.Tech. (National Institutes of Technology)  
*Computer Science and Engineering*

**Joshua Allen Olive**, Milwaukee, WI B.S. (University of Wisconsin)  
*Biochemistry*

**Daniel Dario Ortiz Aldana**, Ensenada, Mexico  
B.S. (Universidad Autonoma de Baja California)  
M.S. (National Autonomous University of Mexico)  
*Microbiology*

**Emma Oti**, Franklin, MA B.A., B.S. (University of Pittsburgh)  
*Earth Sciences*

**Crystal Renee Ott**, Gahanna B.S. (Ohio University)  
*Agricultural and Extension Education*

**Yashwanth Kumar Pamidimukkala**, Visakhapatnam, India  
B.Tech. (Gandhi Institute of Technology and Management)  
*Industrial and Systems Engineering*

**Luoshang Pan**, Jiande, China  
Bachelor's (Zhejiang University)  
*Computer Science and Engineering*

**Joonsuk Park**, Seoul, Korea B.A., M.A. (Seoul National University)  
M.A.  
*Statistics*

**Kyoung-Joo Jenny Park**, Glendora, CA B.S. (University of California)  
*Chemical Engineering*

**Parminder Kaur**, Ludhiana, India B.S.Honors (University of Delhi)  
Master's (Utkal University)  
*Health and Rehabilitation Sciences*

**Tyler K.C. Scott Payton**, Gallup, NM B.S. (New Mexico Institute of Mining and Technology)  
*Welding Engineering*

**Justina Mae Penrod**, Lewis Center B.S.  
*Pharmacology*

**Tyler Scott Perkins**, Elyria B.S.Hith.Reh.Sci.  
*Health and Rehabilitation Sciences*

**Clayton Perry**, Washington, DC B.S.  
*Agricultural, Environmental, and Development Economics*

**Kenneth James Peterman**, Pataskala B.S.  
*Earth Sciences*

**Jessica L. Pierce**, Columbus B.S.Educ. (Miami University)  
*Human Sciences*

**Andrew James Piper**, Columbus B.S. (University of Notre Dame)  
*Physics*

**Alexander Michael Potts**, Gahanna B.S., B.S.Elec.Cptr.Eng.  
*Electrical and Computer Engineering*

**Deepankar Singh Purniya**, Haldwani, India B.Tech. (National Institutes of Technology)  
*Computer Science and Engineering*

**Bo Qiao**, Zhengzhou, China  
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*Electrical and Computer Engineering*

Commencement Convocation, December 17, 2017

**Juan Oswaldo Quijia Pillajo**, Quito, Ecuador  
B.S.Agr. (Escuela Agrícola Panamericana el Zamorano)  
*Horticulture and Crop Science*

**Michelle Audrey Rahardja**, Somersworth, NH  
B.S. (University of New Hampshire)  
*Pharmacology*

**Amanda K. Raines**, Ada  
B.A. (Ohio Northern University)  
*Agricultural and Extension Education*

**Brent Randall**, Perry, UT  
B.S. (University of Utah)  
*Welding Engineering*

**Andrew Richards**, Columbus  
B.S. (United States Naval Academy)  
M.B.A. (Yale University)  
*Statistics*

**David Carlos Ronquillo**, Hilliard  
B.S. (University of California)  
M.S. (California State University)  
*Physics*

**Stephen Richard Rusterholz**, Westerville  
B.S. (Elon University)  
*Human Sciences*

**Ajit Kumar Sahoo**, Jajpur, India  
B.Tech. (National Institutes of Technology)  
*Computer Science and Engineering*

**Jared Colin Seidel**, Chagrin Falls  
B.S. Biomed. Eng.  
*Mechanical Engineering*

**Kshitij Pankajkumar Shah**, Vadodara, India  
B.Tech. (Sardar Vallabhbhai National Institute of Technology)  
*Mechanical Engineering*

**Amanda Nicole Shepler**, Sylvania  
B.S.Nurs.  
*Nursing*

**Katelyn Marie Sherman**, Cincinnati  
B.S.Educ.  
*Human Sciences*

**Kritika Singhal**, Columbus  
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*Mathematics*

**Ratna Priyanka Sista**, Kakinada, India  
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*Electrical and Computer Engineering*

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B.S.Nurs.  
*Nursing*

**Jaelyn E. Smith**, Cardington  
B.S.Agr.  
*Agricultural and Extension Education*

**Joseph Richard Harrison Smith**, Clinton  
B.A. (College of Wooster)  
*Physics*

**Nicolas Andrew Smith**, Columbus  
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*Electrical and Computer Engineering*

**Carmine Mario Sonzone**, Columbus  
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*Molecular, Cellular and Developmental Biology*

**Alexander W. Stamos**, Columbus  
D.D.S. (University of Missouri)  
*Dentistry*

**Matthew Kyle Stein**, Columbus  
B.A. (Boston University)  
*Anatomy*

**Tieana Kae Stonerock**, Chillicothe  
B.S.Agr.  
*Agricultural and Extension Education*

**Jiachen Sun**, Columbus  
B.S.Elec.Cptr.Eng.  
*Electrical and Computer Engineering*

**Choon Yong Tan**, Singapore, Singapore  
B.S.Pharm. (National University of Singapore)  
*Pharmaceutical Sciences*

**Chunyang Tang**, Shanghai, China  
B.S. (University of Minnesota)  
*Mathematics*

**Nicholas Michael Tavanello**, Wadsworth  
B.S.Educ.  
*Human Sciences*

**Neil Rutger Taylor**, North Canton  
B.S.Eng.Physics  
*Nuclear Engineering*

**Shruthi Thirupathi Srinivas**, Mysore, Karnataka, India  
*Industrial and Systems Engineering*

**Robert James Tokarski II**, Grandview Heights  
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*Pharmaceutical Sciences*

**Jorge Alberto Torres Espinosa**, Comala, Mexico  
Licenciado (Universidad de Colima)  
*Physics*

**Victoria Rose Trbovich**, Westerville  
B.S.Agr.  
*Animal Sciences*

**Stephanie Nicole Treiss**, Loveland  
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*Mechanical Engineering*

**Lydia A. Ulry**, Johnstown  
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*Agricultural and Extension Education*

**Benjamin William Vera Brown**, Kansas City, MO  
B.S.Civ.Eng.  
*Civil Engineering*

**Alyssa Renee Verhoff**, Columbus  
B.S.  
*Nursing*

**Alexander Vu**, Columbus  
B.A., B.S.  
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**Mbu Youpughu Waindim**, Columbus  
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*Aeronautical and Astronautical Engineering*

**Susan Ashley Walden**, Napoleon  
B.A.  
*Horticulture and Crop Science*

**Petra Cheyenne Wallenmeyer**, Columbus  
B.S. (University of Missouri)  
*Chemistry*

**Haoheng Wang**, Columbus  
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*Industrial and Systems Engineering*

**Xuanting Wang**, Dalian, China  
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*Electrical and Computer Engineering*

**Zimei Wang**, Ningbo, China  
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*Industrial and Systems Engineering*

**Rachel Marie Warrell**, Columbus  
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*Chemistry*

**Rio Watanabe**, Kamagaya, Chiba  
B.A.  
*Human Sciences*

**Haofan Weng**, Zhengzhou, China  
B.S. (University of Oklahoma)  
*Industrial and Systems Engineering*

**Sarah Mun Wong**, Toledo  
B.S.  
*Agricultural, Environmental, and Development Economics*

**James Robert Wright**, Columbus  
B.A. (Vassar College)  
*Environment and Natural Resources*

**Haowei Wu**, Wuhan, China  
B.Engr. (Huazhong University of Science and Technology)  
*Computer Science and Engineering*

**Molly Christine Wulf**, Columbus  
B.S.Nurs. (University of Cincinnati)  
*Nursing*

**Diang Xing**, Anyang City, China  
B.S. (Clemson University)  
*Electrical and Computer Engineering*

**Junwei Xu**, Xiangyang, China  
B.Engr. (Zhejiang University)  
*Electrical and Computer Engineering*

**Xiao Yang**, Beijing, China  
B.S.Eng.Physics  
*Electrical and Computer Engineering*

**Yue Yao**, Columbus  
Bachelor's (Dalian Jiaotong University)  
Master's (Dalian Maritime University)  
*Industrial and Systems Engineering*

**Lingyu Yi**, Jingmen, China  
B.S.Mech.Eng. (University of Missouri)  
*Mechanical Engineering*

**Jiajun Ying**, Hangzhou, China  
B.S.Eng. (Zhejiang University of Technology)  
*Industrial and Systems Engineering*

**Mengfei Yuan**, Columbus  
B.Eng. (Shanghai Normal University)  
M.S.  
*Materials Science and Engineering*

**Fengzhencheng Zeng**, Chongqing, China  
B.S. (Beijing Normal University)  
*Environmental Science*

**Jianhao Zhang**, Wuhan, China  
Bachelor's (Zhejiang University)  
*Statistics*

**Jiaqi Zhang**, Nantong, China  
B.S. (Wuhan University)  
*Geodetic Science and Surveying*

**Qingqing Zhang**, Wuhan, China  
B.S.Elec.Cptr.Eng.  
*Electrical and Computer Engineering*

**Lin Zhao**, Luoyang, China  
Bachelor's, Master's (Harbin Institute of Technology)  
*Electrical and Computer Engineering*  
*Mathematics*

**Yun Zhao**, Hangzhou, China  
B.Engr. (China Jiliang University)  
*Industrial and Systems Engineering*

**Zichu Zhao**, Columbus  
Bachelor's (Hunan University)  
*Agricultural, Environmental, and Development Economics*

**Juncheng Zhou**, Shanghai, China  
Bachelor's (Shanghai Jiao Tong University)  
*Electrical and Computer Engineering*

**Qi Zhu**, Liuzhou, China  
B.Engr. (Jilin University)  
*Electrical and Computer Engineering*

**Xun Zou**, Nanjing, China  
B.S. (Nanjing University)  
*Atmospheric Sciences*

Commencement Convocation, December 17, 2017

**Jakob Allen ZumFelde**, Goshen, IN  
B.A. (Eastern Mennonite College)  
M.C.R.P.  
*Civil Engineering*

**Master of Social Work**

**Marcette Alcena**, Columbus  
B.A. (City University of New York)  
*Social Work*

**Hunter Elise Hardman**, Columbus  
B.S.Soc.Work  
*Social Work*

**This program is not an official graduation list.**

This printed program lists students who were eligible to graduate for Autumn Semester 2017, as of 5:00 p.m., December 7, 2017, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

**College of Arts and Sciences**

**Executive Dean: David C. Manderscheid**

**Peter L. Hahn, Divisional Dean  
Arts and Humanities**

**Christopher M. Hadad, Divisional Dean  
Natural and Mathematical Sciences**

**Janet M. Box-Steffensmeier,  
Divisional Dean  
Social and Behavioral Sciences**

**Bachelor of Arts**

Chucri D. Abdulrahim, Newark  
Erica Anne Abfalter, Dublin  
Jed Ali Abumeri, North Olmsted  
Edwin C. Acquaaah-Harrison, Columbus  
Mohamed Mohamed Ahmed, Hilliard  
Nicholas Peter Aiello, New Bedford, MA  
Cassidy Albers, Versailles  
*Magna Cum Laude*

Tyler James Edward Albl, Blue Ash  
Osman Mohamoud Ali, Hilliard  
Jordan Taylor All, Delaware  
Amy Elizabeth Allen, Columbus  
Dionte Montez Allen, Detroit, MI  
Hannah Elizabeth Allen, Maumee  
Jason Matthew Allen, Columbus  
*Cum Laude*

Whitney Morgan Allen, Findlay  
*Cum Laude*

Thomas James Altman, Columbus  
Kaitlyn Aurora Anderson, Chillicothe  
Mark Andrew Anderson, Columbus  
David Pace Angell, New Albany  
Imnet Arega, Reynoldsburg  
*Cum Laude*

Ashley LaVonne Armstrong, Lima  
Nicholas Jordan Armstrong, Hilliard  
Taylor Anne Armstrong, Westerville  
*Cum Laude*

Briana Kristine Arnold, Westerville  
Ama Dufie Asamoah, Columbus  
Yerdanose Mulugeta Asemelash, Columbus  
Genevieve Marie Askins, Twinsburg  
*Cum Laude*  
*with Honors in the Arts and Sciences*

Salam Rizeq Atala, Amman, Jordan  
Carley Marie Auddino, Columbus  
*Magna Cum Laude*

Beatrice Olympia Bachleda, Twinsburg  
*Summa Cum Laude*

Alison Marie Baker, Brookville  
*Summa Cum Laude*  
*with Honors in the Arts and Sciences*  
*with Honors Research Distinction in Speech and  
Hearing Science*

Cameron A. Baker, Lima  
Joseph Matthew Baker, Galion  
Lauren Balagna, Commerce Township, MI  
Erika Rose Baldwin, Muskego, WI  
*Summa Cum Laude*

Alivia Marie Ball, Bellevue  
*with Research Distinction in Speech and  
Hearing Science*

Deunte Tyrell Banks, Youngstown  
Jason Phillip Bapst, Pataskala  
Joseph Edgar Bapst, Pataskala  
Emily P. Barbarita, Dublin  
Michael Neil Barr, Dublin  
Daniel Patrick Barregarye, Hilliard  
Julia Lauren Barrett, Dublin  
*Magna Cum Laude*

Sara Anne Barton, Waynesfield  
Leah Blair Bashaw, Dublin  
Nazurha Nazara Basher, Columbus  
Hira Shirin Bashir, Springfield  
Lauren Ann Basile, Newark  
Keita Alimayak Bates-Diop, Bloomington, IL  
Marcus Frank Taifau Baugh, Riverside, CA  
Taylor Nicole Beam, Galion  
Robert Thomas Bedard, Columbus  
Nathan Alexander Bell, Centerville  
Nicole Ally Bellonin, Lynbrook, NY  
Matthew George Beltz, Avon  
Richard Anthony Bennett, St. Louisville  
*Cum Laude*

Gregory Michael Berrigan, Dublin  
Nitin K. Bhatnagar, Hyderabad, India  
Zhengxiang Bian, Nanjing, China  
*Cum Laude*

Amanda Francesca Bianco, Twinsburg  
Brigitte Elizabeth Biedenbach, Maumee  
Fred Ray Blevins, Columbus  
Samantha Dawn Blevins, Canal Winchester  
*Cum Laude*

Alexander Thomas Blunk, Mansfield  
Hayley Jane Bock, Sparta, NC  
*with Honors in the Arts and Sciences*

Morgan Danielle Boneberg, Clayton, CA  
Maartje Antonietta Philomena Bongers,  
Eindhoven, Netherlands

Victor Boone, Jr., Cleveland  
Naziba Jamal Bouhachem, Strasburg  
Robert Stephen Bower, Navarre, FL  
Elizabeth T. Boyd, Columbus  
Ashley Nicole Boyer, Gahanna  
Bradley James Bozzo, Bowling Green  
Evan Jozef Brack, Bexley  
Andrew James Bravo, New Albany  
Daniel Nathan Breudigam, Wooster  
Gina Theresa Brockman, Coldwater  
Kwanda Emmonie Brown, Columbus  
Terrance Brown, Oxford, CT

Megan Catherine Browne, Hudson  
Robert Travis Brush, Columbus  
Samuel Leonard Higgins Buck, Cleveland  
Emily Alexandra Buehner, Cleveland

Charles Heath Burggraf, Galion  
Brian Michael Burke, Lewis Center  
David Christian Busarow, Centerville  
*Cum Laude*

Taylor Marie Busdeker, Gibsonburg  
Andrea Nicole Bush, Lancaster  
*Magna Cum Laude*

Meredith Leslie Bushell, Wading River, NY  
Eldon Theodore Byers III, Gahanna  
Allison Marie Byer, Hilliard  
Mason Marcus Cajka, Perrysburg  
Chorsie L. Calbert IV, Whitehall  
Savannah Magee Cameron, Hillsboro  
*Magna Cum Laude*

Chanel Nicole Caprio, Hermosa Beach, CA  
Justin McLean Carter, Toledo  
Andrew Michael Celento, Pittsburgh, PA  
Clayton Eric Chaffin, Thornville  
Michael N. Chamberlain, Wolfeboro, NH  
Chi Son Chan, Macau, China  
*Magna Cum Laude*

Erin Chaney, Hillsboro  
*Magna Cum Laude*

Calliope Eleni Charnas, Mason  
Carmen Chen, Springboro  
Brooke Mackenzie Chenault, Hilliard  
Yeun Choi, Columbus  
Kristen Jo Choops, Columbus

Kwesi Christian, Ghana  
Emma Marie Clark, Westerville  
Megan Elizabeth Clark, Columbus  
Rachel Verchelle Clark, Cincinnati  
Sarah Elizabeth Clark, Batavia  
Jacob Orley Clauer, Columbus  
Elaine R. Cleary, Downers Grove, IL  
*Cum Laude*

*with Research Distinction in Political Science*  
Madeleine Corinne Cline, Westerville  
*Magna Cum Laude*

Michael J. Cochran, Prospect  
Janet Allison Coffey, Mount Gilead  
Benjamin Huffman Colburn, Portsmouth  
*Cum Laude*

Allison Michelle Cole, Columbus  
Coryn Elise Coleman, Gahanna  
*with Research Distinction in Psychology*

Amanda Cezanne Collins, Hilliard  
Samuel Victor Comshaw-Arnold, Massillon  
*Cum Laude*

*with Honors in the Arts and Sciences*  
Christian Allen Conley, Gahanna  
Jeremy Dean Conroy, Hicksville  
Erika Mariah Cooper, Findlay  
*Cum Laude*

Tamiya Deshaun Cooper, Huber Heights  
Evan Matthew Copeland, Akron  
Daniel Aaron Corrigan, Solon

Rachel Catherine Cosner, Chesterfield, VA  
Stephania Costa, Puerto Rico  
Cassandra Lyn Cotter-McCague,  
Upper Arlington

Riley Knox Coulter, Columbus  
Corinne Michele Cramer, Ottawa  
Colin Jeffery Crawford, Lancaster  
Max Crowder, Akron  
Alyssa Kay Cruz, Irving, TX  
*Summa Cum Laude*

Melody Shontz Culbert, Reynoldsburg  
Erin Hannah Cypher-Tierney, Toledo  
Robert Austin Dahlhausen III, Milford  
*Cum Laude*

Kayla Marie Daniel, Sandusky  
Harold David Daugherty, Euclid  
William Weston Davis, Dayton  
Alfred James Dawes III, Geneva  
Lily Dawn, Lake Dallas, TX  
*Cum Laude*

Elaine Louise Dawson, Powell  
Anthony Micheal Debs, Bath  
Tim Aulden Deems, Galion  
Daniel Matthew Denoble, Columbus  
Evan Reid Dernberger, Newark  
Lannilyn J. Deskins, Circleville  
Evan Allan Dessecker, Marietta, GA  
Conor Francis Devers, Cleveland  
Andrew Michael DeVita, Lima  
Elizabeth G. Devlin, Brighton, MI  
Brandon William DeWitt, Columbus  
Miranda Elise Dickerman, Granville  
*Magna Cum Laude*

Jennifer Leann Dickerson, Logan, WV  
Kierra Dickerson, Sandusky  
Kylie Isabella Diemer, Upper Arlington  
Anna Marie Dillon, Lebanon  
Andrew James Dimick, Toledo  
Kelsey Anne Donahue, Washington, DC  
Jacob David Donatelli, Hilliard  
Xingyu Dong, Chongqing, China  
Hannah Louise Downer, Wooster  
*Cum Laude*

Briana Cai Duffy, Dayton  
Stephanie Aletta DuMosch,  
Colorado Springs, CO  
*Cum Laude*

Sofialyn Durusan, Columbus  
Dalton Shane Dye, Mount Vernon  
Alexander McKinley Dyer, Dublin  
*Magna Cum Laude*

Dylan Ray Dyke, Waverly  
John Russell Eifert, Cincinnati  
Joseph Cesidio Eramo, Cincinnati  
Gregory Charles Ervin, Aiken, SC  
*Cum Laude*

Daric Steven Erwin, Marysville  
Hannah Gail Erwin, Hilliard  
David Eugene Everitt, Cridersville  
Tyler Andrew Fadorsen, Pataskala  
Rocco Frank Falletti III, Boardman  
Arin Nicole Fambro, Cincinnati

Eric James Fannell,  
St. Catharines, ON, Canada  
Felicia Amana Fantin, Hilliard  
*Summa Cum Laude*

Joshua David Farmer, Delaware  
Katelynn Marie Faulkner, Middletown  
*Cum Laude*

Brandon Michael Fawbush, Savage, MN  
*Magna Cum Laude*

Erin Marie Fenik, Norwalk  
Grace Eliza Fickling, West Chester  
Alexis Brianne Fintel, West Chester  
*Cum Laude*

Jacob Abraham Fischer, Chestnut Hill, MA  
Nicole Marie Fisher, Hartville  
*Cum Laude*

Sophia J. Fisher, Columbus  
Donald Charles Flagg, Mentor  
Allison Nicole Flier, Dublin  
Justin Isaiah Flowers, Powell  
*Cum Laude*

Steven Robert Flowers, Newark  
Danielle Renee Floyd, Wellston

Commencement Convocation, December 17, 2017

Jeremy Ryan Foster, McConnellsville  
Megan Laurel Fountain, Long Beach, CA

*Cum Laude*  
*with Research Distinction in Political Science*

Chanel Augusta Fowler, Cohoes, NY  
Orion K. Fox, Omaha, NE  
Stephanie Lynn Fragale, Akron  
Kelsey Lynn Francis, Gahanna  
Alexandra Robb Friedlander, Pepper Pike  
Nicholas Charles Fritsch, Westerville  
RoseMarie Katherine Frizzell, Bucyrus  
Jayce Alan Fryman, Columbus  
Ashley Nicole Fuentes, Copley  
Maria Nichole Fulan, Granville  
Courtney Fullthrope, Greenville  
Monica Fuster, Calabasas, CA

*Magna Cum Laude*

Jessica Ann Gadberrry, Cincinnati  
Collin Spencer Gage, Woodbury, CT  
Christopher James Gallagher, Cincinnati  
Thomas William Gallaher, Westerville  
Sebastian Daniel Gallegos,  
North Brunswick, NJ  
Ronald Paul Garcia, Jr., San Antonio, TX  
Nicholas Rees Gardner, Mansfield

*Magna Cum Laude*

Jerrold Michael Garrett, Crestline  
*Magna Cum Laude*

Jordan Garrison, Bridgeport, CT  
Laura Marie Garzon, Niagara Falls, NY  
Alex Breanne Gassman, Hilliard  
Lindsay Anne Gatcomb, Schertz, TX

*Magna Cum Laude*

Caitlin Ann Gault, Columbus  
Andrew Evan Gauthier, Gahanna

*Summa Cum Laude*

Xintian Ge, Beijing, China  
*Magna Cum Laude*

Yumeng Ge, Jilin, China  
*Magna Cum Laude*

Michaela Taylor Gerlacher, New Albany  
Devin Michael Getz, North Canton

Tyler Bradley Getz, Dublin  
Gabriel Peter Giddens, Upper Arlington  
*Cum Laude*

Taylor Linn Gifford, Circleville  
Darlene Gilreath, Tutuila, American Samoa  
Shoshana Rivka Ginsburg, Columbus  
Jonathan Clayborn Gipson, Perrysville  
*Summa Cum Laude*

Erin Marie Given, Lewisville  
Sharon Nicole Glenn, Walled Lake, MI  
*Magna Cum Laude*

Hallie Dana Goldenstein, Chicago, IL  
*Magna Cum Laude*

Joshua Thomas Goldstein, Rochester, NY  
*Magna Cum Laude*

Christopher Andrew Goodrich, Greenwich  
Anastasia Maria Gordeeva,  
St. Petersburg, Russia

Victoria Elizabeth Gordon, Newark  
Mitchell James Graham, Lucas

*Magna Cum Laude*

Nathanael Charles Graham, Akron  
Isabel Bianca Graham-Torrez, Delaware  
Caitlin Rebecca Graska, Liberty Township  
Stanley G. Greenblatt, Columbus  
Chloe Greening, Reynoldsburg  
Benjamin Joseph Grismer, Mason  
Veronica Leigh Groeber, Rockford, IL

*Cum Laude*

Emily Rose Gruzca, Wadsworth

*Magna Cum Laude*

*with Honors in the Arts and Sciences*

*with Honors Research Distinction in History*

Sara Jane Gwynn, Johns Creek, GA  
Christopher Alan Hackstedde, Columbiaiana  
Amy D. Hagen, Dublin

*Cum Laude*

Naami Futzum Haile, Columbus  
Rachel M. Hall, Cincinnati  
Victoria Raeanne Hall, Mount Vernon  
*Cum Laude*

Zachary William Hamilton, Marysville  
Gabriel Robert Hammer, Cleveland  
Dania Hamoui, Westerville  
Candice Prudence Hannah,  
Cape Town, South Africa  
Caitlin Marie Hanner, Dublin  
Andreas Febrin Harijanto,  
Tangerang, Indonesia

Jalonn Aryale Harris, Columbus  
Jasmine Charia Harris, Cleveland  
Kelly Nicole Hall, Delaware  
Yusuf Ahmed Hassan, Toronto, ON, Canada  
Joseph James Hauser, Hamilton  
Ashley Nichole Hawkins, Glenmont  
Scott Wayne Hawkins, Celina  
Wenbin He, Beijing, China

Karlee Ann Hehemann, Hilliard  
Miranda Lynn Helms, Pickerington  
Jenna Jing Juan Herron, Columbus  
*Magna Cum Laude*

Daley Michael Herzberg, New Albany  
Paige Nicole Higgins, Avon Lake  
Andrew James Hildreth, Pataskala

*Cum Laude*

Joseph Hiles, Lancaster  
Jonathan A. Hill, Westerville  
Rebecca Lynn Hill, Columbus  
Matthew Manh Hoang, Brook Park  
Kaitlyn Ruth Hogan, Gahanna

*Cum Laude*

Cassidy Jean Holland, Cincinnati  
Adrianna Hope Hopkins, Ewa Beach, HI  
Jeanna Marie Hopton, Ashland  
Sydney Erin Hosford, Dayton  
*Cum Laude*

*with Honors in the Arts and Sciences*

Susan Elizabeth Houseworth, Delphos  
Colin Jack Houston, Avon  
Kaleigh Ann Hug, Liberty Center  
Patricia Claire Huntley, Columbus  
Savannah Renee Huston, Westerville

*Magna Cum Laude*

Jordyn Alexandra Hynus, Logan  
Laura M. Iacobellis, Pickerington  
Nur Ahmed Ibrahim, Columbus  
Jason Thomas Istre, Columbus  
Kevin Levelle Jackson, Jr., Gahanna  
Chelsea Maree James, Akron  
Colin Patrick James, Pickerington

*Cum Laude*

Lauren Jedlicka, Avon Lake  
*Summa Cum Laude*

Kayla Jefferson, Dayton  
*Summa Cum Laude*

Anthony Quinton Johnson, Newark  
Whitney Annette Johnson, Akron  
Ian Thomas Jones, Canal Winchester  
*Magna Cum Laude*

David Mwangi Karanja, Bexley

Mahrukh Aliyah Karimi, West Chester  
Leah Karns, Cleveland

Kris George Kasotis, Marion  
Asho Mohamed Kassim, Columbus  
Allison Katterheirlich, Sylvania  
Alyssa Lynn Kauffman, Westerville  
Alexandra Kayes,  
Omsk, Omskaya Oblast, Russia  
*Summa Cum Laude*

Kristen Melinda Keller, North Canton  
Stephen Gabriel Kellett, Plain City  
Anna Wei Maverick Kelley, Fairmont, WV  
*Magna Cum Laude*

Emilie Michelle Kemper, Chillicothe  
Daniel Timothy Kent, Crystal Lake, IL  
*Magna Cum Laude*

Matthew Robert Kent, Crystal Lake, IL  
*Magna Cum Laude*

Maryana Afzal Khan, New Albany  
Mark Patrick Kiel, Bucyrus

*Cum Laude*

Caroline Ji-Eun Kim, Westlake  
Hyeji Kim, Dayton

*Magna Cum Laude*

*with Honors in the Arts and Sciences*  
*with Honors Research Distinction in Political Science*

Mina Kim, Overland Park, KS

*Cum Laude*

Ian William Kipp, Columbus  
Caleb Joseph Kirk, Mansfield  
Kristen Francis Kirkwood, Strongsville  
Emily Elizabeth Kist, Ashtabula  
Rachel Nicole Klarmann, Mansfield  
Marissa Elaine Klein, Newark  
Meredith McCarty Klopp, Avon Lake  
Matthew Joseph Knox, Upper Arlington  
Jessica Brooke Koehler, Woodridge, IL  
Allen Himeo Koerte, Lihue, HI  
Christopher William Koffel, Cincinnati  
Vladislav Arkadiyevich Komarov,  
Khabarovsk, Russia

Anna Elizabeth Kopco, Mansfield  
Daniel Joseph Kriz, Little Rock, AR  
Kaylee Marie Krumm, Columbus  
Phillip Merrill Krumm, Columbus  
Hallie Morgan Kunkle, Columbus  
Ryan Taylor Kunzen, North Royalton  
Joseph Lackey, Marion

Matthew George Lacko, Hubbard  
Bryn Ellen Ladner, Sharon, PA  
Ashley D. Lanning, Newark

Jordan Taylor Lanno, Columbus  
*Magna Cum Laude*

Emily Marie LaSpina, Cuyahoga Falls  
*Cum Laude*

Edward Philip Lauereno, Orange Village  
Elen Jayne Lauterjung, Bath  
*Cum Laude*

Anna Brennen Leatherman, Dayton  
Aaron Michael Ledyard, Delphos

Grace Lee, Laurel, MD  
*Magna Cum Laude*

*with Honors in the Arts and Sciences*

Fatima Akmal Leghari, Karachi, Pakistan  
Megann Marie Lemon, Dublin

*Cum Laude*

Valeria Andrea Leon, Ponce, Puerto Rico  
Billy TszDick Li, Columbus

Jichuan Li, Beijing, China  
Oliver Qiyue Li, Solon

Sara Liebler, Canton

*Summa Cum Laude*

*with Research Distinction in Religious Studies*

Kyle Ward Lightle, Johnstown  
Kerry Elizabeth Lindsey, Lewis Center

*Cum Laude*

Colleen Jane Lins, Portage, MI  
Elizabeth Ann Liss, Columbus  
Chelsea Jade Liston, Lewis Center  
Melody Little, Amanda  
Yijin Liu, Beijing, China  
David Paul Locke, Dublin

*Cum Laude*

James Olin Lockhart, Wilmington  
Samantha Renee Lodge, Mount Gilead  
*Magna Cum Laude*

Christine Lashay London, Ellicott City, MD  
John Alan Long, Mount Gilead

James Nicholas Longo, Marion  
*Cum Laude*

Edmund Alexander Loomis, Columbus  
David Franklin Lowry, Commercial Point

Micah Logan Faizi Maani, Columbus  
*Magna Cum Laude*

*with Research Distinction in History*

Jessica JoLee Machovina, St. Clairsville  
Maxwell Taylor Madsen, Williamsburg

Luke August Maggioni, Avon  
Brian Magoriner, Caldwell  
Jonathan Austin March, Columbus

Alexanderia Paige Marino, Galena  
Samantha Alexandra Markouc, Mentor  
Audrey Shawn Marsh, Plain City

*Magna Cum Laude*

Bryanne Elizabeth Marshall, Sunbury  
Tatum Elizabeth Marshall, Vandalia

*Magna Cum Laude*

*with Honors in the Arts and Sciences*

Spencer Andrew Martin, Delaware  
Ben S. Martindale, New Albany

Braden Andrew Martinez, Gibsonburg  
Caitlin Ceara Mashhadan, Columbus  
Tyonna Emari Masters, Cleveland

Zachary Paul Mathias, Williard  
*Cum Laude*

Austyn Jane Maynard, Millersburg  
Bethany Ann Mazik, Pickerington  
Leigha Koryn McCauley, Cuyahoga Falls

*Cum Laude*

Kieran Henry McCleese, Granville  
Lucas Garrett McClure, Johnstown

Kailyn Renee McComb, Gahanna  
Andrew Thomas McCombs, Upper Arlington

*Magna Cum Laude*

Alexander Neff McCord, Wooster  
Karen McCoy, Columbus

Wyatt Monroe McDaniel, Fairfield  
*Summa Cum Laude*

*with Honors in the Arts and Sciences*

Chase Lynn McDaries, Lima  
Sara Rose McDonnell, Ashland

Ciara Rose McGlynn, Cleveland  
*Magna Cum Laude*

Ashanté Larosa McKay, Cleveland  
Terry L. McLaurin, Indianapolis, IN

Sean Tyler McClanara, Oceanside, NY  
Valeria Andrea Leon, Ponce, Puerto Rico

Michael William Meany, Solon  
*Cum Laude*

Dylan Cole Meese, Grove City

Commencement Convocation, December 17, 2017

Rebecca Rose Melhorn, Somers, NY  
*Cum Laude*

Matthew Sheridan Merkhofer, Cupertino, CA  
Trevor Shayne Messer, Marysville  
*Magna Cum Laude*

Bridget Haley Metz, Dublin  
Alicia Meyer, Pickerington  
Kaley Marie Meyers, Ravenna  
Bryce Martin Miller, Ashland  
Dallas Michael Miller, Uniontown  
Jacob Richard Miller, Trenton  
*Summa Cum Laude*

Ryan Noble Miller, Vermilion  
Samantha Nicole Miller, Columbus  
Sydney Elizabeth Miller, Columbus  
*Magna Cum Laude*

Kenji Dan Minagawa, Dublin  
Palash Mishra, Dubai, United Arab Emirates  
Abdisamad A. Mohamed,  
Mogadishu, Somalia

Thurayya Hashem Mohammad, Hilliard  
Christina Molchan, Hinckley  
Blake Allen Montgomery, Gahanna  
Parker Victor Mooney, Gresham, OR  
Janessa Autumn Moorman, Cleveland  
Cory Michael Morgan, Findlay  
*Cum Laude*

Kelsey Marie Morris, Columbus  
Rebecca Jane Morris, Westchester  
Kaelan Senkijr Mortensen, Columbus  
Kelly Lynn Mossing, Toledo  
Caitlyn Breanne Mountain, Grove City  
Roxanna Leila Mousavi, Cleveland  
Ian Michael Mowry, Fremont  
Jennifer Kathleen Mulhall, Mentor  
*Magna Cum Laude*

Joseph Martin Murphy, Oakwood  
*Magna Cum Laude*

Sean Joseph Murphy, Mentor  
Brittany Leigh Myers, Mansfield  
Kyle David Myers, Middletown  
Rachael Myers, Cincinnati  
Niles Harley Nail, Perrysville  
Noor Ashraf Nassef, Cincinnati  
Caleb John Naugle, Butler  
*Magna Cum Laude*

Will Spencer Naugle, Shaker Heights  
Danny Maina Nduungu, Irwin  
Abigail Raz Newburger, Potomac  
Matthew James Nieschwitz, Louisville  
Natalie Kaye Nix, Gahanna  
Evelyn Paige Noppenberger, Dublin  
Cody Andrew O'Connor, Columbus  
*Magna Cum Laude*

Paul Kinsman O'Neill, Dayton  
Shannon Rose O'Toole, Chagrin Falls  
*Cum Laude*

Wayne Loran Odell III, Hamilton  
Reese Lewis Ogle, Utica  
Robert John Olejniczak, Clawson, MI  
Kylie Jene Olney, Hamilton  
Charles Edwin Osborne, Columbus  
Tyler Anne Osborne, Springboro  
*Cum Laude*

Arnold Osei-Owusu, Jr., Columbus  
Christine Marie Oswald, Cincinnati  
*Magna Cum Laude*

Tyler Nicole Pabon, Athens  
*Cum Laude*

Aakaash Paladugu, Dublin  
*Cum Laude*

Harry Hung Pan, Port Washington, NY  
*Summa Cum Laude*

Davis Jane Parker, Plymouth, WI  
Charles Anthony James Parkham, Columbus  
Paisley LaDon Parks, Englewood  
Vincent Michael Passarella, Smithtown, NY  
*Cum Laude*

Harshil Barath Patel, Lexington  
Janaki Bharat Patel, Lewis Center  
Isha Camilla Sheree Pearson, Cincinnati  
Emily Claire Pellegrino, Cleveland  
*Cum Laude*

Natalie Elizabeth Perez, Newport Beach, CA  
Bryan Curtis Petersen, Oxford, CT  
Whitney Michelle Pettus, Reynoldsburg  
Lillian Quynh-Lien Pham, New York, NY  
Savannah Grace Piecha, Bucyrus  
Sarah Heatherington Plahuta, Columbus  
Kyle James Podolac, Pickerington  
*Cum Laude*

Elyn Caroline Polander, Dayton  
Stephanie Portillo, Westerville  
Jacob Allen Portman, Columbus  
*Summa Cum Laude*

Shelby Lynn Powers, Bellbrook  
*Magna Cum Laude*

Olivia Jane Price, Bexley  
Aleksy Pricinovskis, Parma  
*Summa Cum Laude*

Britany Nicole Proctor, Fort Myers, FL  
Shannon Alexandra Proctor, Brecksville  
*Magna Cum Laude*

Rui Qin, China  
*Cum Laude*

Lucas Shane Quam, Copley  
Catherine Genevieve Quamme, Lancaster  
*Magna Cum Laude*

Miguel Adrian Radilla, Delaware  
Alexandra Michelle Ragonese, Cincinnati  
Journey Skye Ramey, Sunbury  
Madeline Sue Ramsey, Fostoria  
*Magna Cum Laude*

Joshua Robert Rankin, Dayton  
Zeid Mohamed Rawahneh, Westerville  
Jordan Paul Redd, Fairborn  
Maggie Elizabeth Reddecliff, Harrisburg, PA  
Taylor Alexandra Reed, Coshocton  
Emily Linnea Anderson Rees, Chagrin Falls  
*Cum Laude*

Nicholas Charles Reeves, Worthington  
*Magna Cum Laude*

Alexander Gregory Reisbeck, Yorba Linda, CA  
Nathan Alexander Reiser, Dublin  
Marissa Virginia Reyes, McAllen, TX  
Nicholas Mark Reynolds, Crestline  
Catherine Ricardo, Batam, Indonesia  
Emma Rice, New London  
Austin Keith Richards, Parkersburg, WV  
Zachary Kenneth Richards, Upper Arlington  
*Magna Cum Laude*

Gerald Michael Richland, Mayfield Heights  
Dylan Alex Ridge, Bellefontaine  
Jason Roth Ripp, Middleton, WI  
Kenneth Scott Ritchey, Shreve  
Jacob Joseph Rittenour, Bucyrus  
James Evans Roberts, Columbus  
Justin Roberts, Findlay  
Ryan David Robinson, North Ridgeville  
*Magna Cum Laude*

Christina Celeste Rodas, Dublin  
Jonathon Taylor Rolston, Columbus

Audrey Kenna Ross, Columbus  
Kamryn Nicole Ross, Pickerington  
*Cum Laude*

Nicole Christina Rossetti, North Canton  
Emilia Winter Rowland, Los Angeles, CA  
Antoine Lamar Ruffin, Columbus  
Joshua David Runkle, Columbus  
*Magna Cum Laude*

Travis Marion Runyon, Jr., Baltimore  
Claude Russell III, Toledo  
Erik Michael Saavedra, Columbus  
Jennifer Elizabeth Sabo, Columbus  
*Summa Cum Laude*

Ihsan Giana Zahedy Saleh, Winchester, MA  
*Magna Cum Laude*

Danielle Renee Sanborn, Worthington  
Taylor LeBlanc Sandbothe, Kansas City, MO  
Lagan Michael Sanford, Newark  
*Magna Cum Laude*

Zafer Marwan Sattouf, Columbus  
*Cum Laude*

Derek William Sauter, San Diego, CA  
Mark David Schade, New Lenox, IL  
Matthew Carl Schaefer, Sherman, TX  
Amanda Elizabeth Schertzer, Marysville  
Andrew Casey Schmalz, Cincinnati  
*Cum Laude*

Taylor Allyn Schnellinger, Milan  
Heidi Alison Schubargo, Toledo  
Sara Kathryn Schubargo, Toledo  
Matthew Louis Schulz, Upper Arlington  
Olivia Krista Schumacher, Gahanna  
Megan Elizabeth Schwyn, Louisville  
Quentin Christopher Sciuilli, Columbus  
Kylie Faye Seimet, Powell  
Austin Ray Serafini, Hilliard  
Paige Taylor Serbin, Wadsworth  
Aleksandar Serdar, North Royalton  
Victoria Anne Sevich, Chagrin Falls  
*Cum Laude*

Alexander Joseph Sewall, Marietta, GA  
Adam Michael Seymour, Johnstown  
Sydney Jane Seymour, Maineville  
*Summa Cum Laude*

Jacob William Shackle, Lambertville, MI  
Shahrazad Z. Shams, Columbus  
*Summa Cum Laude*

Austin Shanks-Crossey, Whitby, ON, Canada  
Suzanne Sharbek, Avon Lake  
Prabhakar James Sharma, Charlotte, NC  
Savanna Liann Shipp, West Liberty  
Jacob Arnold Shook, Wooster  
Jacob Riley Short, Lima  
Laura Nicole Simons, Norton  
Elizabeth Marie Sipe-Casillas, Columbus  
Cassidy Danielle Skaggs, South Bloomfield  
Zachary Scott Skeens, Sunbury  
Brett Thomas Sloan, Boardman  
Arianna Monee Smith, Berkeley, CA  
Karios Le'Moyne Smith, Columbus  
Kayla Marie Smith, Mansfield  
Sarah Morgen Smith, Indianapolis, IN  
Tucker Scott Smith, Springboro  
Madeleine Audrey Snare, Pickerington  
Christian Vaughn Snyder, Columbus  
Matthew Stephen Sokol, Chester, NJ  
*Cum Laude*

Anna Rose Soppelsa, Columbus  
Emily Renee Sotzing, Middletown  
*Magna Cum Laude*

Jordan S. Spencer, Mansfield  
Olivia Rose Spicuzza, Columbus

William David Sroka, Worthington  
Benjamin James St. Angelo, Dublin  
*Summa Cum Laude*  
*with Research Distinction in History*

Caitlin Alexandra Stange, Dublin  
Courtney Ava Stanich, Cleveland  
Chayne Matthew Staten, Rayland  
*Cum Laude*

Patrick Michael Steffan, Kettering  
William Charles Steinmetz, Lebanon  
Alec Jeffery Stenerson, Grove City  
Alyssa Jordan Stenerson, Grove City  
*Cum Laude*

Shelley Lorraine Stephens, Ashland  
Lucas Henry Stone, Alliance  
*Summa Cum Laude*

Faith Anna Stiteler, Ashland  
Lucas Henry Stone, Alliance  
Adam Day Stout, Marysville, MI  
*Summa Cum Laude*

Madeleine Elizabeth Stover, Dublin  
Max Jacob Strauss, Twinsburg  
Paul Michael Strawser, Columbus  
*Summa Cum Laude*

Hannah A. Strevel, Piqua  
Brandon Edward Stribrny, Oregon  
Megan Nicole Stults, Norton  
*Summa Cum Laude*

Nicole Elizabeth Stump, Gahanna  
John Michael Sullivan III, Marysville  
Margaret Ann Sullivan, Columbus  
*Cum Laude*

Mira Shamim Syed, Columbus  
Alexis Christen Tackett, Piketon  
Donna Jihan Taja, Lima  
Nathan Garrett Tarantelli, Columbus  
Bahman Tavil, Columbus  
*Magna Cum Laude*

Alvin Lebrandon Taylor, Lorain  
Austin Taylor, Worthington  
Ciarra Mei-ying Taylor, Solon  
Sinclairie Shae Taylor, Long Beach, CA  
Simon Hooper Teed, Columbus  
Timothy Curtis Tenney, St. Marys  
Melanie Harriett Terez, Upper Arlington  
*Cum Laude*

Josten Thippavong, Fitchburg, MA  
Alexis Kathleen Thomas, Grove City  
*Summa Cum Laude*

Andrew Lee Thomas, Cincinnati  
Daniel Thomas, Kirtland  
*Cum Laude*

Haley Lynn Thomas, Columbus  
Kendall Elizabeth Thompson, Bethesda, MD  
Egan Betker Thorne, New Albany  
Sheng Tian, Chengde, Sichuang, China  
*Magna Cum Laude*

Lauren Christin Todd, Victorville, CA  
Troy Bruce Tomasello, Parma  
*Magna Cum Laude*

Ciara Danielle Townsell, San Antonio, TX  
Bryn Isabel Toyama, North Olmstead  
Michael Joseph Trapasso, Columbus  
Jenna Alexis Tugaen, Columbus  
*Magna Cum Laude*

Zachary Robert Turnure, St. Louis, MO  
James Ora Tussey, Cincinnati  
Lauren Suzann Ubbing, Oxford, MI  
*Summa Cum Laude*  
*with Honors in the Arts and Sciences*  
*with Honors Research Distinction in English*



Commencement Convocation, December 17, 2017

Samuel Robert Ubersax, Pepper Pike  
Christopher Michael Upshaw, Lima  
Katie Regina Urban, Cincinnati  
Antonia Marissa Urovsky, Rockville, MD  
Slim Alexander Vakkur, Austin, TX  
Veronica Yanina Valladares, Cleveland  
Andy Chantawan Van, Columbus  
Emily Helene Van Antwerp, Andover, MA  
*Cum Laude*

Ryan Daniel Van Curen, Vermilion  
Logan France Vanhecke, Medina  
Jake Michael Vasilij, Spokane, WA  
*Summa Cum Laude*

Michael M. Venrick, Columbus  
Kelsey Lynn Verdi, Delaware  
Lauren Marie Verhage, Columbus  
Alexis Marie Vokic, Willoughby  
Sarah Christine Vretas, Waynesburg  
Zichao Wang, Jinan, China  
*Cum Laude*

Taylor Anita Ware, Twinsburg  
Michael Scott Warrick, Reynoldsburg  
*Cum Laude*

Huud Warsama, Columbus  
Anne Elizabeth Webster, Bay Village  
Joseph Robert Weil, Blanchester  
Zach Scott Weisend, Newark  
Sarah Margaret Wells, Hebron  
*Magna Cum Laude*

Lauren Elizabeth Wetrich, Dayton  
Gloria Ashley Wetzel, Twinsburg  
*Summa Cum Laude*

Nicholas Ray Wheeler, Westerville  
Sofie Margrete Whitticar, Cleveland  
Tiarah Na'Cole Wilcox, Huber Heights  
Rebecca Grace Wiley, Coshocton  
*Summa Cum Laude*

Cassandra Madigan Williams, Columbus  
Kaitlyn Mae Williams, Kettering  
*Magna Cum Laude*

Robert Clarence Williams, Mansfield  
Taylor Marie Williams, Fulshear, TX  
Eric Richard Williamson, Westerville  
*Cum Laude*

Mitchell Frederick Wilson, Pickerington  
Paige Lynn Wilt, Fredericktown  
*Summa Cum Laude*

Hannah Joy Winters, Hilliard  
*Magna Cum Laude*

Dakota Scott Wise, Mansfield  
*Cum Laude*

Jacob Martin Wojcik, Cleveland  
Olivia Anne Wood, Lima  
Anthony Lee Woodford, Jr., Dublin  
Jacob Richard Woodruff, Urbana  
Elizabeth Rae Woods, Bay Village  
*Cum Laude*

Lindsy G. Woods, Lima  
Kristin Michelle Worch, Columbus  
*Magna Cum Laude*

Christopher Franklin Worley, Jr., Cleveland  
Charles John Worman, Hilliard  
Hanzen Wu, Suzhou, China  
Binghan Xue, Jiyuan, China  
Hannah Faith Yankasky, Xenia  
Danka Adamovitch Yankula, Warren  
Lakshmi Snehitha Yarramsetty, Columbus  
Umar Yasin, Alexandria, VA  
Laila Yasmeen, Columbus  
Dean Addison Yoder, Louisville, KY  
Ashley Elizabeth Young, Pickerington  
Jillian Drew Zahumensky, Gahanna

Brenson Nyles Zambarrano, Chillicothe  
Michael Howard Zelnik, Upper Arlington

*Magna Cum Laude*  
Zhaofeng Zhang, Wuhan, China  
Mackenzie L. Zimmerman, Westerville  
Steven Lloyd Zimmerman, Columbus  
Hope Zornes, Muncie, IN  
Corinne Zycherman, Novato, CA  
*Cum Laude*

### Bachelor of Arts in Journalism

Tinae Alison Bluit, Toledo  
Donald Page Furbee, Glen Dale, WV  
Isaac Lee Kane, Cleveland  
Kyle Summer Kinkinnon, Port Washington, WI  
Tiana Le Reed, Columbus  
Alycea Smith, Cleveland  
Yuting Yang, Kunming, China

### Bachelor of Art Education

Janet M. Michel, Milan  
Jacqueline Paige Tiedens, Dumont, NJ

### Bachelor of Fine Arts

Ciara Laure Bartholomew, Dublin  
*Magna Cum Laude*  
Christopher Joseph Dant, Shaker Heights  
Hannah Grace Fowler, Granville  
Andrew Michael Grigsby, Toledo  
Annie Hung, Chino, CA  
*Cum Laude*

*with Honors in the Arts*  
*with Distinction in Art*

Audrey Rose Jewell, Loveland  
*Magna Cum Laude*  
*with Honors in the Arts*  
*with Distinction in Art*

Kali Nicole Johnston, Pataskala  
James Neil Milligan, Dayton  
Zoe Isabelle Myers, Worthington  
James Travis O'Quin, Marysville

*Magna Cum Laude*  
Alyssa Mariah Parnell, Birmingham, AL  
Jordan K. Reynolds, Lorain  
*Summa Cum Laude*

Victoria Frances Rondot, Grove City  
Danner Killian Seyffter-Sprague, Milford Center  
Madeleine Audrey Snare, Pickerington  
Zoe Sebastian Sturges, Delaware  
*Magna Cum Laude*

*with Distinction in Art*  
Francesca Lucia Conti Susi, Mount Gilead  
Aaron Jakob Theesfeld, Oklahoma City, OK  
Margaret Lillian Wehr, Delphos  
Kevin Christopher Williams, Akron

### Bachelor of Music

Ashley Nicole Miley, Cincinnati  
*Cum Laude*  
Daniel Lawrence Seibert, Cincinnati  
Elizabeth Marie Vasey, Columbus  
*Magna Cum Laude*

### Bachelor of Music Education

Ryan Emerson Garner, Pickerington  
*Cum Laude*  
Allan Jacob Labanowski, Columbus  
*Cum Laude*  
Ashley Nicole Miley, Cincinnati  
*Cum Laude*  
Beth Ellen Rogers, West Chester  
*Cum Laude*  
Jacqueline Laura Schroeder, Dayton  
*Cum Laude*

### Bachelor of Science in Atmospheric Sciences

Andrew Jason Bollenbacher, Cincinnati  
*Magna Cum Laude*  
Ryan Christopher Cabral, Smithfield, RI  
Cameron Scott Kirk, Columbus  
Stephen Bernard Maldonado, Setauket, NY  
*Cum Laude*  
*with Honors in the Arts and Sciences*  
*with Honors Research Distinction in Earth Sciences*  
Kevin Michael Oravec, Mentor  
John Joseph Schaub III, Ottawa  
John Alan Steponick, Parma

### Bachelor of Science in Geographic Information Sciences

Ruoran Cheng, Shanghai, China  
*with Research Distinction in Geography*  
Jesse James Franks, Summerville, SC  
Jacob Blaine Henkel, Madeira  
Fahim Hossain, Dhaka City, Bangladesh  
Lindsay Jo Hostetler, West Liberty  
Deston David Howard, Columbus  
Viktor Karakay, Columbus  
Joseph Mathias Latester, Gahanna  
Madelyn Christine Onweller, Mason  
Andrew Chang Ying Pang, Centereach, NY  
Brian RE Roberts, Mentor

### Bachelor of Science

Kristin Desengaño Abarra, Reynoldsburg  
Hunter Lynn Abraham, Winterville  
Uma Acharya, Phoenix, AZ  
Chandler J. Adamaitis, Worthington  
*Magna Cum Laude*  
*with Research Distinction in Earth Sciences*  
Gulleed A. Ahmad, Columbus  
Tolu Akinrinola, Columbus  
Ali Alfaour, Columbus  
Michael Joseph Anthony, McLean, VA  
*Magna Cum Laude*  
*with Honors in the Arts and Sciences*  
Travis Wade Apostoles, Williamsburg, VA  
Shorouq Shaker Aqel, Jordan  
Sandhya Arya, Lewis Center  
*Cum Laude*  
*with Honors in the Arts and Sciences*  
Stephanie Lynn Bailey, Blanchester  
Jameson Eric Barkdull, Vermillion  
Cole Taylor Barrett, Lucas  
Humza Shahid Bashir, Springfield

Caroline Louise Bashour, Chagrin Falls  
*Cum Laude*  
Jacob Raymond Batsky, Pittsбург, PA  
Tara Negar Behbahani, Cincinnati  
Justin Nicholas Berg, Lima  
*Cum Laude*  
Allison Bethany Berger, Columbus  
*Cum Laude*  
Sahana Betuli Purushothama, Westerville  
*Cum Laude*  
*with Honors in the Arts and Sciences*  
Shannon Marie Bidwell, Dayton  
*Cum Laude*  
*with Honors in the Arts and Sciences*  
Sarah Elizabeth Biggett, Columbus  
Jennifer Dianne Bishop, Marysville  
Emily Elizabeth Bishop, Coopersburg, PA  
*Magna Cum Laude*  
Jonathan Robert Blaser, Livermore, CA  
Joseph Hays Blevins, Louisville  
Jordan Nichelle Boblitt, Chillicothe  
Mazin Kaseem Boraby, Toledo  
Lyndsay Rose Boyd, Englewood  
Luke Sebastian Boyer, Upper Arlington  
Timothy Joseph Brandes, Elgin, IL  
*Summa Cum Laude*  
*with Honors in the Arts and Sciences*  
Grant Michael Brimmer, Columbus  
Rachael Christina Brinning, Chesterland  
*Cum Laude*

Dylan Brown, Powell  
*Magna Cum Laude*  
*with Honors in the Arts and Sciences*  
Samuel Leonard Higgins Buck, Cleveland  
Michael Robert Burgess, Worthington  
Joseph Andrew Burkhardt, Powell  
Kaitlin Emily Carson, Granville  
*Cum Laude*  
Joel Gregory Cesar, Rockford  
Angela Gabrielle Chasko, Cincinnati  
Sabirah Muhammad Firdaus Tan Cheng Joo  
Chen Xi, Dublin  
*Cum Laude*  
Randy Cheng, North Ridgeville  
Garrett James Cherry, Okemos, MI  
Ji Young Choe, Incheon, Korea  
*Cum Laude*  
Jaeho Choi, Seoul, Korea  
Michael Min Chu, Beaver Creek  
*Magna Cum Laude*  
Vincent Chu, Blue Ash  
Joan Cmar, Bellevue  
*Magna Cum Laude*  
Nicole Renee Coleman-Gosser, Shelby  
Ariel Channing Corn, Middle Point  
Alexander Dean Comshaw-Arnold, Navarre  
*Magna Cum Laude*  
*with Honors in the Arts and Sciences*  
Alexander Paul Cornacchia, Freeport, IL  
*Summa Cum Laude*  
Seth Francis Coutinho, Findlay  
Kassandra Jae Dalton, Chillicothe  
*Magna Cum Laude*  
Hailey Joan Davis, Lakewood  
*Cum Laude*

Alanna Jane Daws, Avon Lake  
Stephanie Lauren Dawson, Powell  
*Cum Laude*  
Alexandria Nicole Dean, Ottawa  
Oksana Ivanovna Demchuk, Galloway  
Bradley John DePauw, Pickerington

Commencement Convocation, December 17, 2017

Marisa Anne DiMare, Portland, CT

*Summa Cum Laude*  
with Honors in the Arts and Sciences

Reuben Forrest Don, Solon

*Magna Cum Laude*  
with Research Distinction in Neuroscience

Xinmiao Du, Beijing, China

Malcolm Nigel Dusbosc, Cleveland  
Lucas Collin Duffey, Lewis Center  
Elizabeth Marie Durant, Columbus  
Jacob D. Edwards, Columbus  
Madeline Marie Ellerbrock, Tipp City

*Magna Cum Laude*  
Austin David Evans, Twinsburg  
Summer Rose Fair, Canton  
with Research Distinction in Neuroscience

Mohammed W. Faiz, Columbus

Yawen Fan, Nantong, China  
*Cum Laude*

Asma Khaled Farag, Powell  
Christina Nicole Farinacci, Powell  
Allison Carol Ferent, Cincinnati

*Magna Cum Laude*  
with Honors in the Arts and Sciences

Steven Edward Ferreira, Old Bridge, NJ  
Audrey Paige Foster, Cable  
\*Zachary Joseph Franczek, Broadview Heights  
with Research Distinction in Earth Sciences

Eleanor Jeanne Gabriel, Louisville, KY  
Anna Elizabeth Gackowski, Midland Park, NJ  
Gabriel Peter Giddens, Upper Arlington  
*Cum Laude*

Alexandria Lynn Goolsby, Detroit, MI  
Theodore Ian Graham, Clevs  
Nicholas Adam Graybill, New Carlisle  
Raymond McCoy Greenfield, New Albany  
Nathaniel Douglas Griffin, Pickerington  
Madeline Gronotte, Evansville, IN  
William E. Gun, Dublin  
Xuan Guo, Changji, Xinjiang, China  
Elizabeth Sarah Hagen, Hilliard  
Shannon Elizabeth Hainline, Norwalk

*Magna Cum Laude*  
Omar Mohamed Hamza, Columbus  
*Cum Laude*

Ian Michael Hardgrove, Lisbon  
Ayden Lawrence Harris, Grand Rapids, MI  
*Cum Laude*

Jenna Michelle Harris, Milford  
Annalisa Marie Hartlaub, Westerville  
Taha Irshad Hasan, Toledo  
Ross David Hashbarger, Ottawa

*Cum Laude*  
with Honors in the Arts and Sciences

Ryan Conover Heber, Danvers, MA  
*Magna Cum Laude*  
with Research Distinction in Earth Sciences

Mitchell Heller, Cleveland

Jake W. Hill, Hilliard  
Matthew Evan Hiser, Hilliard  
Michael David Hlosek, Willoughby  
Sarah Elizabeth Horton, Medina

*Magna Cum Laude*  
with Honors in the Arts and Sciences

Clayton Laszlo Horvath, Lewis Center  
Sarah Louise House, Seattle, WA  
Connor Lee Howard, Dublin  
Wei Huang, Columbus  
Weicheng Huang, Dongguang, China  
Yuping Huang, Nanning, Guangxi, China  
*Magna Cum Laude*

Jenny Huynh, Cleveland  
Mandy Yen Huynh, Columbus  
Michelle Phuong Huynh, Columbus  
Noorfaiah Ibrahim, Johor, Malaysia  
Maura Catherine Jacobs, Southington

*Cum Laude*  
Cynthia Margret Jennings, Centennial, CO  
*Summa Cum Laude*

Patrick Henry Jennings, Beverly, MA  
Anyu Jiang, Beijing, China  
Abby Kathleen Johnson, Hilliard  
Alexandra Katherine Jones, Urbana  
Kaitlin Elizabeth Juroe, Victor, NY

*Magna Cum Laude*  
John Forrest Kaczmarek, Midland, MI  
Denis Kaii, Blacklick  
*Cum Laude*

Alexander Michael Kaps, Columbus  
Jonathan David Kennedy, Vandalia  
Rachel Kent, Granville  
*Magna Cum Laude*

Haden Robert Kersting, Clarksburg, WV  
*Cum Laude*

Kristin Hannah Kessler, Grove City  
Arqam Javed Khan, Hilliard  
Hyeji Kim, Dayton

*Magna Cum Laude*  
with Honors in the Arts and Sciences

Eric MacKenzie Kitchen, Springfield  
*Magna Cum Laude*

Austin Patrick Klingler, Wapakoneta  
*Magna Cum Laude*

Mason Thomas Koch, New Richmond, WI  
Tyler Patrick Kooser, Jamison, PA  
Dheeraj Hari Kumar, Bangalore, India  
Natasha Aparna Kumar, Houston, TX  
Emily Marie LaSpina, Cuyahoga Falls  
*Cum Laude*

Matthew Patrick Conner Lechner, Stonefort, IL  
Luke Charles LeCoche, Garden City, NY  
Joon Lee, Columbus

*with Research Distinction in Earth Sciences*  
Sohyo Lee, Seoul, Korea

Evan Joseph Lewis, Columbus  
*Magna Cum Laude*

Lindsey Taylor Lewis, Dublin  
Mishi Li, Yueyang, China  
*Summa Cum Laude*

Oliver Qiye Li, Solon  
Qihao Li, Huainan, China  
*Cum Laude*

Shijia Li, Guangzhou City, China  
*Summa Cum Laude*  
with Research Distinction in Neuroscience

Shizhao Li, Jinan, Shandong, China  
Xinyi Li, Columbus  
*Cum Laude*

Yuzhao Li, Luoyang, Henan, China  
Jeffrey J. Liao, Columbus  
Aron Mackenzie Lime, Columbus  
Leah Kay Lindak, North Ridgeville  
Jacob Lipps, Dublin  
Fangze Liu, Fuzhou, China  
*Summa Cum Laude*

Jiajun Liu, Nanjing, Jiangsu, China  
Lingzuo Liu, Chongqing, China  
Momo Liu, Manzhouli, Inner Mongolia, China  
*Cum Laude*

Ruitong Liu, Shenzhen, China  
Yichen Liu, Shanghai, China  
Yutong Liu, Beijing, China

Yuying Liu, Chengdu, China  
*Cum Laude*

Andrew Jeffrey Lobaugh, Liberty Township  
Braden Dean Long, Elida  
Grace Luo, Bellevue, WA  
*Magna Cum Laude*

Kayla Luu, Cleveland  
Yuanbo Ma, Wuxi, China  
Adrian Enrique Macias, Miami, FL  
Eric Alden Madison, Salem  
Yosef Sayed Maher, Reynoldsburg  
*Magna Cum Laude*

Chris M. Malloy, Grove City  
Rida Mohammad Mansoor, Hilliard  
Michael Anthony Marino, Columbus  
Leaha Danielle Mathis, Columbus  
*Magna Cum Laude*

Mohamed Mayow, Columbus  
Danika Susan McCarty, Hilliard  
Kelsey Jo McFarland, London  
Carter Douglas McKinley, Columbus  
Nathan DeMarr Meizlish, Bexley  
*Magna Cum Laude*  
with Honors in the Arts and Sciences

Brandon James Messner, Chicago, IL  
Jared Eric Metzger, Lima  
Joshua Bradley Miller, Columbus  
Samantha Miller, Murrysville, PA

Andrew Charles Milord, Beaver Creek  
Alex Misuykovets, Loveland  
Sarah Patricia ModicBradley, South Euclid  
Elizabeth Hannah Moeller, Maumee  
Grace Amelia Moeller, Dublin  
Mohamed Ahmed Mohamed, Columbus  
Zia Khalid Mohammad, Westlake  
Muhammad Hariz Mohdrazzi,  
Kuala Lumpur, Malaysia  
Jin Hyun Moon, Seoul, South Korea  
*Magna Cum Laude*  
with Honors in the Arts and Sciences

Andrew Joseph Nagy, Centerville  
*Cum Laude*

Katherine Ann Nelson, Amherst  
Nicholas Timothy Novak, Olmsted Falls  
Marielle Lynn Ada Nwana, Toms River, NJ  
James Lawrence O'Shaughnessy,  
Hightstown, NJ  
Alexander William Olejko, Vermilion  
*Magna Cum Laude*

Chenhui Pan, Nanjing, China  
Noopur Dinesh Parekh, Perrysburg  
Caitlyn Patton, Canton  
*Magna Cum Laude*

Jack Michael Pelishek, Tipp City  
Rafael Reynaldo Pena, Jr., Strongsville  
Jin Peng, Beijing, China  
Zhan Peng, ZhuZhou, China  
Korin Mallory Perry, Cincinnati  
Matthew Rian Phillips, Westerville

Aaron D. Pietryga, Dublin  
Brandy Ann Plunkett, Newark  
Matthew Daniel Pool, Toledo  
Jessica Alexandra Popa, Fairview Park  
Rachel Laura Preston, Raleigh, NC  
Ian McKinnon Pugh, Cincinnati  
Vikas Kumar Gupta Pulluru, Hilliard  
Weiyung Qiu, Beijing, China  
*Magna Cum Laude*

Lauren Michelle Rahe, Gibsonburg  
Hamah Hilal Ramadan, Chagrin Falls  
Ofek Raviv, Haifa, Israel

Ryan L. Reading, Mount Vernon  
Jessica Taylor Rediger, Hudson  
Cenica Marine Ringgold, Fairfield  
Nikhil Josiah Ringeau, Dublin  
Krista Lee Roberts, Nazareth, PA  
*Cum Laude*

Kinisha Breshae Robinson, Mason  
Victoria Noelle Ringold, Jericho, NY  
Matthew Scott Rohozen, North Royalton  
*Cum Laude*

Jamie Lee Rollins, Nelsonville  
Austin James Ryan, Holland  
Andrew Mitchell Salapack, Hartsville  
Rebecca Sallade, Erie, PA  
*Cum Laude*

Muinuddin Sallehuddin,  
Kuala Lumpur, Malaysia  
Kaitlyn Elise Salmans, Coshocton  
*Cum Laude*

Ankit Satija, Columbus  
Kyle Evan Sawmiller, Spencerville  
*Summa Cum Laude*

Margaret Mary Schmit, Park Ridge, IL  
*Magna Cum Laude*  
with Honors in the Arts and Sciences

Chelsea Jean Schovance, Williamsfield  
Rachel Michele Schramm, Columbus  
Thomas Dean Schulte III, Grove City  
Tyler Jacob Schumacher, Upper Arlington  
Dillon Randolph Scott, Dublin  
*Summa Cum Laude*

Rachel Senchenkova, Columbus  
*Cum Laude*

Won Taek Seo, Cupertino, CA  
Fatima Afsheen Shaik, Columbus  
Teresa Marie Shaloo, Lancaster  
Kali Shanker, Edison, NJ  
Sugandha Sharma, Columbus  
Christine Elizabeth Sharrer, Benton Ridge  
Neil Francis Shaw, Urbana  
Adnan Siddique, Springboro

*with Research Distinction in Biology*  
Christopher Bryan Sielski, Lancaster  
Sabitha Singh, Dublin  
Alison Ruth Slagle, Hilliard  
Christopher Allen Sloane, Loveland  
*Cum Laude*  
with Honors in the Arts and Sciences

Kathryn Riley Smart, College Station, TX  
with Research Distinction in Earth Sciences  
Savannah Marie Stevens,  
Dardenne Prairie, MO  
Vanessa Mae Stoiber, Temperance, MI  
*Magna Cum Laude*

Sara Elizabeth Stone, Alliance  
*Magna Cum Laude*  
Hanzhi Su, Shenzhen, Guangdong, China  
Andrew James Sullivan, Dublin  
*Magna Cum Laude*  
with Honors in the Arts and Sciences

Catherine Anne Sullivan, Phoenix, AZ  
Briana Alice Swan, Gahanna  
Emma Lee Taylor, Chillicothe  
Lal B. Thapa, Columbus  
Joshua Kevin Thomas, Lima  
*Summa Cum Laude*

Noah Matthew Thomas, Powell  
*Magna Cum Laude*  
with Honors in the Arts and Sciences

Sarah Joy Thompson, Mount Prospect, IL  
*Summa Cum Laude*

\*awarded posthumously

Commencement Convocation, December 17, 2017

Blaine Michael Thorp, Fremont, IN  
 Shane Charles Tobe, Centerville  
 Vanja Toji, Munroe Falls  
*Summa Cum Laude*  
 Julie Torres, Cleveland  
 Nathan Alexander Tragger, Springboro  
 Macy Nicole Traywick, Houston, TX  
 Evelyn Fay Troutman, Richfield  
*Cum Laude*

*with Honors in the Arts and Sciences*  
 Esther Elisabeth Trumpeck, Columbus  
 Danielle Marie Trunzo, Canal Winchester  
 Jeremy Gregory Ulm, Medina  
 Samantha Marie Underwood, Chillicothe  
 Navpreet Uppal, Columbus  
 Fatima Kishwar Vakil, Beaver Creek  
 Tessia Ann Vasquez, Columbus  
 Arianna Meera Venkatesan, Westerville  
 Erik Michael Vokoun, La Grange, KY  
*Magna Cum Laude*

*with Honors in the Arts and Sciences*  
 Dennis Carl Vroom, Westerville  
*Cum Laude*  
*with Research Distinction*

Aaron Wang, Solon  
 Richard Cliff Wang, Kaohsiung, Taiwan  
 Madi Mohamed Warsame, Nairobi, Kenya  
 Joseph Michael Weaver, Brownsburg, IN  
*Magna Cum Laude*

Jacob William Weber, Chillicothe  
*Cum Laude*  
 Genna Elise Weinberg, Cleveland  
*Magna Cum Laude*

Brooke Ellen Weske, Centerville  
*Summa Cum Laude*  
 Anna Margaret Wiese, Strongsville  
*Magna Cum Laude*

*with Honors in the Arts and Sciences*  
 Mitchell Shelby Wilkinson, Somerset  
 Jennifer Leann Williams, Cardington  
 Joseph Michael Willis, Columbus  
 Ashley Alayne Wilson, Marietta  
 Elizabeth Ashley Winningham, Creston  
*Summa Cum Laude*

Alana Delores Winston, West Chester  
 Nathaniel Joseph Wood, Shaker Heights  
*Magna Cum Laude*

Aaron Woysville, Strongsville  
 Frederick Wallace Wright III, Lakewood  
*Summa Cum Laude*

Haixiang Wu, Beijing, China  
 Yuru Wu, Tianjin, China  
*Magna Cum Laude*

Minghao Xu, Jinan, China  
 Zan Xu, Beijing, China  
*with Research Distinction*

Ziang Xu, Weifang, China  
 Jia Yang, Columbus  
*Magna Cum Laude*

Ruyuan Yang, Xiamen, China  
 Shanghua Ye, Haikou, Hainan, China  
 Reginald Amoako Yeboah, Akim Oda, Ghana

Tyler Young, Lewis Center  
 Ting Ting Yu, Hong Kong, China  
*Magna Cum Laude*

Jialiang Yue, Xian, China  
 Nan Zhang, Kaifeng, China  
 Qingru Zhang, Plymouth  
*Cum Laude*

Zhongqi Zhang, Columbus

**Associate of Arts**

Ahmad Abdellatif, Reynoldsburg  
 Faiza Mohamed Abdi, Blacklick  
 Katherine Rebecca Abram, Etna  
 Julia Erin Adams, Mansfield  
*Cum Laude*

Mohamed Ahmed, Gahanna  
 Mohammed Al Harbi, Columbus  
 Megan Elizabeth Andres, New Albany  
 Michelle Auflick, Heath  
 Alec Michael Baker, Gahanna  
 Michaela Danielle Baker, Bellefontaine  
 Nathaniel Grey Bartman, Galena  
 Nazurha Basher, Columbus  
 Kenneth Neal Beery, Gahanna  
 Esar Nabi Behlum, Pickerington  
 Logan Joseph Benson, Pickerington  
 Rachel Bernthold Anna Bernthold, Blacklick  
 Aaron David Besco, Mansfield  
 Noor Bibi, Columbus  
 Danny Singh Binepal, West Chester

Taylor Elizabeth Blosser, Blacklick  
 Olivia Michelle Bonnett, Marietta  
 Morgan Sue Bosley, Warsaw  
 Megan Elizabeth Boso, Westerville  
 Elizabeth Renee Brehm, Delaware  
 Matthew Guy Brillhart, Coshocton  
 Jacqueline Elizabeth Brown, Newark  
 Katelyn Mary Brown, Kenton  
 Logan Paul Bugalia, Heath  
 Hailey Nicole Bullock, Mount Vernon

Catherine Rose Burger, Lima  
 Audrey Bussert, Carroll  
 Alexis Marie Byers, Heath  
*Magna Cum Laude*

Alex Thomas Cain, Columbus  
 Antonio Wilvaldo Campos Bailey, New Albany  
 Drew Alexander Capehart, Grove City  
 Nicole Jane Carling, Coshocton  
 Brooklyn Rae Carter, Bucyrus  
*Cum Laude*

Andrea Caitlin Carville, Marion  
 Holden Patrick Chapman, Westerville  
 Peter Ching, Dublin

Brian Cho, Sylvania  
 Dominic Antonio Chucuales, Westerville  
 Ashley Marie Cochran, Reynoldsburg  
*Cum Laude*

James Thomas Cook II, Columbus  
 Kaitlyn Nicole Cooke, Thornville  
 Sidney Cowart, Wooster  
 Andrew Michael Cox, Westerville  
 Cole Christian Cox, Westerville  
 Matthew Ray Crawford, Columbus  
 Emma Jane Cronin, Westerville  
 Ashley Elizabeth Crowe, Lima  
 Lydia June Crump, Johnstown  
 Tori Nicole Daley, Mansfield  
 Veronica Sue Dannelmiller, Shelby  
*Summa Cum Laude*

Hayley Ariaiah Davis, Lexington  
 Kassie Davison, Johnstown  
 Kayla René Davison, Johnstown  
 Jordyn Winter Deak, Glouster  
 Danielle Marie Demmerle, Loveland  
 Jacob DeRodes, Worthington  
 Emma Catherine Dotson, Utica  
 Justin Alan Doup, Utica

Jessica Lynn Downing, Bellefontaine  
 Jack Robert Downs, Columbus  
 Gabrielle A. Draper-Miller, Marion  
 Matthew Phillip Dunfee, Flushing  
 Brock Wagner Dunlevie, Columbus  
 Michael John Dye, Shawnee Mills  
 Jonathan David Edelinski, Columbus  
 Carlton Lamar Embry II, Cincinnati  
 Mar-Cel Terel English, Cleveland  
*Cum Laude*

Danielle Tyesea Evans, Warrensville Heights  
 Leah Rose Evans, Lebanon  
 Blake Jun Evert, Dublin  
 Nathan Daniel Fairburn, Newark  
 Jovan Daniel Ferdinand, Brooklyn  
 Dale Jarrett First, Mansfield  
 Clayton Fisher, Cardington  
 Connor Andrew Flanagan, Loveland  
*Summa Cum Laude*

Derek Robert Foust, Delphos  
 Rebecca Lynn Fox, Reynoldsburg  
 Zachery Allen Fox, Reynoldsburg  
 Austin Michael Francis, Lewis Center  
 Brayden Clay Francis, Baltimore  
 Dominic Michael Francis, Westerville  
 Caroline Louise Franco, Dublin  
 Aaron Todd Freidly, North Lawrence  
 David Michael Friesz, Westerville  
 Craig Richard Fruth, Crestline  
*Magna Cum Laude*

Taylor Rae Fryman, Channahon, IL  
 Emily S. Galloway, Barnesville  
 Amaria Nicole Gardner, Columbus  
 Jacob James Garner, Powell  
 Omar Muse Gedi, Columbus  
 Zachary David Geiger, Hilliard  
 Claudelyna Gilbert, Pickerington  
 Hannah Reid Gilbert, Lexington  
 Jared Larenz Givens, Cincinnati  
 Nicholas Cooper Giavrus, Pickerington  
 Maxwell Stanford Glick, New Albany  
 Mackenzie Renae Gott, Nova  
 Benjamin Weston Green, Yellow Springs  
*Summa Cum Laude*

Lilly Cosette Grooms, Cardington  
*Magna Cum Laude*

Allyson Hammer, Ashland  
 Erin Kendall Hampton, Findlay  
 McKinley E. Hargis, Mansfield  
 Aliya Marie Harris, Reynoldsburg  
 Johnathan Thomas Harris, Galion  
 Kira Danielle Harris, Thornville  
 Alec Daniel Hartman, Dublin  
 Charles David Hausfeld, Dublin  
 Cassidy Elizabeth Havens, Springfield  
 Erin Marie Hedrick, Cincinnati  
*Magna Cum Laude*

Kevin Henry, Granville  
 Nathan Carl Henton, Brunswick  
 Celeste Marie Hinesman, Newark  
*Cum Laude*

Katie Scarlet Hines, Carlisle, IL  
 Michael Caelan Hinton, Belpre  
 Austin Michael Honigford, Ottoville  
 Adam Jacob Hoover, Dublin  
 Kayla Dolores Hopkins, Columbus  
 Cheyenne Renee Horn, Pataskala  
*Magna Cum Laude*

Ashleigh Michelle Hunt, Delaware  
 Savannah Elaine Insko-Lewis, Marengo  
*Magna Cum Laude*  
 Nuh Abdullahi Issack, Dadaab, Kenya  
 Devin Marie Jackson, Columbus  
 Ryan William Jenkins, Shelby  
*Cum Laude*

Emma Jerew, Marysville  
 Nataliee Gwen Johnson, Fredericktown  
 Allison Ann-Marie Jones, Springfield  
 Jackson A. Kaiser, Heath  
 Malik Kamagate, Cincinnati  
 Donald Eric Kaufman, Lexington  
 Tyler Cole Keenan, Newark  
 William Pearson Kelly, Westerville  
 Brenden Douglas Kemmerling, Pataskala  
 Kaylan Elizabeth Kerbler, Pickerington  
 Umme K. Khan, Columbus  
 Rylee Elizabeth Komminsk, Westerville  
 Kaela Sue Kozel, Upper Sandusky  
 Samantha Kramer, Delphos  
*Cum Laude*

Michael John Lauro, Jr., Seville  
 Jamie Renae LaVigne, Akron  
 Josephina Candis Layman, Newark  
 Haley Elizabeth Layton, Reynoldsburg  
*Summa Cum Laude*

Ethan Gabriel Leighton, Miamisburg  
*Cum Laude*

Allissa Nicole Leist, Westerville  
 Justin R. Lemmermen, Galloway  
 Zachary Lescaleet, Pataskala  
 Wenjing Lin, Grove City  
 Giovanni Benson Lothn, Columbus  
 Joshua Allen Love, Heath  
 Elijah Lucas, Toledo

Andrew Thomas Luckett, Newark  
 Christine Jannette Mailley, Mount Gilead  
 Anant Maitra, Massillon  
 Julia Elaine Marshall, Mount Gilead  
 Logan William Marshall, Ashland  
 Charles Pavey Martin II, Westerville  
 Austin McBride, Millersburg  
 Ryan Christopher McCarthy, Athens  
 Coleman Thomas McCormick, Spencerville  
 Parker James McDonald, Newark

Margaret Rose McGowan, Columbus  
 Jessica Alice McKeever, Westerville  
 Katelyn Nicole Meginness, Marion  
 Clorissa Mendez-Lance, Columbus  
 Paul John Mercurio, Columbus  
 Autumn Réandra-Joy Miller, Baltimore  
 John Brandon Miller, Westerville  
 Maxwell Graham Miller, Gahanna  
 Samantha Ann Miller, Tiffin  
 Brooke Elizabeth Mira, Tiffin  
 Shinichi Arnold Miyakawa, Dublin  
 Paige Elizabeth Mobley, Akron  
 Matthew Alden Modica, Lima  
 Hawo Abdullahi Mohamed, Canal Winchester

Henry Moore, Columbus  
 Mason Dean Moore, Fairfield  
 Mitchell Alan Mullins II, Newark  
 Fitnat Mutlu, Columbus  
 Madsyn Myers, Laurelville  
 Erin Alyssa Napier, Lebanon  
 Nathan Thomas Neumeyer, Alexandria  
 Justin Dean Newark, Medina  
 HyoMyong Romain Ntati, Westerville  
 Jesse Daniel Nussbaum, Centerburg  
 Chikaodi J. Odemena, Pickerington

## Commencement Convocation, December 17, 2017

Elizabeth Amarachi Ogbonna, Hilliard  
Andrew James Oldham, Pickerington  
Polina Olynyk, Upper Arlington  
Wilbright K. Osei II, Dublin  
Samantha Ann Palombo, Pickerington  
Emilija Papic, Reynoldsburg  
Jordan Ray Parrott, Westerville  
Rhys Charles Peck, Mason  
Kyra Alexandra Peeks, Columbus  
Kendyl Denae Peverly, Newark

*Magna Cum Laude*

Jacob Stephen Phillips, Alexandria  
Nicklaus Andrew Phillips, Thornville  
Caitlin Elizabeth Pierson, Westerville  
Eli Gabriel Pinkerman, Pickerington  
Haley Jean Plahuta, Columbus  
Nicholas Shawn Pomeroy, Mount Gilead  
Christopher Charles Pond, Hilliard  
Taylor Matthew Milton Poole, Aurora

*Magna Cum Laude*

Melissa Kay Powers, Heath  
Rachelle Prater, Pataskala  
Kaylee Nicole Reynold, Westerville  
Brette Nicole Purvis, Ashland

*Summa Cum Laude*

Anna Christine Rader, Johnstown  
Morgan Aleese Raney, Holland

*Summa Cum Laude*

Emily Reed, Dresden  
Delani Elizabeth Reynolds, Columbus  
Elizabeth Natasha Reynolds, Mansfield  
Elizabeth Ann Rheinehart, Westerville  
Clayton Cole Richardson, Mansfield  
Dillon Anthony Rickard, Findlay  
Richard Blake Rodriguez, Medina  
Michaela Roper, Columbus  
Kaleb Ross Ryan, Heath  
Jaclyn Caroline Sauder, Lucas  
Elana Maria Schaller, Hilliard  
Heather Ann Schmidt, Pataskala  
Justin David Schneider, Dellroy  
Sarah Elizabeth Scott, Zanesville  
Timothy James Seelig, Canal Winchester  
Jacob Self, Columbus

*Magna Cum Laude*

Mikayla Lynn Shaffer, Hebron  
Kyle Joseph Shallenberger, Westerville  
Mohamed Ahmed Sharif, Columbus  
Harry Henderson Shaw V, Columbus  
Jafar Shehadeh, Chicago, IL  
Abigail Ruth Shell, Worthington  
Jazmynn Danae Sherrod, Columbus  
Tyler Allen Shipley, Buckeye Lake  
Suqra Dahir Shire, Westerville  
Mathew David Simmons, Utica  
Simar Singh, West Chester  
Jasmine Michelle Smith, Columbus

*Cum Laude*

Bailey Christine Socha, Dublin  
Jessica Ann Sotkovsky, Newark  
Charles Edward Stack III, Columbus  
Matthew Harrison Steedman, Upper Arlington  
Emily Jane Steele, Delaware  
Sabrina Ashley Steele, Groveport  
Rachel Alise Streib, Pataskala  
Parker Stephen Stricklen, Loudonville  
Eustacia Louise Studer, Gahanna  
Gordon Patrick Swank, Westerville

*Magna Cum Laude*

Mary Lu Swartz, Richwood

*Magna Cum Laude*

Weldon Allen Swartz, Mansfield  
Jonna Tara, Gahanna  
Demerus Taylor, Columbus  
Jayde Loryn Thompson, Johnstown  
Mariella Elise Titoras, Mansfield  
Danielle Marie Timmons, Mount Gilead  
Haley Alise Todd, Springboro  
Stephanie Lynn Toombs, Marion  
Sarina Tran, Westerville  
Anthony Steven Tufo, Reynoldsburg

*Cum Laude*

Allen Joseph Turner, Medina  
Steven David Chavious Turner, Westerville  
Jessica Colene Vaughan, Ravenna  
Elijah G. Walker, Dublin  
Hunter Daniel Walsh, Columbus  
Benjamin Paul Waterman, Prospect  
Brianna N. Watson, Columbus  
Brooke Elizabeth Webb, Hilliard  
Benjamin Nathaniel Weber, Powell  
Leah Christine Wesner, Columbus  
Tessa Marie Wheeler, Cincinnati  
Alexis Breanne White, Thornville  
Bradford Garee Whittaker, Hilliard  
John M. Wilke, Dayton  
Ashley Nichole Williams, Mount Vernon  
Bradley Wilson, London  
Trey Wilson, Pickerington  
Jamison Alyse Winrow, Westerville  
Samuel James Wirth, Johnstown  
Preston Scott Wise, Van Buren  
Zachary Ryan Witzberger, Heath  
Daniel Maurice Woods, Newark

*Cum Laude*

Teddy Ray Wright, Granville  
Rabbia Zafar, Gahanna  
Courtlyn Virginia Zagore, Delaware

## The Max M. Fisher College of Business

**Dean: Anil K. Makhija**

### Bachelor of Science in Business Administration

Maik Mohammed Abdel Karim, Columbus  
Adrienne Kelly Agee, Westerville

*Cum Laude*

Kimberly Dawn Agee, Kansas City, MO  
Tyler Douglas Alders, Sagamore Hills  
Courtney Anderson, Farmington, CT

*Magna Cum Laude*

Molly Kryah Anderson, North Canton  
Ferry Gabriela Larissa Angeles Paz, Columbus

*Cum Laude*

Brian John Anstead, Westlake  
Reid Simpson Appleby IV, Southlake, TX

*Cum Laude*

Kyle Ronald Armour, Liberty Township  
Devara Putra Aryasta, Jakarta, Indonesia

*Summa Cum Laude*

Yodit Negussie Aseffa, Dayton  
Adeoluwu Joshua AsubiARO, Columbus  
Michael Francis Aukskalnins, Charlotte, NC

*Magna Cum Laude*

*with Honors in Accounting*

Mohamad Ikmal Naim Azmi,  
Jitra, Kedah, Malaysia  
Trevor Lee Bain, Washington Court House  
Rizvi Bari, Dhaka, Bangladesh

*Cum Laude*

Garrett Thomas Conant Barnard,  
Champaign, IL

*Cum Laude*

Paige Elizabeth Barrett, Cincinnati  
Erika Maricela Barrios Manning,  
Mexico City, Mexico  
Brian Slayter Bartlett, Newark  
Taylor John Becht, Wildwood, MO  
Traci Marie Beddow, Glenford  
Beau Logan Beechler, Sandusky  
Michael Joseph Bell, Yorktown Heights, NY  
Matthew David Bennett, North Canton  
Yvette Elizabeth Bennett, Columbus  
Andrew Leigh Benson, Wheeling, WV  
Sean E. Berenbaum, Herndon, VA  
Evan Graham Berg, Maineville  
Devin McCollam Bilski, Perrysburg  
Dimitra Maria Bizios, Gahanna  
Zachary Allen Blackwell, Missouri City, TX  
John Sheldon Isaiiah Bloomfield, Dublin  
Robin Marie Bolterman, Canton, MI  
Madison Davis Boze, Piqua

*Magna Cum Laude*

Joseph Norman Braughton, Grove City  
Evan Seta Brown, Cincinnati  
Mallory Rebecca Brown, Lorain  
Justin Francis Budding, Hilliard  
Cieria Burgett, Marion  
James Edward Burns, Georgetown

*Cum Laude*

Tyler Jonathon Butts, Avon Lake  
Savannah Marie Byczek, Brunswick

*Magna Cum Laude*

Justin Patrick Cafiero, Westfield, NJ  
Emily Lynne Caja, Cleveland  
Emily Suzanne Calvert, Toledo  
Tyler John Caputo, Chagrin Falls

*Magna Cum Laude*

Mark Joseph Carlin, Seven Hills

*Cum Laude*

Sajah Marcel Carter, Bellefontaine  
Anna Marie Casey, Mentor

*Cum Laude*

Caitlin Rose Cashman, Mason

*Magna Cum Laude*

Maria Antonia Catalanaro, Springfield  
Jerry Lee Chamberlain, Pickerington  
Kenya Ciara Chatman, Reynoldsburg  
Derek Chen, Cleveland  
Mengting Chen, Zibo, China  
Xueping Chen, Baoding, China  
Zilu Chen, Wuhan, China  
Zixuan Chen, Guangzhou, China

*Magna Cum Laude*

Young Hyun Cho, Hwasung-si, Korea  
Justin Curtis Clary, Athens  
Sarah Allison Clay, Hilliard  
Zachary Austin Cluff, Maumee  
Brittany Ann-Marie Clither, Galloway  
Hannah Lynn Conley, Hilliard  
Anthony Francis Connors, Tampa, FL  
Elliot Lee Cooke, Blacklick  
Melissa Jeanne Corston, Severna Park, MD  
Brian Weber Cowen, Gibsonia, PA

*Cum Laude*

Kyle Logan Crites, Uniontown  
Katherine Anne Cross, Worthington

Adam Alexander Crusey, Dayton

*Magna Cum Laude*

Haosong Dai, Beijing, China  
Shaun William Darfus, Lewis Center  
Rachel Lynn Daugherty, Hilliard  
Suren Manasseh David, Columbus  
Skyler Craig De Neff, Bellefontaine  
Steven Edward Dearwester III, Jackson Center  
Rachel Suzanne Decker, Dayton  
Sophia Aida Deeb, Westlake  
Alex Edward Delp, Blacklick  
Joshua Alan Dempsey, Westerville  
Brandon Charles Dickes, Gahanna  
Zhekai Ding, Shaoxing, China

*Cum Laude*

Tyler Joseph Donahue, Martins Ferry  
Jennifer Marie Downing,  
Washington Court House  
Yuxuan Du, Guangzhou, China  
Malayika Dudaney, Dublin  
Pat Cosgrove Dunning, Mentor  
Jacob Edwards, Mason

*Cum Laude*

Constantine Demetrius Elliott,  
Mayfield Heights  
Nicholas James Evans, Kirtland  
Matthew Ryan Falcona, Pittsburgh, PA  
Jessica Lauren Fall, Franklin

*Magna Cum Laude*

Yawen Fan, Nantong, China

*Cum Laude*

Yuan Fang, Hangzhou, China  
Ashley Nicole Faulkner, Cincinnati

*Cum Laude*

Austin Tyler Feinberg, North Canton  
Ruixuan Feng, Nanning, China  
Linnea Lauren Ferris, Doylestown  
Jake Anthony Ferzacca, Buffalo Grove, IL  
Alec Malcolm Findley, Mason  
Michael Jake Fishman, New Albany

*Cum Laude*

Donald Charles Flagg, Montville  
Taylor Flores, Tampa, FL

*Magna Cum Laude*

Kyle Bryce Foens, Stow  
Joel Forwalder, Honolulu, HI

*Cum Laude*

Jacob Stewart Fowler, Grove City  
Marcelo Javier Fracchia, Roselle Park, NJ  
Kayla Marie Frank, Lebanon

*Magna Cum Laude*

Christian O'Neil Freer, Shaker Heights  
Alexandra Mechelle Freytag, Newark  
Nicholas Joseph Frindt, Chardon  
Yuzhuo Fu, Daqing, China

*Cum Laude*

Benjamin James Furlich, Chardon  
Zachary Isidro Garcia, Granger  
Natasha Raquel Georantinis, Westerville  
Christopher Edward Gerarde, Wethersfield, CT  
Jeffrey Thomas Gilbert, Columbus  
Tavishi Girotra, Celina  
Leira Gleave, Federal Way, WA  
Naveena Lakshmi Gopal Krishna,  
Kuala Lumpur, Malaysia  
Kyle Marion Gould, Solon  
Zachary Scott Graham, Akron  
Logan Daniel Grandey, Dublin  
Dalton Allen Greene, East Liberty  
Benjamin Joseph Grismer, Mason  
Emily Elizabeth Grosjean, Avon Lake

Commencement Convocation, December 17, 2017

Brian Thomas Gruss, Tiffin  
Graden Jeffrey Gudakunst, Grover Hill

*Cum Laude*

Junlin Gui, Shanghai, China  
*Cum Laude*

Samantha Mary Guirlinger, New Albany  
William Adrian Gunzenhauser, Cincinnati  
Matthew Hageman, Dublin  
Trevor Raymond Hahn, Hudson  
Aberham Taye Haile, Columbus  
Brad Joseph Hakim, Dublin  
Adrian Lamar Hamilton, Columbus  
Samantha Rose Hargis, Strongsville  
Nathan William Harper, Middleburg Heights  
Jia Li He, Lewis Center  
Xinrui He, Hunan, China

*Cum Laude*

Patrick James Henry, Cincinnati  
Madison Ann Hemiller, Miller City  
Jacklyn Elle Hetrick, Chardon  
Matthew Alan Hiler, Dublin  
Nathaniel Brian Hirko, Solon  
Benjamin Franklin Hoagland IV, New Albany  
Connor Roy Hodges, Kettering  
Tyler Jacob Hone, Wapakoneta  
Kelli Cynthia Howard, North Canton

*Cum Laude*

Jean Huan, Kuala Lumpur, Malaysia  
Alexandra Faye Hubbard, Galena

*Cum Laude*

Samuel Harrison Hubbard, Cincinnati  
*Cum Laude*

Joseph Patrick Hudock, Carmel, IN  
Benjamin Donald Hufford, Virginia Beach, VA

*Magna Cum Laude*

Antoinette Leona Hughes, Newark  
Logan James Hundley, Arcanum  
Megan Elizabeth Hutchinson,  
Chung Hom Kok, Hong Kong  
Imaduddin Ibrahim, Columbus  
Julie Jackson, Lancaster  
Emily Eileen Jadin, New Albany

*Magna Cum Laude*

Rachel Christine Jantzen, Westerville  
Hamid Jarouche, Maumee  
Daniel Robert Jensen, Phoenix, AZ  
Shouyi Jin, Jinzhou, China  
Scott Douglas Johnson, West Chester  
Hoseung Jung, Jeonju, Korea  
Brandon Lester Kagan, Yorktown, NY  
Mohd Najmi Bin Kamarudin,  
Seremban, Malaysia

*Cum Laude*

Jason Michael Kaplin, Marlboro, NJ  
*Cum Laude*

David Mwangi Karanja, Bexley  
Samuil Karim, Dhaka, Bangladesh  
Surya Negara Kasih, Jakarta, Indonesia  
Samuel Robert Katz, Fairfield  
Lucas Joseph Kehoe, Hedgesonville  
Jason Turner Keister, Centerville  
Joseph Peter Kells, South Salem, NY

*Cum Laude*

Alexander Lee Kenkel, Cincinnati  
*Cum Laude*

Michael Henry Kerr, Strongsville  
Sang Hee Khang, Bucheon, Korea  
Minseok Kim, Seoul, South Korea  
*Cum Laude*

Emily Morgan Kinney, Ontario

Nicholas Ryan Kleczewski, Germantown, WI  
*Magna Cum Laude*

Angela Erin Klopping, Toledo  
Andrew Joseph Klosterman, Loveland  
Mario Eugen Knezevic, Avon  
*Magna Cum Laude*

Timothy Mulherin Knowles, Carlsbad, CA  
Mitchell David Kochanek, Medina

*Summa Cum Laude*

Ryan Thomas Koenig, Cincinnati  
*Cum Laude*

Edward Marshall Kompik, Jr., Liberty Township  
*Magna Cum Laude*

Trevor Ryan Kononenko, Boxborough, MA  
*Cum Laude*

Jacob Emery Konves, Centerville  
Miho Kowase, Kashiwa, Japan

*Magna Cum Laude*

Kyle Andrew Krempp, Parma Heights  
Elisse Nicole Kunin, Carlsbad, CA  
Kyle Joseph Ladner, Sharon, PA  
Ethan David Langley, Heath

*Cum Laude*

Samuel James Laubach, Dalton  
Madelyn Mae Lauer, Westerville  
Ross Mcdonald Leasure, Bellefontaine  
Seung Ho Lee, Se Jong City, Korea  
Samuel William Leffler, New Richmond  
Rachael Lynne Leonard, Westerville

*Magna Cum Laude*

*with Honors in Integrated Business and Engineering*  
Allison Nicole Lesperance, Loveland

*Magna Cum Laude*

Erik Michael Lewellen, Gahanna  
Jiahao Li, Xi'an, China  
Jianan Li, Dalian, China  
Jiaying Li, Beijing, China  
Xinyi Li, Beijing, China

*Cum Laude*

Zhenghong Li, Shijiazhuang, China  
Heying Lin, Hainan, China

*Cum Laude*

Sijie Lin, Sichuan, China  
Cheng Liu, Fuzhou, Fujian, China  
Xiaowei Liu, Shanghai, China  
Yucheng Liu, Chongqing, China

*Magna Cum Laude*

Kadin Storm Llewellyn, Perrysburg  
Haley Morgan Long, Bryan  
Joshua Aaron Long, Fort Wayne, IN

*Cum Laude*

Nathan John Longest, Brentwood, TN  
James Tanner Lowe, Bethel Park, PA

*Magna Cum Laude*

Xuan Lu, Hulunbeier, China  
Yirou Lyu, Jilin, China

*Summa Cum Laude*

Zehui Ma, Zhengzhou, China  
Marco Macali, Girard  
Justin Alban Magana, Columbus

*Cum Laude*

Nathan Charles Majka, Columbus  
*Cum Laude*

Xuechen Mao, Shenzhen, China  
Joseph Gerard Marek, Jr., Brecksville  
Connor Henry Martin, Potomac, MD

Emily Ann Martin, Westlake  
*Magna Cum Laude*

Matthew Thomas Martin, Hilliard  
Michael Robert Martinelli, Perrysburg  
Samantha Jo Marzullo, Niles

William David Matera, Farmingdale, NJ  
Ganeev Singh Mattu, Centerville  
Luke Anthony Mauter, Newark  
Harrison John McCallum,  
Gold Coast, Australia

Patrick Joseph McCarthy, McDonald  
Kelcey Marie McCormack, Wooster  
Linda McDonagh, Bryan

*Magna Cum Laude*

Molly June McEwan, Columbus  
Christopher Austin McGann, Dublin

*Summa Cum Laude*

Miles Daniel McGuinness, Green  
Jenson Lee Merricle, Wapakoneta  
Rhyann Paul Messmer, Westerville  
Ryan Patrick Millikin, Cincinnati  
Megan Elaine Mills, Westerville  
Alexander Lee Fizer, New Albany

*Cum Laude*

Mohammad Fozed Mohammad, Powell  
*Cum Laude*

Ainil Huda Mohd Khalid,  
Kuala Lumpur, Malaysia

Muhamad Saufi Mohd Nor, Ipoh, Malaysia  
*Cum Laude*

Laura Monteso Esmel, Tortosa, Spain  
*Summa Cum Laude*

Heather Adriane Moore, Lewis Center  
Cory Michael Morgan, Findlay

*Cum Laude*

Brian John-Patrick Morrison, Powell  
Emily Claire Moser, Troy

*Cum Laude*

Steven Laurence John Munn,  
Crabberry Township, PA

*Magna Cum Laude*

Tyler Muraski, Powell  
Brandon Muschitz, Gahanna  
Alexander Steven Muszyne, Avon Lake  
Blake Robert Myers, Columbus  
Andrew Blaine Nankivell, Grove City  
Brock Edward Nettleton, Smithville

*Cum Laude*

Daniel Lee Newell, Upper Sandusky  
Zhihua Niu, Shenyang, China

*Cum Laude*

Najwa Nabilah Noordin,  
Putrajaya Federal Territory, Malaysia  
Shannon Kathleen O'Brien, Chagrin Falls

*Cum Laude*

Ryan Wayne Olson, Oswego, IL  
Alec Nicholas Oney, Upper Sandusky  
Yunrong Ouyang, Beijing, China  
Michael William Ovington, Maineville  
Mehmet Sefa Ozturk, Lewis Center  
Chetan Pahoija, Dublin

Harry Hung Pan, Port Washington, NY  
*Summa Cum Laude*

*with Honors in Accounting*

Junesang Park, Busan, Korea  
*Summa Cum Laude*

Saeun Park, Seoul, Korea  
Grant Auguste Payette, Bethesda, MD

*Magna Cum Laude*

Tevin Ryan Peirso, Pocatello, ID  
Rachel Marie Peltrey, Avon  
Mark Joseph Perisutti, Brecksville  
Andrew Jordan Perkins, New Philadelphia  
Julia Anne Petrac, Chesterland  
Brent David Phillips, Pickerington  
Daniel Joseph Piascik, South Euclid

Andres Ivan Plazas, Potomac, MD  
*Magna Cum Laude*

Tanner John Plewa, Westerville  
Troy Raymond Plewa, Westerville  
*Cum Laude*

Brandon Richard Popovich, Westerville  
Luke Emmett Porter, Chagrin Falls  
Morgan Elizabeth Potts, Hilliard  
Edward John Powers, Columbus  
Samantha Lynn Pratt, Fishers, IN  
Andrew Robert Prendergast, Shaker Heights  
*Cum Laude*

Robert Andrew Price, Lewis Center  
Kevin Mark Prok, Brook Park  
Danielle Teresa Radisek, Euclid  
Gabrielle Keys Rahrig, Fort Wayne, IN  
Jordan Matthew Ramer, Monclova  
Filip Rapovski, Dublin  
Mackenzie Rain Rawlings, Dayton

*Magna Cum Laude*

Douglas Aaron Rawson, Columbus  
Christopher Joseph Reckner, Liberty Township  
*Cum Laude*

John Reid, Marion  
Nick Reimann, Avon Lake  
Patrick Jennings Rengel, Plain City  
Andrew Richardson, Johnstown  
Brock Douglas Ritter, Pickerington  
Emily Rachel Roessler, Avon

*Cum Laude*

Jacob Henry Rossi, Cleveland  
Eric Simon Roytman, Dayton  
*Magna Cum Laude*

Adam Robert Rueth, Dayton  
*Summa Cum Laude*

Timothy William Rueth, Dayton  
*Summa Cum Laude*

Molly Anne Ryan, Macomb, MI  
*Magna Cum Laude*

Austin Lee Saeger, North Canton  
Justin David Sagar, Gahanna  
Alexandra Noel Salupo, Powell  
Ian A. Sanford, Aurora  
Bryce Joseph Satkowski, Toronto  
Maxwell Alexander Savarese, Loveland  
Jessica Lynn Schmenk, Ottawa  
*Summa Cum Laude*

Martina Lauren Schmid, Grove City  
Delphine Dora Schottland, Sparta, NJ  
Dylan James Seymour, Mansfield  
Sammy Robert Shamansky, Bexley  
Kun Shen, Taiyuan, China  
Yue Shen, Hangzhou City, China  
*Summa Cum Laude*

Aryn R. Shields, Westerville  
*Cum Laude*

Woosuk Kevin Shin, Potomac, MD  
Alex Joseph Shingleton, North Canton  
Timothy Christian Silleck, Columbus  
Maxwell Christopher Sims, Columbus  
Mateusz Skiba, Orland Park, IL  
Clairissa Faith Smith, Columbus  
Jeffrey Pershing Spellmire, Bloomington, MN  
Hannah Ann Speno, North Olmsted  
Christopher Scott Springer, Reynoldsburg  
Dorriane Stanford, Strongsville  
Thomas Manuel Steffas, Westlake  
Madison Taylor Stegall, Fishers, IN  
Ruhan Subhan, Wayne, PA  
Lukas Sudduth, Hilliard  
*Magna Cum Laude*

## Commencement Convocation, December 17, 2017

Juyeon Suk, Gimhae-si, Korea  
*Magna Cum Laude*

Weijie Sun, Yantai, China

Damian David Sutton, Lewis Center

Brendan Murray Sweeney, Wilton, CT

Jieni Tang, Shanghai, China  
*Magna Cum Laude*

Ruiwen Tang, Guangzhou, China  
*Magna Cum Laude*

Xintian Tang, Wuxi, Jiangsu, China  
*Magna Cum Laude*

Abrar Shafi Tanveer, Mason

Kayla Marie Thomson, Dunkirk

Jonathan Matthew Tirrell, Powell

Callvin Vero Tirtajaya, Jakarta, Indonesia

Xiaolan Tong, Wuxi, China  
*Magna Cum Laude*

Grant Joseph Trainer, Westerville  
*Cum Laude*

Aaron Joseph Trombley, Gambier

Yi-Hsien Tseng, Yunlin County, Taiwan  
*Cum Laude*

Jeremiah Jason Turiaga, Columbus

Caleb Matthew Ulmer, Sycamore

Samantha Anne Urig, Huber Heights  
*Cum Laude*

Laura Ann Vanic, Eden Prairie, MN

Stijn Cornelius VanWezel, Miller City

Rebecca Ann Vargo, Strongsville  
*Summa Cum Laude*

Amanda Nicole Walsh, Portland, OR  
*Magna Cum Laude*

Chengcheng Wang, Shanghai, China  
*Cum Laude*

Jiawei Wang, Shanghai, China  
*Cum Laude*

Junyan Wang, Nanjing, China

Yuxuan Wang, Changsha, China  
*Cum Laude*

Zhehao Wang, Shenzhen, China

Eric Daniel Ward, Jerusalem  
*Magna Cum Laude*

Margaret Lillian Wehri, Delphos

Kari Lee Weinland, New Albany

Jasmine Taylor Welch, Baltimore

Thomas Joseph West, Kettering

Evan Theodore Westbrack, Cincinnati

Kyle Joseph Whitford, Bellefontaine

Jennifer P. Whitley, Marysville

Haley Kay Willoughby, Marysville  
*Summa Cum Laude*

Joshua David Wiseman, South Salem

Adam Phillip Wolf, Pepper Pike

Man Fei Kester Wu, Silver Spring, MD

Wanshan Wu, Changchun, China

Chenyang Xu, Changsha, China  
*Summa Cum Laude*

Xuejing Xu, Xiamen, China  
*Magna Cum Laude*

Joseph Kouji Yamakawa, Columbus

Yan Yan, Wuhan, China

Eileen Yee, Lewis Center

Yong Yin, Changzhou, China

Curtis Richard Yohman, Grove City

Karissa Dawn Young, Pickerington

Xi Yu, Shenyang, China

Samuel Soomin Yun, Westlake  
*Cum Laude*

Brooklyn Marie Zalokar, Westerville

Amanda Marie Zelnik, Columbus

Xi Zeng, Columbus

Collin Patrick Zevchik, Strongsville

Haoyan Zhang, Columbus

Kaileen Zhang, Dublin

Minsiqi Zhang, Wuhan, China

Saisai Zhang, Tai'an, China

Siting Zhang, Beijing, China

Yutian Zhang, Nanjing, China

Jiaqi Zhao, Jinan, Shandong, China

Sihao Zhao, Shanghai, China  
*Magna Cum Laude*

Ci Zhu, Wuhan, China

Yue Zhu, Beijing, China  
*Cum Laude*

Sarah Lindsay Zimmerman, Toledo

Will Benjamin Zimmerman, Dublin

Herman Zoungrana, Columbus

Brooke McKenzie Zwyer, Columbus

## College of Dentistry

**Dean: Patrick M. Lloyd**

### Doctor of Dental Surgery

Dustin W. Timmerman, Dublin

B.S.

### Bachelor of Science

Shelby Lynn Gonterman, Wapakoneta

Ella Renee Phillips, Westerville

Megan Elizabeth Schroeder, Ottawa

Linda Lam Tran, Holland

## College of Education and Human Ecology

**Dean: Cheryl L. Achterberg**

### Bachelor of Science in Health Promotion, Nutrition, and Exercise Science

Connor Patrick Blair, New Albany

Derek Keene Lutz, Lancaster

Anthony Joseph Marino, Willowbrook, IL

Garrett Dalton Schultz, Parrish, FL

Cordt Michael Skraba, Tallmadge  
*Cum Laude*

Chloe Marianna Spigos, Columbus

William Zachary Stephenson, Whitehall

### Bachelor of Science in Human Development and Family Science

Salem Khalil Alfarraj, Columbus  
*Cum Laude*

Donisha Latrice Austin, Chillicothe

Salamata Bah, Columbus

Anylah Marie Baker, Jeffersonville

Sara Rosalie Baldwin, West Union

Shannon Renee Boroff, Elida  
*Summa Cum Laude*

Mitchell Douglas Brant, Lewis Center  
*Cum Laude*

Jarod J. Brown, Westerville

Natalie Marie Burrell, Coshocton

Alexa Leigh Camp, Perrysburg

Carly Renee Cogar, Niles  
*Magna Cum Laude*

Taylor Lauran Crites, Strasburg

Amanda Marie Ebright, Pickerington

Kaitlyn Rose Fleming, Shadyside

Carolyn Elyse Gavin, Cleveland

Rachael Michelle Himes, Chesterland  
*Cum Laude*

Margaret Paige Hollobaugh, Westerville

Karis Lynne Inboden, Columbus

*Summa Cum Laude*  
*with Distinction in Human Development and Family Science*

Natalie Anne Johnson, Columbus

Siobhan Kearns, Columbus

Gillian Akiko Kittaka, Waverly

Allison Jeanne Lindsey, Brunswick

Alex Kyle Linnell, Westerville  
*Cum Laude*

Anushka Marolkar, Ottawa Hills  
*Magna Cum Laude*

Kelsey Parker Maxwell, Wyoming  
*Magna Cum Laude*

Colleen Ann Moore, Newark, DE

Amanda Marie Moroney, Pearl River, NY

Deirdre Maura O'Connor, Woburn, MA

Bianna Anjali O'Dell, Marion

Laryn Michele O'Donnell, Blacklick  
*Magna Cum Laude*

Stephen A. Parker, Lexington

Brian Keith Peacock, Corona, CA

Sabrina Joy Saadey, Youngstown

Devin Roth Schneider, Dublin

Anastasia Rose Schomaker, Worthington

Carly Dale Stauffer, Uniontown

Meghan Diane Stiltner, Marion

Jordan Bennett Swingle, Philo  
*Cum Laude*

DeJuan D. Thompson, Columbus

Olivia Rose Tice, East Liverpool

Allison Naomi Wehrle, Gahanna

Brendan Lamar Wilson, Columbus  
*Cum Laude*

### Bachelor of Science in Human Ecology

Megan Lee Anderson, Columbus

Ashley Nicole Ary, Pickerington

Melissa Marie Barczak, Westerville

Benjamin Ray Benfield, Hickory, NC

Ronald E. Bolden, Columbus

Annabella Mae Calhoun, Columbus

Lukas Andrew Cane, Bellefontaine

Ashley Nicole Cassimiro, Columbus  
*Magna Cum Laude*

Addison James Coll, Arlington, VA

Liam Dominic Delaney, Westerville

Evan Francis Duignan, Cleveland

Donesha Foster, Cincinnati

Jessica Marie Fraley, Columbus

MacKenzie Ann Gordon, Hudson

Alexandra Paige Hall, Dublin

Jonathon Thomas Harmon, Liberty Township

Shuying He, Shaoxing City, China

Benjamin David Herlihy, Centerville

Kelly Ann Hillmer, Cincinnati

Courtney Kay Hoffman, Westerville

Vanessa Rachelle Hotlosz, Wheeling, WV

Anthony Jackson, Jr., Dayton

Cheryl Jarrels, New Albany

Jamarco Jones, Chicago, IL

Roman Korolchuk, Webster, NY

Elizabeth Marie Kyler, Columbus

Rafael Lopez, Jr., North Ridgeville

Claire Marie Love, Cincinnati

William Michael Martinez, Etna

Oceana Demeice McCarty, Reynoldsburg

India Ja'Lynn McDougald, Columbus

Ian Nicholas Moses, Johns Creek, GA

Christopher James Mullauey, Dublin

Katheryn Alice Nimeth, Mount Vernon

Markus Tillman Peterson, Akron

Donovan Mary Pikus, Chardon

McKayla Richmond, Blanchester

Zachary Edward Robertson, Aurora

Nicholas Charles Ruebel, Columbus

Tiauna Monet Sessley, Columbus

Xinyi Shao, Beijing, China

Christopher Joseph Travers, North Royalton

Mikeisha Dach'e Vaughn, Columbus

Michael James Wantz, Granville

Keeley Arienne Watkins, Galena

Alina Yakhnitskaya, Columbus

Uraiba Zafar, Perrysburg

Rachel S. Zandieh, Dublin

### Bachelor of Science in Hospitality Management

U'Raiyah Miasia Qumaar Alexander, Pickerington

Courtney Amanda Andel, Chippewa Lake

Paige Nicole Bonham, Washington Court House

Alexis Lynette Boone, Cleveland

Jacob Paul Cline, Dublin

Nicholas John Cocco, Cincinnati

Youngmin Kim, Seoul, Korea  
*Magna Cum Laude*

Lauren Marie Klempay, Columbus  
*Magna Cum Laude*

Geum Ju Lee, Anyang, South Korea

Amanda Lilly, Bucyrus

Shayla Nicole Martin, Youngstown

Meghin Ann Meckstroth, Marysville

Kendra Danielle Morgan, Lewis Center

Jasmine Pulido, Boynton Beach, FL

Scott Ewy Smith, Upper Arlington

Morgan Lynn Snow, Westlake

Zabetina Kallioipi Soulas, Gahanna

Taylor Louise Stroh, Upper Arlington

Anne Miller Swartz, Rocky River

Sophia Elizabeth Tikson, Worthington

Esther Yuhsin Wang, Cleveland

Shunyao Yang, Marysville

**Bachelor of Science in Nutrition**

Gerad Baumgardner, Springfield  
 Katey Lynn Casella, Dublin  
*Cum Laude*  
 Gillian Ann DeGennaro, Chesterland  
 Julia Ann Kathleen Esber, Canton  
 Miles Joseph Johnson, Cincinnati  
 Connor Andrew Mahler, Lima  
 Corbin Alissa Mauro, Hilliard  
 Amanda Marie Miller, Cleveland  
 Jacilyn Taylor Smith, Bryan  
 Aimee Jill Somerville, Upper Arlington  
 Kendra Louise Terry, Westerville  
*Magna Cum Laude*  
 Jennifer Jean Wall, Waverly  
 Jonathan William Wolford, Longmont, CO  
 Annette Nichole Woods, New Lexington

**Bachelor of Science in Education**

Saif Osama Abusamhadanah, Hilliard  
*Magna Cum Laude*  
 Alexander Samuel Armstrong, Akron  
 Tyler Gene Arnold, Peebles  
*Magna Cum Laude*  
 Shadia Ahmed Artan, Blacklick  
 Anthony Robert Baer, Mount Gilead  
 Blake William Balogh, Ontario  
 Joseph David Baudo, Powell  
 Aaron Michael Best, Dublin  
 Brendan David Bishop, Bucyrus  
 Michael P. Bookmyer, Clyde  
 Victoria Bowlsbey, Howell, NJ  
 Samuel Todd Brady, West Milton  
 Katelyn Elizabeth Brehmer, Jacksonstown  
 James Alexander Brooks, Centerville  
 Brittany Marie Castrataro, Highland Heights  
 Ross Jonathan Childs, Fair Lawn, NJ  
*Magna Cum Laude*  
 Kangho Choi, Columbus  
 Kyuree Lucia Chung, Columbus  
 Eleanor Grace Church, Hilliard  
*Cum Laude*  
 Kevin Joseph Coakley, Grove City  
 Tanner James Cognion, Nashport  
 Rochelle JoAnn Conrad, Harrod  
 Eric Wesley Cooke, Blacklick  
 Yesenia Cortes, Columbus  
*Magna Cum Laude*  
 Cameron Lee Coup, Columbus  
 Erin Elizabeth Cunningham, Grove City  
 Christopher Lawrence Davidson, New Albany  
*Magna Cum Laude*  
 Emily Catherine Davies, Pickerington  
 Alexandra Nicole Davis, Delaware  
 Ariel Karesa Deere, Mansfield  
*Summa Cum Laude*  
 David Robert Diemer, Lakewood  
 Kaylyn Marie Dorion, Pickerington  
 Gabrielle A. Draper-Miller, Marion  
 Nicholas James Eader, Pataskala  
*Cum Laude*  
 Sierra Camille Echols, Baltimore  
*Summa Cum Laude*  
 Aubrey Leigh Elinwood, Marion  
 Ryan Matthew Feltz, Coldwater  
 Philip Ken Ferguson, Hilliard  
 Maureen Louise Flanagan, Columbus  
*Magna Cum Laude*

Brittney L. Gandy, Cincinnati  
 Alyse Nicole Gibbs, Marysville  
 Taylor Mae Gibson, Amherst  
 Kady Lynn Gies, Monroeville  
*Magna Cum Laude*  
 Sarah Elizabeth Goddard, Marysville  
 Kristine Marie Hall, Heath  
 Sarah Catherine Hammond, Westerville  
*Cum Laude*  
 Justin Joseph Hanf, Delphos  
 Meghan M. Harlow, Mount Perry  
*Magna Cum Laude*  
 Charity Harrison, Columbus  
 Maci Jade Hedeem, Plymouth  
 Ben Anthony Helkowski III, Northfield  
 Victoria Catherine Heller, Cottage Grove, MN  
*Magna Cum Laude*  
 Curtis Lee Henry, Cleveland  
 Jianling Liu Hensley, Guigong, China  
*Magna Cum Laude*  
 Brittany Nicole Hickman, Marion  
*Cum Laude*  
 Morgan Elizabeth Hirsch, Worthington  
 Shane Lee Holbrook, Pickerington  
*Cum Laude*  
 Zachary Logan Holloway, Blacklick  
 Ashton Brice Hood, Nashville, TN  
 Noah Matthew Hughes, Columbus  
 Savannah Elaine Insko-Lewis, Marengo  
*Magna Cum Laude*  
 Abigail Elizabeth Isaly, Reynoldsburg  
 Rachael Lillian Jackson, Bexley  
*Magna Cum Laude*  
 Wilbur Johnson III, Lawrenceville, GA  
 Danielle Renee Jones, Columbus  
 Joshua Frederick Keller, Bucyrus  
 Kyle Alexander Kellogg, Columbus  
 Janna Amelia Kent, Gahanna  
*Magna Cum Laude*  
 Marilyn Victoria Kies, Sidney  
 Morgan Levan Kile, Mountain Top, PA  
*Cum Laude*  
 Boram Kim, Seoul, Korea  
*Magna Cum Laude*  
 Lauren Tayllor Elizabeth Kinsey, LaPlata, MD  
*Summa Cum Laude*  
 Scott Matthew Kline, New Haven, CT  
 Demetrius Jerome Knox, Fort Worth, TX  
 Blake Douglas Lantz, Bellefontaine  
 Sarah Elizabeth Larger, Columbus  
 Kimberly Anne Lutterloh, Hilliard  
*Magna Cum Laude*  
 Davis Allan MacCartney, Columbus  
 Elisabeth Kimmerle Manifold, Hilliard  
 Taylor L. Martin, Dublin  
 Megan Eileen McKeane, Jeromesville  
*Cum Laude*  
 Crystal Marie Miller, Crestline  
*Cum Laude*  
 Matthew Robert Moen, Brookfield, CT  
 Alecia Julia Murray, Gahanna  
 Jamison Patrick O'Brien, Grove City  
 Kelly Elizabeth Palmer, Thornville  
 Cassandra Sidney Perez, Flower Mound, TX  
*Cum Laude*  
 Alyssa Marie Plaughter, Harrod  
 Melissa Anne Pucci, Marion  
*Cum Laude*  
 Taylor Lauren Ratcliff, West Jefferson  
 Morgan Elizabeth Riley, Ashland

Alexa Michal Rittenberg, Atlanta, GA  
 Crystal Renee Rodgers, Chillicothe  
 Lauren Elizabeth Rohrs, Liberty Center  
 Shawn Lucas Sapp, Newark  
 Megan Marie Shockley, Dublin  
*Cum Laude*  
 Nick Keith Shultz, West Carrollton  
 Gabrielle Elisabeth Sims, Toledo  
 Kristina Nicole Skarupa, Hinckley  
*Summa Cum Laude*  
 Lexus Jean Smith, Port St. Lucie, FL  
*Cum Laude*  
 Nicholas Cole Smith, Dublin  
 Patrick W. Smith, Essexville, MI  
*Cum Laude*  
 Cole Garrett Snowden, Columbus  
 Daniel Michael Stepp, Brunswick  
 Ian Fitzgerald Strapp, Columbus  
*Cum Laude*  
 Amy Layne Studebaker, Springfield  
 Carli Makenzie Swisher, Marion  
 Jae'Sean Antione Tate, Pickerington  
 Asia Rae Temple, Sunbury  
 Megan Irene Thomas, Xenia  
*Summa Cum Laude*  
 Katherine Lucille Turner, Marysville  
*Cum Laude*  
 Zane Edmund Urquhart, Marion  
*Magna Cum Laude*  
 Hayden Myles VanKirk, Hilliard  
 Leighanna Wagner, Columbus  
 Joel Berry Waits, Jr., Columbus  
*Cum Laude*  
 Katherine Emily Warren, Sunbury  
 Haley Mckenzie Waugh, Powell  
*Cum Laude*  
 Damon Lamar Webb II, Detroit, MI  
 Lauren Elizabeth Whatley, Pickerington  
*Magna Cum Laude*  
 Cody James Whittaker, Enon  
 Emily Christine Williams, Marysville  
 Brittany Sue Zette Kayain Wilson, Canton  
 Abigail Irene Wood, Westerville  
 Cynthia L. Woodruff, West Liberty  
*Magna Cum Laude*  
 Payton Matthew Woodruff, Kilbourne

Wei Jin, Beijing, China  
 Trent Michael Zahara, Dublin  
 Wenzhao Zhang, Beijing, China  
 Wenkun Zhao, Zhongshan, China

**Bachelor of Science in Aviation**

David Andrew Hufnagel, Centerville  
 Kaan Uysalbas, Columbus

**Bachelor of Science in Biomedical Engineering**

George Forest Hoeferlin, Canfield  
*Cum Laude*  
 Thomas Daniel Wayne Sandwisch, Maumee  
*Cum Laude*  
*with Honors in Engineering*  
 Joshua Martin Tublin, Pittsburg, PA  
*Magna Cum Laude*  
*with Honors in Engineering*

**Bachelor of Science in Chemical Engineering**

Yaadata Mohamed Abdalhalim, Columbus  
*Summa Cum Laude*  
 Sal Alshabani, Cleveland  
 Geoffrey Alexander Ashburn, Wheelersburg  
 Steven Richard Back, Centerville  
*Magna Cum Laude*  
*with Honors in Integrated Business and Engineering*  
 Sean Mark Baumgardner, Columbus  
 Michael William Bigach, University Heights  
*Magna Cum Laude*  
 John Ross Brandon, Midland, MI  
*Cum Laude*  
 Ryan Louis Brenner, Grove City  
 Mahesh Chigurupati, Westerville  
 Henry Charles Cooper, Maineville  
 Bradley A. D'sa, Dublin  
 Nicholas Andrew Davis, Marysville  
 Brian Diep, Westerville  
*with Research Distinction in Chemical Engineering*  
 Mitchell Ryan Dille, Dublin  
 April Jo Eckenrode, Charlottesville, VA  
*Cum Laude*  
 William Alexis Ennis, Hudson  
*Magna Cum Laude*  
 Ronald Christopher Estridge, Rockwall, TX  
*Magna Cum Laude*  
*with Honors in Engineering*  
 Jacob Charles Fekete, Moreland Hills  
 Luke Matthew Forshey, Pickerington  
 Adam Thomas Foster, Brecksville  
 Charles Edward Fryer, Chesterland  
*Magna Cum Laude*  
 Joseph David Geers, Hilliard  
 Kennedy Marie Goldenbagen, Pickerington  
*Cum Laude*  
 Nathan Lee Hager, Wapakoneta  
*Cum Laude*  
 Nicholas Daniel Harris, East Liverpool  
 Benjamin Hogan Heimbach, Centerville  
 Zachary Theodore James, Massillon  
 John Francis Jamieson, Loveland

**College of Engineering**

Dean: David B. Williams

**Bachelor of Science in Aeronautical and Astronautical Engineering**

Michael James Ditzler, Canton, MI  
 Gabriel Joseph Fidler, Liberty Township  
 Nicholas James Keegan, Centerville

**Bachelor of Science in Architecture (Austin E. Knowlton School of Architecture)**

Joseph Aaron Baker, East Windsor, NJ  
 Tianyao Dai, Shanghai, China  
 Kimberly Morgan Dettwiler, Hillsboro  
 Daniel Robert Fisher, Xenia

Commencement Convocation, December 17, 2017

Edward Thomas Janini, Green  
*Magna Cum Laude*  
Wooli Jung, Columbus  
Daniel Alan Keck, Piqua  
Sabrina Mae Kell, Columbus  
Morris Alexander Kennedy, Poplar Grove, IL  
Han Na Kim, Seoul, Korea  
Gabriel Auston Knoepfler, Mason  
*Cum Laude*

Seung-Jun Ko, Loveland  
Jesse Thompson Koch, Bellbrook  
Victoria Lee Krebs, Avon  
*Cum Laude*

Anjelica Kucinic, Rocky River  
*with Research Distinction in Chemical Engineering*

Kylie Margaret Lancashire, Boardman  
Alexia Leonard, Reynoldsburg  
Joshua Arch Little, Springboro  
Jordan Vince Lucki, Columbus  
*Cum Laude*

Evan Lloyd Martindale, Canton  
Ross Thomas McLelland, Hudson  
Daniel Patrick Misencik, Westlake  
*Cum Laude*

Kirtus Moon, Crestline  
*Magna Cum Laude*

Jay Mota, Mumbai, India  
Christopher Joseph Mytyk, Brunswick  
Abigail Marie Nypaver, Columbus  
*Summa Cum Laude*

Asadullah Obaid, Karachi, Pakistan  
*Magna Cum Laude*

Mofopeloluwa Dona Okunade, Cincinnati  
Matthew Brian Pilsner, Mason  
*Cum Laude*

Courtney Elizabeth Prebuhl, Chesterland  
Lauren Rachelle Pugh, Fairport Harbor  
Scott Patrick Rathbun, West Chester  
Adam Rothermel, Canton  
Trevor James Shepherd, Dublin  
Edward Jacob Sieradzki, Twinsburg  
Lauren Marie Smith, Xenia  
Eugenia Luisa Stanislauskis, Las Vegas, NV  
*with Research Distinction in Chemical Engineering*  
David Jacob Stanislav, New Albany  
Piotr Tom Szabllicki, Broadview Heights  
James Gregory Thaxton, Avon Lake  
Aaron Thomas-Webb Treglia, Columbus  
Jessica Maria Villagran, Mason  
Bowen Wang, Toledo  
*Magna Cum Laude*

Trevor Eric Wendt, Canton  
*Cum Laude*

*with Honors Research Distinction in  
Chemical Engineering*

Robert John Wolfe, Louisville  
Willie Yang, Taipei, Taiwan

**Bachelor of Science in  
City and Regional Planning**  
*(Austin E. Knowlton School of Architecture)*

Kevin Newton Cannon, Norwalk  
Alexander Scott Carlson, Xenia  
Linya Cheng, Beijing, China  
*Magna Cum Laude*  
*with Honors in City and Regional Planning*  
Chordel Calan Christian, Perrysburg  
Joseph Dominic Delzoppo, Pickerington  
*Magna Cum Laude*  
Frank Joseph Hall, Honolulu, HI

Evan E. Hertzog, Columbus  
Matthew Stark Hughes, Columbus  
Barrett Hunter Rayfield, Maumee  
Brianna Michele Shepherd, Wellston  
*Cum Laude*  
Derek Adam Stone, Columbus  
Nicholas Paul Wikar

**Bachelor of Science in  
Civil Engineering**

Chaitanya Agrawal, Lucknow, India  
Ahmad Naqib Ahmad Khairi,  
Batu Caves, Malaysia  
Hanna S. Alhijazeen, Columbus  
Jeremy Thomas Bank, Plainfield, IL  
Ty Alexander Bell, Kelley's Island  
Andrew Jerome Boellner, Ottawa Lake, MI  
Shannon Rian Boland, Loveland  
Cody Michael Brodeur, Long Beach, CA  
Brennon Lattimer Cain, Lockport, NY  
Cassidy Anne Calaway, Green  
*Cum Laude*

Austin Charles Capell, Miami Springs  
Aijing Chen, Columbus  
*Cum Laude*

Dakota Davidson Church, Milan  
Isabella Culliton, Avon Lake  
Joseph Leroy Cunningham, Marysville  
Adel Jon Dada, Columbus  
Margaret Elizabeth Dettra, Ostrander  
Nicholas Edward Doyle, Baltimore, MD  
Olya Dudzitskaya, Columbus  
*Magna Cum Laude*

Logan Christopher Finney, Cincinnati  
Benjamin Lehman Firis, Wadsworth  
Jacob Daniel Fischer, Cincinnati  
*Cum Laude*

Thomas David Foster, Jr., Newark  
Natalie Claire Fremming, Minneapolis, MN  
Michael Anthony Gallucci, Charlotte, NC  
Daniel Justin Glauser, Cincinnati  
Aaron Zion Harper, Zanesville  
Trevor Reed Harrison, Liberty Township  
*Cum Laude*

Brandi Leanne Heidl, Huron  
Reed James Hemelgarn, Bellbrook  
Robert Jacob Hinch, Chagrin Falls  
Seth Michael Hines, Carroll  
Kevin Hong, Hudson  
Fuad Daniel Izuahaimi, Kuantan, Malaysia  
Vishwas Jena, Naperville, IL  
Chengchao Jin, Shanghai, China  
Jasmine Lynne Johnson, Westerville  
Akshil Shanker Katari, Hyderabad, India  
Logan Matthew Kettlewell, New Philadelphia  
Evan Alexander Killilea, Gahanna  
Sili Kong, Beijing, China  
*Summa Cum Laude*  
*with Research Distinction in Civil Engineering*

Christian Andrew Krugh, Celina  
Nathaniel John Lang, Fairfield  
Zhen Gang Lau, Kuala Lumpur, Malaysia  
Brendon John Arthur Lemmex,  
Cranberry Township, PA  
Stephen Lin, Canton  
Sarah Jane Lively, Columbus  
Andrew William Lovett, Powell  
*Cum Laude*  
Matthew Frank Macielewicz, Fremont  
Rachel Dianne Mager, Marlborough, MA

Bradly Vincent Malaska, Lexington  
Samuel James McAdow, Dublin  
Robert Dempsey McCurmin, West Chester  
Colleen Margaret McErlane, Park Ridge, IL  
Phillip Robert Mesker, Spring Lake, MI  
*Magna Cum Laude*

Justine Elizabeth Moran, Coshocton  
Tyler Ray Mullins, West Chester  
Margaret Adele Noschang, Mason  
Kyle Michael O'Hara, Chagrin Falls  
Hatem Jawad Okab, Lexington  
Nicholas Anthony Ovens, Painesville  
Rajat Patni, Guwahati, India  
David Taylor Peterson, Dayton  
Mitchell John Radigan, Westerville  
Daniel Joseph Rice, Brecksville  
Cooper W. Riddle, Indianapolis, IN  
Christine Mae Ruple, Willoughby Hills  
*Cum Laude*

Adam James Schott, Green  
William Procter Semple, Brecksville  
Anthony Joseph Sgro, Tallmadge  
Santi Sopraseuth, Lewis Center  
Pedro Soto, Columbus  
Breanna Leigh Soule, Galena  
*Summa Cum Laude*

Connor William St. Clair, Hilliard  
Gabriel Freeman Staats, Granville  
William Joseph Sumlin, Dayton  
Jeremy Lee Thompson, Mason  
Connor Gregory Vannatta, Kettering  
Ziang Wang, Dalian, China  
David Mackenzie Williams, Sagamore Hills  
Rawa Fuad Zangana, Columbus  
Bonan Zhang, Luoyang, China  
Junru Zhang, Maoming, China

**Bachelor of Science in  
Computer Science and Engineering**

Brett Alan Arthur, Vermilion  
Brent Edward Baker, Delaware  
Alexandra Kay Barnes, Thornville  
Eugene Francis Begue, Columbus  
Mason Joseph Bender, Concord  
Bereket M. Berhane, Westerville  
*Cum Laude*

Benjamin James Bloom, Mequon, WI  
*Magna Cum Laude*  
*with Honors in Integrated Business and Engineering*

Alexandre Remi Cabello, Cincinnati  
Chen Cai, Wuhan, China  
Shuming Jamshied Chan, Columbus  
*Magna Cum Laude*

Fan Chen, Nanjing, China  
*Cum Laude*

Aden Abdi Dahir, San Diego, CA  
Joel Diener, Columbus  
*Summa Cum Laude*

Mitchell Blessing Domecq, Columbus  
*Magna Cum Laude*  
Yihang Du, Beijing, China  
*Cum Laude*

Shana Ariella Fishbein, Dayton  
Rory Flukes, Weymouth, MA  
*Summa Cum Laude*  
Nicholas Allen Forquer, Westerville  
Alfonso Frioni III, Mount Lebanon, PA  
Morgan Gongwer, Lexington  
Jason Gorringe, Columbus

Sabrina Michelle Halkiu, Cincinnati  
Evan Timothy Hanawalt, Findlay  
Kevin Tomas Hernandez, North Canton  
*Summa Cum Laude*  
*with Honors in Engineering*

Donald Jason Herwig, Grafton  
Blake Thomas Howard, Cincinnati  
Jordan Ross Johnson, Baltimore, MD  
Xiong Ke, Wuhan, China  
Jinyung Kil, Uiwang City, Korea  
Lane Wells Kubicki, Medina  
Son L. Le, Columbus  
Charlette Lin, Columbus  
*Summa Cum Laude*

Hairuo Liu, Beijing, China  
Howell Dalton McCullough IV, Edina, MN  
Emily Taylor McIntyre, Gahanna  
Lauren Gwen Miller, Sunbury  
*Summa Cum Laude*  
*with Honors in Engineering*

Leah Haregewoyin Musie, Columbus  
Sean Michael Nelson, Coppell, TX  
Vidya Ravindrakumar Patel, Marysville  
*Magna Cum Laude*

Lucas Moses Rodriguez, Dublin  
Luke Donald Rouker, Norton, VA  
*Magna Cum Laude*

Jacob Bradley Ruth, Westerville  
Alex David Schilling, Columbus  
Joshua Michael Schraivogel, Cincinnati  
Yuanjia Song, Chengdu, China  
Jingyi Sun, Shanghai, China  
Alexander Michael Tanchevski, Gahanna  
*Magna Cum Laude*

Ryan Leigh-Bruno Tomlinson,  
Grenoble, France  
Randy Jui-Chen Tsai, Cleveland  
Cameron Ellis Utzman, St. Joseph, MI  
Patrick Raymond Veith, Cincinnati  
Nabil George Wadhi, Cincinnati  
*Cum Laude*

Zhuoer Wang, Huangshi, China  
*Cum Laude*  
Tavish McCune Wille, Hilliard  
Luce Terrance Winfield, Painesville  
Keao Xu, Harbin, China  
*Cum Laude*

Stephen Eric Yau, Cincinnati  
Xuzhou Yin, Ji'an, China  
*Cum Laude*  
William Chenkai Zhang, Chappaqua, NY  
*Cum Laude*

Yifei Zhao, Shenzhen, China  
*Magna Cum Laude*

Yupeng Zou, Haining, China

**Bachelor of Science in  
Electrical and Computer Engineering**

Connor Michael Abraham, Canfield  
*Cum Laude*  
Diana V. Boldrin, Ashville  
*Magna Cum Laude*  
Rares George Botosaneanu, North Ridgeville  
David K. Chen, Westerville  
*Cum Laude*  
Dax Conrad, Bel Air, MD  
Trevor Christopher Dean, Alpharetta, GA  
*Magna Cum Laude*  
Mitchell Kent Delventhal, Strongsville  
Anyang Ding, Yangzhou, China



Benjamin Fair, Hilliard

*Summa Cum Laude*

Jacob Anthony Fiorello, Willoughby  
Justin Anthony Flower, Columbus  
Philip Loring Fountain II, Columbus  
Kraig Edward Glendenmeister, Bellevue

*Cum Laude*

Connor Davis Gorman, Chagrin Falls  
Carly M. Green, Columbus  
Tyler Douglas Harper, Cable  
Mohammad Zaheer Hasan,  
Dhaka, Bangladesh  
Luv Jain, Solon

Christopher Michael John, Marysville  
John Michael Leone, Rocky River

*Cum Laude*

Haolun Li, Xi'an, China  
Daniel G. Loesch, Bellville  
Mark Andrew Logan, Englewood  
Eric Robert Lopes, Southlake, TX  
Brandon Sean Lopez, Geneva  
Sharon Peng Lu, Fairfax, VA  
Suting Lu, Suzhou, China

*Magna Cum Laude*

David Terence Lyons, Concord Township

*Cum Laude*

Andrew William Merry, Galena  
Alexander James Miller, Hilliard  
Samuel Rayner Miller, Toledo  
Christina Molchan, Hincley  
Katelyn Michelle Nealeigh, West Milton  
Aditya Nechiyil, Columbus  
Lucas Cole Newton, Dayton

*Magna Cum Laude*

Andrew Mackenzie Noll, South Lake Tahoe, CA  
Cody Andrew O'Connor, Wadsworth

*Magna Cum Laude*

Luke Edward Parketny, Macedonia  
Fredrick Lee Perdue, Jr., Marysville  
David Vincent Perry, Cincinnati  
Yujia Qian, Beijing, China  
Justin Roehll, Lewis Center  
Daniel Joseph Roll, Columbus

*Magna Cum Laude*

*with Honors Research Distinction in  
Mechanical Engineering*

Rita Elizabeth Sabo, Dublin  
Benedict Ren Sim, Petaling Jaya, Malaysia

*Magna Cum Laude*

Michael Charles Smith, Perrysburg  
Kyle Bradley Snider, Celina  
Carl Robert Staiger, Akron

*Magna Cum Laude*

Logan Andrew Stout, Snellville, GA  
Junda Sun, Wuxi, China  
Soichiro Ueyoko, Copley  
Jacob Robert Wallace, Cincinnati  
Haoda Wang, Hangzhou, China  
Sheng Wang, Kaifeng, China

*Magna Cum Laude*

Yu Wang, Shaoying, China  
Ramon Yohannes Weldemicael, Columbus

*Cum Laude*

Samuel Soomin Yun, Westlake

*Cum Laude*

*with Honors in Engineering*

Bolong Zhang, Tianjin, China

*Cum Laude*

Peisong Zhang, Chengdu, China  
Tianyu Zheng, Hohhot, China

## Bachelor of Science in Engineering Physics

Ryan Christopher Bischof, Medina  
Jeremy Michael Karst, Granville  
Shelby Joseph Owens, West Chester  
Trevor Andrew William Williamson, Vermilion  
Shaun Thomas Wilson-Woodrow, Wyoming

## Bachelor of Science in Environmental Engineering

Brian Matthew Cassidy, Kettering  
Xuyang Han, Shenyang, China

*Cum Laude*

*with Honors Research Distinction in Civil Engineering*

David Holbrook Horner, Dublin  
Marissa Ann Lauer, Mentor  
Ivan Mitrovic, Lugano, Switzerland  
Jieyu Pan, Beijing, China  
Noah Benjamin Portman, Columbus

*Magna Cum Laude*

Micah John Sauder, Pataskala

*Magna Cum Laude*

Miranda Leigh Scheitlin, Liberty Township

*Cum Laude*

Christine Carol Ann Staschiak, Findlay

*Cum Laude*

Yang Tang, Nanjing, China

## Bachelor of Science in Food, Agricultural, and Biological Engineering

Nicholas Patrick Ciccotelli, Pittsбург, PA  
Madelaïne Opal Conover, Lexington  
Katie-Lynn Marie Dheel, Pickerington  
Jamie Lynn Heidel, Cincinnati  
Megan Elizabeth Levine, Dublin  
Owen J. Meehl, Powell  
Allison Elizabeth Noonan, Willoughby  
John Michael Sarris, Mayfield Heights  
Nicholas Edmund Scarpelli, Vandalia  
Conner Lorenz Schabel, Auburn  
Hao Wang, Columbus  
Xiangdi Wang, Shenyang, China  
Yikang Xu, Columbus

## Bachelor of Science in Industrial and Systems Engineering

Daniel J. Chang, Dublin

*Summa Cum Laude*

Aishwyn Chowdhary, New Delhi, India  
Gabriel Francis Dalpiaz, North Royalton  
Luke Alexander Davis, Oregon  
Matthew James Dexter, Beaver Creek

*Summa Cum Laude*

Jonathan Austin Ellis, Dublin  
Meghan Kathleen Faber, Holliston, MA  
Elise Marie Falk, Columbus  
Logan Reed Fleisher, West Orange, NJ

*Cum Laude*

Tanner Earl Flowers, Hilliard

Joseph Allen Francis, London

*Cum Laude*

Ryan Christopher Gaerke, Fort Recovery  
Ryan Louis Goodwin, Dedham, MA  
Grahm Gareth Griffith, Bethel

Joshua Stephen Hanna, Waterville  
Ryan Thomas Hauldren, Jr., Glenview, IL  
Joshua James Hiscock, Downers Grove, IL  
Richard Forest Kozar, Stafford, VA  
Katherine Anne Linger, Westlake

*Magna Cum Laude*

Devante Muldrow, Gahanna  
Aditya Krishna Murthy, Eugene, OR

Alisa Marie Noll, Columbus

*Summa Cum Laude*

*with Honors in Integrated Business and Engineering*

Holly Gerard Nurre, Mason

*Cum Laude*

Nathaniel Nevin Pucke, South Lebanon

Andrew Steven Rader, Broadview Heights

Jordan Christopher Ravine, Dover

Joseph Philip Sanda, Westerville

Andrea Rae Scherler, Medina

Korey Andrew Schultz, Minster

Matheus Zanattelli Scuta,

Rio de Janeiro, Brazil

Karambir Singh Tatla, Raleigh, NC

Alexander Yung-Lih Wan, Columbia Station

Ryan David Welage, Mason

Brian Robert Wise, Cincinnati

Jeremy Alexander Wodka, Sleepy Hollow, IL

*Cum Laude*

## Bachelor of Science in Materials Science and Engineering

Jeremy Boamah, Columbus  
Zachary Len - Martin Bridle, North Ridgeville  
Jared Douglas Crandall, Westerville  
Douglas Michael Deleandro, Stow

*Cum Laude*

Victoria Ashley Hicks, Canton

*Cum Laude*

Alexander Joseph Koenig, Pickerington

*Magna Cum Laude*

*with Honors in Engineering*

Cyler Alexander McClure, Grove City

Kevin Matthew Sherman, Cincinnati

Samuel Richard Thorpe, West Jefferson

Kathryn Anne Weinrich, Worthington

## Bachelor of Science in Mechanical Engineering

Abdulla Yousef Al Harmoodi,  
Abu Dhabi, United Arab Emirates  
Tyler Erin Arquette, Marblehead  
Peter Joseph Bonavita, Xenia

*Summa Cum Laude*

Geovanna Caballero, Cincinnati

*Magna Cum Laude*

Dayou Cheng, Jinan, China

Kevin Dennis Dammeyer, St. Marys

*Cum Laude*

Rhys Morgan Marschall Davis, Columbus

*Magna Cum Laude*

*with Honors in Engineering*

*with Honors Research Distinction in  
Mechanical Engineering*

Michael Anthony DiGiorgio, Dayton  
Noah Mitchell Einstein, Centerville

*Cum Laude*

Khalid Ahmed Elsayed, Columbus

*Magna Cum Laude*

Patrick Daniel Flannery, Lakewood

*Cum Laude*

*with Honors Research Distinction in  
Mechanical Engineering*

George Gabor, Parma Heights

Brandon Todd Galigher, Scio

*Magna Cum Laude*

Roberto Antonio Guevara,

Huntington Park, CA

Chanhee John Ha, Columbus

*with Research Distinction in Mechanical Engineering*

Tyler Christian Hack, Maineville

John Wesley Hardin, East Liberty

*Cum Laude*

Alexander Phillip Hoover, Millersport

Garrett Allen Householder, Loveland

William James Hyland, Avon Lake

*Cum Laude*

Paul Allan Thomas Johnson, Grove City

*Magna Cum Laude*

KeHong Li, Columbus

Chien Liu, Hsinchu, Taiwan

*Cum Laude*

Yizhou Lu, Shanghai, China

*Magna Cum Laude*

Brian Silas Mack, Mentor

Nicholas Edward Maslakowski, Pittsбург, PA

Kyle Joseph Mason, Loveland

Brandon Robert McCuen, Wexford, PA

Robert Bruce Miller III, Powell

Nicholas David Mobley, Rushsylvania

Mark A. Murgiano, South Euclid

*Cum Laude*

*with Honors in Engineering*

Paige Marie Neuman, Genoa

Brent Louis Niese, Miller City

*Cum Laude*

Grant Mitchell Oehler, New Albany

*with Honors in Engineering*

Inhyuk Park, Gwangju, Korea

*Magna Cum Laude*

*with Honors Research Distinction in  
Mechanical Engineering*

Aaron Isaac Rabinowitz, Shaker Heights

Thomas Mirre Rudolph, Toledo

Richard Thomas Rysiewicz, Plainfield, IL

Jaesveer Singh Sandhu, Findlay

Christopher Brendan Scharrer, North Royalton

Jesse Edward Serafin, New Albany

Andres David Serrano Paladines,

Guayaquil, Ecuador

*Cum Laude*

*with Honors Research Distinction in  
Mechanical Engineering*

Jordan Allan Smith, Loveland

*Magna Cum Laude*

Brian Anthony Smudski, West Chester

Kevin Patrick Spence, Westerville

E-Hong Tiew, Kajang, Malaysia

David Elliott Tobin, Ostrander

*Magna Cum Laude*

*with Honors in Engineering*

Tyler James Viers, Gahanna

Shihwang Yang, Chengdu, China

Xun Wei, Copley

## Commencement Convocation, December 17, 2017

Natasha Nicole Werts, Bellbrook

*Cum Laude*

*with Honors in Engineering*

Jacob Keith Williams, Zanesville

*Magna Cum Laude*

Tze Ning Wong, Miri, Malaysia

*Cum Laude*

Nathaniel Joseph Wood, Shaker Heights

*Magna Cum Laude*

*with Honors in Engineering*

Tong Wu, Wuhan, China

*Cum Laude*

Wenzhao Ye, Beijing, China

*Magna Cum Laude*

*with Honors Research Distinction in*

*Mechanical Engineering*

Joshua Daniel Zamarripa, Columbus

Yihao Zhang, Shenyang, China

### Bachelor of Science in Welding Engineering

Tyler James Boveyico, Chesterland

Anthony Joseph DiCocco, Dublin

*Magna Cum Laude*

Nathan David Ferris, Worthington

Mario Joseph Fortin, Columbus

David Michael Hanson, Cincinnati

Wesley James Hart, Lewisburg

Henry Hon-kit Ip, Monterey Park, CA

Luke Fitzgerald Johnson, Dublin

Timothy Charles Kaiser, Jr., Plain City

Colin Michael Kenney, Cincinnati

Aaron Kang San Kim, Ellicott City, MD

Andrew Jennings Landis, Columbus

Zack Matthew McInain, Amelia

Alex Robert Orr, Newark

Anderson Lowry Payne, St. Paris

Christopher James Reardon, St. Clairsville

Daniel Scott Ryan, Logan

Benjamin Andrew Schutte, Cincinnati

\*Cody Michael Sweitzer, Stow

Robert Allan Tyrrell, Bowling Green

Maxes Anderson Taylor Wieneke, Berea

Alexander Joel Zeto, Findlay

### College of Food, Agricultural, and Environmental Sciences

Dean: Cathann A. Kress

### Bachelor of Science in Agriculture

Elizabeth Rose Adelsberger, Columbus

Alexia Diane Barillas, Uniontown

Ilyes Barketallah, Tunis, Tunisia

Dalanie N. Barns, West Liberty

Stella Claire Beech, Columbus

Katherine J. Beeneey, Richwood

*Cum Laude*

Kolin Philip Bendickson, Troy

Elizabeth Marie Bensman, Conover

*Cum Laude*

Nicholas Ronald Blood, Columbus

*Cum Laude*

*\*awarded posthumously*

Reed Joseph Bok, Lima

Taylor Louise Broerman, Fort Loramie

Mindi Eileen Brookhart, Waynesfield

Victoria Elizabeth Bruns, Anna

Elizabeth Anne Buerling, Uniontown

James Ernest Buzard, Columbus

Kaylyn Tyler Callahan, Cleveland

Alex Matthew Carifa, Pickerington

Jessica Renee Christian, Canton

Bradey Osten Clanin, Columbus

Christopher R. Clemens, Granville

Alescia Jane Coppolino, Medina

Baillie Jo Corbin, Gallipolis

Adam Joseph Cordy, LaGrange

Michael Conlin Cromleigh, Powell

Tyler Alan Crowe, Westerville

Kaela Alexis Daglow, Columbus

Emily Anne Daniel, Tiffin

Elias William Davidson, Lewisburg

Corbin Davis, Reynoldsburg

Benjamin Matthew Eggers, Archbold

Quinton Gregory Ferenbaugh, Danville

Joseph Frederick Figliola, Columbus

Matthew William Fisher, Pataskala

Nicole Beverly Susan Flaughter, Cleveland

*Magna Cum Laude*

Morgan Katharine Foster, Gallipolis

Danielle Alexis Frank, Dublin

Emilie Taylor Jean Giardini, Rockford, IL

*Magna Cum Laude*

John Howard Glaser, Columbus

Courtney Lynn Gross, Ashland

Darrin Scott Grove, Piqua

Eric Randall Hanes, Bloomville

Sarah Lynn Hartzler, Rittman

Craig Donald Higbee, Defiance

Holly Susan Hillman, Columbus

Hallie Sue Hiser, Jamestown

Tyler John Hooghe, Powell

Ella Grace Jackson, De Graff

*Cum Laude*

Morgan Elizabeth Jolliff, Delaware

Andrea K. Kackley, Pleasant City

*Summa Cum Laude*

Cody Lee Kaiser, Liberty Center

Harris Zach Kanthro, Virginia Beach, VA

*Magna Cum Laude*

Nicole Leigh Kointz, Litchfield

Jonathan P. LaBorde, Gahanna

Rachel Ann Larimer, Blue Rock

Bailey Rose Laverty, Upper Arlington

Aaron Lee Lones, Somerset

Travis Herbert Long, Akron

Alec Robert Lydrickson, Westlake

Evan Tyler Maldonado, Lewis Center

Steven Albert Marchionda, Gahanna

Layne Kenton Markley, St. Paris

Paige Marie McAtee, Urbana

Morgan Lee McDonnell, Wellington

Rebeka L. Mikalacki, Shiloh

Jazmine R. Mincy, Cincinnati

Justin Lee Monroe, Richwood

Caleb Thomas Montgomery, Grove City

Taylor Marie Morbitzer, Grove City

Marissa Mary Mulligan, Lafayette Hill, PA

Waiza Nabeel, North Royalton

Brandon Michael Napierala, Toledo

Grant Alexander Neilley, Baltimore

*Summa Cum Laude*

Kyle Thomas Nemergut, Youngstown

Jarret Joel O'Neill, Rockford

Keeley Suezanne Overmyer, Burgoon

*Cum Laude*

Elen Peterman, Akron

Levi Plocher, Salem

Alison Elaine Price, Powell

Katie Louise Racer, Malta

Ashley Hope Rector, Columbus

*Magna Cum Laude*

Joe Charles Reile, Upper Sandusky

*Cum Laude*

Frank Hugh Rogers, Jr., Richmond

McKinley Amanda Rolli, Delaware

Rachel Elizabeth Romonosky, Columbus

Thurman Eugene Rose, Jr., Columbus

Evan Anthony Scheiderer, Milford Center

Joseph W. Schmitz, New Weston

Kendrick Duane Schwendeman, Waterford

Benjamin Jennings Shaw, Clyde

*Magna Cum Laude*

Courtney Ann Sheely, Marysville

Nicholas James Shipley, Newark

*Magna Cum Laude*

Katherine Lynn Shoup, Orrville

Aliya Clark Siddiqi, Cincinnati

*Cum Laude*

Ryan Douglas Skaggs, Canton

Ambría Michelle Small, Alexandria

Jessica Rose Solvey, Louisville

*Cum Laude*

Brooke Elizabeth Stieber, Norwalk

*Magna Cum Laude*

Courtney Elizabeth Troop, Versailles

Taylor Nicole Tolyers, Sugar Creek

*Cum Laude*

Conner Robert Unrast, Maria Stein

Drew Allan Van Winkle, Somerset

Michael Vassel, Concord Township

Benjamin Michael Versoza, Cincinnati

Wenjun Wang, Shanghai, China

Ashley Marie Wasserman, Helena

Elizabeth Hope Weglarz, Fairport, NY

Austin Jay Wippel, Orient

Mallorie Mabel Wippel, Orient

Allison Joan Wise, Westlake

Taylor Oliver Wolf, Delray Beach, FL

Abby Lynn Wolfe, Zanesville

Corey Richard Yeager, Johnstown

Alyssa Michelle Zack, Doylestown

John Andrew Zagar, Auburn Township

*Cum Laude*

Daniel Alan Zellers, Hartsville

*Summa Cum Laude*

Mckenzie Michelle Zimmerman, Tiffin

### Bachelor of Science in Construction Systems Management

Richard Kobina Amanquanor, Columbus

Nicholas Lee Anderson, Upper Arlington

Christian Louis Brickman, Willowick

Tyler Blaze Carper, Galloway

Cameron Anthony Cirino, Solon

Britney Nicole Clemans, Steubenville

Anthony James Davis, Richwood

David Daza, Hilliard

Morresee Lashawn Downs, Columbus

Dominic Joseph Fisher, Hartville

Stephen Michael Hirsch, Columbus

Bryan Joseph Hohlbein, Cloverdale

Matthew Robert Latimer, Powell

Jonathan Lunger, Columbus

Noah Gabriel Mallen, Columbus

Matthew John McHugh, West Bend, WI

Darren Joeb Polowy, Lorain

Bailey Renee Quier, Logan

Marc Jacob Ring, Woodsfield

Brandon Charles Rose, South Vienna

Austin Emery Rosenthal, Powell

Nathan Richard Urbanik, Sylvania

Isaak Andrew Vanhoose, Gahanna

Taylor Nichole Vlasaty, Newbury

Michael Wilkinson, Fairview Park

*Cum Laude*

Mike Steven Winters, Sylvania

John Bradford Wright, Columbus

Nicholas Paul Zeiler, Columbus

### Bachelor of Science in Food Science

Ta'Ven Simoné Carruthers, Gahanna

Jonathan Tyler Dillon, Franklin

Matthew Scott Evans, Wilmington

Christopher Huang, Columbus

Beth Christine Kernekljan, Ashtabula

*Magna Cum Laude*

Brenda Marie Mortensen, Columbus

Brooke Alyson Sharp, Brookville

*Cum Laude*

Regina Tanuwidjaja, Jakarta, Indonesia

*Cum Laude*

Wendi Zhou, Guangzhou, China

Stephen Zu, Columbus

### Bachelor of Science in Nutrition

Sarah Elizabeth Eddy, New Concord

### Dairy Certificate

Rachel Ann Larimer, Blue Rock

### School of Environment and Natural Resources

### Bachelor of Science in Environment and Natural Resources

Tyler Steven Annetts, Pickerington

Catherine Ann Bagent, Columbus

Joseph Michael Becker, Shaker Heights

Heather M. Bell, Bethel Township

Zachary Walker Borton, Wilmington

McKenna Marie Cimperman, Westerville

Travis Michael Copeland, Columbus

Ashley Lynn Cordle, Logan

Amanda Lee Echelberry, Zanesville  
Victor Miroslaw Falkowski,  
Wappingers Falls, New York  
Zachary Grant Fitzpatrick, Canal Winchester  
Katherine Kelley Harris, Medina  
*with Research Distinction in Environmental Science*

Reece Laughman Harter, Dublin  
Jade Marina Heizer, Miamisburg  
Cassidy Lauren Jenney, Akron  
Rebecca Elizabeth Jennison, Dublin

*Magna Cum Laude*  
Miles Kelan Johnson, Encinitas, CA  
Jamie Jubeck, Mentor  
Eric Gregory Keplar, Delaware  
Mary Katherine Klenkar, Cleveland  
*Cum Laude*

Brittany Lynn Lorish, Pipersville, PA  
Jordan Megan Lust, Richwood  
Kaitlyn Shelby Mathews, Girard  
Margaret Ann McMahan, North Royalton  
Colton Mitchell Miller, Delaware  
Jonathon Paul Miller, Delphos  
Ryan Joseph Miller, Medina

*Magna Cum Laude*  
Brent Dale Mitchell, Middletown  
Andrew Scott Moff, Westerville  
Tyler Lee Morlock, Portage  
Taylor Madison Richardson, Massillon  
Erika Katherine Rowland, Akron  
Jennifer Lyndsay Satterfield, Mentor  
*Magna Cum Laude*

Robert David Schantz, Loveland  
Samuel James Schumann, Westerville  
Kaitlyn Emily Scott, Delaware  
Jared Douglas Singer, Columbus  
Richard Thomas Stahr, Westerville  
Philip Andrew Stottlemeyer,  
Fergus Falls, Minnesota  
Jared George Tardiff, East Brunswick, NJ  
Alexander Thomas Veder, Cleves  
Leah Marie Zevchik, Powell  
*Magna Cum Laude*

## Agricultural Technical Institute - Wooster

### Associate in Applied Science

Josiah Asher Bale, Lewis Center  
*Magna Cum Laude*  
Brody Wayne Butdorff, Jeromesville  
David Corll, Berlin Center  
Zoe Jane Ervin, New Lexington  
Lindsey Nicole Gilmore, Cardington  
Brianna Nichole Goodhart, Barnesville  
Hannah J. Hayes, Doylestown  
Daniel R. Kettering, Ashland  
Hannah J. McDermott, Seville  
Cody Jacob Perry, Whitehouse  
Tristan Aylsworth Ramseyer, Wooster  
Derrick John Schimmoeiler, Kalida  
Ryan Jeffrey Siefker, Ottawa  
*Magna Cum Laude*

Kaitlyn Rose Stillion, Lore City  
Derek Lee Stoller, Sterling

Brian Noah Stought, Johnstown  
Eric Steven Tanner, Alliance  
*Summa Cum Laude*  
Jacob Alexander Walts, Amherst

### Associate of Science

Grayson Peggy Anderson, Salem  
Elizabeth Marie Berstler, Minerva  
Karigan Elise Blue, Hamler  
Jordan Scott Brennan, Genoa  
*Magna Cum Laude*

Garrett David Cass, Delta  
Bradley Allen Collins, Coolville  
Elizabeth Rebecca Fetters, Laura  
Ryan Michael Hamilton, Grafton  
Weston Lee Harmon, Dalton  
*Cum Laude*

Lindsay Elizabeth Hayward, Delaware  
Wren Suzette Hostetler, Marshallville  
Ellen Rene Johns, Millbury  
Rebecca Lynn Keller, Sandusky  
Sarah Helen Kolacz, Chardon  
Katie Marie McGrath, Medina  
Todd Roy Miller, Delta  
*Magna Cum Laude*  
Cody James Raab, Delta  
Brennen Bradley Rush, West Salem  
Kendrick Duane Schwendeman, Waterford

### Certificate in Sports/Commercial Turf Equipment

Jacob Alexander Walts, Amherst

## Michael E. Moritz College of Law

Dean: Alan C. Michaels

### Juris Doctor

Harold F. Baker, Westerville  
B.A.

Rebecca C. Barnard, Shaker Heights  
B.A. (Wellesley College)

Davod Dayani, Maineville  
B.S. (California State University,  
Dominguez Hills)

Zainab F. Ezzeddine, Columbus  
B.A. (University of Michigan--Dearborn)

Chad J. Smith, Carroll  
B.A.

### Master of Laws

Asada Mariam Raz Mohammad, Afghanistan  
B.A. (University of Westminster)  
M.Laws (University of Essex)

Juancarlos Eisaku Vargas Alvarez, Venezuela  
B.Laws (Universidad Santa Maria)  
M.Laws (Universidad Complutense)

Yafei Zhan, China  
B.Laws (Southwest University of Political  
Science and Law)

## College of Medicine

Dean: K. Craig Kent

## School of Health and Rehabilitation Sciences

### Bachelor of Science in Health and Rehabilitation Sciences

Nicole Lynn Alberta, Chillicothe  
*Cum Laude*  
Drew Bartholomew Anthony, Wapakoneta  
Zakary Arthur Ardo, Strongsville  
Zachary Ashkon Arefi,  
Toronto, Ontario, Canada  
Catherine Elizabeth Braker, Toledo  
Matthew Timothy Byrne, Cleveland  
Mina Anjanette Cheriki, Rocky River  
*Magna Cum Laude*

Amanda Catherine Coble, Bear, DE  
Quintin Shane Corley, Lancaster  
Katherine Beck Currie, Covington, KY  
Madison Alina Dempsey, Boardman  
Natalie Marie Durtschi, Powell  
Molly Christine Dutton, North Olmsted  
Gabrielle Marie Greene, Dayton  
Matthew Wallace Groves, North Canton  
Matthew Scott Hartman, Finneytown  
Anthony Roy Hogan, Wadsworth  
Purity Njeri Kimani, Mansfield  
Alexander R. Labbe, Twinsburg  
Xianglan Liu, Dublin  
Rachel Marie Lonchor, Willoughby Hills  
Madeline Elizabeth Makely, Oak Park, IL  
Seth T. McConnell, Alliance  
Emily Cristina McGee, Westlake  
Erika Lynn Myers, Milan, MI  
Allison Marie O'Hara, Chardon  
Benjamin Gale Oliveto, Westerville  
Kimberly A. Pence, Canal Winchester  
*Magna Cum Laude*

Michael Phipps III, Puerto Rico  
*Magna Cum Laude*

Kyle Jacob Reed, Marion  
Marissa Lynette Schaefer, Hilliard  
Brenna Schlager, West Chester  
Jorge Sergio Seoane III, Hollywood, FL  
Alina Sharafutdinova, Uzbekistan  
Sourathda Asjah Sypphommarath,  
Loves Park, IL  
Anna Claire Vance, Galena  
Jacqueline Elizabeth Voskuhl, Xenia  
Taylor Nicole Walton, Norwalk  
*Magna Cum Laude*

Tina Zabos, Cleveland

## College of Nursing

Dean: Bernadette M. Melnyk

### Bachelor of Science in Nursing

Laine Elizabeth Amendolara, Canfield  
Rebecca C. Anderson, Orient  
Jessica Ann Appleby, Ashland  
Kristin Nicole Bailey, Cridersville  
Joshua Cody Birch, Pickerington  
Storri Renae Blake, Columbus  
Ronni Lou Bro, Huber Heights  
Danielle René Brodman, Upper Sandusky  
Michelle Renea Brubaker, Shelby  
Eric Matthew Calhoun, Dublin  
Alysha Marie Carson, Newark  
Nicole Lynn Cass, Kalida

Lindsey Michele Conley, Circleville  
John Matthew Cooper, Columbus  
Gretchen Lea Corban, Westerville  
Diana Lynn Criblez, LaFayette  
Ashley Nicole Crossgrove, Ottoville  
Tamara Ann Delaney, Toledo  
Fadumo Mohamed Diriye, Westerville  
Jared A. Dunn, Columbus  
Scott Eley, Elida  
Gwen Browning Elfrink, Hilliard  
Rebecca Victoria Fralley, Pataskala  
Miranda Maxine Fraunfelder, Newark  
Sheri Lynn Furry, Bucyrus  
Lindsay Nichelle Garvin, Marion  
Elizabeth A. Gary, New Riegel  
Shawn Gerard, Pickerington  
Danae Lynn Gordin, Springfield  
Chad A. Haidet, Lima

Renee Lisa Hamilton, Hilliard  
Shaina Starr Hammond, Chillicothe  
Robyn Rae Hampton, Cincinnati  
Faith Marie Hamrick, Blacklick  
Christina Ann Hanna, Canal Winchester  
Adrienne LeAnn Hennessy, Findlay  
*Cum Laude*

Kevin A. Houser, Chillicothe  
Tina Jefferson, Hilliard  
Nicole Rae Keuneke, Bluffton  
Anissa Jean Marmie, Cameron  
Deborah Ann McDaniel, Bellefontaine  
Dina Rose McGowan, Columbus  
Elise Melinda Yaskoff Miller, Yellow Springs  
Niki Ann Nace, Pickerington  
Erin Jennifer Neer, Columbus  
Joshua M. Nussbaum, Columbus  
Yana Anatolyevna Peshko, Galloway  
Darla J. Reinenmeyer, Dublin  
Ian Montgomery Robinson, Narristown, PA  
Christine Sue Rohweder, Orange Village  
Jamie Renae Schnars, Sunbury  
Jeremy John Schnipke, Continental  
Hans Richard Shalter, Powell  
Heather Hsu Shen, Cincinnati  
Scott Noll Slinger, Cheltenham  
Kip William Sviak, Berlin Heights  
Cathy J. Steiner, Reynoldsburg  
Erin Lindsay Tatum, Columbus  
Monica Lee Thacker, La Rue  
Ashley Stephanie Theodore, Columbus  
Kaitlin Christine Tippie, Pataskala  
Robert James Trautner II, Westerville

## Commencement Convocation, December 17, 2017

Jordan Marie Vaiea, Blacklick  
Tina Maria Welch, Columbus  
Teresa Kim Witt, Proctorville  
Michelle Amanda Yanni, Columbus  
Felix Yeboah, Accra, Ghana

### College of Pharmacy

Dean: Henry J. Mann

#### Doctor of Pharmacy

John Rhee, Columbus  
B.S., M.A.

Veronica Grace Sunderman, Cincinnati  
B.S. (University of Cincinnati - Main  
Campus)

#### Bachelor of Science in Pharmaceutical Sciences

Carly Marie Abraham, Steubenville  
Saife Hasan Akhter, Dublin  
Steven T. Demczuk, Medina  
Cynthia Ding, Solon  
*Cum Laude*  
*with Honors in Pharmaceutical Sciences*

Fatema Elsayed Elmasry, Upper Arlington  
*Cum Laude*  
*with Distinction in Pharmaceutical Sciences*

Elijaah Malik Goins, Concord, NC  
Tyler Scott Green, Hilliard  
Seung Joo Ham, Incheon, Korea  
Yididya Hambissa, Columbus  
Amanda Elizabeth Herrera, Strongsville  
Kristen Wai Yan Hong, Hudson  
*Summa Cum Laude*

Jasmine A. Johnson, Ellicott City, Maryland  
*Magna Cum Laude*  
*with Distinction in Pharmaceutical Sciences*

Stefan McLane Kutney, Marysville  
Taylor Michelle Law, Wapakoneta  
Jeffrey J. Liao, Columbus  
Daniel Liu, Acton, MA  
*Magna Cum Laude*

Uchenna C. Nduka, Richmond, TX  
Joseph Thomas Raney, Washington, IL  
Jalyn McKenzie Todd, Zanesville

### John Glenn College of Public Affairs

Dean: Trevor L. Brown

#### Bachelor of Arts

Chiara Maria Banez, Strongsville  
*Magna Cum Laude*

Alexander James Bender, Vermillion  
Mark Stephen Benver, Columbus  
Kelsie Rose Campbell, North Royalton  
Trent Edward Carpenter, Columbus  
*Cum Laude*

Emily Kathryn Clark, Cranberry Township, PA  
*Magna Cum Laude*

Christine Marie Cockley, Mansfield  
*Magna Cum Laude*

Audrey Ann Gerlach, Bay Village  
*Magna Cum Laude*  
*with Honors in Public Affairs*  
*with Distinction in Public Affairs*

Sharon Nicole Glenn, Walled Lake, MI  
*Magna Cum Laude*

Levi Bart Griffith, Niles  
Natalie Renee Higdon, Columbus  
Brandon Michael Hofacker, Fairlawn  
*Summa Cum Laude*

James Christopher Kinderdine, Mason  
Marygrace C. Mercado, Hilliard  
Graye Ellis Miller, Canton  
Natasha Morrison, Pickerington  
*Summa Cum Laude*

Stephanie Lydia Page, Painesville  
Scott Allen Sammons, Johnstown  
Brianna Michele Shepherd, Wellston  
*Cum Laude*  
Jared George Tardiff, Franklin Park, NJ  
Allison Taylor Werner, Westerville

#### Bachelor of Science

Alexandra Marie Bauer, Columbus  
Meghan Kathleen Collyer, Noblesville, IN  
*Magna Cum Laude*  
Connor Williams, Solon

### College of Public Health

Dean: William J. Martin II

#### Bachelor of Science in Public Health

Caleb Logan Ball, New Bremen  
*Summa Cum Laude*  
Chelsea Caressa Monique Burrell, Cleveland  
*Cum Laude*

Kush Kamlesh Doshi, San Ramon, CA  
Hannah Lauren Fein, Solon  
*Cum Laude*

Elizabeth Feldman, Pittsburgh, PA  
*Cum Laude*

Hanna A. Ghefe, Columbus  
*Cum Laude*  
Amanda Elizabeth Hebert, Modesto, CA  
*Cum Laude*

Kelsey Elizabeth Hoeller, Medina  
Brian Elliott Larrick, Marion  
*Cum Laude*

Amiah Maquel Matthews, Pittsburgh, PA  
Christine M. McComb, Villa Park, IL  
Enxhi Myrtaj, Rocky River

Rahel Gebrerufel Neguse, Columbus  
*Cum Laude*

Kimberly Rose Park, Columbus  
Hannah Marie Piscalko, Mentor  
Heather Alyssa Posner, Cincinnati  
Megan Nicole Rose, Mason  
Chad William Selmek, Sylvania  
*Cum Laude*  
Tessa Kathryn Webb, Medina  
*Cum Laude*

### College of Social Work

Dean: Thomas K. Gregoire

#### Bachelor of Science in Social Work

Donna Lynn Bell, Caledonia  
Emily Rachel Gitlin, Cleveland  
Claire Hannah Howard, Westerville  
Kristina Jean Hoyt, Worthington  
*Cum Laude*

Bethany Marie Koch, Elda  
*Cum Laude*

Cinderella S.K. Kroh, Marion  
Tia Nicole Lyons, Delaware  
Casey Ilene Mumma, Granville  
Elizabeth Catherine Nelson, Cambridge  
Caroline M. Sherer, Columbus  
Cheyenne Amber Storsin, Coshocton  
Julia Karen Warton, Worthington  
Autumn Maryann White, Columbus  
Charlotte Marie Wolff, Columbus  
Neqina Kavonne Wright, Columbus  
*Cum Laude*

Nick James Wright, Columbus

### Candidates to be Commissioned in the Armed Forces

#### United States Army

##### Second Lieutenant United States Army

##### Field Artillery

Sarah Morgen Smith

##### Infantry

\*Dax Conrad

##### Medical Service Corps Ayden Lawrence Harris

##### Quartermaster Corps \*Joel Berry Waits, Jr.

##### Transportation Corps David Vincent Perry

*\*denotes Distinguished Military Graduate*  
*\*\*denotes Distinguished Air Force Graduate*  
*\*\*\*denotes Distinguished Naval Graduate*

##### Second Lieutenant United States Army Reserve

##### Chemical Corps Rachel Laura Preston

##### Signal Corps Jeffrey Anthony Zivkovic

##### Second Lieutenant United States Army National Guard

##### Infantry Parker Victor Mooney

#### United State Air Force

##### Second Lieutenant United States Air Force

John Joseph Schaub III

#### United State Navy

##### Ensign United States Navy

Brian Weber Cowen  
Michael James Ditzler  
Richard Forest Kozar  
David Mackenzie Williams