

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

Columbus, Ohio, November 15-16, 2018

The Board of Trustees met on Thursday, November 15 and Friday, November 16, 2018, at the Longaberger Alumni House in Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

The chairman, Mr. Gasser, called the meeting of the Board of Trustees to order on Thursday, November 15, 2018, at 2:05 p.m.

Members Present: Michael J. Gasser, Timothy P. Smucker, Abigail S. Wexner, Clark C. Kellogg, Alex Shumate, Cheryl L. Krueger, Brent R. Porteus, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Gary R. Heminger, Elizabeth P. Kessler, Lewis Von Thaeer, H. Jordan Moseley, Janice M. Bonsu, Alan VanderMolen and Janet Porter.

Members Absent: Erin P. Hoeflinger, Alex R. Fischer and James D. Klingbeil.

Mr. Gasser:

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

Mr. Kaplan:

A quorum is present, Mr. Chairman.

Mr. Gasser:

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

May I have a second? Will the secretary please call the roll?

Upon the motion of Mr. Gasser, seconded by Mr. Stockmeister, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees Mr. Gasser, Mr. Smucker, Mrs. Wexner, Mr. Kellogg, Mr. Shumate, Ms. Krueger, Mr. Porteus, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Ms. Kessler, Mr. Von Thaeer, Mr. Moseley and Ms. Bonsu.

Mr. Kaplan:

Motion carries.

Mr. Gasser:

We are recessed.

The chairman, Mr. Gasser, called the meeting of the Board of Trustees to order on Friday, November 16, 2018, at 10:02 a.m.

Members Present: Michael J. Gasser, Timothy P. Smucker, Clark C. Kellogg, Alex Shumate, Brent R. Porteus, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Gary R. Heminger, Elizabeth P. Kessler, Lewis Von Thae, H. Jordan Moseley, Janice M. Bonsu, Alan VanderMolen and Janet Porter.

Members Absent: Abigail S. Wexner, Cheryl L. Krueger, Erin P. Hoeflinger, Alex R. Fischer and James D. Klingbeil.

Mr. Gasser:

Good morning, everyone. I would like to convene the meeting of the Board of Trustees and ask the secretary to please note the attendance.

Mr. Kaplan:

A quorum is present, Mr. Chairman.

Mr. Gasser:

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 be turned off at this time, and I would ask that all members of the audience observe the rules of decorum proper to conducting the business at hand.

Before we get started, I want to take a moment to welcome our newest trustee, Lewis Von Thae. Lou is the ninth CEO of Battelle, and I have had the great pleasure of working with him for over a year now in my role on the Board of Directors of Battelle. I have a feeling everyone here is going to enjoy having Lou as a colleague. Lou earned his undergraduate and graduate degrees in electrical engineering from Kansas State and Rutgers University, respectively.

He began his technology career with AT&T Bell Labs, where he served for 14 years until General Dynamics purchased his division. After working at General Dynamics for 16 years, he joined Leidos as president of the company's National Security Sector, a \$4 billion business focused on intelligence, surveillance, reconnaissance, cybersecurity and system solutions. Before joining Battelle, Lou was the CEO of DynCorp International, where he was responsible for driving growth across several federal market sectors. Lou serves as board chair of Pacific Northwest National Lab and co-chair for UT-Battelle — which is the operator of Oak Ridge National Lab. He sits on the boards of Nationwide Children's Hospital, the National Defense Industrial Association and the Defense Science Board, and is a trustee for the Kansas State University Foundation. Additionally, he is a member of the Ohio Business Roundtable and the Columbus Partnership's Executive Committee.

Governor Kasich appointed Lou to fill Jeff Wadsworth's term, which ends May 13, 2019. His appointments to our Audit & Compliance, Finance and Talent & Compensation

committees appear on our consent agenda today. Lou – welcome to the board. We look forward to the extensive knowledge you will bring to our discussions.

I also want to acknowledge that President Drake has become the first Ohio State president in nearly four decades to serve as chair of the Board of Directors for the Association of Public and Land-grant Universities. The APLU is the oldest higher education association in North America, and we are proud to have our president serving in such an important role. Congratulations, President Drake.

APPROVAL OF MINUTES

Mr. Gasser:

The first order of business on our agenda is the approval of the minutes from the board's August meeting, which were distributed to all trustees. If there are no additions or corrections, the minutes are approved as distributed.

ADDRESS TO THE BOARD REGARDING RICHARD STRAUSS

Mr. Gasser:

As you are aware, in April, the university announced an independent investigation into reports of sexual misconduct against former university physician Dr. Richard Strauss.

First, I'd like to say that this board and administration take very seriously our responsibility for understanding what happened when the late Dr. Strauss was employed by the university more than 20 years ago. Most importantly, we take very seriously the responsibility to support the safety of our campus community. Today, in response to requests to speak before the board, we will hear from a number of individuals from our community who are here to share with us their experiences with Dr. Strauss. Thank you for coming. We appreciate the courage of all those who have shared information and participated in the investigation.

Today, we are here to listen. Because of the circumstances we find ourselves in today, this is not the appropriate venue to engage in a dialogue, but we want you to know that you are being heard. Markus Funk and Caryn Trombino from Perkins Coie have joined us today to ensure that they also hear your experiences. We would like to emphasize that the investigation is the highest priority to the university. We appreciate your willingness to share with us your experiences today. We are committed to responding in the most appropriate way possible at the conclusion of the investigation.

To all of you here today, I would also note that representatives from the Sexual Assault Response Network of Central Ohio and the Ohio State Counseling and Consultation Service are here for anyone who may need them. We have reserved the Drinko Room,

which is just behind the reception desk on the first floor, for this purpose. Before we begin, I would ask President Drake to say a few words.

Dr. Drake:

Thank you Chairman Gasser and, again, welcome. I want to reiterate in the strongest possible terms that we remain steadfastly committed to understanding Dr. Strauss' conduct and to responding appropriately. That has been our guiding principle since this spring, when we first heard of these horrible and profoundly disturbing experiences from decades ago. We immediately established and announced an independent investigation. The aim of this work over these past months has been twofold — first, to uncover what happened, and second, to determine what the university and its leaders at the time knew. To date, the investigators have heard from approximately 150 former students who have reported firsthand accounts of sexual misconduct.

The investigators have conducted more than 440 interviews with former students and staff, and have searched thousands of university records dating back 20, 30, 40 years ago. This takes time, but thankfully, Perkins Coie has shared that they are nearing the end of their investigation. I look forward eagerly to the completion of the investigation so that we may begin the next steps in the healing process. At its conclusion, we are committed to responding appropriately and effectively. Again, I want to express our sincere appreciation and thank those who have come forward. We know that it takes great courage — great courage — to come forward in circumstances like this. We are all fathers and sons, sisters, husbands, mothers, wives — we are here to listen to you today and to hear you. Thank you.

Mr. Gasser:

Thank you, President Drake. The floor is yours now.

Mr. Garrett:

Thank you. My name is Brian Garrett. I requested this meeting and I want to say thank you to the board for accepting our request to speak today. I would also like to thank the other gentlemen, the other victims, who are here speaking today; the other victims who are not speaking today, but are in attendance to support us; and our friends, our families and others who are supporting us today at this meeting. We worked diligently over the last week to make sure we stay in the agreed upon 20 minutes, but we ask for your grace that if we run over by a few minutes if that would be okay.

Mr. Gasser:

That's fine.

Mr. Garrett:

Today, you will hear testimony that is powerful and emotional, but will be conducted in a respectful manner. Many of the victims here today are meeting for the first time, but we share a common bond in that we were all sexually assaulted by Dr. Richard Strauss,

an Ohio State employee. Today, there are well over 100 of us victims with the potential for many more. We were all harmed by his actions. We were also victims of a failed system at The Ohio State University where reports of his abuse were ignored by Ohio State employees, such as athletic directors, trainers, coaches and leadership at the Ohio State Student Health Clinic. The OSU Board of Trustees has the power to back up the university's words with actions. The Board of Trustees has the power to own the responsibility of what happened to us. By using this power, it will allow us to start the process of healing and start to move forward.

At this time, I want to tell you how this has impacted my life, and I want everybody to look at me while I say this next statement. My situation was 100 percent preventable. In 1996, at his private health clinic, I witnessed Dr. Strauss fondle a man during a medical exam — and I use that term lightly — until he ejaculated. I have to live with that every day, watching that guy's face. I am a health care provider and I can't get that guy's face out of my mind.

He also fondled me for five to 10 minutes during another "medical exam" for heartburn. If you know anything about heartburn, the stomach and the part of my body where he touched me are not anywhere near each other. I found out about the investigation this past Memorial Day weekend, and when I saw his picture, I immediately became ill to my stomach and wanted to go throw up. For the next hour, I did not talk, and my wife — and there is a trustee in this room who knows my wife and who knows the integrity of myself and my wife — she said, 'What's wrong?' And I said, 'There's something I need to tell you.' During the next few weeks, I relived that day — the day that I was sexually assaulted — over and over. I could not get the image of the predator's face out of my head, him standing over me while he sexually assaulted me in that clinic.

I still wake up sometimes feeling paralyzed in my dreams, unable to do anything about it. I've even gone back to the building at 1350 West Fifth Avenue on the second floor to try to face my fears. As the summer progressed, I heard detail after detail of how Dr. Strauss sexually assaulted other students and other student-athletes at the university. They told me story after story about how they reported it to university employees but it fell on deaf ears. This complete indifference toward these students made my desire to speak out grow stronger.

Knowing that The Ohio State University — a place that I have given my time, money and energy, along with my wife, who has given her time, money, energy and dedication — betrayed me, this caused me to become isolated. Many nights I would come home after work, just sit on my couch and watch TV for hours on end. I became isolated in my social circles. I struggled to sleep at night. I still have anxiety. And trust me, my experiences when I come back to campus now are not the same. They will always be tarnished. I paid out of my own pocket for counseling, and I still am experiencing anxiety to this day. Again, my sexual assault was 100 percent preventable.

Before I move onto the other speakers, there is a gentleman ... who wanted me to read his statement, as he wanted to remain anonymous. This is the first time I'm reading it, so I apologize if I mess it up:

“Dear Board of Trustees,

I came to Ohio State in 1987. I was so naïve and trusting. I was so eager to impress my coaches and make my family proud. My first week on campus, I had three appointments for physicals with Strauss. I went from being a bright-eyed 18 year old to an in-shock survivor instantly. What he branded me stays with me forever.

Instead of dealing with academics, practice, new friends and college life, I dealt with shame, guilt, depression and worthlessness. How did I allow this to happen? I survived, but I had much bigger plans than survival. Depression and guilt will be with me until the day I die. I hope the Board of Trustees embraces the victims of Strauss. I hope the Board of Trustees treats these victims as if they were their own children. I hope the Board of Trustees prevents this from happening to the present and future student-athletes, and I hope the Board of Trustees provides justice to the victims.

Sincerely,

A 1987-91 student-athlete.”

I would now like to turn the microphone over to Stephen Snyder-Hill, and he will give his story of what happened to him.

Major Snyder-Hill:

My name is Steve Snyder-Hill and I'm an Army veteran. Actually, I'm still in the Army, I'm a major. I've had a 30-year span of service that includes two wars. The Army teaches us honor, integrity and courage. Those are some of our Army values and it used to feel like OSU had honor, integrity and courage as well, until they turned their back on us.

In 1995, I was a kid. I needed medical help. I came to OSU to a doctor that OSU paid to give me help. The guy molested me and you will never understand what it feels like to be in that situation unless you are there. And what I'm asking you guys to do today is — most of you in here have kids — to think about what if we were your kids and we were subjected to that at that young age.

I complained to the university. This is where it really gets bad. I complained to the university — and I gave them every detail of what he did to me — the day after it happened. I got a letter back from the university on university letterhead that I have right here in front of me from 1995. In that letter, basically, I was lied to three times because it said they had never had a complaint before about Dr. Strauss, even though we now know there were complaints back to 1970. It said that they would document in his record my complaint, which his record has no blemishes whatsoever in it, so that was a lie. And then it said that they would contact me if this ever happened again, and it wasn't until April on the news that I saw his face, just like Brian [Garrett], and it triggered me. I had heard of a doctor that had molested athletes, but I didn't associate that [with myself] because I wasn't an athlete. I was a student who went to the health center.

[The letter from Ohio State] also promised to change their forms, which I don't know if that ever happened. Only OSU knows that and that will only ever happen if OSU wants

to tell people. Twenty-three years later, the university remains dismissive of us. They are using language like, “we are trying to find out what may have happened” and “who may have known,” and I can’t tell you how traumatizing that is for us — to invalidate us by using that language. That doctor is dead now. OSU robbed me of my ability to ever have closure with him. I can never confront him again, and I’ll never have the opportunity to. I believe that the university is manipulating the public by trying to say things like trauma-informed care is why they’re not reaching out to people. I can tell you that it was more traumatic for me to request my paperwork from the independent investigation and be denied because they told me it was part of their investigation so they couldn’t give me my paperwork. I had to put a public information request in to OSU to get my paperwork. So when talking trauma-informed care, it was much more traumatic to go through all that than just reaching out to me and being transparent.

In 2015, I came and did a TED Talk at OSU’s request. I was the headliner for their TED Talk for 4,000 people. It was called the Human Narrative. The TED Talk was about using the power of my voice, because I’m an activist and I’ve always been an activist for marriage equality and for being in the military under Don’t Ask Don’t Tell. I got a standing ovation for this TED Talk. That was 2015. In 2018, OSU is asking me to silence my voice. And that’s not The Ohio State University that I know or believe in.

The university presides over tens of thousands of peoples’ kids, just like your kids, just like us when we were kids. So please don’t dismiss us. Stop using dismissive language. Stop telling the investigators you’re not reaching out to people because you’re trying to protect them. Protect the children that you preside over today and then ask yourself — what if we were your kids? Thank you very much.

Mr. Garrett:

The next person is a gentleman who is speaking — but does not wish to be identified — from the wrestling team about his time at The Ohio State University. We must ask that the cameras be turned away to honor this request.

John Doe 1:

In the fall of 1993, I arrived on Ohio State’s campus. To wrestle for Ohio State was like a dream come true. I had thought about it all through high school and went to Ohio State wrestling camps. I remember calling my parents and saying practice was about to start, I was so excited, I was doing well in my classes and I just really felt like I was where I belonged. Then I was standing in line for my physical on the first day of practice, and I had kind of buddied up to the only other guy on the team that I knew who had wrestled in my weight class the year before. I was chatting with him and he said, “Hey, the doctor is going to play with you.” And I said, “Oh, I’ve had a physical before, I know,” and he was like, “Not like this you haven’t.” And he was right.

I was fondled for what felt like five or 10 minutes. I was just in shock to be honest. Some people say they were frozen. I felt frozen. I didn’t know what to do. I was a little confused, too, about how he was a well-known wrestling physician, so I felt like, is this necessary? Maybe my other physician wasn’t as thorough? But over the next three years, it became

clear to me that that was not the case. I was assaulted six to seven times over the next three years. Despite doing everything I could to avoid Dr. Strauss, I had injuries, like my teammates. And every time I hear that, I hear how sad it is. I tried to go to my family physician so that I didn't have to see Dr. Strauss, but I couldn't avoid the physicals at the beginning of the season or injuries during practice. I felt like I was trapped in the system. So it goes on. I love wrestling. To this day, it's the thing that I'm the best at, but toward the end of my junior year season, I fell in love with my wife of now 22 years.

On February 13, 1996, my sister picked me up and drove me to the local jewelry store and co-signed on a loan [for a ring] so I could propose to my wife. I was off the mat at that time for a rib injury, but with a couple weeks left in the season I was starting to heal up and I had to see Dr. Strauss to get back on the mat. A week after having proposed to my wife, I had the team doctor sexually assaulting me. And then to find out later that it was after formal complaints had been made was just, I don't know, that was even harder, to know it had gone on for so long.

At the time, it felt like everyone knew and there was sort of a sense of hope, in some way, that something would be done. I would get some feedback from the coach that they were working on it. I know that some of my teammates met with an athletic director. So there was some hope that it would be resolved. But after my last experience, I just couldn't do it anymore. I couldn't go home and look at my wife. I just said, "I'm done. I think I'm done wrestling." Nobody really understood. It didn't make any sense. My parents kept trying to figure out why. My wife thought that maybe it was because of her. But I just couldn't do it anymore, and that was it. I don't know what I could have accomplished in those last two years. Like some of my fellow survivors, I still wake up with a start every now and then, seeing Dr. Strauss' face. It just wasn't what was supposed to happen.

Mr. Garrett:

Next we have another gentleman, a John Doe, who doesn't wish to be identified but would like to speak today. He was sexually assaulted by Dr. Strauss at the health center. Please make sure the cameras are turned away, thank you.

John Doe 2:

Good morning, my name is John Doe. I, too, am a survivor of sexual abuse by Dr. Richard Strauss and, more importantly, a victim of Ohio State's failure to protect me and countless other men. I was assaulted by Richard Strauss in the mid-1990s. I was not an athlete. I was assaulted four separate times and I was not privy to what Ohio State knew about Strauss when I saw him. Each assault lasted approximately 20 minutes, with the last being his attempt to masturbate me.

Because the university failed to protect me and countless other men, we have lived in silence and alone with the memory of our abuse. I have lived with it for a quarter of a century, and for all of that time I have believed that I was his only victim. So in June of this year, when I first learned of the investigation, it was as if a geyser of emotion had erupted. I realized that all of these years had incubated the trauma.

Many of my life's decisions have been made with the heavy burden of this memory. I was planning on returning to Ohio State for graduate school, but ran from OSU as soon as I graduated. My life would have taken a completely different path, a path that would have been my choice. So the board must realize that the damage has been corrosive. It has burned its way through our lives. Let me tell you what I've lived with. I couldn't tell anyone about what happened to me for so many reasons, but mostly for fear of not being perceived as masculine or weak. There was so much shame in that.

The brave men who overcame those emotions and who tried to make the university aware were met with OSU's silence. When confronted, the university abandoned us. They took our money. They made money off the backs of student-athletes who suffered under systematic assault, but all they've done is take and give back cold silence. So Strauss is dead. He can't take responsibility. OSU refuses to take responsibility. The only person who has taken responsibility for it is me and I don't want it anymore. There hasn't been a single day since it happened that I haven't thought about it. It has festered and rotted alone in the corners of my mind since the '90s. It constitutes extreme damage — extreme harm where it was pledged that none would be committed.

OSU continues to abandon us even in the knowledge that they could have prevented it just by doing their duty. It is a question of duty. I can remember the first day that I took the oath of office and swore to uphold and defend the Constitution of the United States. My chief pointed at the badge on his chest and asked us what it meant. He said it meant trust. It meant by wearing it, we accepted the responsibility of being beyond reproach. That we would do the right thing against all odds, that we would do our duty. In that same way, parents send their children to The Ohio State University trusting not only that they are paying a fine institution, but also that their children will be safe. The university will do the right thing because being a Buckeye means something. That is OSU's duty. And they have failed it by choice.

Mr. Garrett:

I have another gentleman, another John Doe, that wishes to speak from the hockey team. Again, we need to make sure we are not showing him publicly.

John Doe 3:

Good morning. I hope you don't mind that I'm going to read this — the words that I've put together — from my phone, because it's very difficult to talk about. It's just easier if I read it to you. My name is John Doe and I am a former varsity athlete who played at Ohio State in the 1980s. I am speaking to you this morning as a victim of abuse by team doctor Richard Strauss. The abuse I experienced is similar to the abuse other OSU athletes have reported while under Dr. Strauss' care.

Dr. Strauss sexually assaulted me during my senior year physical. Shortly after that, I met with an assistant athletic trainer, Bill Davis, regarding Dr. Strauss' conduct. The meeting was actually initiated by Bill and took place in a private office. In addition to Bill and myself, a teammate who indicated he was abused during his physical was also there. I can remember vividly sharing all of the embarrassing details with them both. I

had a very high opinion of Bill, so I thought that a matter as serious as this would be dealt with in a timely and aggressive manner. But no one representing the university ever contacted me until this year.

The sexual assault had a huge impact on my college experience. Dr. Strauss was our team physician and was around quite often. Each time I saw him was a constant reminder of his abuse. I remember praying that I would never get seriously injured or sick enough to have to see him again. During that entire year, I was living in fear that given the opportunity, Dr. Strauss would sexually assault me once again.

To this day, the emotional scarring of what took place during that physical runs very deep. Speaking with the investigators from Perkins Coie reminded me of just how much this incident has negatively impacted me. I found over the years that I was able to deal with some of these feelings by talking about it with my family and friends. However, recent events have demonstrated to me the extent of the emotional damage caused by Dr. Strauss. When I finished talking to Perkins Coie, I needed several minutes just to compose myself so I could go on with my day. In addition, I find it very difficult to talk about without breaking down and getting emotional. That's why I'm reading my statement to you today.

To this day, I am very disappointed in the university I loved so much. I cannot begin to understand how a university with Ohio State's prestige and resources during the time could be fully aware of the sexual assaults that were occurring and not respond. Even more troubling is that after I reported the abuse to Bill Davis, absolutely nothing happened. It is time for the university to step up and make things right for the victims and their families. We have suffered enough. Please make sure other Ohio State athletes do not suffer the same fate as we have. Thank you.

Mr. Garrett:

Thank you, sir. Next, I'd like to introduce Michael Schyck from the wrestling team. He would like to give his statement.

Mr. Schyck:

Thank you for allowing me to speak today. I am going to read as well, because I know I'm probably going to get a little choked up. As Brian said, my name is Mike Schyck. I am one of the many victims of Dr. Strauss. Thirty years ago [in] September, I stepped foot on campus as a freshman student-athlete. I can honestly say I never should have been a Buckeye. I grew up 30 minutes north of Ann Arbor and my youth was all about The Team Up North. But, as smart people do, I did the right thing and I converted. I did so by earning a full scholarship to wrestle for Russ Hellickson. I chose OSU because of Russ. I thought this would be the best place for me to win an NCAA title and make an Olympic team. I spent five years as a student-athlete and three years as a volunteer coach going through graduate school. I graduated with a BS in Business and a master's in Sports Management.

I was one of the most reliable wrestlers during my five years. I finished as a four-time letterman, two-time NCAA All American, and I had the fourth-most wins in the history of

the program when I graduated. I give you that as a brief background because I bleed Scarlet and Gray. Other than my two kids, I can say with certainty that I gave more to this university than I have given to anything else in my life, and that's a fact. Sometimes when you hear someone say they gave blood, sweat and tears toward something, well that's exactly what I gave on every part of this campus.

So standing here today is difficult for me. I'm kind of confused of what to do. I'm hurt over how this has affected me and my teammates. I feel shame for not having a voice when I was going through all of this. I can't say I don't have anger in my belly because I do, especially when I hear what people say. The comments directed in the media have been horrible; the comments on social media have been even worse. You see, everyone's opinion as to what to do sounds easier when you have lived and you are in your 40s, 50s and 60s, or even older. But the way you view things as a naïve 17- or 18-year-old is a little different. They didn't live what I lived, or what we all lived. What we dealt with was real. My story was real and I first shared it in a phone interview after the first of this year. I believe it was then shared with OSU Compliance and other key individuals, along with other victims' stories, and now we sit here today.

So what is my story? In brief, I was sexually abused by Dr. Richard Strauss over an eight-year period as a member of the Ohio State wrestling team. My parents are here today. They are in attendance and they are supporting me as they have always done. I remember the day they dropped me off in front of Morrill Tower back in 1988. They helped me unpack, we said our goodbyes and away they went. Within a week, I was exposed to Dr. Richard Strauss at our annual physical. He took advantage of me in a small room with all my teammates just outside the door. And if you have been paying attention to all of the other victims' stories, most if not all are eerily similar. We were all exposed to Dr. Strauss through physicals, checkups, visits for an injury or ailment, and coaches and administrators knew. What's worse is it didn't stop there.

Dr. Strauss had a locker next to mine in our wrestling locker room. He also had a locker in the men's gymnasts' locker room. Every day, without fail, at 2 p.m. when our practice was over, Dr. Strauss would shower with our team. Often times, he would shower, get undressed, towel off, and then go back and shower with the wrestlers he wanted to voyeurize. He would do the same with the men's gymnasts. He had a locker in their private locker room as well, which was just around the corner, and we would see him shower with them daily as well. This was the culture I lived under during my time at OSU.

So what does one do with this? What are we asking of you today?

First, I think we need to educate. My daughter, who came up here for six summers in a row to soccer camp with Lori Walker, is a freshman at FIU down in Miami, a Division I university. She is a student-athlete soccer player for the Panthers. I accompanied her to Miami over the summer when she had to go to get her first physical. I spoke with her about having a voice and to speak up when you know something is not right. You see, I think that was the problem for many of us back 30 years ago. We didn't have a voice or even a choice to say no.

As I mentioned earlier, I kind of have some unwanted stuff in my belly over this. I want it to go away. I don't know how that's going to happen. But maybe with your understanding ... of what each individual story is, changes can be made so this doesn't happen to the next generation. My son is a part of that next generation. He is a freshman in high school who wrestles and he came up here to OSU for a wrestling camp with Tom Ryan and the Buckeyes this last summer. His goal is to wrestle for the Buckeyes one day. So I'm asking that you do not dismiss this, which OSU's lawyers have seemed to do twice now from what I gather. I'm asking you not to discount my story. I'm asking you guys to hear it, share it, be supportive and maybe give the blood, sweat and tears back in return, like I gave to OSU.

The question isn't did this or did this not occur? It is irrefutable, with hundreds of lives negatively affected. The real question becomes what would it say about OSU if it turns a blind eye again? I urge you to use the voice you have as trustees to make this right. The victims need a voice. We need a voice, a resolution and support to heal from this and to ensure that it never happens again. I appreciate you letting me speak. I love my university and that's about all I got.

Mr. Garrett:

Thank you, Mike. Last, I have Mike DiSabato, wrestler. He has a written statement he would like to read and then I will end with closing remarks.

Mr. DiSabato:

Good morning. Before I start, I think it's appropriate, first of all, I'm going to look at one person — Clark [Kellogg] — and I hope you don't mind. I remember the day that Clark Kellogg showed up to my house. I think I was 10 years old. He made a trip to the West side of Columbus, Ohio. I'm one of nine members of a very, very proud Italian Catholic family, and Clark Kellogg honored my family by spending time with my mother and father, who sent five sons to this university — The Ohio State University.

You see, Clark was like many student-athletes in 1978. Frankly, he's like many athletes today. He didn't have a pot to piss in. He was a great kid from a Catholic high school who knew one of my heroes, Ed Potokar, one of the baddest combat athletes — athletes period — that this school has ever produced. They visited my house because my mother and father preached the theology of Ohio State Athletics from the time I was born. As Cris Carter said, "I am a Buckeye born and bred, and I will be a Buckeye Hall of Famer even after I'm dead." They loved this university. They fed hundreds of student-athletes and provided them a warm meal that actually tasted good. My mama could make a mean wedding soup, the best.

I have a prepared statement. I practiced it. I was told I have two-and-a-half minutes to speak. I was told to be on point — strategy, craft a message that makes sense, that can sell you on the fact that this university's soul is at stake. I've invested 50 years — my family has invested 50 years — into this brand. A brand that now produces an \$8 billion budget for this university to grow more powerful, to silence more people, to intimidate, retaliate, harass and re-victimize victims on a daily basis.

I just had a panic attack earlier today and I'd like to tell you about it. I flew in from Miami, Florida, last night, and I like to throw names — I was fortunate enough to see the son of Bob Marley, Rohan, who played football at Miami University. We have begun to discuss the issues related to the lack of voice that student-athletes have at this university and universities across this country. I've spoken very publicly about my beliefs as it relates to this business called college athletics and higher education.

Our soul, The Ohio State University's soul, is in your hands. There is no other body. I studied public administration. I donated and helped raise funds to honor my mom and dad, to honor my fallen Marine teammate, and I was blitzed in local media by an employee of The Ohio State University, who felt he was enabled to disparage me in a manner that would make Donald Trump proud.

[On] July 12, 2018, we saw the orchestrated attacks. So I'm down at 9:40 a.m. [this morning], I left the Franklin County Courthouse. I had to appear with my fellow victim and attorney Rocky Ratliff to face nine counts of criminal felony telephone harassment that emanated from a very public attack on my character in the media by an employee of the Wexner Medical Center, who is still employed by this university today. His name is Matt Finkes. I saw him this morning in the Franklin County Courthouse and I had to leave early, and I may have to deal with the consequences of leaving a courthouse where a judge told me I needed to speak to him.

On July 3, Representative [Jim] Jordan, our coach who spent time with us every day, he saw the environment — I'm not here to disparage Jim Jordan. I love Jim Jordan, I do. How do you not love a guy who taught you how to be a world-class athlete? That's what I wanted to be. That's what I've worked with my entire life. We need to look at this, folks. This isn't about just sexual harassment and systemic sexual abuse — and it was systemic, that's not refutable. I am tired of hearing this university through spokespeople suggest that these aren't facts. They are facts.

And I'll close by saying ... I hope we stand up. We, The Ohio State University, we need to stand up and lead. Leadership is not a position; it's an action. Russ Hellickson preached that to us daily. I've lived my life by that, and I've suffered because I run my mouth. I'm that guy, the guy that had the audacity to challenge the university I love and sit here and bare my soul to the world. We need to change the system, the culture that allows and justifies this trustee board to write checks for \$8 million for a white college football coach as his black athletes starve in poverty or they live below the poverty level and they suffer physically, emotionally, sexually, economically and spiritually.

I'm a fool to believe, or perhaps not, that we can do this. There's plenty of money. There's a video game that can be used to bring billions of dollars to this industry, which it is an industry, and we will begin to solve this exploitation, because that's what this is — it's power. Please, give the power to the combat entertainers who drive this university. Thank you very much.

Mr. Garrett:

I want to close by saying a few things. The first one is, in the press releases by the university, you say that [you] are seeking the truth. Yesterday, you heard Markus Funk, the investigator for Perkins Coie, say that consistently across all 150 victims, the stories were the same, in the same manner and in the same assault. That, my friends, is the truth. He also said yesterday that many former employees are not cooperating with the investigation and don't want to come forward. That, my friends, is called hiding the truth. There are many more victims that wish to be heard. If you have not heard the pain and suffering from the few of us today, we can come back in January. We can come back to the board meeting after that, and the one after that. There's plenty to go around. But there doesn't have to be a January.

This board, made up of highly respected individuals in this community and in this country, has the power to make this stop now. We would like for you to come to the table. We would like for you to talk to us. We would like for you to mediate with us. So the question is what are you going to do today moving forward? The question is how are you going to make this university safe again?

I keep hearing this is the university of today, yet you shut down your sexual assault unit earlier this summer and had to redo it. I was at a college signing two days ago and the entire family came up to me and said, "Brian, thank you for speaking out. Because when I send my child to a college campus, such as The Ohio State University, you are trying to make it safe for them and [to ensure] that employees of a university are not allowed to take advantage of these young children." Yes, we were 18, 19 and 20 year olds, but we were still children. We were somebody's child.

This is a national story and it's not going to go away and the entire country is watching, just like they were watching with the Urban Meyer stuff earlier this year. I just want to say one last thing. We are tired of words. We don't want words. We want action going forward. Thank you for your time today. We appreciate it and we apologize that we went over the 20 minutes, but I think it was important. Thank you very much.

Mr. Gasser:

Thank you very much. I can only imagine the courage that it takes to come forward like the seven of you have, so thank you for that. Your comments were extremely powerful and deeply troubling. Rest assured that this board is not dismissing you. We are committed to doing the right thing. This investigation will be over soon and we look forward to the board coming up with the appropriate response and action at that time. Again, we appreciate you coming, thank you.

Mr. Garret:

Thank you for your time. Thank you to the board and to President Drake. Thank you very much.

Mr. Gasser:

We will take a quick recess now.

The Board of Trustees recessed briefly at 10:52 a.m. and reconvened back in public session at 10:57 a.m.

Mr. Gasser:

We do have other business that we have to attend to today, so we will go forward with that business. President Drake, we will turn it over to you for your report.

PRESIDENT'S REPORT

Dr. Drake:

Before I begin, I want to echo Chairman Gasser's comments welcoming Lou Von Thaeer to our board. Welcome, neighbor. We appreciate your expertise and commitment and look forward to working with you very much. We actually didn't applaud you and if I may lead us in a round of applause, we are very happy to have you with us.

For my report, I would like to provide a few updates on the university's strategic plan. Earlier this week, we announced a statewide health alliance between the Wexner Medical Center and Mercy Health, the state's largest community health system. The Healthy State Alliance brings together two organizations with complementary missions, capabilities and talents to address a number of pressing issues — including the opioid epidemic and access to cancer treatment and transplant care. On Wednesday, we received an update on work being done at Ohio State related to translational research into blood cancers, really truly remarkable progress.

And I am also pleased to share a few firsts. The medical center is the first in the nation to test a device to help patients with advanced heart failure, and our School of Health and Rehabilitation Sciences recently launched the country's first Master of Respiratory Therapy program. We continue to see new highs in connection with our efforts focused on access, affordability and excellence. The incoming class to the Columbus campus was again the most talented and diverse in our history. In terms of broader economic diversity, the university enrolled 1,290 Pell students this year — 84 more than the previous year for a 7 percent increase. Once these students are here, we remain committed to providing them with innovative approaches to teaching and learning.

In September, the University Institute for Teaching and Learning announced the Teaching Support Program. This is an optional professional development opportunity for tenure-track faculty, clinical faculty and lecturers. The program is believed to be unique in the nation for implementing a research-based survey instrument on effective teaching practices across the whole institution. So far, more than 540 faculty have completed the program's online modules, preparing them to implement evidence-based approaches in their courses. Actually, over 1,600 have begun the modules.

Part of our focus on teaching and learning is to help ensure efficient pathways to graduation. We are pleased to report that the university's first-year retention rate of 94.5 percent is a new record, while our four- and six-year graduation rates of 64.6 percent and 83.5 percent are also extraordinarily high. The four-year graduation rate actually is the highest in our history, and it is up 6.1 percentage points since 2015.

Advancing research is another pillar of our Time and Change strategic plan and a vital part of our land-grant mission. Ohio State was again recognized by Reuters as one of the world's most innovative universities — driving new ideas, industries and technologies. The university's Scarlet Laser Facility is one of nine in the country selected by the U.S. Department of Energy as part of a new high-intensity laser research network — an area with broad applications ranging from manufacturing to medicine. And we recently learned that Distinguished University Professor Rattan Lal has received the 2018 World Agriculture Prize for his exceptional lifetime achievements in agricultural and life sciences. This is awarded by the Global Confederation of Higher Education Associations for Agricultural and Life Sciences. It's a tremendous honor.

Last week, we honored our veterans and military students — including the more than 900 alumni who died in service over the history of our university — at the 100th anniversary of the Rock Ceremony. We also started a new Veterans Day tradition, delivering new American flags to every flagpole on our campus. We have 2,300 students at Ohio State affiliated with our nation's armed forces, including veterans, active duty, National Guard, the Reserves and ROTC. They are a vital part of our university community. Let me just say a word about the Rock Ceremony. There is a rock on the Oval with a plaque dedicated to those who were lost in the First World War. The first Rock Ceremony was in November of 1919, and there has been one every year on the anniversary of the dedication of that rock. "Taps" is played and this year, because it was the 100th time we had done this consecutively, we had an Honor Guard of approximately 150 cadets and we laid a wreath at the rock as a moving ceremony of remembrance of our Buckeyes and those around the country who have paid the ultimate sacrifice for our freedom. We are very pleased and honored to be able to be a part of that.

For Buckeyes who will be on campus next week, we will hold our annual Thanksgiving dinner at the Ohio Union. We expect more than 1,500 friends and family, all told. It is one of my very favorite events of the year. And for the first time, The Ohio State University Marching Band will perform in the Macy's Thanksgiving Day Parade. So we are very much looking forward to that.

Thank you very much for your time. Brenda and I wish everyone a Happy Thanksgiving and holiday season. That concludes my report.

Mr. Gasser:

Thank you, President Drake. Excellent report. Next, we will move to committee reports. Dr. Porter, I think you're doing the Wexner Medical Report.

COMMITTEE REPORTS

Dr. Porter:

I am reporting on behalf of Abigail Wexner who can't be here today. Thank you, Mr. Chairman. The Wexner Medical Center Board met on Wednesday and we began our meeting in executive session.

During our public session, we heard an incredible presentation from Dr. John Byrd and his hematology colleagues who have developed a revolutionary, multidisciplinary approach to treating Chronic Lymphocytic Leukemia. I know many of us dream about making a difference in the world, but Dr. Byrd's team is really doing just that. Their goal is to eradicate the need for chemotherapy in the treatment of leukemia, and their wonderful success in this area has saved lives, enhanced quality of life for countless patients and put Ohio State on the map internationally for translational research in blood cancers.

Dr. Bill Farrar then shared an update on The James, which has been opening new beds, thankfully, in the past couple months. He noted that four out of seven days a week, The James is 100 percent full, so bringing these additional beds online is truly critical to the hospital being able to provide great patient care. The James is also launching two important initiatives — first, a wellness program for its physicians that will provide active support for oncologists who suffer from symptoms of potential burnout and depression. There is much more research and documentation on this in the last decade. Along the same lines, The James is also investigating how to improve end-of-life care for patients and their families. And the hospital is looking to establish a system that will better assist its physicians with training in how to provide really good palliative care for our end-of-life patients.

During the College of Medicine report, Dean Craig Kent featured two new recruits to Ohio State — Dr. Rama Mallampalli, chair of the Department of Internal Medicine, and Dr. Nahush Mokadam, division director for Cardiac Surgery. These two physicians shared with us their vision for how, over the next few years, they plan to develop one of the top five lung transplant programs in the United States. Ohio State's lung transplant program was originally initiated in 1998, and over the course of the next 11 years, the team performed just 93 transplants. Due to those modest volumes, the lung transplant program voluntarily shut down because they didn't think it could sustain the quality and outcomes that were required for our patients. The program restarted in 2013, and last week it just completed its 46th lung transplant of the year. This is real, meaningful growth in a short time period, but to grow the lung transplant program into a signature center and destination for patients around the country, we really want to recruit nationally recognized experts in different areas of chronic respiratory illness.

David McQuaid made an exciting announcement, which Dr. Drake referenced earlier, which is the Wexner Medical Center and Mercy Health have signed a master affiliation agreement to create the Healthy State Alliance, which will tackle Ohio's most critical health care needs while making health care more affordable and more accessible for all. This affiliation brings together the best of health care in Ohio — one of the preeminent

medical centers in the nation with the largest community health system in the state of Ohio, and both of us are committed to high quality and compassionate care.

The Healthy State Alliance has already identified 10 objectives and it will focus its early efforts on a few of those in particular — of course, one of those is addressing the opioid crisis and another is increasing access to cancer treatment and transplant care. Collectively, the aspiration for this alliance is that it will bring access to more than 2,000 clinical trials, an NCI-designated comprehensive cancer center, one of the nation's leading transplant centers, 50,000 team members and more than 600 points of care throughout the state — 600 points of care. The Wexner Medical Center Board is thrilled to know that by joining forces with this alliance, we are going to develop much-needed health care solutions and have the ability to impact hundreds of thousands of lives in Ohio and well beyond Ohio.

Finally, Mr. Larmore presented the financial summary for the first quarter of Fiscal Year 2019. As far as mission activity, this is our first quarter in a while where we have actually been behind our budget, with a 0.9 percent decline from the prior year. Length of stay has been a challenge, meaning that it has been longer than we budgeted. Given that the medical center operates with a very high occupancy rate, we are delighted that new beds are coming online, which will help to make up some ground on our deficit in admissions. Operating revenue, year over year, has grown 9.5 percent and our controllable expenses are up 10.3 percent. The bottom line for the medical center is almost \$76 million, which is actually an improvement of 13 percent over the prior year.

The Wexner Medical Center Board then reviewed four items for action. First, Mr. Kasey presented a proposal to purchase 0.74 acres of land at 1600 East Long Street, which is the site of the former MLK Columbus Metropolitan Library. The university plans to renovate the one-story library building currently on that site to serve as a community center with a demonstration kitchen, café and meeting rooms. This non-clinical space will complement the services provided at CarePoint East and University Hospital East.

Second, Mr. Kasey presented a request to enter into Professional Services and Construction Contracts for five major projects, including \$23 million for the design and development of a 395,000-square-foot ambulatory facility on West Campus that will feature outpatient operating rooms, an endoscopy suite, an urgent care center, a pre-anesthesia center and an outpatient diagnostic imaging center. This resolution also covers the renovation of medical center faculty and staff offices on the 11th and 13th floors of Lincoln Tower; the execution of infrastructure and roadwork needed to support a new inpatient hospital garage; and the construction of an anatomy lab as part of the new Interdisciplinary Health Sciences Center. Additionally, Mr. Kasey requested an increase in the funds that were already approved for the design and construction of the Health Sciences Faculty Office and Optometry Clinic Building. That project scope has been increased to include a basement and an additional floor.

These items were recommended for approval and forwarded to the Finance and Master Planning & Facilities committees for review. Both appear on the consent agenda today.

The final two action items we reviewed came through the Quality and Professional Affairs Committee. First, the board approved the medical center's Clinical Quality Management, Patient Safety and Services Plan, which is a standard update and recommitment to the plan that QPAC reviews every year. The board also accepted QPAC's decision to deny the appeal and affirm the termination of clinical privileges and the medical staff appointment of Provider No. 904285.

Mr. Chairman, that concludes my report.

(See Appendix X for background information, page 243)

Mr. Gasser:

Thank you, Janet. That was a very complete report. There's a lot of great things happening right now and the alliance is one of those great things.

Dr. Drake:

One other tiny comment, if I may. The alliance was really the big news this week, so I don't want to overshadow that, but she said something else that we talked about on Wednesday that is important and appropriate. We talk about the great demand that we have for services and that The James is full four out of seven days. The Wexner Medical Center is essentially full those days as well and you mentioned that we were behind budgeted admissions — the number of patients we thought we could admit. That's because the hospital is full and there is no place to admit them. The average length of stay has been a little bit longer because our patients have been a little bit sicker. Since we are full, the only way we can make room is by discharging people. This time, we had a group of sicker patients this quarter. So it isn't a diminution in demand, it is the exact opposite. I just want to make sure that's clear.

Dr. Porter:

Just to quantify, we are bringing 72 new beds online and 30 have already become available. The rest will be opened up in the next couple of weeks, so that will really help us be able to get patients in that need our care.

Mr. Gasser:

Thank you. Mr. Porteus, Master Planning & Facilities?

Mr. Porteus:

Thank you, Mr. Chairman. The Master Planning & Facilities Committee did meet yesterday. We began by recognizing Lynn Readey who — after a distinguished tenure at the university — will be retiring at the end of the year. Ms. Readey has been such a valuable asset to our work; we will truly miss her leadership.

Moving into the business of our meeting, there were five items presented for discussion. Jay Kasey shared the Physical Environment Scorecard and briefly discussed specific changes to the metrics. Overall, the scorecard has 12 areas coded green, four coded as yellow and one coded as red. I would like to note one item, in particular, that was coded green — nearly 98 percent of our total projects have been completed on budget, which is a fantastic fact and deserves a special mention.

Ms. Readey then presented the Major Project Status report, which reviews construction projects over \$20 million. One project, the Schottenstein Expansion, is coded yellow for schedule, but it is important to note that the schedule delay has not affected venue operations. Two projects — the 700 Ackerman Consolidated Call Center and Postle Hall projects — are coded yellow for budget. One project, the Advanced Materials Corridor Phase 1, is coded yellow for schedule and budget. And one project, the Controlled Environment Food Production Research Complex, is coded red for both schedule and budget. As a result of the design phase for the new research complex, that project scope and the budget are under evaluation. And as we always do, we will review changes prior to approving the budget for construction as part of the process.

All other major projects are rated green on the report as on time and on budget to date. This report was also reviewed by Mr. Smucker's Finance Committee as well.

Ms. Readey then presented the Fiscal Year 2018 Capital Projects Annual Report, which details for us the projects approved and completed during the past fiscal year, as well as discusses the trends around capital expenditures and reports on volume of projects.

Next, Ms. Readey and Mr. Kasey presented two new scorecards to the committee — the Resource Stewardship scorecard and the Ohio State Energy Partners scorecard. These annual scorecards are a subset of broader university sustainability goals that were developed in 2015. The Resource Stewardship scorecard tracks progress toward operational goals in the areas of our carbon footprint, potable water consumption and waste diversion, among others. The Ohio State Energy Partners scorecard tracks key metrics related to our agreement with them on the Comprehensive Energy Management Program, including energy conservation measures, energy utilization and several of our reliability indicators.

Mr. Myers then presented an update on the Arts District and 15th & High projects. The Arts District, which includes a new home for the Department of Theater and the renovation and expansion of Weigel Hall for the School of Music, is currently in the design phase. Programming is complete and the site and elevations are taking shape. 15th & High is being developed by Campus Partners, which is an affiliated entity of the university, as you know. Design is complete on several of the buildings, including a new home for WOSU at 14th Avenue and Pearl Alley. Once constructed, these buildings will not only transform the intersection of 15th & High by creating a vibrant mixed-use environment, but will also reconnect the university and the neighborhood there in a very special and meaningful way.

The committee then reviewed several items for approval, a handful of which the Finance Committee also reviewed for alignment with applicable financial plans. Among them,

Ms. Readey presented a request for approval to enter into or increase professional services and construction contracts for eight projects, including a master plan for the College of Food, Agriculture and Environmental Sciences; a project to address deferred maintenance in select instructional science buildings; and infrastructure work at the Ohio Union. As Dr. Porter previously mentioned, this request also includes the West Campus Ambulatory Facility; the Lincoln Tower 11th and 13th floor renovations; infrastructure and roadwork for the Inpatient Hospital Garage; construction for an anatomy lab in Hamilton Hall; and an increase in professional services and construction contracts for the Health Sciences Faculty Office and Optometry Clinic Building. Details on each of those projects can be found in your board materials.

We then turned to Mr. Myers for a presentation of two real estate items:

First, we heard the same request that Dr. Porter mentioned to purchase the property of the former MLK Columbus Metropolitan Library in order to transform that facility into a community center. Services provided at the center will supplement the clinical services offered at University Hospital East and CarePoint East.

The second real estate item, which authorizes a ground lease of unimproved real property at the OSU Airport to a third party, will allow Worthington Industries to build an airplane hangar and support spaces to serve their expanding aircraft fleet.

Finally, Mr. Myers presented a request to enter into a Joint Use Agreement on behalf of OARnet and the City of Dublin. The university was allocated \$150,000 in the 2019 State Capital Bill that is designated for use by the Dublin Smart Community Connect Project. This joint use agreement will allow the state capital appropriation to be released to the city of Dublin for that effort.

The Master Planning & Facilities Committee approved all of these resolutions, which are included today on the consent agenda. We then met in executive session and, Mr. Chairman, that concludes this report.

Mr. Gasser:

Thank you, Brent. Lynn, congratulations on your retirement. I think all of us who have been on the Finance or Master Planning committees will miss your complete reports and your smiling face. Good luck in your next endeavors.

We will now move to Dr. Fujita for the Talent and Compensation report.

Dr. Fujita:

Thank you, Mr. Chairman. The Talent and Compensation Committee met yesterday. We began with a review of the new HR Scorecard, which measures performance in the HR Strategic Plan's three pillars of HR Excellence, Talent Management and Total Rewards. Now through the implementation of the new HR Service Delivery model and the university-wide implementation of Workday, the scorecard will reflect 15 different metrics related to HR operations across Ohio State and the Wexner Medical Center.

The metrics show current data for a variety of goals, including the diversity of our staff applicant pool and progress in several key HR university projects, such as the Career Roadmap and HR Service Delivery. Good progress has been made in developing this scorecard, and its metrics will continue to evolve, eventually including metrics in support of the Talent and Culture portion of the university's Time and Change strategic plan.

Molly Driscoll gave an overview of the talent management approach at Ohio State. She shared data on our talent acquisition efforts and the makeup of our current workforce, and emphasized a few key themes related to the future of talent management at Ohio State. As the talent management strategy is further developed, we will be paying close attention to attracting high-quality, diverse applicants; increasing employee engagement; and retaining and developing high performers.

Susan Basso then updated the committee on several searches, including the dean and director of our Lima campus, the director of the Wexner Center for the Arts, the medical director for the Stefanie Spielman Comprehensive Breast Center, and dean positions for the Moritz College of Law, the College of Public Health and the College of Arts and Sciences. She also provided an update on the search for the executive vice president and chancellor for Academic Health Care.

Three items were then presented for approval. First, Ms. Basso reviewed the personnel action pertaining to the appointment of Jeff Kaplan as secretary and senior advisor to the Board of Trustees.

As committee chair, I gave an overview of the annual performance review process that was just completed for President Drake. President Drake's commitment to institutional excellence and his passion for promoting a high-quality, affordable education is commendable. His contributions to the advancement of the pillars of our Time and Change strategic plan are significant and define standards for a flagship public research university in the 21st century. We are recommending a 2.5 percent increase, which is commensurate with the aggregate increase for university faculty and staff. Additionally, we are recommending that President Drake receive the maximum allowable bonus in accordance with his contract — which is 25 percent of his base salary.

The committee then reviewed the restated, pre-approved Alternative Retirement Plan, which is a tax-qualified retirement plan the university sponsors on behalf of all Ohio public institutions of higher education. Following board approval, the plan will be submitted to the Internal Revenue Service for its approval. Upon completion of the IRS review, the university will receive additional guidance for adopting the approved restatement.

The committee approved these three actions, which are on today's consent agenda. We also met in executive session, and that concludes my report, Mr. Chairman.

Mr. Gasser:

Thank you Hiro, very good report, appreciate it. Appreciate all the work you did over the last month with the president's evaluation. Thank you for that. Mr. Stockmeister, I think you're going to do the Advancement Committee today.

Mr. Stockmeister:

I shall. Thank you, Mr. Chairman. Yesterday, the Advancement Committee started its meeting by recognizing Georgie Shockey for her service to our committee and to the Alumni Association. As Ms. Shockey's term ends, we also welcomed Dr. Catherine Baumgardner as our new representative from the Alumni Association. Her appointment is included on our consent agenda.

Dr. Peter Mohler, senior associate dean for research in the College of Medicine, discussed the impact of philanthropy in academic health care. He emphasized that strong science will attract philanthropic support, sharing the example of the new Belford Center for Spinal Cord Injury. The Belford Family had considered giving to other institutions before connecting with our physician-scientists at the Wexner Medical Center. Our clinical and research teams were able to convey how their gift would make a difference to the short term as well as to the well-being of our future. Dr. Mohler addressed the importance of such investments and partnerships to achieving cures more efficiently, and reiterated that it all starts with strong people and science — just like what we have at the medical center.

On a personal note, my fellow trustee John Zeiger and I had an opportunity to visit Dr. Mohler's lab this week and we can attest that there is a lot of great work going on there. During our tour of the Frick Center for Heart Failure and Arrhythmia, we witnessed three different types of research areas — that being imaging, chemical research and genetics, all within the heart. We actually witnessed part of a heart that had, well, things that I just can't describe because I'm not a physician, but it was pretty cool. As a matter of fact, I love tours like that. It really brings to our knowledge as trustees what's going on and what a great institution we have.

On our Advancement Scorecard, our total fundraising through the first quarter was not quite where we want it to be, but we recognize that the goals are aggressive and we remain optimistic about the potential to get back on track for the rest of the year. The underlying business metrics are solid, the total number of donors is on track and the colleges and units are doing well with our major gifts. The marketing team continues to strengthen its dashboard metrics and we look forward to seeing more as their work evolves.

Kristin Watt and Ms. Shockey gave us an overview of the popular Alumni Awards program. This year, Ohio State celebrated the 60th anniversary of the awards, which recognize alumni who are leaders and innovators in their fields and in service to their communities. When you have a moment today, take a look outside at the Alumni Awards Garden to see the names of the 552 award recipients that are being honored out there to date. The Longaberger Alumni Chapel and Complex is right out the back door here. I personally have not seen it myself, but I would love to see it.

Following suit, Dr. Gifford Weary shared how we celebrate and recognize exceptional volunteerism and philanthropy through the John B. Gerlach Sr. Award, which was recently presented to Teckie and Don Shackelford, and the Everett D. Reese Medal, which was presented to the Crane family this year. It was noted that the Crane family

was so honored to have received that reward that, like, 30 members of their family were presented the award on stage. I guess it was quite stimulating. It also showed that they have pride and that they have a commitment to this university that they love and have been a part of for such a long period of time.

Mr. Dietz shared how the Foundation Board and Alumni Association Board are working together to support the university with a focus on building continued excellence in the colleges, supporting collaborative projects, inspiring more people to give and developing the next generation of volunteers.

The Advancement Committee then approved the nominations of Dr. Deborah Ballam and Dr. Valerie Lee to receive Distinguished Service Awards in recognition of their exemplary service and leadership in building an inclusive culture at Ohio State. The committee also approved the University Foundation Report and three naming resolutions. And I see in the back over there, Gene Smith, I would like to have Gene stand because there was a Gene Smith Leadership Institute established at the Ohio State Department of Athletics. All of these resolutions appear on the consent agenda today. We then met in executive session, and that concludes my report, Mr. Chairman.

Mr. Gasser:

Thank you Alan, very good report. A lot of hard work. Mr. Zeiger, Audit and Compliance?

Mr. Zeiger:

Thank you, Mr. Chairman. The Audit and Compliance Committee also met yesterday and in our time in public session, we focused mainly on two matters — an update on the ongoing investigation into the situation involving Dr. Richard Strauss, and then secondly, the required professional audit that is undertaken by PricewaterhouseCoopers for the entire university.

Let's first talk about the Strauss situation. Markus Funk and Caryn Trombino from Perkins Coie, who were here this morning, provided a status report on the university's independent external investigation into the allegations of sexual misconduct. As you know, the external investigators have undertaken two objectives — first, identifying and evaluating the allegations and their validity, and secondly, determining the extent of the university's knowledge of these allegations at the time.

Mr. Funk discussed the trauma-informed investigative approach they have used throughout the course of the investigation. Consistent with prevailing best practices, they have not proactively contacted those who had interactions with Dr. Strauss, but instead have relied on people choosing to come forward — an outreach approach that is designed to minimize the potential re-traumatization possible for victims of misconduct. Please understand, however, that that approach has been combined with a truly massive effort to make sure that outreach has occurred to potential victims so that they can come forward if they wish. [There have been] dozens and dozens of publications saying that as well as Dr. Drake's over 100,000 emails to students during that period of time.

Mr. Funk also highlighted the challenges in conducting an investigation of this kind due to the passage of time and limitations on the availability of witnesses. Particularly with regard to the institutional knowledge component of their review, many witnesses have left the university, left the state or died. However, he did note that all current university employees have in fact cooperated fully and been helpful.

The Perkins team also shared that they have remained in regular communication with Ron O'Brien, the Franklin County Prosecutor, to keep him apprised of what they have learned over the course of the investigation. The information we have learned to date is obviously very troubling to all at the university. However, I would like to thank all who have shared information about the investigation, including those who appeared here this morning. And I think we should acknowledge that the Strauss family, under the most difficult of circumstances, have chosen to cooperate with the investigation as a means of hopefully bringing closure to those who were here this morning.

We were pleased to hear Perkins Coie reinforce the point that their investigation has been entirely independent. I know there has been at least one media suggestion that that is not the case. They stated very directly that there has been no interference of any kind with their investigation by the university. They also commended the responsiveness of the university personnel to the request for literally tens of thousands of historic documents that had to be found.

Shifting now to the audit, Christa Dewire from PwC and Kris Devine from our accounting team, provided an overview of the university's external audit and Fiscal Year 2018 draft audited consolidated financial statements. Each year, Ohio State obtains an independent audit of the university. We have a consolidated audit because it is the best practice and because it is required under state law. But in addition to doing what is required under state law, we have independent audits undertaken for the substantial business units of the university so that we make sure that the applicable materiality standards apply to these smaller units. That includes the Wexner Medical Center, where we do get a stand-alone audit.

For Fiscal Year 2018, the university received a clean bill of health for its financial statements — an unqualified opinion, with no material weaknesses stated. I think that can give us all a great deal of assurance that our financial house is well in order and that our financial team is doing a fine job.

The audit opinion does contain information regarding the implementation of two new GASB standards — that is the professional association that sets the standards for auditing of governmental organizations. Most notably one of those standards, now in its second year, requires that we include on our audit statement and balance sheet Ohio State's percentage of the state pension fund's unfunded liabilities. These numbers when you look at them are extraordinary. And while there is no legal obligation for Ohio State to make up any deficiency on those public pensions, the accounting profession has decided that that is a material risk that needs to be included in our financial statement. Literally, we are talking about several billion dollars of additional liabilities being added to our statement under this GASB mandate.

The opinion letter also acknowledged the \$1 billion upfront payment from the Ohio State Energy Partners program as a long-term lease of the university's utility system. It also noted that the healthy status of the university's balance sheets was partially attributed to significant increases in revenues from the Wexner Medical Center, which they commended. Christa Dewire also reported a number of specific communications that were required and brought to the committee's attention.

Finally, we heard a basic status report on the Enterprise Project's implementation. The committee then took formal action to approve the submission of the audited financial statements to the auditor of state for the auditor's review and approval in accordance with state law. That item is on the consent agenda today.

The committee then met in executive session, including time for our internal and external auditors to present anything they would like to the committee with no management present. That concludes my report, Mr. Chairman.

Mr. Gasser:

Thank you, John. Thank you and your whole committee for the heavy lifting you've been doing for the last months on various items. On a much lighter note, I understand you're going to be at the Macy's Day Parade and maybe you can dot the "i" there for them.

Mr. Kellogg, would you please give us the Academic Affairs and Student Life report?

Mr. Kellogg:

Thank you, Mr. Chairman. The Academic Affairs and Student Life Committee met Thursday and discussed a number of items.

We began our meeting with a presentation on a very serious topic from Dr. Javaune Adams-Gaston, who was joined by Dr. Eileen Ryan, interim chair and professor of the medical center's Department of Psychiatry and Behavioral Health; and Shamina Merchant, Undergraduate Student Government President. They gave us an informative overview of the recent work done by the Suicide and Mental Health Task Force commissioned by Dr. Drake.

That task force was charged with assessing and evaluating mental health and suicide resources at Ohio State; comparing our resources with those available at other institutions and making specific recommendations for areas of improvement. They shared that suicide is the second-leading cause of death in the 10- to 34-year-old population, and that less than half of college students who are experiencing a mental health crisis seek help — often for fear of stigma or other negative consequences.

The task force has recommended that we approach this issue by advancing and sustaining a culture of care, which is really a comprehensive, multifaceted approach, and that we enhance and standardize screening procedures; enhance resources; and communicate support in multiple ways and multiple places. These things are being done

and will continue to be done and monitored and reviewed so that we are addressing this very serious area.

Next, we had a presentation from Dr. Tom Gregoire, dean of the College of Social Work. He presented statistics about a seismic shift in our national demographic data — an aging population referred to as the Silver Tsunami. That's if you have a crown of silver. You can still be part of the Silver Tsunami even if you don't have a crown of silver, and all of you are chuckling, but most of us are in that tsunami. He highlighted initiatives led by the College of Social Work that involve collaborations with international, national, county and city organizations to create age-friendly communities. Dean Gregoire also talked about an inter-generational daycare center that involves our colleges and community partners, and a five-year multi-city study to promote healthy food knowledge, especially for older adults and families who live in food deserts. We had healthy discussions around this particular topic. It was quite fascinating.

Provost McPheron and Dr. Adams-Gaston were then joined by Dr. Morley Stone, our new senior vice president for research, to discuss an emerging area of interest and opportunity — E-Sports. Ohio State is launching an extensive effort in the area of E-Sports. The initiative, led by the offices of Student Life, Academic Affairs and the Wexner Medical Center, in collaboration with units across the university, will include intercollegiate student teams, an academic curriculum and cutting-edge research. And I might add that that is a prime example of the multi-disciplinary collaboration that we have the ability to do at the highest levels as a leading research institution.

Dr. Adams-Gaston talked about co-curricular connections with classwork, the new E-Sports virtual learning center in Lincoln Tower, club sports through the Electronic Gaming Federation and personal and professional development related to teaming by gamers. This is a really fascinating area and it's great that we are taking a leadership position going forward. Dr. Stone mentioned that the Department of Defense uses gaming in exercises related to pilot training and to explore future capabilities in artificial intelligence. He said the research opportunities for Ohio State are extensive, including rehabilitation and brain, body and behavior in human performance, such as the speed of decision-making.

Committee members asked about plans to collaborate with industry and opportunities for commercialization. Before coming to the board for approval, the new E-Sports program that is under development will first go through University Senate protocols during the coming academic year. This is really exciting, uncharted territory as Ohio State is getting into this area on the ground floor.

Provost McPheron then recommended a series of faculty personnel actions, including appointments, reappointments, faculty professional leave requests and emeritus status requests. He highlighted two new faculty members who will join the university in January — Dr. Darrick Hamilton, who will become the executive director of the Kirwan Institute for the Study of Race and Ethnicity; and Dr. Gil Latz, who will become vice provost for global strategies and international affairs. He also expressed congratulations for Dr. Norman Jones, dean and director of Ohio State at Mansfield, who was recently promoted to the rank of full professor.

Provost McPheron also requested approval of amendments to the *Rules of the University Faculty* that relate to emeritus faculty requests and clinical faculty titles. In addition, he requested approval of degrees and certificates, including three posthumous degrees and one retroactive degree, as well as one honorary Doctor of Science degree. Finally, he requested approval for the establishment of a new degree program — a Master of Dietetics and Nutrition degree program in the College of Medicine and the College of Education and Human Ecology.

After approving these items for action, which appear on our consent agenda today, the committee recessed into executive session. That concludes my fairly robust report, Mr. Chairman.

Mr. Gasser:

Thank you, Clark. Thank you for your leadership in this committee and your leadership in all the board matters. Mr. Smucker, would you like to give us the Finance Committee report, please?

Mr. Smucker:

I would. The Finance Committee met yesterday. During the meeting, five items were presented for discussion. Mr. Papadakis and Ms. Devine presented the University Financial Scorecards through September 2018. All metrics on the consolidated financial scorecard were green, with the exception of one area that was marked yellow — the three-year average return on the Long-Term Investment Pool. Total revenues to date, excluding endowment performance, were \$31 million above budget, while expenses were essentially on target, exceeding budget by \$1 million.

Mr. Lane presented the year-end report for our endowment. Through June 30, 2018, the Long-Term Investment Pool generated a 7.7 percent return, which outperformed our market-based benchmark of 7.4 percent. The market value of the investment pool grew substantially, from \$4.3 billion to \$5.2 billion, in part because of the endowments that were created using proceeds from the Comprehensive Energy Management Project.

In keeping with our focus this week on Academic Health Care, Mr. Larmore gave us a financial summary of the Wexner Medical Center. In a word, the financial performance of the medical center has been stellar. For the past fiscal year, the medical center generated a bottom line of \$341 million in revenue over expenses, with revenue per adjusted admit growing faster than the expense ratio.

Mr. Papadakis and Mr. Osborne discussed the progress being made by the Corporate Engagement Office, which includes the university's technology commercialization function. Ohio State has established a strong infrastructure to support its researchers, and thanks to that infrastructure, we are generating momentum in key metrics, such as invention disclosures, licensing revenue and active startups. With 77 active startups in our portfolio, the pipeline of activity is full of promise.

And as Mr. Porteus described earlier during the Master Planning & Facilities report, Ms. Readey gave our committee a similar status update on Ohio State's major projects of more than \$20 million.

Seven items were then presented for action. First, Mr. Papadakis shared the university's 2018 Progress Report on the Ohio Task Force on Affordability and Efficiency in Higher Education recommendations. This report demonstrates the broad range of actions that Ohio State has taken to become more efficient and to generate new resources that can be devoted to our strategic initiatives. Among other highlights, the report identifies \$128 million in efficiency savings and avoidance, and \$1.1 billion of new resource generation in the 2018 fiscal year.

Second, Mr. Papadakis and Mr. Smith presented recommendations for football ticket pricing for the 2019 season and for golf course dues and fees. Season tickets for home football games would increase to \$702 for the general public, with individual games ranging from \$60 to \$198, based on the opponent. Student season tickets would remain unchanged at \$238. For golf, membership dues would increase 2.1 percent for students and 2.5 percent for alumni, affiliates, faculty and staff. The recommendations would also reinstate a \$1,000 initiation fee for new members, which had been waived since 2010. This fee would not apply to students.

Third, Undergraduate Student Government had proposed that the university divest from more than 200 companies with large oil and gas reserves. After a careful study and a lot of discussions with the USG, the university presented a compelling argument that the proposal to divest would not advance Ohio State's progress toward its sustainability goals and that it would pose significant risks to the university's endowment. Therefore, we are recommending that the university maintain its current investment strategy. Ohio State continues to focus on programs and initiatives that directly address issues of climate change, including comprehensive efforts to improve the energy efficiency of the Columbus campus by 25 percent within 10 years.

Fourth, Mr. Papapakis recommended a policy change to specify the global equities portion of the benchmark for the Long-Term Investment Pool. The previous policy did not specify which version of the MSCI All-Country World Index to use. The recommendation would specify the net of taxes on dividends version of this index, which would align the university with the industry standard.

And finally, three requests that were submitted to the Master Planning & Facilities Committee were also brought before our committee, including requests related to entering into and increasing professional services and construction contracts; purchasing property near CarePoint East; and entering a ground lease with Worthington Industries at the OSU Airport.

All of these resolutions were approved by the Finance Committee and are included on the consent agenda today. The committee then met in executive session, and that concludes my report.

Mr. Gasser:

Thank you, Tim. And last but definitely not least, Mr. Shumate with Governance.

Mr. Shumate:

Thank you, Mr. Chairman, we have a brief report this morning. We started our agenda with an update from our undergraduate student trustee, Jordan Moseley, on the student trustee selection process. Jordan will be convening the first meeting of the selection committee in the coming weeks, and with the help of our board office, he will be generating interest in the position through informational sessions on campus, soliciting nominations from faculty and student leaders and sharing details through targeted emails and social media. The timeline for selection of the new undergraduate student trustee remains the same as in the past. The application will be posted on the board's website on December 1, and all applications will be due on January 7, 2019.

Gail Marsh, the university's chief strategy officer, then provided a strategic planning update. She walked us through some of the accomplishments that have been made in each pillar of the strategic plan and discussed important milestones that move the plan forward — including an anticipated February retreat, where both the University Board and the Wexner Medical Center Board will hear the progress to date.

We then had one item for action, which is on the consent agenda — a resolution to ratify committee appointments. The committee also met in executive session and that concludes my report, Mr. Chairman.

Mr. Gasser:

Thank you, Alex, and thank you for your leadership. And now the consent agenda is before the trustees and President Drake, would you please present it to the board?

CONSENT AGENDA

President Drake:

Thank you, Chairman Gasser. Today we have 24 resolutions on the consent agenda. We will hold separate votes for items No. 5 and No. 7. To begin, we are seeking the approval of the following:

RESOLUTIONS IN MEMORIAM

Resolution No. 2019-29

Synopsis: Approval of Resolutions in Memoriam, is proposed.

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

Frank F. Gibson

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on October 6, 2018, of Frank F. Gibson, former Chair of Finance and Professor Emeritus of Business Law at the College of Business.

Professor Gibson served on the faculty from 1966 until his retirement in 1991. He was a recognized expert specializing in real estate and trade-regulation law. His knowledge was instrumental to the direction of the university's Center for Real Estate Education and Research, for which he served as its associate director. After more than 20 years of academic service to the university, he was appointed chair of The Ohio State University College of Business finance faculty on January 1, 1988.

He shared his prolific business law insights through numerous texts, journal articles and books. In 1972, he co-authored *Modern Business Law: An Introduction to Government and Business* and he contributed to the publication of *Real Estate Law*, a textbook now in its ninth edition. He also authored the Real Estate Law course syllabus, which was published by the Ohio Association of Real Estate Boards.

Professor Gibson's service to the university community spanned numerous committees and organizations. He served as a member of the University Judicial Panel and on Ohio State's Affirmative Action Committee. At the College of Business, he was a member of its Faculty Senate and its Business and Public Administration Senate. He also served as a leader, chairing a number of committees, including the Senate Standing Committee on Resource Utilization, the Senate Committee on Social Issues, and the Business and Public Administration Senate. In 1987, Professor Gibson's extensive dedication was recognized when he was named the recipient of the college's Pace Setters Outstanding Service Award.

During his tenure at the university, Professor Gibson drew on his extensive experience and education as a member of the State Bar of New York. He served as president of the Tri-State Regional of the American Business Law Association, and as editor-in-chief of the *American Business Law Journal*. In private practice, he worked as an insurance underwriter.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Frank F. Gibson 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 and appreciation.

Martin D. Keller

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on September 27, 2018, of Martin D. Keller, Professor Emeritus of the College of Public Health.

After a noteworthy education at Yeshiva University, New York University and Cornell University Medical School, as well as appointments at Beth Israel Hospital and Harvard

Medical School, Professor Keller joined the faculty of Ohio State's College of Medicine for 40 years where he became a nationally recognized epidemiologist. During this time, he served as the Chair of the Department of Preventative Medicine where he envisioned the department transitioning to a college of public health at Ohio State someday.

Professor Keller pioneered his vision as department chair by securing numerous grants through his expertise and prestigious reputation, which ultimately established Ohio State's School of Public Health in 1995 — the first in Ohio. The school became the College of Public Health in 2007, thanks to the efforts of Professor Keller, who was recognized by the college in 2014 as a Champion of Public Health.

As a nationally renowned epidemiologist, Professor Keller was involved in international public health in more than 20 countries, and worked against the spread of infectious disease at the county level in Ohio and at the national level with the Centers for Disease Control and Prevention. His significant impact also landed him roles with the Ohio Department of Health, which included Chief of the Division of Communicable Diseases, Chief of the Division of Chronic Diseases, and Chief of Research and Training.

Professor Keller's fruitful contributions to The Ohio State University and its College of Public Health, as well as his involvement beyond this state, will no doubt continue to influence and advance public health research, education and programs worldwide.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Martin D. Keller 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 and appreciation.

Calvin D. Knight

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on August 24, 2018, of Calvin "Cal" D. Knight, Professor Emeritus of Extension in the College of Food, Agricultural and Environmental Sciences.

Professor Knight served two years in the United States Navy during WWII. He graduated from The Ohio State University with a Bachelor of Science and Master of Science in Agricultural Education. He taught vocational agriculture for 10 years, including a stint as a trainer of student teachers in Paulding County. Professor Knight served as a Cooperative Extension Service agricultural agent for 21 years in Ashland County, and later in Jefferson County, until he retired in 1986. He said, "The most enjoyable part of the job was helping individual farmers."

His professional activities also kept him busy. He served as treasurer and later president of the Ohio County Agriculture Extension Agents' Association, as president of the Ashland Rotary Club and as regional vice chair of the National Association of County Agricultural Agents (NACAA). Professor Knight was one of only three Ohio county Extension agents to receive the Distinguished Service Award at NACAA. His career work includes the

expansion of the Jefferson County fairgrounds, establishing the Tri-County Graded Feeder Cattle Auction and initiating the Young Farmers Group of Dairymen in Ashland County.

As Professor Knight enhanced the capacity and knowledge of these organizations, he also enjoyed a real sense of community in the Extension department. Organizing an annual out-of-state tour for dairy farmers was one of his proudest accomplishments as a county agent. Others included helping to establish the Ashland County Regional Planning Commission and the Ashland County Drive-It-Yourself Tour. Under his tutelage, Ashland County received an Environmental Improvement Award.

Starting in 1959, Professor Knight served the Ohio Cooperative Extension Service and The Ohio State University as an outstanding educator and a credit to the academic community. He brought distinction to himself and earned the admiration and respect of his peers not only in Ohio, but also in the surrounding states.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Calvin "Cal" D. Knight 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 and appreciation.

RATIFICATION OF COMMITTEE APPOINTMENTS 2018-2019

Resolution No. 2019-30

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2018-2019 are as follows:

Academic Affairs and Student Life:

Clark C. Kellogg, Chair
Cheryl L. Krueger, Vice Chair
Abigail S. Wexner
Hiroyuki Fujita
Alan A. Stockmeister
Janice M. Bonsu
Alan VanderMolen
Janet Porter
Richard K. Herrmann (faculty member)
Michael J. Gasser (ex officio)

Finance:

Timothy P. Smucker, Chair
Brent R. Porteus, Vice Chair
Alex Shumate
Erin P. Hoeflinger
Alexander R. Fischer
John W. Zeiger
LEWIS VON THAER
H. Jordan Moseley
James D. Klingbeil
Lawrence A. Hilsheimer
Michael J. Gasser (ex officio)

Advancement:

Erin P. Hoeflinger, Chair
Alan A. Stockmeister, Vice Chair
Clark C. Kellogg
Alex Shumate
Cheryl L. Krueger
Abigail S. Wexner
H. Jordan Moseley
Alan VanderMolen
Janet Porter
Nancy Kramer
Craig S. Bahner
Kristin L. Watt (Alumni Assn)
CATHERINE BAUMGARDNER
(Alumni Assn)
James F. Dietz (Foundation Board)
Gifford Weary (Foundation Board)
Michael J. Gasser (ex officio)

Audit and Compliance:

John W. Zeiger, Chair
Timothy P. Smucker, Vice Chair
Brent R. Porteus
Hiroyuki Fujita
LEWIS VON THAER
Janice M. Bonsu
James D. Klingbeil
Amy Chronis
Craig S. Morford
Michael J. Gasser (ex officio)

Governance:

Alex Shumate, Chair
Janet Porter, Vice Chair
Timothy P. Smucker
Erin P. Hoeflinger
Alexander R. Fischer
Hiroyuki Fujita
H. Jordan Moseley
Alan VanderMolen
Michael J. Gasser (ex officio)

Talent and Compensation:

Hiroyuki Fujita, Chair
Alex Shumate, Vice Chair
Clark C. Kellogg
Erin P. Hoeflinger
John W. Zeiger
LEWIS VON THAER
H. Jordan Moseley
Janet Porter
Michael J. Gasser (ex officio)

Master Planning & Facilities

Alexander R. Fischer, Chair
James D. Klingbeil, Vice Chair
Timothy P. Smucker
Brent R. Porteus
Alan A. Stockmeister
Janice M. Bonsu
Robert H. Schottenstein
Michael J. Gasser (ex officio)

Wexner Medical Center:

Leslie H. Wexner, Chair
Abigail S. Wexner
Cheryl L. Krueger
Hiroyuki Fujita
John W. Zeiger
Janet Porter
Stephen D. Steinour
Robert H. Schottenstein
W.G. Jurgensen
Cindy Hilsheimer
Michael J. Gasser (ex officio, voting)
Michael V. Drake (ex officio, voting)
Bruce A. McPheron (ex officio, voting)
Michael Papadakis (ex officio, voting)
K. Craig Kent (ex officio, non-voting)
L. Arick Forrest (ex officio, non-voting)
David P. McQuaid (ex officio, non-voting)
Mark E. Lamore (ex officio, non-voting)
Andrew M. Thomas (ex officio, non-voting)
Elizabeth O. Seely (ex officio, non-voting)
Susan D. Moffatt-Bruce (ex officio, non-voting)
Mary A. Howard (ex officio, non-voting)
William B. Farrar (ex officio, non-voting)
Thomas Ryan (ex officio, non-voting)
Amanda N. Lucas (ex officio, non-voting)

**APPROVAL OF 2018 PROGRESS REPORT ON OHIO TASK FORCE ON
AFFORDABILITY AND EFFICIENCY RECOMMENDATIONS**

Resolution No. 2019-31

Synopsis: Approval of The Ohio State University's 2018 progress report on the Ohio Task Force on Affordability and Efficiency recommendations, which will be submitted to the Chancellor of Higher Education, is proposed.

WHEREAS Governor John R. Kasich established the Ohio Task Force on Affordability and Efficiency in Higher Education in 2015 to recommend solutions for state colleges and universities to enhance affordability and efficiency; and

WHEREAS The Ohio State University supported the goals and work of this task force; and

WHEREAS the task force delivered its recommendations in the report "Action Steps to Reduce College Costs" on October 1, 2015; and

WHEREAS House Bill 49 (Section 381.550) requires the Board of Trustees of each state college and university to approve an efficiency report based on the task force recommendations each fiscal year and submit it to the Chancellor of Higher Education; and

WHEREAS consultations have taken place within the university to review and apply the recommendations to Ohio State's circumstances; and

WHEREAS Ohio State's strategic plan, which includes a pillar focused on operational excellence and resource stewardship, is in strong alignment with the task force recommendations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the university's 2018 progress report in response to the task force recommendations, as detailed in the attached document; and

BE IT FURTHER RESOLVED, That the attached document be delivered to the Chancellor of the Ohio Department of Higher Education.

(See Appendix XI for background information, page 291)

AUTHORIZATION FOR APPROVAL OF ATHLETIC PRICES AND FEES

Resolution No. 2019-32

Synopsis: Approval of football ticket prices for Fiscal Year 2020 and golf course membership dues and fees for Calendar Year 2019 at the recommended levels, is proposed.

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

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

WHEREAS each year the Athletic Council reviews projections for the coming year's budget and recommends ticket prices and golf course membership dues and fees; and

WHEREAS the Athletic Council has approved football ticket pricing and golf course membership dues and fees as shown on the attached tables; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the recommended prices for football tickets for Fiscal Year 2020 and for golf course membership dues and fees for Calendar Year 2019.

(See Appendix XII for background information, page 322)

**MODIFICATION OF BENCHMARK FOR THE
GLOBAL EQUITIES ASSET CLASS OF THE LONG-TERM INVESTMENT POOL**

Resolution No. 2019-34

Synopsis: Adopting a modified benchmark for the Global Equities asset class of the university's Long-Term Investment Pool, the allocation for which is found in the university's Investment Policy #5.90, is proposed.

WHEREAS The Ohio State University Board of Trustees previously adopted the Modification of Asset Classes and Allocations and Benchmarks for the Long-Term Investment Pool (Resolution No. 2015-12) in August 2014; and

WHEREAS there is a desire to modify such prior resolution to adopt a modified benchmark for the Global Equities asset class of the university's Long-Term Investment Pool (LTIP); and

WHEREAS the Investment Policy currently provides for an allocation of 40-80% of the LTIP to the Global Equities asset class; and

WHEREAS the Investment Policy provides that the Board of Trustees is responsible for approving performance benchmarks to evaluate the performance of the LTIP portfolio; and

WHEREAS, the Board of Trustees adopted the prior resolution that provided for the MSCI All Country World Index (ACWI) as the benchmark for the Global Equities asset class with an LTIP benchmark weighting of 60%; and

WHEREAS the Chief Investment Officer has recommended to the Interim Senior Vice President for Business and Finance a modification to the MSCI ACWI benchmark for the Global Equities asset class to provide for a benchmark of MSCI ACWI net dividends; and

WHEREAS the Interim Senior Vice President for Business and Finance has reviewed such modification to the existing benchmark for the Global Equities asset class and determined that it should be amended to provide that the MSCI ACWI should be calculated net of dividends, and that the modified benchmark is appropriate and in the best interest of the university, and has recommended such modified benchmark to the Finance Committee; and

WHEREAS the Finance Committee has approved and recommends such modification to the existing benchmark for the Global Equities asset class to The Ohio State University Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the modified benchmark for the Global Equities asset class of the Long-Term Investment Pool for the purposes of evaluating the investment performance of the Global Equities asset class of the Long-Term Investment Pool be MSCI All Country World Index (ACWI-ND); and

BE IT FURTHER RESOLVED, That this modification shall go into effect on January 1, 2019, and shall remain in effect until further modified as provided for in the university's Investment Policy.

(See Appendix XIII for background information, page 328)

APPROVAL FOR ACQUISITION OF REAL PROPERTY

Resolution No. 2019-36

1600 EAST LONG STREET
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase real property located at 1600 East Long Street, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to purchase improved real property of +/- 0.74 acres located at 1600 East Long Street, Columbus, Ohio, identified as Franklin County parcels 010-003018 and 010-023596; and

WHEREAS the property is strategic to the Wexner Medical Center initiative for healthy communities and will complement the services provided at Outpatient East and University Hospital East and is currently zoned R-3 (Residential); and

WHEREAS improvements on the property include an 8,933± square-foot, one-story building, known as the former MLK Columbus Metropolitan Library:

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 above referenced property upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XIV for background information, page 329)

**APPROVAL FOR GROUND LEASE
OF UNIMPROVED REAL PROPERTY**

Resolution No. 2019-37

THE OHIO STATE UNIVERSITY AIRPORT
2160 WEST CASE ROAD
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to ground lease approximately 2-3 acres of unimproved real property located at The Ohio State University Don Scott Airport (OSU Airport), 2160 West Case Road, Franklin County, Ohio, is proposed.

WHEREAS pursuant to Ohio Revised Code, the Ohio Department of Administrative Services may lease land belonging to or under the control or jurisdiction of a state university, not required nor to be required for use of the university, to a developer; and

WHEREAS The Ohio State University is seeking to ground lease approximately 2-3 acres of land located at the OSU Airport; and

WHEREAS the property will be utilized for the construction of approximately 32,000-square-feet of airplane hangar space and 5,500 +/- square feet of office space by Worthington Industries, Inc.; and

WHEREAS the lease is contingent upon The Ohio State University Board of Trustees approval; and

WHEREAS it has been recommended by the Office of Planning and Real Estate, in coordination with the College of Engineering, that the university enter into a lease:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to take any action required to effect the lease of the property and to negotiate terms and conditions deemed to be in the best interest of the university and in accordance with Ohio law.

(See Appendix XV for background information, page 331)

FACULTY PERSONNEL ACTIONS

Resolution No. 2019-38

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 August 31, 2018, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments:

Name: NICK BRUNELLI
Title: Assistant Professor (H.C. "Slip" Slider Professorship in Chemical and Biomolecular Engineering)
College: Engineering
Term: September 1, 2018 through August 30, 2023

Name: *DARRICK HAMILTON
Title: Executive Director of the Kirwan Institute for the Study of Race and Ethnicity
Office: Academic Affairs
Term: January 1, 2019 through December 31, 2023

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Name: *GIL LATZ
Title: Vice Provost, Global Strategies and International Affairs
Office: Academic Affairs
Term: January 1, 2019 through December 31, 2023

Name: ROBERT LEE
Title: Professor (Charles H. Kimberly Professorship in Pharmacy)
College: Pharmacy
Term: September 1, 2018 through August 1, 2021

Name: *Eugene Oltz
Title: Professor (Samuel Saslaw Professorship in Infectious Diseases)
Title: Chair, Department of Microbial Infection and Immunity
College: Medicine
Term: January 1, 2019 through December 31, 2023

Name: Lawrence "Drew" Shirley
Title: Assistant Professor (Ward Family Surgical Oncology Designated Professorship)
College: Medicine
Term: July 1, 2018 through June 30, 2022

*New Hire

Reappointments

Name: HENRY W. FIELDS
Title: Professor (Vig/Williams Endowed Chair in Orthodontics)
College: Dentistry
Term: October 1, 2018 through September 30, 2023

Name: Giorgio Rizzoni
Title: Professor (Ford Motor Company Chair in Electromechanical Systems Engineering)
College: Engineering
Term: July 1, 2018 through June 30, 2023

(See Appendix XVI for background information, page 333)

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 2019-39

Synopsis: Approval of the following amendments to the Rules of the University Faculty, is proposed.

WHEREAS the University Senate, pursuant to rule 3335-1-09 of the Administrative Code, is authorized to recommend through the president to the Board of Trustees the adoption of

amendments to the Rules of the University Faculty as approved by the University Senate; and

WHEREAS the proposed changes to rule 3335-7 in the Rules of the University Faculty were approved by the University Senate on October 6, 2017; and

WHEREAS the proposed changes to rule 3335-5-19 and the creation of rule 3335-5-36 in the Rules of the University Faculty were approved by the University Senate on September 20, 2018:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the attached amendments to the Rules of the University Faculty be adopted as recommended by the University Senate.

(See Appendix XVII for background information, page 335)

DEGREES AND CERTIFICATES

Resolution No. 2019-40

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 Dentistry has recommended Kwi Hyun Cho be awarded the Doctor of Dental Surgery degree, posthumously; and

WHEREAS the College of Arts and Sciences has recommended that William Miller be awarded a Bachelor of Arts degree, posthumously; and

WHEREAS the College of Education and Human Ecology has recommended that Sangin Shin be awarded a Master of Arts in Educational Studies degree, posthumously; and

WHEREAS the College of Education and Human Ecology has recommended that William Wickes be awarded a Bachelor of Science in Hospitality Management degree, posthumously; and

WHEREAS the College of Arts and Sciences has recommended that Quincy Guttman be awarded a Bachelor of Science degree, effective spring semester 2017:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 16, 2018, to those persons who have completed

the requirements for their respective degrees and certificates and are recommended by the colleges and schools; that Kwi Hyun Cho, William Miller, Sangin Shin and William Wickes be awarded the above-named degrees, posthumously; and that Quincy Guttman be awarded the above-named degree, effective spring semester 2017.

(See Appendix XXVII for background information, page 687)

HONORARY DEGREE

Resolution No. 2019-41

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 an honorary degree as listed below:

Lora Stilke

Doctor of Science

NOW THEREFORE

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

**ESTABLISHMENT OF A MASTER OF DIETETICS AND
NUTRITION DEGREE PROGRAM**

Resolution No. 2019-42

COLLEGE OF MEDICINE AND
COLLEGE OF EDUCATION AND HUMAN ECOLOGY

Synopsis: Approval to establish a Master of Dietetics and Nutrition degree program in the College of Medicine and the College of Education and Human Ecology, is proposed.

WHEREAS in response to an accreditation-based national change in the level of preparation for the Registered Dietitian Nutritionist, to the graduate level, a workgroup from the School of Health and Rehabilitation Sciences and the Department of Human Sciences has developed a new, shared graduate-level program; and

WHEREAS the new Master of Dietetics and Nutrition will provide a unified dietetics program between the two units, eliminating internal competition for resources and public confusion, regarding dietetics education at the university; and

WHEREAS the proposal has the support of the faculty and the leadership of the School of Health and Rehabilitation Sciences and the Department of Human Sciences and their respective colleges; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on July 12, 2018; and

WHEREAS the proposal was reviewed and received a vote of approval by the University Senate on September 20, 2018:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of a Master of Dietetics and Nutrition degree program in the College of Medicine and the College of Education and Human Ecology.

(See Appendix XVIII for background information, page 338)

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

Resolution No. 2019-43

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

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

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

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

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

WHEREAS the university has produced consolidated financial statements for the 2017 and 2018 fiscal years, in accordance with accounting principles, generally accepted in the United States; and

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

WHEREAS the university management and PricewaterhouseCoopers have produced a final draft of the audited consolidated financial statements for the 2017 and 2018 fiscal years; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby accepts the draft audited consolidated financial statements for the 2017 and 2018 fiscal years; and

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

(See Appendix XIX for background information, page 459)

UNIVERSITY FOUNDATION REPORT

Resolution No. 2019-44

Synopsis: Approval of the University Foundation Report as of September 30, 2018, is proposed.

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

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

WHEREAS this report includes: (i) the establishment of one (1) scholarship as part of The Joseph A. Alutto Graduate Global Leadership Initiative: the Scott and Lee Family International Scholarship Fund; and twenty (20) additional named endowed funds; (ii) the revision of two (2) named endowed funds; and (iii) the closure and transfer of one (1) named endowed fund:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of September 30, 2018.

(See Appendix XX for background information, page 557)

DISTINGUISHED SERVICE AWARDS

Resolution No. 2019-45

Synopsis: Approval of Distinguished Service Awards to be presented in Autumn 2018, is proposed.

WHEREAS the President's Cabinet has reviewed and supported the recommendations of the Distinguished Service Awards Committee to present Distinguished Service Awards to Deborah Ballam and Valerie Lee in Autumn 2018; and

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

NOW THEREFORE

November 16, 2018, Board of Trustees Meeting

BE IT RESOLVED, That the Board of Trustees hereby approves that the 2018 Distinguished Service Awards be awarded as designated above.

(See Appendix XXI for background information, page 587)

**NAMING OF THE EUGENE D. SMITH
LEADERSHIP INSTITUTE**

Resolution No. 2019-46

Synopsis: Approval for naming of the new Eugene D. Smith Leadership Institute at The Ohio State University Department of Athletics, is proposed.

WHEREAS the mission of the Eugene D. Smith Leadership Institute is to improve the personal development of Ohio State student-athletes beyond their athletic careers; and

WHEREAS the Eugene D. Smith Leadership Institute is dedicated to creating a more cohesive and collaborative approach for all student-athlete professional development and leadership programming; and

WHEREAS the Eugene D. Smith Leadership Institute will educate Ohio State student-athletes on how to develop and exemplify the intangible skills learned through sports to immediately implement in their post-graduate careers; and

WHEREAS through generous philanthropy, the Walter family has made a lasting impact at The Ohio State University by creating opportunities for outstanding student-athletes to hone their professional leadership talents; and

WHEREAS the Walter family has provided significant contributions to the Department of Athletics to support the creation of the Eugene D. Smith Leadership Institute:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Administrative Code, that the aforementioned institute be named the Eugene D. Smith Leadership Institute through 2023.

**NAMING OF THE SECREST WELCOME AND EDUCATION CENTER
INTERNAL SPACES**

Resolution No. 2019-47

AT THE OHIO STATE UNIVERSITY ATI IN WOOSTER

Synopsis: Approval for the naming of internal spaces in the Secrest Welcome and Education Center at the Secrest Arboretum and Gardens, located at 2122 Williams Road, is proposed.

WHEREAS the Secrest Welcome and Education Center will serve as a year-round hub for activities, events and information for visitors to the Secrest Arboretum and Gardens; and

WHEREAS the Secrest Arboretum and Gardens is a 90-acre outdoor laboratory and landscape garden, home to thousands of native and introduced species and cultivars of trees, shrubs and other plants seeking to expand teaching, research and outreach efforts; and

WHEREAS the donors listed below have provided significant contributions to the construction of the Secrest Welcome and Education Center:

- Nationwide
- Ralph R. & Grace B. Jones Foundation
- Rory and Dedee O'Neil
- Buehler Family
- David and Carol Briggs
- Michael and Stephanie Reardon

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Administrative Code, that the aforementioned spaces be named the following:

- Nationwide Orientation Space
- Ralph R. & Grace B. Jones Foundation Gallery
- Rory and Dedee O'Neil Executive Office
- Buehler Family Office
- David and Carol Briggs Media Room
- Michael and Stephanie Reardon Kitchen

NAMING OF PARKS HALL INTERNAL SPACES

Resolution No. 2019-48

AT THE OHIO STATE UNIVERSITY COLLEGE OF PHARMACY

Synopsis: Approval for the naming of internal spaces in Parks Hall located at 500 West 12th Avenue, is proposed.

WHEREAS the College of Pharmacy is consistently ranked a top pharmacy school in the country, home to world-class faculty, dedicated students and innovative researchers working toward improving medications and medication-related health outcome; and

WHEREAS the College of Pharmacy commits to providing students access to state-of-the-art laboratory facilities, first-class technology and cutting-edge learning; and

WHEREAS the donors below have provided significant contributions to the maintenance, improvement and creation of facilities that support the mission and vision of The Ohio State University College of Pharmacy:

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- Health Care Logistics, Inc. and the Gary and Connie Sharpe Family
- The Meijer Foundation
- Dr. Mark and Linda Sirgo
- Ric Mora

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Administrative Code, that the aforementioned spaces be named the following:

- Health Care Logistics, Inc. and the Gary and Connie Sharpe Family Pharmacy Skills Laboratory (233)
- The Meijer Foundation Pharmacy Skills Classroom (245A)
- Dr. Mark and Linda Sirgo, Class of 1977 Counseling Suite (246)
- Ric Mora BS '63 Pharmacy Simulation Classroom (245)

PERSONNEL ACTIONS

Resolution No. 2019-49

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 August 31, 2018, meeting of the board, including the following appointments:

Appointment

Name: Jeff M.S. Kaplan
Title: Secretary and Senior Advisor
Unit: Board of Trustees
Term: August 1, 2018

APPROVAL TO RESTATE THE PRE-APPROVED ALTERNATIVE RETIREMENT PLAN

Resolution No. 2019-50

Synopsis: Approval of the restatement of the pre-approved Alternative Retirement Plan (formerly referred to as the Ohio Public Higher Education Institutions' Alternative Retirement Plan), and authorization to make future changes to such plan, is proposed.

WHEREAS the university serves as the provider of a pre-approved defined contribution plan which may be adopted by public institutions of higher education pursuant to Ohio Revised Code Section 3305.01 et seq. as an alternative retirement plan to the state retirement systems in which eligible employees would otherwise participate (the "Pre-Approved Alternative Retirement Plan"); and

WHEREAS the university must periodically restate the terms of the Pre-Approved Alternative Retirement Plan to conform to changes in applicable laws, regulations and administrative authority; and

WHEREAS the university has the authority to restate the Pre-Approved Alternative Retirement Plan on behalf of all adopting employers; and

WHEREAS the university desires to restate the Pre-Approved Alternative Retirement Plan to conform to changes in the Internal Revenue Code and other applicable laws, regulations and administrative authority and to make certain plan design and administrative changes; and

WHEREAS the university desires to apply to the Internal Revenue Service ("IRS") for an Opinion Letter regarding the qualification in form of the Pre-Approved Alternative Retirement Plan under Internal Revenue Code Section 401(a); and

WHEREAS pursuant to the Opinion Letter process, the university is required to submit its most recently restated Pre-Approved Alternative Retirement Plan to the IRS for approval by December 31, 2018:

NOW THEREFORE

BE IT RESOLVED, That the restatement of the Pre-Approved Alternative Retirement Plan, in substantially the form attached hereto as Exhibit A, be and hereby is approved; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer, in consultation with the Office of Human Resources and the Office of Legal Affairs, is hereby authorized and empowered to make any changes to the restatement of the Pre-Approved Alternative Retirement Plan that are required or necessary to ensure compliance with applicable laws, regulations and administrative authority, whether currently in effect or hereinafter amended, without further ratification or action by the Board of Trustees; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer, in consultation with the Office of Human Resources and the Office of Legal Affairs, is hereby authorized to perform such acts as deemed necessary and advisable to effectuate or carry out the purpose and intent of this resolution and to apply to the IRS for an Opinion Letter regarding the qualification in form of the Pre-Approved Alternative Retirement Plan under Internal Revenue Code Section 401(a), including making any changes to the Pre-Approved Alternative Retirement Plan that are required or necessary to obtain such Opinion Letter, without further ratification or action by the Board of Trustees; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer, in consultation with the Office of Human Resources and the Office of Legal Affairs, is hereby authorized to execute any other instruments, documents or conveyances necessary to effectuate the restatement of the Pre-Approved Alternative Retirement Plan and the submission of the Pre-Approved Alternative Retirement Plan to the IRS for approval by December 31, 2018.

(See Appendix XXII for background information, page 588)

APPROVAL TO ENTER INTO A JOINT USE AGREEMENT

Resolution No. 2019-51

BETWEEN THE OHIO STATE UNIVERSITY, ON BEHALF OF OARNET,
AND THE CITY OF DUBLIN

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with the City of Dublin, 5200 Emerald Parkway, Dublin, OH 43017, to document the value and permit the release of funds appropriated in the State Capital Bill for the purchase of capital equipment to expand the deployment of smart city technology within the local community, is proposed.

WHEREAS The Ohio State University, an instrumentality of the State of Ohio, on behalf of the Ohio Academic Resources Network (OARnet) was allocated \$150,000 in the 2019 State Capital Bill that is specifically designated for use by the Dublin Smart Community Connect Project; and

WHEREAS the City of Dublin will utilize the funds for the purchase of certain capital equipment to expand the deployment of smart city technology within the local community, placing the benefits of smart cities within reach of our residents, students, commuters and visitors, located in Dublin, OH; and

WHEREAS The Ohio State University has an opportunity to expand its partnerships and activities with the City of Dublin, and would benefit from expanding the impact of the funding provided for Smart City projects from the USDOT, Ohio DOT and other sources initiated by Governor Kasich, and the City of Dublin plans to extend the deployment of smart city technology within the local community, placing the benefits of smart cities within reach of our residents, students, commuters and visitors. The technology infrastructure involved in establishing the NW 33 Smart Mobility Corridor for Connected and Autonomous Vehicle Research on U.S. Route 33 will be available and accessible to the City of Dublin to coordinate the extension of smart infrastructure into a local community. The City of Dublin intends to leverage this work and infrastructure installed to extend the benefits of smart city technology to the Dublin community and beyond by deploying a network of sensors, cameras, dedicated short-range communications, wired and wireless devices and equipment across local streets, homes and neighborhoods inside Dublin; and

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

WHEREAS the university's use of the Dublin Smart Community Connect Project will promote the university's mission to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge; and

WHEREAS before the state capital appropriation may be released to the City of Dublin, the Ohio Department of Higher Education requires that a Joint Use Agreement between the university and the City of Dublin be signed to document the value of the appropriation

to Ohio State and to ensure the benefits to the university will continue for a minimum period of 20 years:

NOW THEREFORE

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

(See Appendix XXIII for background information, page 639)

PRESIDENTIAL REVIEW AND COMPENSATION

Resolution No. 2019-52

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

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

WHEREAS under the terms of President Drake's letter of offer, the president shall be entitled to annual increases in his base salary as determined by the Board of Trustees; and

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

WHEREAS pursuant to its charter, the Talent and Compensation Committee has reviewed the performance of the president for fiscal year 2018 and believes that President Drake has made significant contributions to the pillars of our Time and Change strategic plan related to the performance goals set forth by the president and the Board of Trustees last year; and

WHEREAS the Procedure for Setting and Reviewing Compensation for University Executives authorizes the chair of the Talent and Compensation Committee to review and approve the total compensation of the president, subject to ratification by the committee and the Board of Trustees; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves a base salary increase for the president of \$21,225, which amounts to 2.5 percent of his base salary; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves a performance award for the president of \$212,242, which amounts to 25 percent of his base salary.

(See Appendix XXIV for background information, page 640)

Mr. Gasser:

Thank you. May I have a motion? A second? Will the secretary please call the roll?

Upon the motion of Mr. Zeiger, seconded by Mr. Kellogg, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees Mr. Gasser, Mr. Smucker, Mr. Kellogg, Mr. Shumate, Mr. Porteus, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Ms. Kessler, Mr. Von Thaeer, Mr. Moseley and Ms. Bonsu.

Mr. Kaplan:

The motion carries.

Dr. Drake:

We also are seeking approval of the following item and Mr. Heminger will abstain:

RESPONSE TO USG FOSSIL FUEL DIVESTMENT PROPOSAL

Resolution No. 2019-33

Synopsis: Response to The Ohio State University Undergraduate Student Government's (USG) proposal to divest the university's Long-Term Investment Pool from "fossil fuel" companies, is proposed.

WHEREAS the Undergraduate Student Government adopted Resolution 50-R-24, which "asks The Ohio State University administration and the Office of Investments to divest from Duke Energy, Energy Transfer Partners, and the top 200 fossil fuel companies as reported by the Fossil Free Index;" and

WHEREAS the Long-Term Investment Pool was established to provide financial support for the long-term use and benefit of the university in support of its mission; and

WHEREAS in accordance with the university's Investment Policy, the Office of Business and Finance conducted a study of the USG proposal and its potential financial impact on the university's investment portfolio; and

WHEREAS the impact review report demonstrates that the Office of Investments continually assesses and makes adjustments to the Long-Term Investment Portfolio based on economic trends, including ones in the energy sector, under Ohio State's current investment strategy; and

WHEREAS the impact review report identified risks associated with the USG divestment proposal that could impair the performance of the investment portfolio and thereby reduce

the annual funding available for student scholarships, faculty positions and other academic priorities; and

WHEREAS the university has a fiduciary responsibility to protect and grow the resources that support Ohio State's mission; and

WHEREAS Ohio State has made significant investments and commitments that will improve the sustainability of the university and believes that the USG resolution would not advance those efforts:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby affirms the university's current investment strategy and declines to approve the recommended revisions as described in Undergraduate Student Government Resolution 50-R-24.

(See Appendix XXV for background information, page 645)

Mr. Gasser:

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

Upon the motion of Mr. Zeiger, seconded by Mr. Smucker, the Board of Trustees adopted the foregoing motion by majority roll call vote, cast by trustees Mr. Gasser, Mr. Smucker, Mr. Kellogg, Mr. Shumate, Mr. Porteus, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Von Thae, Mr. Moseley and Ms. Bonsu. Mr. Heminger abstained.

Mr. Kaplan:

The motion carries.

Dr. Drake:

Finally, we are seeking approval of the following item and Mr. Von Thae will abstain:

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

Resolution No. 2019-35

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

College of Food, Agriculture and Environmental Sciences Master Plan
Instructional Science Buildings Deferred Maintenance
Wexner Medical Center West Campus Ambulatory Facilities

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

Lincoln – 11th and 13th Floor Office Renovations
Ohio Union – Infrastructure Upgrades
Wexner Medical Center Inpatient Hospital Garage (Infrastructure and Road Work)

**APPROVAL TO INCREASE PROFESSIONAL SERVICES
AND CONSTRUCTION CONTRACTS**

Health Sciences Faculty Office and Optometry Clinic Building

APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS

Interdisciplinary Health Sciences Center (Anatomy Lab)

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

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

| | Prof. Serv. Approval Requested | Total Project Cost | |
|--|--------------------------------------|--------------------|------------------|
| CFAES Master Plan | \$0.7M | | University Funds |
| Instructional Science Buildings Deferred Maintenance | \$2.0M | \$25.0M | University Debt |
| Wexner Medical Center West Campus Ambulatory Facilities | \$23.0M | TBD | Auxiliary Funds |

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

| | Prof. Serv. Approval Requested | Construction Approval Requested | Total Project Cost | |
|---|--------------------------------------|---------------------------------------|--------------------------|------------------------------------|
| Lincoln – 11th and 13th Floor Office Renovations | \$0.6M | \$4.4M | \$5.0M | Auxiliary Funds |
| Ohio Union Infrastructure Updates | \$0.8M | \$4.5M | \$5.3M | Auxiliary Funds |
| Wexner Medical Center Inpatient Hospital Garage (Infrastructure and Road Work) | \$0.5M | \$21.5M | TBD | University Debt Auxiliary Funds |

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

| | Prof. Serv. Approval Requested | Construction Approval Requested | Total Project Cost | |
|---|--------------------------------------|---------------------------------------|--------------------------|-------------------------------------|
| Health Sciences Faculty Office and Optometry Clinic Building | \$1.3M | \$6.3M | \$35.9M | University Funds Auxiliary Funds |

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

| | Construction Approval Requested | Total Project Cost | |
|---|---------------------------------------|--------------------------|-------------|
| Interdisciplinary Health Sciences Center (Anatomy Lab) | \$4.4M | TBD | State Funds |

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Capital Investment Plan be amended to include additional professional services for the WMC West Campus Ambulatory Facilities project; additional professional services and construction for the Ohio Union Infrastructure Upgrades, and the Health Sciences Faculty Office and Optometry Clinic Building projects; and additional construction for the Interdisciplinary Health Sciences Center (Anatomy Lab) project.

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

(See Appendix XXVI for background information, page 679)

Mr. Gasser:

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

Upon the motion of Ms. Kessler, seconded by Mr. Moseley, the Board of Trustees adopted the foregoing motion by majority roll call vote, cast by trustees Mr. Gasser, Mr. Smucker, Mr. Kellogg, Mr. Shumate, Mr. Porteus, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Heminger, Ms. Kessler, Mr. Moseley and Ms. Bonsu. Mr. Von Thaeer abstained.

Mr. Kaplan:

The motion carries.

Mr. Gasser:

Thank you. There being no further business, this meeting is adjourned. The next meeting of the Board of Trustees will be Friday, February 22, 2019. Happy Thanksgiving.

Attest:

Michael J. Gasser
Chairman

Jeff M.S. Kaplan
Secretary

Appendix X

SUMMARY OF ACTIONS TAKEN

November 14, 2018 - Wexner Medical Center Board Meeting

Voting Members Present:

Leslie H. Wexner
Abigail S. Wexner
Cheryl L. Krueger
Hiroyuki Fujita
John W. Zeiger

Janet Porter
Stephen D. Steinour
Robert H. Schottenstein
Cindy Hilsheimer
Michael V. Drake (ex officio)

Bruce A. McPheron (ex officio)
Michael Papadakis (ex officio)

Non-Voting, Ex-Officio Members Present:

K. Craig Kent
L. Arick Forrest
David P. McQuaid
Mark E. Lamore

Andrew M. Thomas
Elizabeth O. Seely
Susan D. Moffatt-Bruce
Mary A. Howard

William B. Farrar
Thomas Ryan
Amanda N. Lucas

Members Absent:

Michael J. Gasser (ex officio)
W.G. "Jerry" Jurgensen

PUBLIC SESSION

The Wexner Medical Center Board convened for its 28th meeting on Wednesday, November 14, 2018, in the Ross Auditorium of the Richard M. Ross Heart Hospital. Board Secretary Jeff M.S. Kaplan called the meeting to order at 9:08 a.m.

EXECUTIVE SESSION

It was moved by Mrs. Wexner, and seconded by Mr. Steinour, that the board 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 the purchase of real property and personnel matters regarding the employment, appointment, compensation, discipline and dismissal of public officials.

A roll call vote was taken and the board unanimously voted to go into executive session, with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Zeiger, Dr. Porter, Mr. Steinour, Mr. Schottenstein, Ms. Hilsheimer, Dr. Drake, Dr. McPheron and Mr. Papadakis. Mr. Gasser and Mr. Jurgensen were absent.

The board entered executive session at 9:09 a.m.

PUBLIC SESSION

The Wexner Medical Center Board returned to public session at 11:54 a.m.

Item for Action

1. Approval of Minutes: No changes were requested to the August 31, 2018, meeting minutes; therefore, a formal vote was not required and the minutes were considered approved.

Items for Discussion

2. Academic Healthcare: Craig Kent, dean of the College of Medicine, discussed our role as an academic medical center. He described two of our priority missions as providing cutting-edge research that will change the lives of our patients and providing differentiated clinical care that is not available in the community for patients with complex medical problems. He then introduced Dr. John Byrd and his hematology colleagues who have developed a revolutionary, multidisciplinary approach to treating Chronic Lymphocytic Leukemia. Their goal is to eradicate the need for chemotherapy in the treatment of leukemia, and their success in this area has saved lives, enhanced quality of life for countless patients and put Ohio State on the map internationally for translational research in blood cancers.

Items for Discussion (cont'd)

3. The James Update: William Farrar, interim CEO of the James Cancer Hospital and Solove Research Institute, shared an update on The James, which has been opening new beds in the past few months. He noted that four out of seven days a week, The James is full, so bringing these additional beds online is critical to the hospital being able to provide great patient care. The James is also launching two important initiatives — first, a wellness program for its physicians that will provide active support for oncologists who suffer from symptoms of potential burnout and depression. Second, the possible establishment of a system that will better assist in the training of our physicians on how to provide the best palliative care for end-of-life patients and their families.
4. College of Medicine Report: Dr. Kent introduced two new recruits — Dr. Rama Mallampalli, chair of the Department of Internal Medicine, and Dr. Nahush Mokadam, division director for Cardiac Surgery. These two physicians shared how they plan to develop one of the top five lung transplant programs in the United States. Ohio State's lung transplant program was originally initiated in 1998, and over the course of 11 years, the team performed just 93 transplants. Due to those modest volumes, the lung transplant program voluntarily shut down. It restarted in 2013, and last week it completed its 46th lung transplant of the year. This is real, meaningful growth in a short time period. To grow the program into a signature center and destination for patients around the country, the medical center wants to recruit nationally recognized experts in different areas of chronic respiratory illness.
5. Wexner Medical Center Operations Report: David McQuaid, COO of the Wexner Medical Center, announced that the medical center and Mercy Health have signed a master affiliation agreement to create the Healthy State Alliance, which will tackle Ohio's most critical health care needs while making health care more affordable and more accessible for all. The Healthy State Alliance has identified 10 objectives, including a focus on the opioid crisis as well as increasing access to cancer treatment and transplant care. The aspiration for this alliance is that it will provide greater access to more than 2,000 clinical trials, an NCI-designated comprehensive cancer center, one of the nation's leading transplant centers, 50,000 team members and more than 600 points of care throughout the state.
6. Wexner Medical Center Financial Summary: Mark Larmore, CFO of the Wexner Medical Center, presented the financial summary for the first quarter of Fiscal Year 2019. Operating revenue, year over year, has grown 9.5 percent and controllable expenses are up 10.3 percent. The bottom line for the medical center is almost \$76 million, an improvement of 13 percent over the prior year.

Items for Action

7. Resolution No. 2019-26, Approval for Acquisition of Real Property

Synopsis: Authorization to purchase real property located at 1600 East Long Street, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to purchase improved real property of +/- 0.74 acres located at 1600 East Long Street, Columbus, Ohio, identified as Franklin County parcels 010-003018 and 010-023596; and

WHEREAS the property is strategic to the Wexner Medical Center initiative for healthy communities and will complement the services provided at Outpatient East and University Hospital East and is currently zoned R-3 (Residential); and

WHEREAS improvements on the property include an 8,933+ square-foot, one-story building, known as the former MLK Columbus Metropolitan Library:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves and proposes that the purchase of said property be recommended to the University Board of Trustees for approval; and

BE IT FURTHER RESOLVED, that the President and/or Senior Vice President for Business and Finance be authorized to take any action required to effect the sale of the property and to negotiate a purchase contract containing terms and conditions deemed to be in the best interest of the university.

(See Attachment VI for background information, page 247)

Action: Upon the motion of Mr. Zeiger, seconded by Dr. Porter, the board adopted the foregoing motion by unanimous voice vote with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Zeiger, Dr. Porter, Mr. Steinnour, Ms. Hilsheimer, Dr. Drake, Dr. McPherson and Mr. Papadakis. Mr. Gasser, Mr. Schottenstein and Mr. Jurgensen were absent.

Items for Action (cont'd)

8. Resolution No. 2019-27, Approval to Enter Into/Increase Professional Services and Construction Contracts

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

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

| Prof. Serv. Approval Requested | Total Project Cost | |
|--------------------------------------|-----------------------|-----------------|
| \$23.0M | TBD | Auxiliary Funds |

**Wexner Medical Center West Campus
Ambulatory Facilities**

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

| | Prof. Serv. Approval Requested | Construction Approval Requested | Total Project Cost | |
|---|--------------------------------------|---------------------------------------|-----------------------|------------------------------------|
| Lincoln – 11th and 13th Floor Office Renovations | \$0.6M | \$4.4M | \$5.0M | Auxiliary Funds |
| Wexner Medical Center Inpatient Hospital Garage (Infrastructure and Road Work) | \$0.5M | \$21.5M | TBD | University Debt Auxiliary Funds |

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

| | Prof. Serv. Approval Requested | Construction Approval Requested | Total Project Cost | |
|---|--------------------------------------|---------------------------------------|-----------------------|-------------------------------------|
| Health Sciences Faculty Office and Optometry Clinic Building | \$1.3M | \$6.3M | \$35.9M | University Funds Auxiliary Funds |

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

| | Construction Approval Requested | Total Project Cost | |
|---|---------------------------------------|-----------------------|-------------|
| Interdisciplinary Health Sciences Center (Anatomy Lab) | \$4.4M | TBD | State Funds |

NOW THEREFORE

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

November 16, 2018, Board of Trustees Meeting

Items for Action (cont'd)

BE IT FURTHER RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to enter into and increase professional services and construction contracts for the projects listed above in accordance with established university and State of Ohio procedures, with all actions to be reported to the board at the appropriate time.

(See Attachment VII for background information, page 250)

Action: Upon the motion of Ms. Krueger, seconded by Ms. Hilsheimer, the board adopted the foregoing motion by majority roll call vote with the following members present and voting: Mr. Wexner, Ms. Krueger, Dr. Fujita, Mr. Zeiger, Dr. Porter, Ms. Hilsheimer, Dr. Drake, Dr. McPheron and Mr. Papadakis. Mr. Gasser, Mr. Steinour, Mr. Schottenstein and Mr. Jurgensen were absent. Mrs. Wexner abstained.

9. Resolution No. 2019-28, Clinical Quality Management, Patient Safety and Service Plan

Synopsis: Approval of the annual review of the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Wexner Medical Center, is proposed.

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

WHEREAS the Clinical Quality Management, Patient Safety and Service Plan outlines assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for patients of the hospitals and clinics at The Ohio State University Wexner Medical Center; and

WHEREAS the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Wexner Medical Center was approved by the Leadership Council for Clinical Quality, Safety and Service on August 8, 2018, and the Quality and Professional Affairs Committee on October 30, 2018:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Wexner Medical Center.

(See Attachment VIII for background information, page 258)

Action: Upon the motion of Dr. Drake, seconded by Mr. Zeiger, the board adopted the foregoing motion by unanimous roll call vote with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Zeiger, Dr. Porter, Ms. Hilsheimer, Dr. Drake, Dr. McPheron and Mr. Papadakis. Mr. Gasser, Mr. Steinour, Mr. Schottenstein and Mr. Jurgensen were absent.

Resolutions No. 2019-26 and No. 2019-27 were recommended by the Wexner Medical Center Board and forwarded to the University Board of Trustees for review and approval.

EXECUTIVE SESSION

It was moved by Dr. Porter, and seconded by Mrs. Wexner, that the board 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 the purchase of real property and personnel matters regarding the employment, appointment, compensation, discipline and dismissal of public officials.

A roll call vote was taken and the board unanimously voted to go into executive session, with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Zeiger, Dr. Porter, Ms. Hilsheimer, Dr. Drake, Dr. McPheron and Mr. Papadakis. Mr. Gasser, Mr. Steinour, Mr. Schottenstein and Mr. Jurgensen were absent.

The board entered executive session at 1:18 p.m. and the board meeting adjourned at 2:00 p.m.

Attachment VI

The Ohio State University
Wexner Medical Center Board

November 14, 2018

APPROVAL FOR ACQUISITION OF REAL PROPERTY

1600 EAST LONG STREET
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase real property located at 1600 East Long Street, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to purchase improved real property of +/- 0.74 acres located at 1600 East Long Street, Columbus, Ohio, identified as Franklin County parcels 010-003018 and 010-023596; and

WHEREAS the property is strategic to the Wexner Medical Center initiative for healthy communities and will complement the services provided at Outpatient East and University Hospital East and is currently zoned R-3 (Residential); and

WHEREAS improvements on the property include an 8,933± square-foot, one-story building, known as the former MLK Columbus Metropolitan Library:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves and proposes that the purchase of said property be recommended to the University Board of Trustees for approval; and

BE IT FURTHER RESOLVED, that the President and/or Senior Vice President for Business and Finance be authorized to take any action required to effect the sale of the property and to negotiate a purchase contract containing terms and conditions deemed to be in the best interest of the university.

{00279422-1}

**APPROVAL FOR ACQUISITION OF REAL PROPERTY
1600 EAST LONG STREET
COLUMBUS, FRANKLIN COUNTY, OHIO**

Background

The Ohio State University seeks to acquire from Columbus Metropolitan Library Board of Trustees, approximately 0.74 acres of land located on 1600 East Long Street, Franklin County, Columbus, Ohio. The land will be acquired as part of a Wexner Medical Center (WMC) strategic initiative for healthy communities.

Location and Description

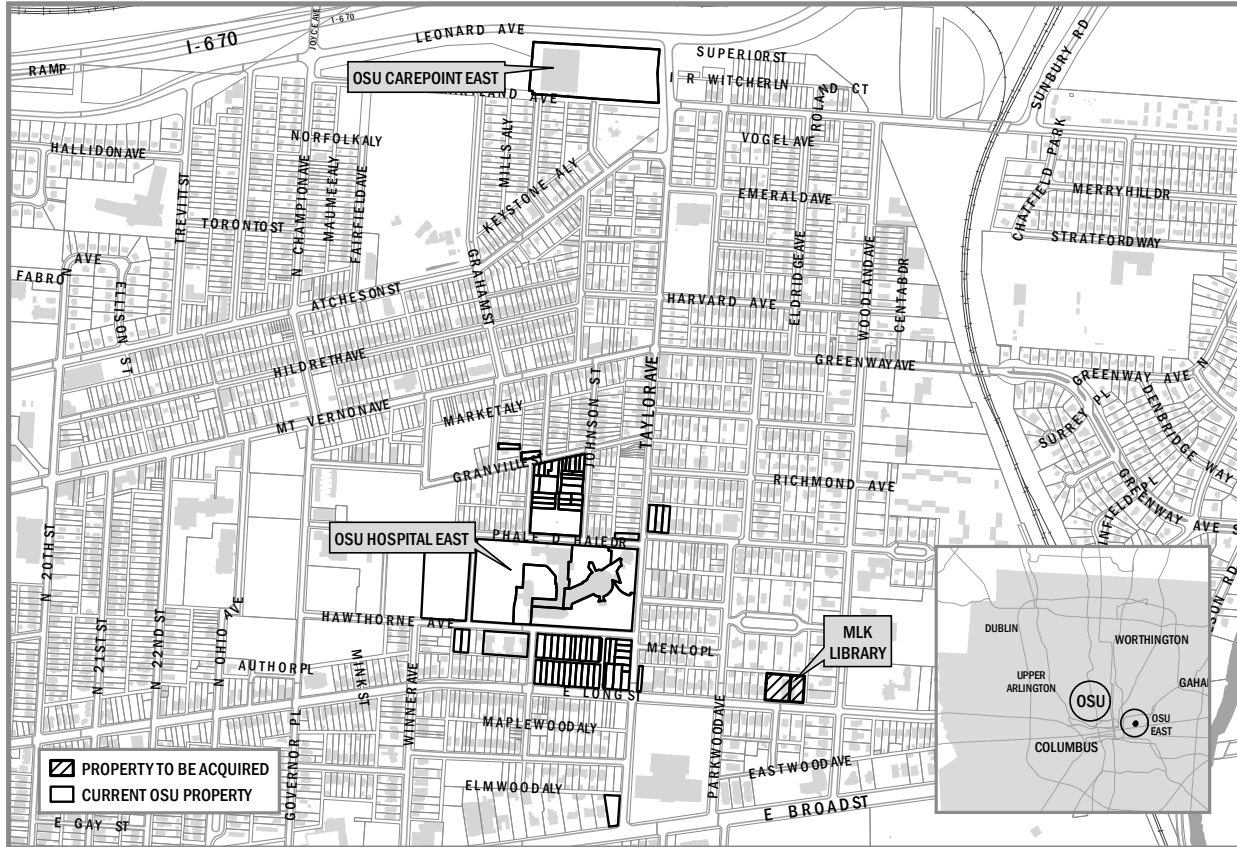
Ohio State is purchasing the property located at 1600 East Long Street, Columbus, Ohio. The site is improved with the former MLK Columbus Metropolitan Library, a single-story building of 8,933±, which was constructed in 1960 and renovated in 1992. The facility was marketed because the library is relocating to their new facility. The site is currently zoned R3 (Residential).

Purchase Rationale

The acquisition of this property is strategic to the WMC initiative for healthy communities. Specifically, the site will continue to serve as a community center with a few proposed renovations that will include a demonstration kitchen, café and meeting rooms. This non-clinical space will complement the services provided at Outpatient East and University Hospital East.

Recommendation

Planning and Real Estate, together with the Wexner Medical Center, recommends the acquisition of the +/- 0.74 acres. The property will be acquired for \$245,000 subject to appropriate adjustments and prorations at closing and under terms and conditions that are deemed to be in the best interest of the university.



PURCHASE OF REAL PROPERTY
1600 EAST LONG STREET
COLUMBUS, FRANKLIN COUNTY, OHIO 43203
PARCELS 010-003018 & 010-023596

Attachment VII

The Ohio State University
Wexner Medical Center Board

November 14, 2018

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS
Wexner Medical Center West Campus Ambulatory Facilities

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS
Lincoln – 11th and 13th Floor Office Renovations
Wexner Medical Center Inpatient Hospital Garage (Infrastructure and Road Work)

APPROVAL TO INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS
Health Sciences Faculty Office and Optometry Clinic Building

APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS
Interdisciplinary Health Sciences Center (Anatomy Lab)

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

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

| | Prof. Serv. Approval Requested | Total Project Cost | |
|--|--------------------------------------|-----------------------|-----------------|
| Wexner Medical Center West Campus Ambulatory Facilities | \$23.0M | TBD | Auxiliary Funds |

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

| | Prof. Serv. Approval Requested | Construction Approval Requested | Total Project Cost | |
|---|--------------------------------------|---------------------------------------|--------------------------|------------------------------------|
| Lincoln – 11th and 13th Floor Office Renovations | \$0.6M | \$4.4M | \$5.0M | Auxiliary Funds |
| Wexner Medical Center Inpatient Hospital Garage (Infrastructure and Road Work) | \$0.5M | \$21.5M | TBD | University Debt Auxiliary Funds |

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

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

| | Prof. Serv. Approval Requested | Construction Approval Requested | Total Project Cost | |
|---|--------------------------------------|---------------------------------------|--------------------------|-------------------------------------|
| Health Sciences Faculty Office and Optometry Clinic Building | \$1.3M | \$6.3M | \$35.9M | University Funds Auxiliary Funds |

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

| | Construction Approval Requested | Total Project Cost | |
|---|---------------------------------------|--------------------------|-------------|
| Interdisciplinary Health Sciences Center (Anatomy Lab) | \$4.4M | TBD | State Funds |

NOW THEREFORE

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

BE IT FURTHER RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to enter into and increase professional services and construction contracts for the projects listed above in accordance with established university and State of Ohio procedures, with all actions to be reported to the board at the appropriate time.

Project Data Sheet for Board of Trustees Approval

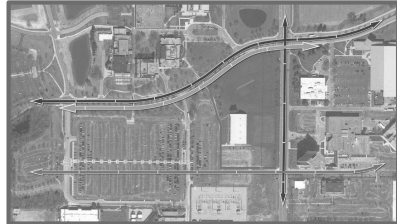
WMC West Campus Ambulatory Facilities

OSU-180390 (CNI# 18000156)

Project Location: *Kenny Road and Carmack Road*

- **approval requested and amount**
 professional services \$23.0M

- **project budget**
 professional services TBD
 construction w/contingency TBD
 total project budget TBD



- **project funding**
 university debt
 development funds
 university funds
 auxiliary funds (health system)
 state funds

- **project schedule**
 BoT professional services approval 11/18
 design 12/18 – 08/20
 construction 09/20 – 12/22

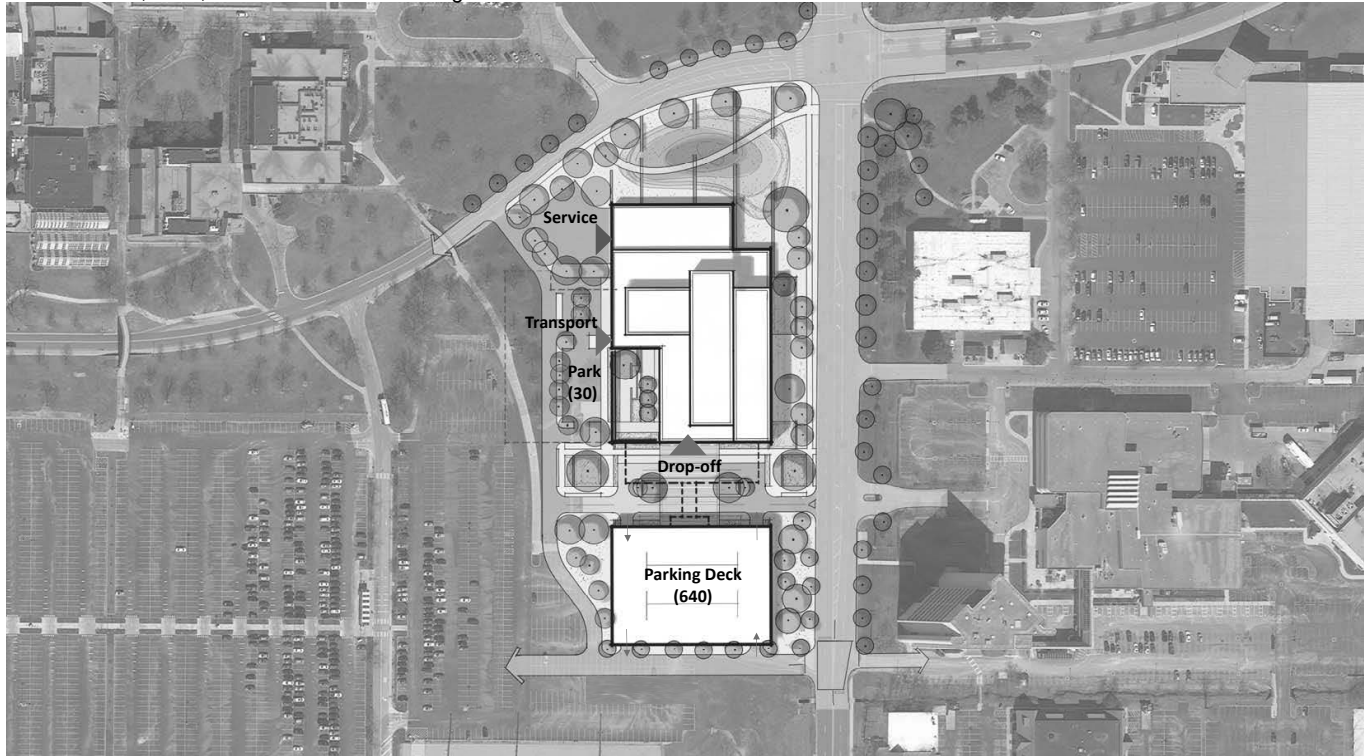
- **project delivery method**
 general contracting
 design/build
 construction manager at risk

- **planning framework**
 - consistent with the strategic plans of the university and Wexner Medical Center to provide medical services within ambulatory facilities
 - a portion of design for the project is included in the FY 2019 Capital Investment Plan; the Capital Investment Plan will be amended to include design through design development
 - total project cost will be validated during design

- **project scope**
 - construct a new ambulatory facility on west campus
 - the ambulatory center will be approximately 395,000 square feet and will include outpatient operating rooms, an endoscopy unit, an urgent care, a pre-anesthesia center, an outpatient diagnostic imaging center, and patient and building support spaces

- **approval requested**
 - approval is requested to amend the FY 2019 Capital Investment Plan
 - approval is requested to enter into professional services contracts through the design development phase

-
- **project team**
 University project manager: Mitch Dollery
 Study/Planning AE: Perkins & Will
 AE/design architect: (selected)
 CM at Risk:



Site Plan

Project Data Sheet for Board of Trustees Approval

Lincoln – 11th and 13th Floor Office Renovations

OSU-190192 (CNI# 180000154)

Project Location: Lincoln Tower

- **approval requested and amount**
 prof serv and constr w/contingency \$5.0M

- **project budget**
 professional services \$0.6M
 construction w/contingency \$4.4M

 total project budget \$5.0M

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

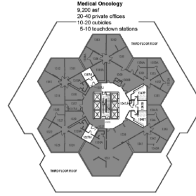
- **project schedule**
 BoT prof svc/cons approval 11/18
 design/bidding 12/18 – 03/19
 construction 04/19 – 07/19

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

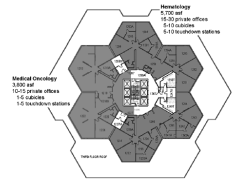
- **planning framework**
 ○ this project is included in the FY 2019 Capital Investment Plan

- **project scope**
 ○ the project will renovate the 11th and 13th floors for Wexner Medical Center faculty and staff offices

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



13th Floor



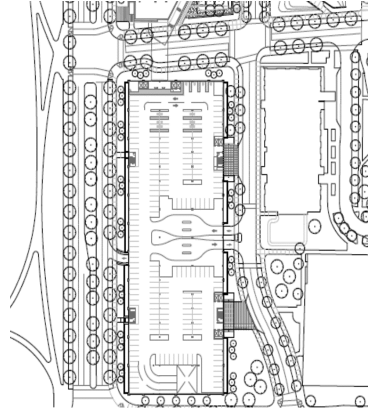
11th Floor

-
- **project team**
 University project manager: Lance Timmons
 AE/design architect:
 General contract:

Project Data Sheet for Board of Trustees Approval

Wexner Medical Center Inpatient Hospital Garage (Infrastructure & Road Work)

OSU-180391-1 (CNI# 18000171)
 Project Location: Wexner Medical Center



- **approval requested and amount**

| | |
|----------------------------|---------|
| professional services | \$0.5M |
| construction w/contingency | \$21.5M |

- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds (health system)
 - state funds

- **project schedule**

| | |
|-------------------------------------|---------------|
| BoT professional services approval | 02/18 |
| design | 06/18 – 12/18 |
| BoT construction approval (partial) | 11/18 |
| construction | 01/19 – 11/20 |

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

- **planning framework**
 - consistent with the strategic plans of the university and Wexner Medical Center to provide parking adjacent to medical facilities
 - the garage infrastructure and road work is included in the FY2019 Capital Investment Plan
 - \$6.1M of professional services was included in the February 2018 approval for the Wexner Medical Center Inpatient Hospital project

- **project scope**
 - construct a 1,870-space parking garage west of McCampbell Hall and provide adjacent site utilities; garage construction will be phased
 - construct a street to connect 10th Avenue with Medical Center Drive and King Avenue

- **approval requested**
 - approval is requested to increase professional services and enter into construction contracts for site, civil, street connection and foundations

-
- **project team**

| | |
|-----------------------------|---------------------------------|
| University project manager: | Kristin Poldemann |
| AE/design architect: | Henningson, Durham & Richardson |
| CM at Risk: | selected |

Project Data Sheet for Board of Trustees Approval

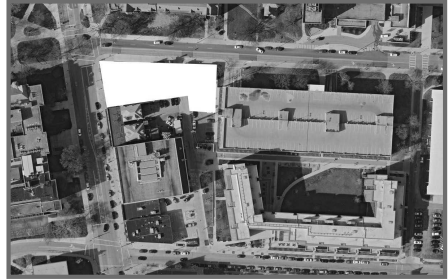
Health Sciences Faculty Office and Optometry Clinic Building

OSU-180356 (CNI# 180000074, 18000019, 18000158)

Project Location: West 11th Ave & Neil Ave

o **approval requested and amount**

| | Orig | Incr | Total |
|---------------|---------|--------|---------|
| prof services | \$2.9M | \$1.3M | \$4.2M |
| construction | \$25.4M | \$6.3M | \$31.7M |



o **project budget**

| | |
|-----------------------------|----------------|
| professional services | \$4.2M |
| construction w/contingency | \$31.7M |
| total project budget | \$35.9M |

o **project funding**

- university debt
- development funds
- university funds
- auxiliary funds
- state funds

o **project schedule**

| | |
|--------------------------------------|--------------|
| BoT prof serv appr (criteria design) | 11/17 |
| design/bidding | 4/18 – 5/19 |
| BoT construction approval | 11/18 |
| construction | 12/18 – 8/20 |

o **project delivery method**

- general contracting
- design/build
- construction manager at risk

o **planning framework**

- o the project is included in the FY 2018 and FY 2019 Capital Investment Plans
- o the FY 2019 Capital Investment Plan will be amended to include the increase in total project cost

o **project scope**

- o demolish three existing buildings at the corner of W. 11th Ave and Neil Ave
- o construct approximately 106,000 GSF for optometry clinics, retail, faculty offices and support spaces
- o key enabling project for the Interdisciplinary Health Sciences Center
- o project scope was increased for a basement and an additional floor

o **approval requested**

- o approval is requested to amend the FY 2019 Capital Investment Plan
- o approval is requested to increase professional services and construction contracts

• **project team**

University project manager: Evan Gardiner
 Criteria architect: Acock Associates
 Design-builder: TBD

Project Data Sheet for Board of Trustees Approval

Interdisciplinary Health Sciences Center (Anatomy Lab)

OSU-180354 (CNI# 18000021)

Project Location: Hamilton Hall



- **approval requested and amount**
construction \$4.4M

- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds (health system)
 - state funds

- **project schedule**

| | |
|------------------------------------|---------------|
| BoT professional services approval | 11/17 |
| design | 8/18 – 11/18 |
| construction | 01/19 – 08/19 |

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

- **planning framework**
 - consistent with the strategic plans of the university and Wexner Medical Center to provide transformational research and learning environments
 - this project is included in the FY 2018 Capital Investment Plan for design; the FY 2019 Capital Investment Plan will be amended to include \$4.4M for enabling construction work

- **project scope**
 - the interdisciplinary health sciences project scope includes renovating existing facilities and constructing a new building to create a collaborative campus for interprofessional education throughout the health sciences
 - anatomy lab work includes renovating 18,000 in Hamilton Hall and installing a chiller, boiler and generator

- **approval requested**
 - approval is requested to amend the FY 2019 Capital Investment Plan
 - approval is requested to enter into construction contracts

-
- **project team**

| | |
|-----------------------------|--------------------------|
| University project manager: | Evan Gardiner |
| Study/planner: | CO Architects |
| AE/design architect: | Acock Associates |
| Construction Manager: | Gilbane Building Company |

Attachment VIII

The Ohio State University
Wexner Medical Center Board

November 14, 2018

CLINICAL QUALITY MANAGEMENT, PATIENT SAFETY AND SERVICE PLAN

The Ohio State University Wexner Medical Center

Synopsis: Approval of the annual review of the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Wexner Medical Center, is proposed.

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

WHEREAS the Clinical Quality Management, Patient Safety and Service Plan outlines assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for patients of the hospitals and clinics at The Ohio State University Wexner Medical Center; and

WHEREAS the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Wexner Medical Center was approved by the Leadership Council for Clinical Quality, Safety and Service on August 8, 2018, and the Quality and Professional Affairs Committee on October 30, 2018:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Wexner Medical Center.

{00279422-1}



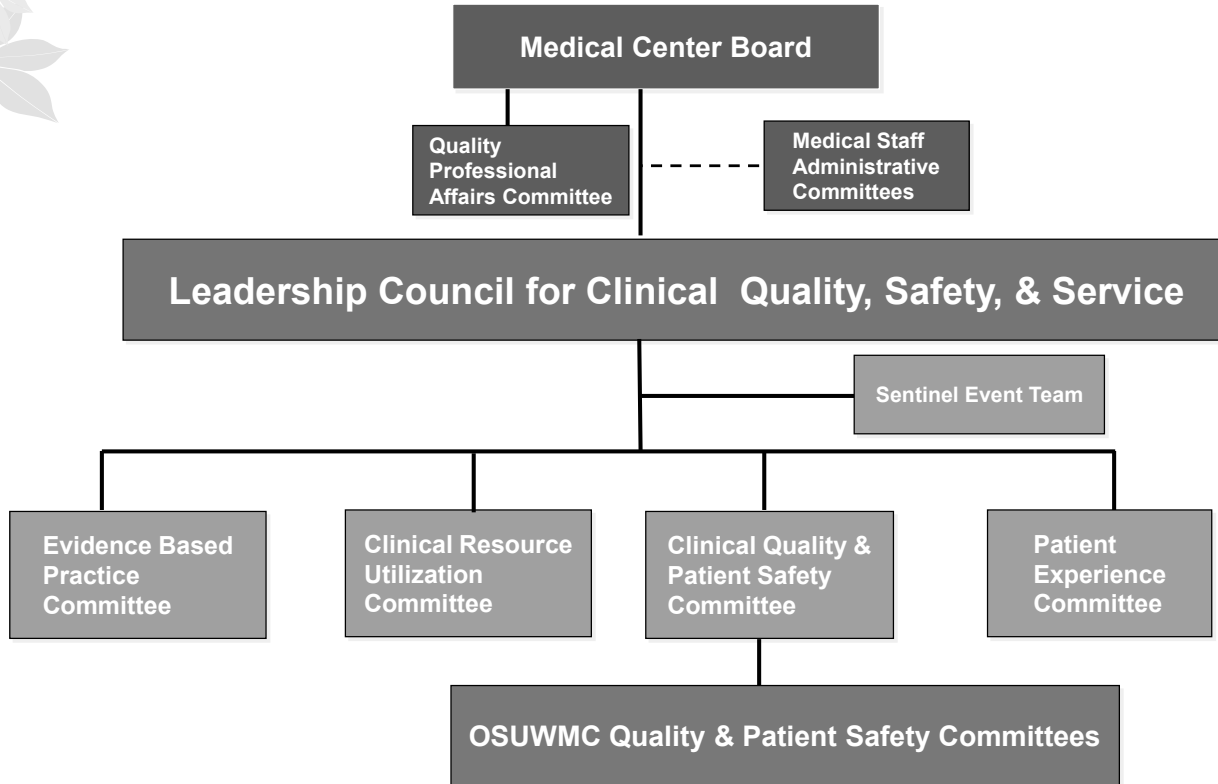
Clinical Quality, Patient Safety & Service Annual Plan – FY19

Iahn Gonsenhauser, MD MBA
November 2018

Overview of Plan:

- Defines Quality program
 - Purpose, Scope, Objectives
- Structure for oversight
- Approach to Quality Oversight
- Assessment methodology
- FY 2019 Priorities and goals

OSUWMC Quality Oversight



August 2018

FY 19 Goals

| Metric | FY 2019 Goal | Notes |
|---|--------------|--|
| Mortality Index - Medical Center | 0.79 | Maintain FY 18 Target |
| Mortality Index - System (No James) | 0.75 | Maintain FY 18 Target |
| LOS Index | 1.00 | Achieve Expected LOS; Gain points on Aetna |
| PSI-90 | 0.63 | 13% reduction to put PSI-90 better than national median in HAC program |
| PSI-03 Pressure Ulcer | 0.53 | 33% reduction to put PSI-90 better than national median in HAC program |
| PSI-13 Post-op Sepsis | 5.54 | 20% reduction to put PSI-90 better than national median in HAC program |
| Overall 30 Day All Cause Readmission Rate | 10.40% | Reduction to potentially avoid Medicaid penalty (\$1 million) |
| CLABSI Rate | 1.20 | 15% Reduction to achieve 2 additional points in VBP |
| CAUTI Rate | 0.53 | 25% Reduction to achieve 1 additional point in VBP |
| C-Diff Rate | 5.30 | 10% Reduction to potentially achieve 1 additional point in VBP |
| MRSA Rate | 0.46 | 25% Reduction to achieve 2 additional points in VBP |
| SSI - Colon Rate | 6.01 | Return to FY 17 rate |
| SSI - Abdominal Hysterectomy Rate | 1.54 | Return to FY 17 rate |
| Hand Hygiene Rate | 95% | Maintain FY 18 Target |
| Sepsis Mortality | 0.92 | Maintain FY 18 Target |
| HCAHPS Overall Rating | 80.5% | 90th percentile nationally |
| CGCAHPS Recommend | 92.6% | 65th percentile nationally |



LEADERSHIP COUNCIL
FOR CLINICAL QUALITY, SAFETY AND SERVICE

The Ohio State University Wexner Medical Center

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

FY19

July 1, 2018 -June 30, 2019

Clinical Quality Management, Patient Safety & Service Plan

| | |
|---|----|
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| DEFINITION | 4 |
| PROGRAM SCOPE | 4 |
| PROGRAM PURPOSE | 5 |
| OBJECTIVES | 5 |
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III. PHYSICIAN PERFORMANCE-BASED PROFILE 27

Clinical Quality Management, Patient Safety & Service Plan

Mission, Vision and Values

Our Mission:

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

Our Values:

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

Our Vision:

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

Definition

The Clinical Quality Management, Patient Safety and Service Plan is the organization-wide approach to the systematic assessment and improvement of process design and performance aimed at improving in areas of quality of care, patient safety, and patient experience. It integrates all activities defined in the Clinical Quality Management, Patient Safety & Service Plan to deliver safe, effective, optimal patient care and services in an environment of minimal risk.

Program Scope

The Clinical Quality Management, Patient Safety & Service Plan includes all inpatient and outpatient facilities in The OSU Wexner Medical Center (OSUWMC) and appropriate entities across the continuum of care.

Program Purpose

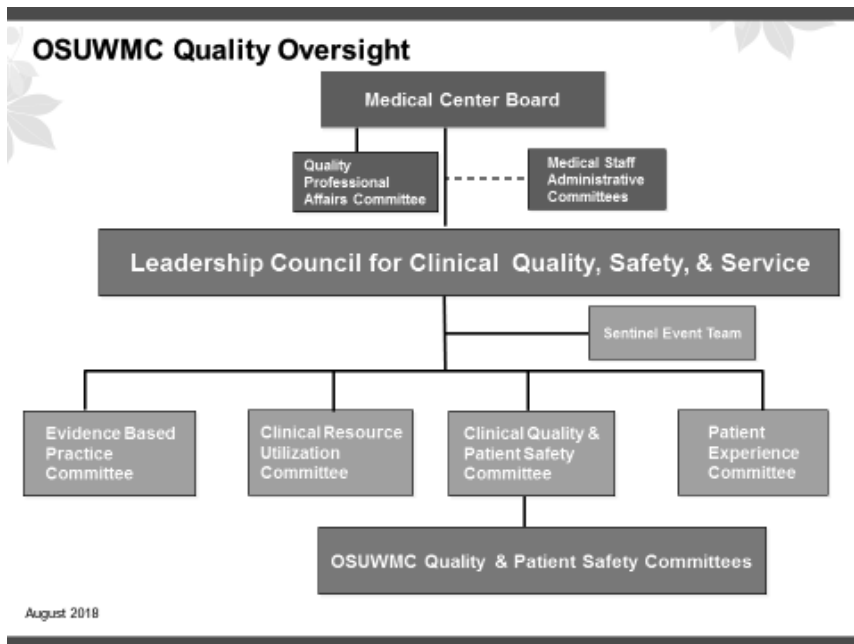
The purpose of the Clinical Quality Management, Patient Safety & Service Plan is to show measurable improvements in areas for which there is evidence they will improve health outcomes and value of patient care provided within The OSUWMC. The OSUWMC recognizes the importance of creating and maintaining a safe environment for all patients, visitors, employees, and others within the organization.

Objectives

- 1) Continuously monitor, evaluate, and improve outcomes and sustain improved performance.
- 2) Recommend reliable system changes that will improve patient care and safety by assessing, identifying, and reducing risks within the organization and responding accordingly when undesirable patterns or trends in performance are identified, or when events requiring intensive analysis occur.
- 3) Assure optimal compliance with accreditation standards, state, federal and licensure regulations.
- 4) Develop, implement, and monitor adherence to evidenced-based practice guidelines and companion documents in accordance with best practice to standardize clinical care and reduce practice variation.
- 5) Improve patient experience and their perception of treatment, care and services by identifying, evaluating, and improving performance based on their needs, expectations, and satisfaction.
- 6) Improve value by providing the best quality of care at the minimum cost possible.
- 7) Provide a mechanism by which the governance, medical staff and health system staff members are educated in quality management principles and processes.
- 8) Provide appropriate levels of data transparency to both internal and external customers.
- 9) Assure processes involve an interdisciplinary teamwork approach.
- 10) Improve processes to prevent patient harm.

Structure for Quality Oversight

The Leadership Council for Clinical Quality, Safety & Service serves as the single, multidisciplinary quality and safety oversight committee for the OSUWMC. The Leadership Council utilizes criteria **[Attachment I]** to determine annual priorities for the health system that are reported in the Quality & Safety Scorecard **[Attachment II]**.



COMMITTEES:

Medical Center Board

The Medical Center Board is accountable to The Ohio State University Board of Trustees through the President and Executive Vice President (EVP) for Health Sciences and is responsible for overseeing the quality and safety of patient care throughout the Medical Center including the delivery of patient services, quality assessment, improvement mechanisms, and monitoring achievement of quality standards and goals.

The Medical Center Board receives clinical quality management, patient safety and service quality reports as scheduled, and provides resources and support systems for clinical quality management, patient safety and service quality functions, including medical/health care error occurrences and actions taken to improve patient safety and service. Board members receive information regarding the responsibility for quality care delivery or provision, and the Hospital’s Clinical Quality Management, Patient Safety and Service Plan. The Medical Center Board ensures all caregivers are competent to provide services.

Quality Professional Affairs Committee

Composition:

The committee shall consist of: no fewer than four voting members of the university Wexner medical center board, appointed annually by the chair of the university Wexner medical center board, one of

whom shall be appointed as chair of the committee. The chief executive officer of the Ohio state university health system; chief medical officer of the medical center; the director of medical affairs of the James; the medical director of credentialing for the James; the chief of the medical staff of the university hospitals; the chief of the medical staff of the James; the associate dean of graduate medical education; the chief quality and patient safety officer; the chief nurse executive for the OSU health system; and the chief nursing officer for the James shall serve as ex-officio, voting members. Such other members as appointed by the chair of the university Wexner medical center board, in consultation with the chair of the quality and professional affairs committee.

Function: The quality and professional affairs committee shall be responsible for the following specific duties:

- (1) Reviewing and evaluating the patient safety and quality improvement programs of the university Wexner medical center;
- (2) Overseeing all patient care activity in all facilities that are a part of the university Wexner medical center, including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians' office facilities;
- (3) Monitoring quality assurance performance in accordance with the standards set by the university Wexner medical center;
- (4) Monitoring the achievement of accreditation and licensure requirements;
- (5) Reviewing and recommending to the university Wexner medical center board changes to the medical staff bylaws and medical staff rules and regulations;
- (6) Reviewing and approving clinical privilege forms;
- (7) Reviewing and approving membership and granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;
- (8) Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying minimum approved criteria as determined by the university Wexner medical center board and are recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;
- (9) Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice;
- (10) Conducting peer review activities and recommending professional review actions to the university Wexner medical center board;
- (11) Reviewing and resolving any petitions by the medical staffs for amendments to any rule, regulation or policy presented by the chief of staff on behalf of the medical staff pursuant to the medical staff

bylaws and communicating such resolutions to the university hospitals medical staff administrative committee and the James medical staff administrative committee for further dissemination to the medical staffs; and

(12) Such other responsibilities as assigned by the chair of the university Wexner medical center board.

Medical Staff Administrative Committees (MSACs)

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The organized medical staff, under the direction of the Medical Director and the MSAC(s) for each institution, implements the Clinical Quality Management and Patient Safety Plan throughout the clinical departments.

The MSAC(s) reviews reports and recommendations related to clinical quality management, efficiency, patient safety and service quality activities. This committee has responsibility for evaluating the quality and appropriateness of clinical performance and service quality of all individuals with clinical privileges. The MSAC(s) reviews corrective actions and provides authority within their realm of responsibility related to clinical quality management, patient safety, efficiency, and service quality activities.

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

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The LCCQSS is responsible for designing and implementing systems and initiatives to enhance clinical care, outcomes and the patient experience throughout the integrated health care delivery system. The LCCQSS serves as the oversight council for the Clinical Quality Management and Patient Safety Plan as well as the goals and tactics set forth by the Patient Experience Council.

Evidence-Based Practice Committee (EBPC)

Composition:

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

Function:

1. Develop and update evidence-based guidelines and best practices to support the delivery of patient care that promotes high quality, safe, efficient, effective patient centered care.
2. Develop and implement Health System-specific resources and tools to support evidence-based guideline recommendations and best practices to improve patient care processes, reduce variation in practice, and support health care education.
3. Develop processes to measure and evaluate use of guidelines and outcomes of care.

Clinical Quality and Patient Safety Committee (CQPSC)

Composition:

The CQPSC consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Information Technology, Nursing, Pharmacy, Laboratory, Respiratory Therapy, Diagnostic Testing and Risk Management. An active member of the Medical Staff chairs the Committee. The committee reports to Leadership Council and additional committees as deemed applicable.

Function:

1. Creates a culture of safety which promotes organizational learning and minimizes individual blame or retribution for reporting or involvement in a medical/health care error.
2. Assure optimal compliance with patient safety-related accreditation standards.
3. Proactively identifies risks to patient safety and initiates actions to reduce risk with a focus on process and system improvement.
4. Oversees completion of proactive risk assessment as required by TJC.
5. Oversees education & risk reduction strategies as they relate to Sentinel Event Alerts from TJC.
6. Provides oversight for clinical quality management committees.
7. Evaluates and, when indicated, provides recommendations to improve clinical care and outcomes.
8. Ensures actions are taken to improve performance whenever an undesirable pattern or trend is identified.
9. Receive reports from committees that have a potential impact on the quality & safety in delivering patient care.

Patient Experience Council

Composition:

The Patient Experience Council consists of executive, physician, and nursing leadership spanning the inpatient and outpatient care settings. The Council is co-chaired by the Chief Nurse Executive for the Health System and Chief Quality and Patient Safety Officer. The committee reports to the Leadership Council and reports out to additional committees as applicable.

Function:

1. Create a culture and environment that delivers an unparalleled patient experience consistent with the OSU Medical Center's mission, vision and values focusing largely on service quality.
2. Set strategic goals and priorities for improving the patient experience to be implemented by area specific patient experience councils.
3. Serve as a communication hub reporting out objectives and performance to the system.
4. Serve as a coordinating body for subcommittees working on specific aspects of the patient experience.

5. Measure and review voice of the customer information in the form of Patient and Family Experience Advisor Program and related councils, patient satisfaction data, comments, letters and related measures.
6. Monitor publicly reported and other metrics used by various payers to ensure optimal reimbursement.
7. Collaborate with other departments to reward and recognize faculty and staff for service excellence performance.

Clinical Resource Utilization Committee (CRU)

Composition:

The CRU committee consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Patient Care Resource Management, Financial Services, Information Technology, and Nursing. The Utilization Management Medical Director chairs the committee. CRU reports to LCCQSS, Health System Committee, and shares pertinent information with the Medical Staff Administrative Committees.

Function:

1. Promote the efficient utilization of resources for patients while assuring the highest quality of care.
2. Direct the development of action plans to address identified areas of improvement.
3. Resolve or escalate barriers related to clinical practice patterns in the health care delivery system, which impede the efficient, appropriate utilization of resources.
4. Review patients for appropriate level of care (e.g., inpatient, observation, outpatient, extended care facility, etc.) and for the efficiency and effectiveness of professional services rendered (physician, nursing, lab, therapists).
5. Ensure compliance with regulatory requirements related to utilization management (i.e.: RAC Audits, denial management, etc.).
6. Administration of the Utilization Management Plan.

Key areas of focus:

- Availability and appropriateness of clinical resources and services
- Billing compliance
- Denial management reporting
- Avoidable Hospital days
- VAF reports (help with utilization issues)
- LOS
- Case management issues as new software and workflows are introduced
- Readmissions
- CMS conditions of participation
- Being nimble as new CMS directives are introduced
- How do other hospitals in the system fit into the UM work plan/CMD conditions of participation

Practitioner Evaluation Committee (PEC)

Composition:

The Practitioner Evaluation Committee (PEC) is the PEER review committee that provides medical leadership in overseeing the PEER review process. The PEC is co-chaired by the CQPSO and a CMO appointee. The committee is composed of the Chair of the Clinical Quality and Patient Safety Committee, physicians, and advanced practice licensed health care providers from various business units & clinical areas as appointed by the CMO & Physician in Chief at the James. The Medical Center CMO & Physician-in-Chief at the James serves Ex- Officio.

Function:

1. Provide leadership for the clinical quality improvement processes within The OSU Health System.
2. Provide clinical expertise to the practitioner peer review process within The OSU Health System by thorough and timely review of clinical care and/or patient safety issues referred to the Practitioner Evaluation Committee.
3. Advise the CMO & Director of Medical Affairs at the James regarding action plans to improve the quality and safety of clinical care at the Health system.
4. Develop follow up plans to ensure action is successful in improving quality and safety.

Health System Information Technology Steering (HSITS)

Composition:

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

Function:

The HSITS shall oversee Information Technology technologies on behalf of The Ohio State University Health System. The committee will be responsible for overseeing technologies and related processes currently in place, as well as reviewing and overseeing the replacement and/or introduction of new systems as well as related policies and procedures. The individual members of the committee are also charged with the responsibility to communicate and receive input from their various communities of interest on relevant topics discussed at committee meetings.

Sentinel Event Team

Composition:

The OSU Health System Sentinel Event Team (SET) includes an Administrator, the Chief Quality and Patient Safety Officer, the Associate Executive Director for Quality & Patient Safety, a member of the Physician Executive Council, a member of the Nurse Executive Council, representatives from Quality and Operations Improvement and Risk Management and other areas as necessary.

Function:

1. Approves & makes recommendations on sentinel event determinations and teams, and action plans as received from the Sentinel Event Determination Group.
2. Evaluates findings, recommendations, and approves action plans of all root cause analyses.

The Sentinel Event Determination Group (SEDG)

The SEDG is a sub-group of the Sentinel Event Team and determines whether an event will be considered a sentinel event or near miss, assigns the Root Cause Analysis (RCA) Executive Sponsor, RCA Workgroup Leader, RCA Workgroup Facilitator, and recommends the Workgroup membership to the Executive Sponsor. When the RCA is presented to the Sentinel Event Team, the RCA Workgroup Facilitator will attend to support the members.

Composition:

The SEDG voting membership includes the CQPSO or designee, Director of Risk Management, and Quality Director of respective business unit for where the event occurred (or their designee). Additional guests attend as necessary.

Clinical Quality & Patient Safety Sub-Committees

Composition:

For the purposes of this plan, Quality & Patient Safety Sub-Committees will refer to any standing committee or sub-committee functioning under the Quality Oversight Structure. Membership on these committees will represent the major clinical and support services throughout the hospitals and/or clinical departments. These committees report, as needed, to the appropriate oversight committee(s) defined in this Plan.

Function:

Serve as the central resource and interdisciplinary work group for the continuous process of monitoring and evaluating the quality and services provided throughout a hospital, clinical department, and/or a group of similar clinical departments.

Process Improvement Teams

Composition:

For the purposes of this plan, Process Improvement Teams are any ad-hoc committee, workgroup, team, taskforce etc. that function under the Quality Oversight Structure and are generally time-limited in nature. Process Improvement Teams are comprised of owners or participants in the process under study. The process may be clinical (e.g. prophylactic antibiotic administration or not clinical (e.g. appointment availability). Generally, the members fill the following roles: team leader, facilitator, physician advisor, administrative sponsor, and technical expert.

Function:

Improve current processes using traditional QI tools and by focusing on customer needs.

ROLES AND RESPONSIBILITIES:

Clinical quality management, patient safety & service excellence are the responsibilities of all staff members, volunteers, visitors, patients and their families.

Chief Executive Officer (CEO)

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

Chief Clinical Officer (CCO)

The CCO for the Medical Center is responsible for facilitating the implementation of the overall Clinical Quality Management, Patient Safety & Service Plan at OSUWMC. The CMO is responsible for facilitating

the implementation of the recommendations approved by the various committees under the Leadership Council for Clinical Quality, Safety & Service.

OSUCCC – James Physician-in-Chief

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

Chief Quality and Patient Safety Officer (CQPSO)

The CQPSO reports to the Chief Clinical Officer and provides oversight and leadership for the OSUWMC in the conceptualization, development, implementation and measurement of OSUWMC approach to quality, patient safety and adverse event reduction.

Associate Chief Quality and Patient Safety Officers

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

Medical Director/Director of Medical Affairs

Each business unit Medical Director is responsible for the implementation and oversight of the Clinical Quality Management, Patient Safety & Service Plan. Each Medical Director is also responsible for reviewing the recommendations from the Clinical Quality Management, Patient Safety & Service Plan.

Associate Medical Directors

The Associate Medical Directors assist the CQPSO in the oversight, development, and implementation of the Clinical Quality Management, Patient Safety & Service Plan as it relates to the areas of quality, safety, evidence-based medicine, clinical resource utilization and service.

Chief Administrative Officer – Hospital Division

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

Business Unit Executive Directors

The OSU Health System staff, under the direction of the Health System Chief Administrative Officer and Hospital Administration, implements the program throughout the organization. Hospital Administration provides authority and supports corrective actions within its realm for clinical quality management and patient safety activities.

Clinical Department Chief and Division Directors:

Each department chairperson and division director is responsible for ensuring the standards of care and service are maintained within their department/division. In addition, department chairpersons/division director may be asked to implement recommendations from the Clinical Quality Management Patient Safety & Service Plan, or participate in corrective action plans for individual physicians, or the division/department as a whole.

Medical Staff

Medical staff members are responsible for achieving the highest standard of care and services within their scope of practice. As a requirement for membership on the medical staff, members are expected and must participate in the functions and expectations set forth in the Clinical Quality Management, Patient Safety & Service Plan. In addition members may be asked to serve on quality management committees and/or quality improvement teams.

A senior quality council with representation from each medical staff department through a faculty quality liaison will support the overall Quality Program reporting to the Leadership Council for Clinical Quality, Safety & Service.

House Staff Quality Forum (HQF)

The House Staff Quality Forum (HQF) is comprised of representatives from each Accreditation Council for Graduate Medical Education (ACGME) program. HQF has Executive Sponsorship from the CQPSO and the Associate CQPSO.

The purpose of the HQF is to provide post-graduate trainees an opportunity to participate in clinical quality, patient safety and service-related initiatives while incorporating the perspective of the frontline provider. HQF will work on quality, safety and service-related projects and initiatives that are aligned with the health system goals and will report to the Clinical Quality and Patient Safety committee. The Chair HQF will serve as a member of the Leadership Council.

Nursing Quality

The primary responsibility of the Nursing Quality Improvement and Patient Safety Department is to coordinate and facilitate nursing quality improvement, participation/collaboration with system-wide patient safety activities, the use of evidence-based practice (EBP) and research to improve both the delivery and outcomes of personalized nursing care, and the submission of outcome data to the National Database for Nursing Quality Indicators (NDNQI). The primary responsibility for the implementation and evaluation of nursing quality improvement, patient safety, and EBP resides in each department/program; however, the Nursing Quality Improvement and Patient Safety staff members also serve as internal consultants for the development and evaluation of quality improvement, patient safety, and EBP activities. The department maintains human and technical resources for team facilitation, use of performance improvement tools, data collection, statistical analysis, and reporting. The Nursing Quality Improvement and Patient Safety Department collaborates with the OSUWMC Hospital Quality and Operations Department.

Hospital Department Directors

Each department director is responsible for ensuring the standards of care and service are maintained or exceeded within their department. Department directors are responsible for implementing, monitoring, and evaluating activities in their respective areas and assisting medical staff members in developing appropriate mechanisms for data collection and evaluation. In addition, department directors may be asked to implement recommendations from the Clinical Quality Management, Patient Safety & Service Plan or participate in corrective action plans for individual employees or the department as a whole. Department directors provide input regarding committee memberships, and serve as participants on quality management committees and/or quality improvement teams.

Health System Staff

Health System staff members are responsible for ensuring the standards of care and services are maintained or exceeded within their scope of responsibility. The staff is involved through formal and informal processes related to clinical quality improvement, patient safety and service quality efforts, including but not limited to:

- Reporting events that reach the patient and those that almost reach the patient via the internal Patient Safety Reporting System
- Suggesting processes to improve quality, safety and service
- Monitoring activities and processes, such as patient complaints and patient satisfaction participating in focus groups
- Attending staff meetings
- Participating in efforts to improve quality and safety including Root Cause Analysis and Proactive Risk Assessments

Quality and Operations Improvement Department:

The primary responsibility of the Quality and Operations Improvement (Q&OI) Department is to coordinate and facilitate clinical quality management and patient safety activities throughout the Health System. The primary responsibility for the implementation and evaluation of clinical quality management and patient safety activities resides in each department/program; however, the Q&OI staff also serves as an internal consultant for the development and evaluation of quality management and patient safety activities. The Q&OI Department maintains human and technical resources for team facilitation, use of performance improvement tools, data collection, statistical analysis, and reporting.

Patient Experience Department

The primary responsibility of the Patient Experience Department is to coordinate and facilitate a service oriented approach to providing healthcare throughout the Health System. This is accomplished through both strategic and program development as well as through managing operational functions within the Health System. The implementation and evaluation of service-related activities resides in each department/program; however, the Patient Experience staff also serves as an internal consultant for the development and evaluation of service quality activities. The Patient Experience Department maintains human and technical resources for interpreter services, information desks, patient relations, pastoral care, team facilitation, and use of performance improvement tools, data collection, statistical analysis, and reporting. The Department also oversees the Patient and Family Experience Advisor Program which is a group of current/former patients, or their primary caregivers, who have had experiences at any OSU facility. These individuals are volunteers who serve as advisory members on committees and workgroups, complete public speaking engagements and review materials.

Approach to Quality, Safety & Service Management

The OSU Health System approach to clinical quality management, patient safety, and service is leadership-driven and involves significant staff and physician participation. Clinical quality management patient safety and service activities within the Health System are multi-disciplinary and based on the Health System’s mission, vision, values, and strategic plan. It embodies a culture of continuously

measuring, assessing, and initiating changes including education in order to improve outcomes. The Health System employs the following principles of continuous quality improvement in its approach to quality management and patient safety:

Principles

The principles of providing high quality, safe care support the Institute of Medicines Six Aims of Care:

- Safe
- Timely
- Effective
- Efficient
- Equitable
- Patient-centered

These principles are:

Customer Focus: Knowledge and understanding of internal and external customer needs and expectations.

Leadership & Governance: Dedication to continuous improvement instilled by leadership and the Board.

Education: Ongoing development and implementation of a curriculum for quality, safety & service for of all staff, employees, clinicians, patients, and students.

Everyone is involved: All members have mutual respect for the dignity, knowledge, and potential contributions of others. Everyone is engaged in improving the processes in which they work.

Data Driven: Decisions are based on knowledge derived from data. Both data as numerator only as well as ratios will be used to gauge performance

Process Improvement: Analysis of processes for redesign and variance reduction using a scientific approach.

Continuous: Measurement and improvement are ongoing.

Just Culture: A culture that is open, honest, transparent, collegial, team-oriented, accountable and non-punitive when system failures occur.

Personalized Health Care: Incorporate evidence based medicine in patient centric care that considers the patient's health status, genetics, cultural traditions, personal preferences, values family situations and lifestyles.

Model

Systematic Approach/Model to Process Improvement

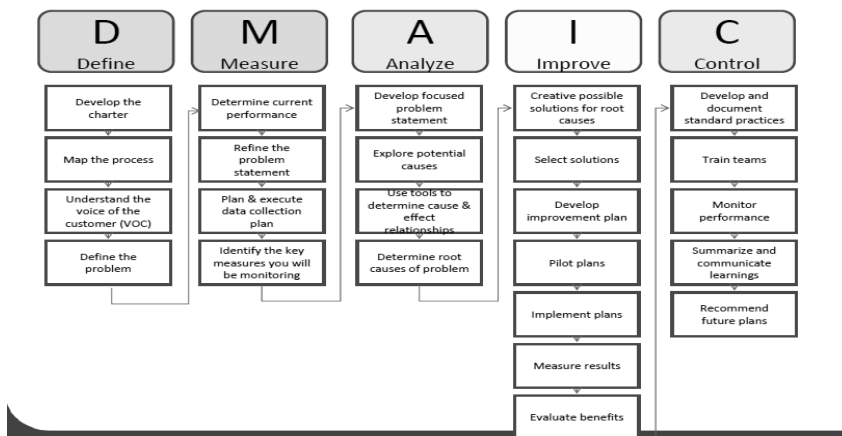
The OSU Medical Center embraces change and innovation as one of its core values. Organizational focus on process improvement and innovation is embedded within the culture through the use of a general Process Improvement Model that includes 1) an organizational expectation that the entire workforce is responsible for enhancing organizational performance, 2) active involvement of multidisciplinary teams and committees focused on improving processes and 3) a toolkit* of process improvement methodologies and expert resources that provide the appropriate level of structure and support to assure the deliverables of the project are met with longer term sustainability.

***The Process Improvement Toolkit**

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|-------------------------|
| Methodology |
| PDCA |
| Rapid Cycle Improvement |
| DMAIC |
| Lean Principles |

Recognizing the need for a systematic approach for process improvement, the health system has traditionally utilized the PDCA methodology. While PDCA has the advantage of being easily understood and applied as a systematic approach, it also has the limitation of not including a “control step” to help assure longer term sustainability of the process improvement. To address this need for additional structure at the end of the project, the DMAIC model was added to the toolkit. With the increased organizational emphasis on utilizing metric-driven approaches to reducing unintended medical errors, eliminating rework, and enhancing the efficiency/effectiveness of our work processes, the DMAIC methodology will be instrumental as a tool to help focus our process improvement efforts.

The DMAIC Roadmap



Consistent Level of Care

Certain elements of The OSU Health System Clinical Quality Management, Patient Safety & Service Plan assure that patient care standards for the same or similar services are comparable in all areas throughout the health system:

- Policies and procedures and services provided are not payer driven.

- Application of a single standard for physician credentialing.
- Health system monitoring tools to measure like processes in areas of the Health System.
- Standardize and unify health system policies and procedures that promote high quality, safe care.

Performance Transparency

The Health System Medical and Administrative leadership, working with the Board has a strong commitment to transparency of performance as it relates to clinical, safety and service performance. Clinical outcome, service and safety data are shared on the external OSUMC website for community viewing. The purpose of sharing this information is to be open and honest about OSUMC performance and to provide patients and families with information they can use to help make informed decisions about care and services.

Performance data are also shared internally with faculty and staff through a variety of methods. The purpose of providing data internally is to assist faculty and staff in having real-time performance results and to use those results to drive change and improve performance when applicable. On-line performance scorecards have been developed to cover a variety of clinical quality, safety and service metrics. When applicable, on-line scorecards provide the ability to “drilldown” on the data by discharge service, department and nursing unit. In some cases, password authentication also allows for practitioner-specific data to be viewed by Department Chairs and various Quality and Administrative staff. Transparency of information will be provided within the limits of the Ohio law that protects attorney–client privilege, quality inquiries and reviews, as well as peer review.

Confidentiality

Confidentiality is essential to the quality management and patient safety process. All records and proceedings are confidential and are to be marked as such. Written reports, data, and meeting minutes are to be maintained in secure files. Access to these records is limited to appropriate administrative personnel and others as deemed appropriate by legal counsel. As a condition of staff privilege and peer review, it is agreed that no record, document, or proceeding of this program is to be presented in any hearing, claim for damages, or any legal cause of action. This information is to be treated for all legal purposes as privileged information. This is in keeping with the Ohio Revised Code 121.22 (G)-(5) and Ohio Revised Code 2305.251.

Conflict of Interest

Any person, who is professionally involved in the care of a patient being reviewed, should not participate in peer review deliberations and voting. A person is professionally involved if they are responsible for patient care decision making either as a primary or consulting professional and/or have a financial interest (as determined by legal counsel) in the case under review. Persons who are professionally involved in the care under review are to refrain from participation except as requested by the appropriate administrative or medical leader. During peer review evaluations, deliberations, or

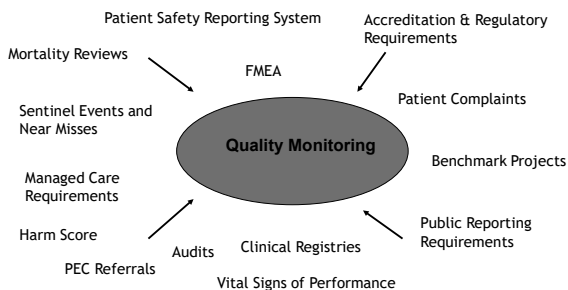
voting, the chairperson will take steps to avoid the presence of any person, including committee members, professionally involved in the care under review. The chairperson of a committee should resolve all questions concerning whether a person is professionally involved. In cases where a committee member is professionally involved, the respective chairperson may appoint a replacement member to the committee. Participants and committee members are encouraged to recognize and disclose, as appropriate, a personal interest or relationship they may have concerning any action under peer review.

Determining Priorities

The OSU Health System has a process in place to identify and direct resources toward quality management, patient safety, and service activities. The Health System’s criteria are approved and reviewed by the Leadership Council and the Medical Center Board. The prioritization criteria are reevaluated annually according to the mission and strategic plan of the Health System. The leaders set performance improvement priorities and reevaluate annually in response to unusual or urgent events.

Data Measurement and Assessment

Methods for Monitoring



Determination of data needs

Health system data needs are determined according to improvement priorities and surveillance needs. The Health System collects data for monitoring important processes and outcomes related to patient care and the Health System’s functions. In addition, each department is responsible to identify quality

indicators specific to their area of service. The quality management committee of each area is responsible for monitoring and assessment of the data collected.

External reporting requirements

There are a number of external reporting requirements related to quality, safety, and service. These include regulatory, governmental, payer, and specialty certification organizations.

Collection of data

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

- Administrative and clinical registries and databases
- Retrospective and concurrent medical record review (e.g., infection surveillance)
- Reporting systems (e.g., patient safety reporting system)
- Surveys (i.e. patients, families, and staff)

Assessment of data

Statistical methods such as control charts, g-charts, confidence intervals, and trend analysis are used to identify undesirable variance, trends, and opportunities for improvement. The data is compared to the Health System's previous performance, external benchmarks, and accepted standards of care are used to establish goals and targets. Annual goals are established as a means to evaluate performance.

Surveillance system

The Health System systematically collects and assesses data in different areas to monitor and evaluate the quality and safety of services, including measures related to accreditation and other requirements. Data collection also functions as a surveillance system for timely identification of undesired variations or trends in quality indicators.

Quality & Safety Scorecard

The Quality and Safety Scorecard is a set of health system-wide indicators related to those events considered potentially preventable. The Quality & Safety Scorecard covers the areas such as, hospital-acquired infections, falls, patient safety indicators, mortality, length of stay, readmissions, and patient experience. The information is shared in various Quality forums with staff, clinicians, administration, and the Boards. The indicators to be included in the scorecard are reviewed each year to represent the priorities of the quality and patient safety program [Attachment II].

Vital Signs of Performance

The Vital Signs of Performance is an online dashboard available to everyone in the Medical Center with a valid user account. It shows Mortality, Length of Stay, Patient Safety Indicator, and Readmission data over time and compared to goals and external benchmarks. The data can be displayed at the health system, business unit, clinical service, and nurse station level.

Patient Satisfaction Dashboard

The Patient Satisfaction dashboard is a set of patient experience indicators gathered from surveys after discharge or visit to a hospital or outpatient area. The dashboard covers performance in areas such as physician communication, nurse communication, responsiveness, pain management, admitting and discharging speed and quality. It also measures process indicators, such as nurse leader rounding, as well as serves as a resource for best practices. The information contained on the dashboard is shared in various forums with staff, clinicians, administration, including the Boards. Performance on many of these indicators serves as annual goals for leaders and members of clinical and patient facing teams.

Quality, Patient Safety, and Service Educational Information

Education is identified as a key principle for providing safe, high quality care, and excellent service for our patients. There is on-going development and implementation of a curriculum for quality, safety & service of all staff, employees, clinicians, patients, and students. There are a variety of forums and venues utilized to enhance the education surrounding quality and patient safety including, but not limited to:

- On line videos
- Quality & Patient Safety Simulcasts
- Newsletters
- Classroom forums
- Simulation Training
- Computerized Based Learning Modules
- Partnerships with IHI Open School
- Curriculum Development within College of Medicine
- Websites (internal OneSource and external OSUMC)
- Patient Safety Lessons Learned
- Patient Safety Alerts

Benchmark data

Both internal and external benchmarking provides value to evaluating performance (Attachment V).

Internal Benchmarking

Internal benchmarking uses processes and data to compare OSUMCs performance to itself overtime. Internal benchmarking provides a gauge of improvement strategies within the organization.

External Benchmarking

The OSU Health System participates in various database systems, clinical registries and focused benchmarking projects to compare performance with that of peer institutions. Vizient, The US News Report, National Database of Nursing Quality Indicators, and The Society of Thoracic Surgery are examples of several external organizations that provide benchmarking opportunities.

Design and evaluation of new processes

- New processes are designed and evaluated according to the Health System's mission, vision, values, priorities, and are consistent with sound business practices.
- The design or re-design of a process may be initiated by:
- Surveillance data indicating undesirable variance
- Patients, staff, or payers perceive the need to change a process
- Information from within the organization and from other organizations about potential risks to patient safety, including the occurrence of sentinel events
- Review and assessment of data and/or review of available literature confirm the need

Performance Based Physician Quality & Credentialing

Performance-based credentialing ensures processes that assist to promote the delivery of quality and safe care by physicians and advanced practice licensed health care providers. Both Focused Professional Practice Evaluation (FPPE) and Ongoing Professional Practice Evaluation (OPPE) occur. Focused Professional Practice Evaluation (FPPE) is utilized on 3 occasions: initial appointment, when a Privileged Practitioner requests a new privilege, and for cause when questions arise regarding the practitioner's ability to provide safe, high quality patient care. Ongoing Professional Practice Evaluation (OPPE) is performed on an ongoing basis (every 6 months).

Profiling Process:

- Data gathering from multiple sources
- Report generation and indicator analysis
- Department chairs (division directors as well) have online access 24/7 to physician profiles for their ongoing review
 - Individual physician access to their profiles 24/7
- Discussion at Credentialing Committee
- Final Recommendation & Approval:
 - Medical Staff Administrative Committees
 - Medical Director
 - Hospital Board

Service-Specific Indicators

Several of the indicators are used to profile each physician's performance. The results are included in a physician profile **[Attachment IV]**, which is reviewed with the department chair as part of credentialing process.

The definition of service/department specific indicators is the responsibility of the director/chair of each unit. The performance in these indicators is used as evidence of competence to grant privileges in the re-appointment process. The clinical departments/divisions are required to collect the performance information as necessary related to these indicators and report that information to the Department of Quality & Operations Improvement.

Purpose of Medical Staff Evaluation

- To monitor and evaluate medical staff performance ensuring a competent medical staff
- To integrate medical staff performance data into the reappointment process and create the foundation for high quality care, safe, and efficacious care
- To provide periodic feedback and inform clinical department chairs of the comparative performance of individual medical staff
- To identify opportunities for improving the quality of care

Annual Evaluation

The Clinical Quality Management, Patient Safety & Service Plan is approved by the Leadership Council, the Medical Staff Administrative Committees, and the Medical Center Board on an annual basis. The annual evaluation includes a review of the program activities and an evaluation of the effectiveness of the structure.

Attachment I: Priority Criteria

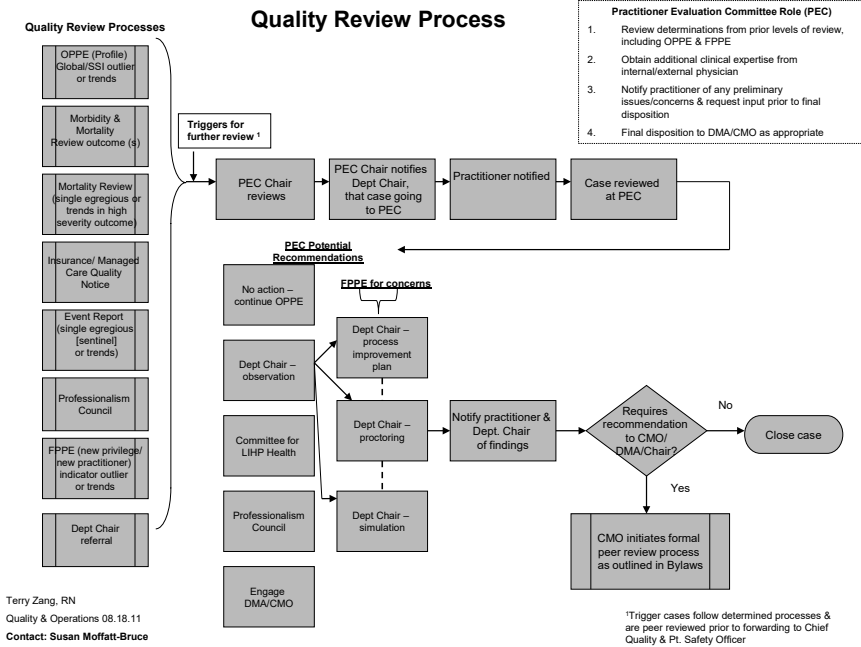
The following criteria are used to prioritize clinical value enhancement initiatives to ensure the appropriate allocation of resources.

1. Ties to strategic initiatives and is consistent with hospital's mission, vision, and values
2. Reflects areas for improvement in patient safety, appropriateness, quality, and/or medical necessity of patient care (e.g., high risk, serious events, problem-prone)
3. Has considerable impact on our community's health status (e.g., morbidity/mortality rate)
4. Addresses patient experience issues (e.g., access, communication, discharge)
5. Reflects divergence from benchmarks
6. Addresses variation in practice
7. Is a requirement of an external organization
8. Represents significant cost/economic implications (e.g., high volume)

Attachment II: LCCQSS FY18 Priorities & Scorecard

| FY 19 Goals | | |
|---|--------------|--|
| Metric | FY 2019 Goal | Notes |
| Mortality Index - Medical Center | 0.79 | Maintain FY 18 Target |
| Mortality Index - System (No James) | 0.75 | Maintain FY 18 Target |
| LOS Index | 1.00 | Achieve Expected LOS |
| PSI-90 | 0.63 | 13% reduction to put PSI-90 better than national median in HAC program |
| PSI-03 Pressure Ulcer | 0.53 | 33% reduction to put PSI-90 better than national median in HAC program |
| PSI-13 Post-op Sepsis | 5.54 | 20% reduction to put PSI-90 better than national median in HAC program |
| Overall 30 Day All Cause Readmission Rate | 10.40% | Reducton to potentially avoid Medicaid penalty (\$1 million) |
| CLABSI Rate | 1.20 | 15% Reduction to achieve 2 additional points in VBP |
| CAUTI Rate | 0.53 | 25% Reduction to achieve 1 additional point in VBP |
| C-Diff Rate | 5.30 | 10% Reduction to potentially achieve 1 additional point in VBP |
| MRSA Rate | 0.46 | 25% Reduction to achieve 2 additional points in VBP |
| SSI - Colon Rate | 6.01 | Return to FY 17 rate |
| SSI - Abdominal Hysterectomy Rate | 1.54 | Return to FY 17 rate |
| Hand Hygiene Rate | 95% | Maintain FY 18 Target |
| Sepsis Mortality | 0.92 | Maintain FY 18 Target |
| HCAHPS Overall Rating | 80.5% | 90th percentile nationally |
| CGCAHPS Recommend | 92.6% | 65th percentile nationally |

Attachment IV: Physician Performance Based Profile












| Profile for «name» SERVICE INTERNAL MEDICINE-CARDIOVASCULAR MEDICINE Profile last viewed by Provider: Nurse | | | | | | | 6 Month Values | | |
|---|--|----------|------------|--------|-----------|----------------|----------------|------------|-------------|
| Status | Indicator | My Score | Peer Score | Target | SPC Alert | Current Period | My Score | Peer Score | Start Month |
| | | | | | | | | | |
| A - Volume and Acuity | | | | | | | | | |
| | CMI | n/a | 2.63 | n/a | | Q2 2013 | No Data | 1.97 | Feb 2013 |
| | IP Discharges | n/a | 14.6 | n/a | | Q2 2013 | No Data | 14.0 | Feb 2013 |
| ★ ▼ | IP LOS Index (Obs_Exp Total Days) | 0.83 | 1.06 | 1.00 | | Q1 2013 | No Data | 1.08 | Feb 2013 |
| ▼ | IP Procedures | 4 | 42.7 | n/a | | Q2 2013 | 4 | 34.5 | Mar 2013 |
| ▼ | Observation Cases | 0 | 1.85 | n/a | | Q2 2013 | 0 | 2.63 | Feb 2013 |
| ▲ | Outpatient Visits | 189 | 107 | n/a | | Q2 2013 | 396 | 102 | Feb 2013 |
| B - Patient Care | | | | | | | | | |
| ★ — | Advisory Discrepancy | 0 | 0.00 | 0 | | Q2 2013 | 0 | 1.00 | Feb 2013 |
| | Cath PCI Perf procedure AMI | No Data | 1.1% | n/a | | Q2 2013 | No Data | 1.2% | Mar 2013 |
| | Cath PCI Retrograde Bleed | No Data | 0.3% | n/a | | Q2 2013 | No Data | 0.2% | Mar 2013 |
| | CM - AMI_3 Aortic Prescribed at Discharge | n/a | 91.2% | 100.0% | | Q4 2012 | No Data | No Data | No Data |
| | CM - AMI_3 ACEI or ARB for LVSD | n/a | 24.6% | 100.0% | | Q4 2012 | No Data | No Data | No Data |
| | CM - AMI_3 Beta Blocker at Discharge | n/a | 67.7% | 100.0% | | Q4 2012 | No Data | No Data | No Data |
| | CM - AMI_3 Inpatient Mortality | n/a | 0.0% | 0.0% | | Q4 2012 | No Data | No Data | No Data |
| | CM - HF_3 Evaluation of LVS Function | n/a | 95.7% | 100.0% | | Q4 2012 | No Data | No Data | No Data |
| | CM - HF_3 ACEI or ARB for LVSD | n/a | 40.8% | 100.0% | | Q4 2012 | No Data | No Data | No Data |
| | ICD Registry CVA | No Data | 0.0% | n/a | | Q1 2013 | No Data | 0.0% | Mar 2013 |
| ★ ▼ | IP Mort Index (Obs_Exp) | 0.00 | 0.50 | 0.79 | | Q1 2013 | No Data | 0.47 | Feb 2013 |
| — | Mortalities Reviewed | 1 | 0.44 | n/a | | Q2 2013 | 1 | 1.57 | Mar 2013 |
| ★ — | Mortalities Sent for Peer Review | 0 | 0.14 | 0 | | Q2 2013 | 0 | 1.07 | Feb 2013 |
| ★ — | Mortality Peer Review #1 Score 4 or 5 | 0 | 0.00 | 0 | | Q2 2013 | 0 | No Data | No Data |
| ★ — | Quality Management Events - Standard of Care Not Met | 0 | 0.04 | 0 | | Q2 2013 | 0 | 1.14 | Mar 2013 |
| — | Related Re-Admit 30 days | 0.00% | 3.34% | n/a | | Q1 2013 | No Data | 3.19% | Feb 2013 |
| | SSI CABG Procedures | No Data | 0.6% | 3.0% | | Q2 2013 | No Data | 0.0% | May 2013 |
| | SSI Pacemaker and AICD | No Data | 0.6% | n/a | | Q2 2013 | No Data | 0.0% | Apr 2013 |
| C - Medical and Clinical Knowledge | | | | | | | | | |
| ★ — | Formal Peer Reviews | 0 | 0.00 | 0 | | Q2 2013 | 0 | 0.00 | Feb 2013 |
| E - Interpersonal and Communication | | | | | | | | | |
| ★ — | Patient Compliants | 0 | 0.02 | 0 | | Q2 2013 | 0 | 1.00 | Mar 2013 |

| Status | Indicator | My Score | Peers Score | Target | SPC Alert | Current Period | 6 Month Values | | |
|---|--|----------|-------------|--------|-----------|----------------|----------------|------------|-------------|
| | | | | | | | My Score | Peer Score | Start Month |
| | ▼ Patient Satisfaction Area Score | 98.6% | 91.9% | n/a | | Q2 2013 | 99.2% | 91.5% | Feb 2013 |
| G - Practice Based Learning and Improvement | | | | | | | | | |
| | ★ Surgical Team Safety Checklist Variances | 0 | 0.00 | 0 | | Q2 2013 | 0 | 0.00 | Feb 2013 |

Profile Generated 09/04/2013 13:53:57
Next Review Due: Aug 13, 2013

| Reviewed By | Outcome | Notes |
|-------------|---|--|
| Jan 20 2013 | <name> Maintain privileges without modification | The Provider's performance meets expectations. |

SPC Alert Legend

-  Most recent period is below Lower Control Limit
-  Most recent period is above Upper Control Limit
-  Process shift: Most recent 6 periods are all above the Center Line
-  Process shift: Most recent 6 periods are all below the Center Line
-  Most recent 6 periods are all increasing
-  Most recent 6 periods are all decreasing
-  Green border: The alert is in a positive direction
-  Red border: The alert is in a negative direction
-  No border: There is no target direction for the indicator

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Appendix XI



THE OHIO STATE UNIVERSITY

Board of Trustees

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osu.edu

November 16, 2018

Chancellor John Carey
Ohio Department of Higher Education
25 South Front Street
Columbus, OH 43215

Chancellor Carey,

Ohio State is proud of our record as a leader in operational excellence and resource stewardship, a strategic focus aligned with the goals of the Ohio Task Force on Affordability and Efficiency in Higher Education. As stated in Ohio State's strategic plan, "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."

Our 2018 report demonstrates Ohio State's significant progress in these areas. For example, the university has devoted more than \$100 million in new need-based aid for low- and moderate-income Ohioans since 2015, with funding provided through efficiencies and new resources. More than 32,000 Buckeyes will benefit from these affordability programs through 2020. Initiatives include:

- **Buckeye Opportunity Program:** Starting in the 2018-19 academic year, all in-state students who qualify for Pell Grants receive an aid package that covers the full cost of tuition and mandatory fees. In all, an estimated 4,200 students will benefit across all Ohio State campuses from the program, unprecedented in our history and funded with an endowment created from Comprehensive Energy Management proceeds. (go.osu.edu/bop)
- **Digital Flagship:** Ohio State provided more than 11,000 incoming first-year students with an iPad Pro learning-technology suite as part of the university's comprehensive digital learning initiative. Digital Flagship is a collaboration with Apple to support educational innovation for students and economic development opportunities for the community. The university is funding the program using efficiency savings. (digitalflagship.osu.edu)
- **Additional financial aid:** Administrative efficiencies have funded \$85 million in President's Affordability Grants over four years, and other institutional funds have supported the expansion of the Land-Grant Opportunity Scholarship program to offer twice as many grants and to increase the value to cover the full cost of attendance. (go.osu.edu/testimony)
- **Tuition affordability:** The Ohio State Tuition Guarantee, now in its second year, offers incoming in-state students certainty about the cost of a college education by freezing rates for tuition, mandatory fees, room and board for four years. For students who began prior to the guarantee, in-state tuition has not increased since fiscal 2013. (go.osu.edu/tuitionguarantee)
- **Fee simplification and savings:** Starting in spring 2019, Ohio State will eliminate 278 course fees, pilot a digital textbook program that will reduce student costs by 75 percent to 80 percent, waive additional tuition costs for eligible students who take heavy loads and broaden our policy that offers in-state tuition to military families. Together, these four initiatives will save students up to \$1.9 million a year. (go.osu.edu/fee-reduction)
- **Summer tuition discount:** Undergraduate students saved \$9.2 million a year in summer 2018 compared with fall/spring rates. This discount program provides another tool for students to reduce their time to degree. (go.osu.edu/summerdiscount)

Collectively, these and other initiatives represent Ohio State's continued momentum in advancing an affordable and excellent education for our students and their families.

The Ohio State University

Section I: Efficiency Practices

Procurement

Recommendation 3A | Campus contracts: Each college/university must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings.

Note: Once fully implemented, this exercise is not necessary to conduct annually.

| |
|---|
| Please identify your institution's implementation status. |
| Progress made on implementing recommendation in FY18 |
| Please briefly explain your implementation status. Ohio State continued to build on our strategic procurement program in FY18, including through a new travel initiative (piloted during FY18 and officially launched Aug. 1) to require all business travel to be booked through the university's travel agencies. Increased utilization will improve service, savings opportunities based on current negotiated discounts and safety. In addition, the university will seek to negotiate enhanced discounts for airfare as utilization increases. |
| If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings. |
| Since fiscal 2012, Ohio State's strategic procurement program has produced cumulative savings of \$324 million by utilizing the university's buying power to drive both savings and quality enhancements. In fiscal 2018 alone, the university saved \$61.9 million through strategic procurement compared with contracted rates in fiscal 2012. These savings directly benefit colleges and other university units by reducing operating costs, which in turn has allowed the university to hold down student costs. |
| (Ohio State ranked #1 in the nation among flagship universities for the lowest tuition increases from 2007-08 to 2017-18, according to the Chronicle of Higher Education .) |
| If you have not implemented this recommendation to date, please explain. |

Recommendation 3B | Collaborative contracts: Ohio's colleges and universities must pursue new and/or strengthened joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific supplies and equipment
- Office supplies and equipment

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| Contract Type | Did the college/university participate in joint contracts in FY18? [yes, no, worked toward] | Monetary Impact |
|---------------------------------|--|---|
| Copier/printer services | No | The university has a best-in-class contract for copiers, printers and multifunction devices. Ohio State sought to work with other schools to extend similar rates. None committed to the same kind of volume guarantees that we have adopted. |
| Computer hardware | Yes | Ohio State utilizes the State of Ohio state term schedule. |
| Travel services | Worked toward | The university works with a travel management company and has launched an initiative to increase employees' utilization of this contract. These are the steps required in the IUC Purchasing Group's three-phase action plan to develop an opportunity for joint purchasing. |
| Outbound shipping | Yes | Ohio State utilizes the State of Ohio state term schedule for outbound shipping. |
| Scientific supplies & equipment | Yes | Ohio State led a collaborative contract opportunity through the Inter-University Council Purchasing Group for scientific supplies and lab equipment. This process has resulted in contracts that are expected to save IUC members at least 7 percent on what is currently a \$115 million annual spend among the public universities in Ohio. |
| Office supplies & equipment | No | Ohio State has generated significant savings on office supplies by ensuring near-universal contract utilization and by employing the process endorsed by the IUC Purchasing Group: focusing our spend on a core list of products. This resulted in a best-in-class contract for this category. |

Assets and Operations

Recommendation 4 | Assets and operations

4A Asset review: Each college/university must conduct an assessment of its noncore assets to determine their market value if sold, leased, or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other colleges and universities to reap larger benefits of scale. Please complete the section that aligns with the implementation status of your college/university.

Note: Once all assets are fully reviewed, this exercise is not necessary to conduct annually.

| |
|--|
| Please identify your institution's implementation status. |
| No change from prior year's report |
| Please briefly explain your implementation status. |
| If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings. |
| The university agreed to the \$1.165 billion <u>Comprehensive Energy Management partnership</u> in FY17 and completed the financial close in July 2018 (FY18). The university received \$1.07 billion of the total value upfront, in FY18. In the first year of the partnership, achievements include: <ul style="list-style-type: none">• Establishing endowments with nearly \$800 million of the energy proceeds. Annual distributions from these endowments will support priorities that have direct benefits for students, such as increased financial aid, teaching excellence programs, support for faculty positions and sustainability projects. Notably, these distributions support the Buckeye Opportunity Program, an unprecedented affordability commitment that ensures that all Ohio students who qualify for Pell grants receive financial aid that covers the cost of tuition and mandatory fees. The program launched on the Columbus campus in fall 2018 and will expand to regional campuses in spring 2019, serving an estimated 4,200 students in the first year.• Energy conservation projects and other campus capital improvements. About 80 percent of the <u>FY19 utilities system capital plan</u> is devoted to energy conservation projects such as lighting and HVAC improvements. The university's energy partner is obligated to meet Ohio State's goal to improve energy efficiency by at least 25 percent in 10 years.• <u>Philanthropic contributions</u> of \$810,000 for a wide range of areas, including the Women in Engineering Program and student sustainability projects. |
| In August 2018, the university agreed to sell a 58-acre property on West Case Road to the City of Columbus. The land is to be converted for recreational uses. Ohio State has used the property for a sheep farm, but it no longer was needed for that purpose because the College of Food, Agricultural and Environmental Sciences has been implementing a strategic plan that includes consolidated facilities for herd management. The \$5.2 million sale is to close by Dec. 31. |
| The university also continues to benefit from previous projects, including the 2012 lease of the parking assets and operations. Endowments created from the lease have generated more than \$128 million in distributions supporting student scholarships, faculty |

recruitment and hiring, the university's Arts District and to continue support for the Campus Area Bus System, including sustainability improvements. In 2017-18, more than 250 students received financial aid related to the parking lease, including 95 Eminence Fellows who received full undergraduate scholarships. As of June 30, 2018, the original \$483 million payment from the parking lease — now held in endowments in the university's Long-Term Investment Pool — had grown to have a market value of more than \$571 million.

After determining that the Ohio State University Airport was integral to the university's academic mission, the university enhanced the facility to support students and economic development activities. In fall 2018, the university opened the [Austin E. Knowlton Executive Terminal and Aviation Learning Center](#), a \$20 million project of which half was funded through a donation by the Knowlton Foundation. The airport is the primary teaching and research laboratory serving the university's Center for Aviation Studies. Students prepare for a variety of careers in aviation, including pilots, airport managers, air traffic controllers, safety inspectors and more. The airport is also home to cutting-edge aviation research.

If the college/university has not implemented this exercise to date, please explain.

4B Operations review: Each college/university must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator, or other entity. These opportunities must then be evaluated to determine whether collaboration across colleges and universities would increase efficiencies, improve service, or otherwise add value. Please complete the section that aligns with the implementation status of your college/university.

Note: Once all operations are fully reviewed, this exercise is not necessary to conduct annually.

Please identify your institution's implementation status.

Progress made on implementing recommendation in FY18

Please briefly explain your implementation status. See response to 4A for details about our energy, parking and airport assets and operations.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

In 2015, the university announced a goal to produce [\\$200 million in administrative efficiency savings by fiscal 2020](#). Those efficiencies are being used to support Ohio State's core mission, including a significant investment in student scholarships. Ohio State has pursued a broad operational excellence program to meet these goals, including both university-wide efficiencies and goals for each colleges and administrative unit to meet the \$200 million goal.

Through FY18, the university has generated more than \$112 million in savings, including \$54.5 million in efficiency savings in fiscal 2018. Since 2015, Ohio State has committed more than \$100 million in additional student financial aid, using efficiency savings and new resources from the 2020 Vision. In total, almost 32,000 Buckeyes have benefitted from these programs. Ohio State is on track to exceed the \$200 million efficiency goal by fiscal 2020. (The university's operational excellence scorecard has been attached in Appendix A.)

Financial aid commitments target low- and moderate-income Ohioans. They include:

- the Buckeye Opportunity Program, which serves 4,200 Ohio students who qualify for Pell Grants (see description in 4A).
- the President’s Affordability Grants program, which support more than 15,000 students per year
- the Land Grant Opportunity Scholarship program, which has doubled in size to 176 per year and increased in value so that they cover the full cost of attendance.

Efficiency savings also support the Digital Flagship, the largest learning-technology deployment in university story. Entering the 2018-19 academic year, the university distributed iPad Pro learning technology suites to more than 11,000 students at all Ohio State campuses.

Beyond direct savings that have been captured and re-deployed, the university has also achieved efficiency savings that allow the university to re-invest in excellence. These include savings in strategic procurement, in capital projects and at the Wexner Medical Center.

If the college/university has not implemented this exercise to date, please explain.

4C Affinity partnerships and sponsorships: Colleges and universities must, on determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying “win-win” opportunities with private entities that are interested in connecting with students, faculty, staff, alumni, or other members of their communities. Please complete the section that aligns with the implementation status of your college/university.

Did the college/university initiate any new partnerships or sponsorships in FY18? If yes, please complete the below table for those new relationships.

| Partnerships/Sponsorships | Description | Revenue Generated |
|---------------------------|---------------------------------|--|
| Coca-Cola | 15-year pouring rights contract | \$84.7 million over life of contract (projected) |

If the college/university saw efficiencies gained in FY18 in already existing relationships, please identify, specifically including revenue generated. *Include in the table above or add a similar table.*

The new [Coca-Cola pouring rights agreement](#), effective in FY19, includes \$6 million to improve student facilities and strategic priorities, \$2.25 million for student scholarships, \$1.88 million for student discovery projects and 90 internships over the life of the contract.

Through a variety of ongoing agreements, the university received \$4.6 million in FY18 and arranged for more than 160 internships per year. In addition, the university used funding from our NIKE relationship to support the University Institute for Teaching and Learning, which worked with 200 newly hired faculty last year to enhance teaching excellence. Since spring 2016, faculty and

graduate students have engaged in more than 2,000 instances of professional development courses and other offerings sponsored by UJTL and its partners.

If the college/university has not implemented this exercise to date, please explain.

Administrative Practices

Recommendation 5 | Administrative cost reforms

5A Cost diagnostic: Each college/university must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies. This diagnostic must identify, over at least a 10-year period:

- Key drivers of costs and revenue by administrative function and academic program;
- Distribution of employee costs — both among types of compensation and among units;
- Revenue sources connected to cost increases — whether students are paying for these through tuition and fees, or whether they are externally funded;
- Span of control for managers across the college/university — how many employees managers typically oversee, by the manager's function; and
- Priority steps that would reduce overhead while maintaining quality — which recommendations would have the most benefit?

Note: *Once a full cost diagnostic has been performed, this exercise is not necessary to conduct annually.*

Did the college/university perform this exercise in FY18? If yes, please provide an overview of the process used and the key outcomes.

The cost diagnostic was conducted in previous years. See our FY17 report.

Please provide details on the result(s) of the assessment. What are the cost drivers, based on the categories above? Please discuss the college/university's priority areas that offer the best opportunities for the recommendation.

If the college/university has not performed this exercise to date, please explain why.

5B Productivity measure: While the measure should be consistent, each college/university should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high-volume environments vs. high-touch environments.

What steps has the institution taken to improve productivity in FY18? Please discuss any updates to the utilization of process/continuous improvement methodologies such as Lean Six Sigma.

Our operational excellence program, OE@OSU, has mentored and trained more than 900 efficiency experts throughout Ohio State's colleges and administrative units in Lean Six Sigma methodology to advance operational excellence and continuous improvement. Through fiscal 2017, OE@OSU projects saved or avoided \$41.2 million in costs and eliminated nearly 225,000 hours of non-value added work.

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In addition, Ohio State volunteered to be the first higher education institution to undergo a [state performance audit](#). The Auditor of State team issued its report in September 2018, identifying \$6.4 million in projected annual savings, primarily through sunseting legacy systems when the university implements its new enterprise system, standardizing transaction processing and moving additional data centers to the State of Ohio Computer Center. The university is already addressing those recommendations and incorporating others into planning for future efficiency measures.

The report also highlights achievements of OE@OSU program, including addressing fleet management, which was not part of the performance audit because of the university's progress in this area. The Office of Administration and Planning has reduced its fleet by 56 vehicles (17.7%), avoiding \$3.5 million in acquisition cost and providing annual operating savings of \$740,000 annually. Other areas with large fleet are also taking action.

5C Organizational structure: Each college/university should, as part or because of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The college/university reviews should consider shared business services — among units or between college/university, when appropriate — for fiscal services, human resources, and information technology.

Note: Once fully implemented, this exercise is not necessary to conduct annually.

Did the college/university evaluate its organizational structure in FY18? If yes, please provide an overview of the process used and the key outcomes. If no change from FY17, please indicate.

The evaluation was completed in previous years but the university continues to implement the [Enterprise Project](#), which will update Ohio State's finance, human resources, student information and payroll systems. The first of these new systems will launch in 2020. The university is using this multi-year project to advance our operational effectiveness in a variety of ways, such as reducing transactional processing to allow employees to focus more on strategic work. This initiative also will support some streamlining of our organizational structure.

The university also continues to expand and implement additional shared services, particularly in finance, human resources, information technology and procurement. In each area, and in alignment with the Enterprise Project, Ohio State is standardizing processes and working to optimize service levels.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

5D Healthcare costs: A statewide working group should identify opportunities to collaborate on health-care costs.

What initiatives or plan changes did the college/university implement in FY18 to manage or reduce healthcare costs? See below.

Has the college/university achieved any expected annual cost savings through healthcare efficiencies in FY18? Please explain how cost savings were estimated.

The university achieved \$12.6 million in healthcare savings in calendar 2017, which along with other efficiency measures have allowed the university to control the cost of tuition and fees. The university regularly monitors plan design trends and incorporates changes to ensure we are market driven. Other strategies include:

- Improving utilization management resulting in a 12% decrease in inpatient hospital days and a 2.8% decrease in emergency room visits.
 - Cost savings estimated by taking the decrease in utilization times the prior year per unit cost
- Pharmacy benefit management savings through re-contracting, increasing generic dispensing, and increasing network management.
 - Cost savings estimated by improved rebates under the new contract, and repricing claims utilizing greater discounts off average wholesale price obtained from OSU Specialty Pharmacy
- Conducting dependent eligibility verification to ensure that any covered dependent on any health care plan meets the plan's eligibility requirements.
 - Cost savings estimated by taking the number of covered dependents deemed ineligible and removed from coverage and multiplying by the plan's average per member per year annual cost for a dependent
- Conducting claims audits and processing improvements
- Wellness program engagement continues to increase with launch of new vendor

5E Data centers: The college/university must develop a plan to move its primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC).

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| Please identify your institution's implementation status: |
| Progress made on implementing recommendation in FY18 |
| If you implemented this recommendation in FY18, please briefly explain your implementation status. See below. |
| If the college/university previously moved its data center to the SOCC, please identify efficiencies gained, including monetary savings or enhanced security. |
| In 2014, Ohio State agreed on a partnership to move the university's central data systems to the State of Ohio Computing Center. This has allowed the university to avoid \$40 million in capital costs and to save \$1 million a year in operating costs. The move, which was completed in 2015, involves hundreds of virtual and physical machines that support enterprise resource planning, learning management, email and other critical systems. |
| Since 2015, the university has migrated the servers of more than half of Ohio State's colleges and support units to the SOCC, generating an additional \$400,000 per year in operating savings. The university continues its ongoing project to migrate remaining areas. |
| If the college/university has not implemented this recommendation to date, how is it addressing systems security and redundancy issues? |

5F Space utilization: Each college/university must study the utilization of its campus and employ a system that encourages optimization of physical spaces. Please complete the section that aligns with the implementation status of your college/university.

Note: This exercise is not necessary to conduct annually.

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| Please identify your institution's implementation status. |
| No change from prior year's report |
| Please briefly explain your implementation status. The university uses the BuckIQ analytics tool to compare student enrollments per section, enrollment capacity for each class and the capacity of the physical space. These details help staff to make informed decisions about whether to increase the enrollment capacity for some sections, open a new section, or stop enrollment in certain sections to balance student-to-instructor ratio across sections. |
| If the college/university implemented this recommendation in FY18, please provide an overview of the process used and the key outcomes, including efficiencies gained. |
| If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings. |
| If the college/university has not performed this exercise to date, please explain why. |

Energy

Energy Efficiencies seek to refine sustainable methods utilized by the college/university to procure and use energy (resulting in more efficient use of energy), including but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

| FY18 Projects/Initiatives | Efficiencies Gained, including Monetary Impact |
|------------------------------------|---|
| Dreese Lab upgrades | Approved in February 2018; project is ongoing. Projected 37% energy efficiency upgrade |
| Lighting upgrades - Phase I | Approved in February 2018; project is ongoing. Will upgrade more than 50,000 lights in about 51 buildings to LED technology |

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| Have you gained efficiencies in FY18 from previously implemented projects/strategies? If yes, please discuss cumulative efficiencies gained. |
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Regional Compacts

Ohio Revised Code Section 3345.59 requires regional compacts of Ohio’s public colleges and universities, with an executed agreement in place by June 30, 2018 for colleges and universities to collaborate more fully on shared operations and programs. Per O.R.C. §3345.59 (E) colleges and universities shall report within their annual efficiency reports the efficiencies gained as a result of the compact.

ODHE recognizes the regional compacts were due to be in place by June 30, 2018; therefore, please discuss your projected efficiencies gained as a result of each of the categories within the compact.

Other than the first row, which speaks globally to the university’s relationships with other institutions, the following chart reflects Ohio State’s arrangement with Central State University.

| Category | Description | Monetary Impact |
|--|---|--|
| Reducing duplication of academic programming | There continues to be no program duplication evident for the university within the Central Ohio region, or at the regional campus locations. The university, internally, monitors program size and duplication through its regular academic program development, implementation and review processes. | |
| Implementing strategies to address workforce education needs of the region | The universities, through their program planning strategies, identify needs in counties where they are jointly locating staff. Programming is focused on 4-H Youth Development, Family and Consumer Sciences, Community Development, and/or 4-H Youth Development | |
| Sharing resources to align educational pathways and to increase access within the region | Access, in this case, is further enhanced by increasing capacity of paid staff in specific counties. Additional capacity should facilitate additional access to educational programs for local citizens. | |
| Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region | In identified counties where there are staff from CSU and OSU co-located, agreements are or will be in place to facilitate the use of facilities and administrative support. | Once fully implemented, it is estimated that Ohio State would realize \$30,000 annually in efficiencies. |
| Enhancing career counseling and experiential learning opportunities for students | N/A | |
| Expanding alternative education delivery models such as competency-based and project-based learning | N/A | |

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| Implementing strategies to increase collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts in your region | N/A | |
| Enhancing the sharing of resources between institutions to improve and expand the capacity and capability for research and development | N/A | |
| Identifying and implementing the best use of university regional campuses | The universities, through their program planning strategies, identify needs in counties where they are jointly locating staff. Programming is focused on 4-H Youth Development, Family and Consumer Sciences, Community Development, and/or 4-H Youth Development | |

Section II: Academic Practices

Recommendation 6 | Textbook Affordability

6A Negotiate cost: Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials.

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| Please identify your institution's implementation status: Progress made on implementing recommendation in FY18 |
| Please briefly explain your implementation status. Ohio State abides by the Higher Education Opportunity Act of 2015 and is working to ensure book orders are submitted as early as possible to enable optimal pricing for students. |
| If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings. |
| During FY18, Ohio State developed a series of inclusive access pilots for 2018-19 academic year. In fall 2018, a test of the Engage eReader provided digital textbooks in three courses at no cost to students. In the spring 2019 pilot, deeply discounted digital textbooks will be made available to about 1,450 students in nine Social Work courses through the inclusive access model, which offers digital materials that are typically 75 percent-80 percent less expensive than traditional texts. The university anticipates the spring pilot will save students \$196,468 on textbook costs. Through the university's involvement in the Unizin consortium, the Engage eReader is provided at no cost to students, and course materials are provided at discounted rates that have been negotiated with the publishers. Ohio State plans to expand the rollout of the inclusive access model in the 2019-20 academic year. |

If you have not implemented this recommendation to date, please explain.

6B Standardize materials: Colleges and universities must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students. Please complete the section that aligns with the implementation status of your college/university.

Please identify your institution's implementation status:

Progress made on implementing recommendation in FY18

Please briefly explain your implementation status. See below.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

A proposal to revise the University's General Education (GE) program was completed in March 2018 and is now under review in the 12 undergraduate colleges and four regional campuses. The model proposes, for the first time, one GE model for all colleges that is smaller in credit hours than the current offerings. This will open credit hours for students giving them the opportunity to complete minors or take double majors in ways that may not happen today. It also addresses societal themes such as citizenship, sustainability, and health and wellness that will better prepare them to function in the world after graduation. A final decision on the proposal will be made before the end of the 2018-19 academic year.

In addition, Ohio State continued to expand the Affordable Learning Exchange grant program, which provides assistance to faculty members to help them convert materials into free or low-cost digital options. In fiscal 2018, Affordable Learning Exchange projects saved students \$1.6 million through new projects and ongoing ones. To date, Affordable Learning Exchange projects have directly saved 12,000 students \$3 million. By 2021, student savings from the grant program is expected to total \$10 million.

Ohio State is working with North Central State College, the Ohio Association of Community Colleges, Ohio Dominican University, and OhioLINK on a \$1.3 million Ohio Department of Higher Education innovation grant to create, curate, and adopt open content in 22 high-enrollment courses.

With support from the Big Ten Academic Alliance, Ohio State and Penn State are working in partnership to author large-scale open test banks through events called Content Camps. Faculty from across the Big Ten have already authored and reviewed over 5,000 individual test questions, available to instructors at any institution.

If you have not implemented this recommendation to date, please explain.

6C Develop digital capabilities: Colleges and universities must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials. Please complete the section that aligns with the implementation status of your college/university.

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| Please identify your institution's implementation status: Progress made on implementing recommendation in FY18 |
| Please briefly explain your implementation status. Ohio State is a member of the Unizin consortium. |
| If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings. In FY18, Ohio State launched the <u>Digital Flagship</u> , a digital learning initiative that supports educational innovation for students and economic development opportunities for the community. The initiative is a collaboration with Apple. Ohio State provided more than 11,000 incoming first-year students across all campuses with iPad Pro learning technology kits in advance of the 2018-19 academic year. Students receive the iPads and associated technology for free; Ohio State is paying in excess of \$11.1 million to provide these packages to the first cohort of students. In addition, Ohio State established and enhanced many aspects of Digital Flagship in advance of the largest distribution of learning technology in the university's history. Workshops provided the university community with opportunities to learn how to code and how to better integrate technology in their classrooms. As of September 2018, we have trained 170 faculty and advisors through the Digital Flagship Educators cohort, providing intensive pedagogical and course redesign support around technology integration to support learning. At least 130 additional educators will be trained this academic year. A university team worked with Apple to develop Discover, an app that was rolled out at orientation to help students with their transition to college and throughout their journey at Ohio State. The Discover app is available through the Apple store and on iPads distributed as part of Digital Flagship. The university also continues to benefit from the Unizin consortium, as described in our FY17 report and above in Section 6A. If you have not implemented this recommendation to date, please explain. |

Reducing Textbook Costs for Students

Ohio Revised Code Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students. Please discuss all initiatives implemented, including those related to 6A, 6B, and 6C above, that ensure students have access to affordable textbooks.

| Initiative | Explanation of Initiative | Cost Savings to Students |
|------------------------------|---------------------------|----------------------------|
| Inclusive Access Pilot | See 6A | Implementing pilot in FY19 |
| Affordable Learning Exchange | See 6B | \$575,450 in FY18 |

Textbook Cost Study

Ohio Revised Code Section 3333.951(D) requires Ohio’s public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor by a date prescribed by the Chancellor. Please share the results of your study below.

| Category | Amount |
|--|---|
| Average cost for textbooks that are new | \$98.78 |
| Average cost for textbooks that are used | \$59.04 |
| Average cost for rental textbooks | \$63.41 for new rentals; \$37.16 for used rentals |
| Average cost for eBook | \$57.43 to buy; \$45.97 to rent |

Note: Ohio State utilized the methodology developed by the Inter-University Council’s textbook working group. Our analysis focused on the top undergraduate major based on the total number of unduplicated students majoring in each area in the following eight areas:

- Arts (Art)
- Business (Finance)
- Education (Early Childhood Education)
- Engineering (Computer Science and Engineering)
- Health Professions (Nursing)
- Humanity (English)
- Natural Sciences (Biology)
- Social Sciences (Psychology)

The above results do not reflect the effect of open-educational materials or other course materials that are offered at no charge to students.

Textbook Selection Policy Ohio Revised Code Section 3345.025 requires the board of trustees of each state institution of higher education to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. Has your college’s/university’s board of trustees adopted a textbook selection policy? Yes

Recommendation 7 | Time to Degree

7A Education campaign: Develop an education campaign on course loads needed to graduate.

Note: This exercise is not necessary to conduct annually.

Please identify your institution’s implementation status.
Progress made on implementing recommendation in FY18

November 16, 2018, Board of Trustees Meeting

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| Please briefly explain your implementation status. Ohio State's " Finish in Four " initiative, which is delivered through orientation and academic advisors, emphasizes the course loads needed to complete a bachelor's degree in four years. |
| If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings. As part of the Digital Flagship (see 6C), the university introduced the Discover App. Designed in partnership with Ohio State students, faculty and staff along with a team of developers from Apple, the app includes a feature called Course Planner, which was added at the request of current OSU undergraduate students. This feature allows students to plan a preferred and secondary path towards their degree, including courses within their major, minor and general education requirements. This tool allows students to more closely track the sequence of courses needed throughout their entire undergraduate career, so they can more carefully plan their time with us. |
| If you have not implemented this recommendation to date, please explain. |

7B Graduation incentive: Establish financial and graduation incentives to encourage full-time students to take at least 15 credits per semester.

Note: Once fully implemented, this exercise is not necessary to conduct annually.

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| Please identify your institution's implementation status. |
| Progress made on implementing recommendation in FY18 |
| Please briefly explain your implementation status. If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings. Ohio State launched the Ohio State Tuition Guarantee in FY18, providing incoming Ohio resident students with predictability about the cost of a four-year education by freezing tuition, mandatory fees, housing and dining costs for four years. Although not tied to a specific number of credits per semester, this program creates another incentive for students to complete their degree in four years. Exceptions are allowed for students in programs that requires more than four years to complete or who face circumstances such as military service, medical emergencies or family emergencies. The class that entered Ohio State in fall 2018 (FY19) is the second under the Tuition Guarantee model. Completion grants were awarded to 160 students for 2017-2018. These grants go to those who are very near to graduation and in jeopardy of being dropped for non-payment. Each completion grant averaged about \$1,000, a one-time amount that allows students to stay in school and work toward completing their degrees. The grants are funded through institutional and donor funds available through the University Innovation Alliance, a collaborative of 11 public research institutions committed to increasing the number and socioeconomic diversity of college graduates. |

November 16, 2018, Board of Trustees Meeting

The university has also approved a new tuition waiver, to start in spring 2019, that will assist students who are taking more than 18 credit hours in a term to complete their degrees or to take advantage of internships or research opportunities. For eligible students who obtain the approval of their academic advisors, these waivers would provide savings of more than \$400 per additional credit hour. The university anticipates students will save up to \$500,000 per academic year through the use of these waivers.

If you have not implemented this recommendation to date, please explain.

7C Standardize credits for degree: Streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less, and associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements.

Please identify the share of programs at your institution that require more than 126 credit hours to earn a baccalaureate or more than 65 credit hours to earn an associate degree.

Virtually all of Ohio State's ~400 undergraduate programs require less than 126 credit hours. Less than 10 percent of programs have requirements for accreditation standards that may require 126 or slightly more. As part of the Ohio State Tuition Guarantee program and continued efforts to ensure record four- and six-year graduation rates, the university is undergoing a review of programs with more than 126 credit hours to reduce hours and time to degree when possible. A foundation of this effort is Ohio State's initiative to review the university's General Education curriculum to create a standard unified GE curriculum across disciplines and to reduce the total number of hours required for the GE.

Please explain the major reasons specific academic program may require more than 126 or 65 credit hours to earn the respective degree.

7D Data-driven advising: Enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success.

Please identify your institution's implementation status:

Progress made on implementing recommendation in FY18

Please briefly explain your implementation status.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

Ohio State and Columbus State Community College are collaborating to share data on Columbus State's incoming students to design a pilot program focused on providing more effective bridge services to support economically disadvantaged and/or under-represented minority students planning to complete a baccalaureate degree at Ohio State after completing an associate degree at Columbus State. Those services will include academic advising by an Ohio State advisor located at Columbus State.

November 16, 2018, Board of Trustees Meeting

As part of its commitment to the University Innovation Alliance, Ohio State is participating in a study, funded by a First in the World grant, to examine the effectiveness of more proactive, high-touch advising in promoting improved time to degree. Now in their second year, the “success coaches” hired for this study work with approximately 1,000 Pell-eligible and/or first-generation students on the Columbus campus and all four regional campuses.

Ohio State’s First Year Experience office trains peer leaders to connect with and provide support to first-year students identified as at-risk based on 1) non-cognitive indicators of college student success gathered through the Noel Levitz College Student Inventory and 2) other data collected by the peer leaders.

A group is working to develop an “online degree audit” matching online courses to the degree requirements they will fulfill, so students who leave short of completing a degree may find it easier to finish remaining requirements.

If you have not implemented this recommendation to date, please explain.

7E Summer programs: Evaluate utilization rates for summer session and consider opportunities to increase productive activity.

Please identify your institution’s implementation status.

Progress made on implementing recommendation in FY18

Please briefly explain your implementation status.

After revamping the academic structure of Summer Term in 2016, Ohio State implemented a 25% discount on tuition and the non-resident surcharge in 2017. By reducing the cost of summer tuition, Ohio State offers students the opportunity to save money directly and by reducing their time to degree.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

In summer 2018 (FY19), students saved \$9.2 million through the 25% tuition discount compared with fall/spring rates.

If you have not implemented this recommendation to date, please explain.

7F Pathway agreements: Develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities.

Please provide the details of the work completed related to this area in FY18 only. See below

At the end of FY18, how many articulation pathway agreements does your college/university have in place? How many are 2+2? How many are 3+1? Is the number of pathways available for students increasing?

The university has 84 total agreements (80 are 2+2 and one each is 1+1, 1+3, 2.5+2 and 2+3).

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Please discuss efficiencies gained by implementing this recommendation. Please discuss how students have benefited, in terms of both cost and quality of their education.

These pathways provide students with an efficient path to graduation. Students who follow the plan will take course work that applies to both the associate degree, as an intermediate credential, and to the baccalaureate degree to which the plan connects.

7G Competency-based education: Consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

Please provide the details of work completed related to this area in FY18 only. The FY17 report stands.

Please discuss efficiencies gained by implementing this recommendation. Please discuss how students have benefited, in terms of both cost and the quality of their education. In particular, how many students are estimated to be served by the college's/university's competency-based education programs? Has your college/university seen improvements in completion rates? Have students seen cost savings?

University comment: Given Ohio State's student body, our analysis is that competency-based education is not the best focus for enhancements. Instead, we are continually refining our curriculum based on the high standards of our incoming students. The university does employ competency-based approaches in online courses to allow instructors to track how many students have achieved a required learning objective.

Recommendation 8 | Course and Program Evaluation

This recommendation is not applicable this year. Per O.R.C 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22.

What steps, if any, did your college/university take in FY18 to share courses/programs with partnering colleges/universities?

If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date.

Recommendation 9 | Co-located Campuses

Ohio Revised Code Section 3333.951 requires Ohio's co-located colleges/universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee.

Please identify efficiencies gained in FY18 only.

Our Lima, Mansfield, Marion and Newark campuses have collectively generated \$5.4 million in savings through shared services with co-located institutions.

| Ohio State campus: Lima Co-located Campus: Rhodes State College (Lima) Estimated total cost savings from shared services: \$1.41 million | |
|---|--|
| Type of Shared Service or Best Practice | Please explain in detail your findings related to this shared service or best practice. |
| Physical Facilities Operations | <p>Cost sharing for physical facilities leadership, building maintenance and environment services, campus custodial services is done on a building square feet method of calculation. Cost sharing for groundskeeping is done on an aggregate square feet method of calculation. Cost sharing for scheduling of campus facilities is done on a cost-share reconciliation method each quarter.</p> <p>➤ Estimated savings to university: \$904,600</p> |
| Academic Support Services (includes libraries) | <p>Cost sharing for library services for personnel, materials and equipment are done on a campus full time equivalent (FTE) method of calculation. Cost sharing for library collection costs are done by direct cost collections unique to each institution.</p> <p>➤ Estimated savings to university: \$168,300</p> |
| Student Activities and Athletics Office | <p>Cost sharing for the personnel and operation expenses are done on a campus full time equivalent (FTE) method of calculation.</p> <p>➤ Estimated savings to university: \$177,300</p> |
| Auxiliary Services | <p>The cafeteria and vending service is outsourced through a contract with external service providers. Cost sharing for contract is done on a full time equivalent (FTE) method of calculation.</p> <p>Cost sharing for shared copying and printing services on a cost-share reconciliation method each quarter. The bookstore and gift shop service is outsourced through a contract with external service providers. Cost sharing for contract is done on a FTE method of calculation.</p> <p>Cost sharing of telephone services is done by direct cost by extension and on a cost-share reconciliation method each quarter for expenses.</p> <p>➤ Estimated savings to university: \$155,800</p> |
| Approach and process to sharing services with the co-located campus. | <p>In accordance with state policy and by mutual accord, the university and the co-located institution share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The university and co-located institution have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency and economic efficiency.</p> |

| Ohio State campus: Mansfield Co-located Campus: North Central State College (Mansfield) Estimated total cost savings from shared services: \$1.44 million | |
|--|--|
| Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.) | Please explain in detail your findings related to this shared service or best practice. |
| Physical Facilities | Cost sharing is managed generally by a formula based on assigned square feet for each co-located institution. ➤ Estimated savings to university: \$793,900 |
| Academic Support Services | Cost sharing for library services is 55% for the University and 45% for the co-located campus; cost-sharing for internship programming is 50/50 basis. ➤ Estimated savings to university: \$128,850 |
| Campus Security and Public Safety | Cost sharing for public safety admin, traffic management personnel, and police and emergency response services is generally on a 50/50 basis for the University and for the co-located institution. ➤ Estimated savings to university: \$159,100 |
| Student Life and Campus Events | Cost sharing for student engagement and recreation and intramural sports is 75% for the University and 25% for the co-located institution. Cost sharing for athletics is based on student participation from each institution and is tracked monthly. ➤ Estimated savings to university: \$58,800 |
| Administrative Services | Cost sharing for office of advancement is shared on mutually shared activities/events; cost for institution-specific activities/events are paid by the specific institution; each institution pays for its personnel. Cost sharing for shared marketing “agency” is split 50/50 on mutual shared activities/ events and personnel; cost for institution specific activities/events are paid by the institution. Estimated savings to university: \$92,200 |
| Auxiliary Services | Cost for childcare center is supported by revenue generated from user fees and grants. Cafeteria and vending services have proceeds from contracts directed to a Campus Improvement Fund to benefit shared improvements. Cost for shared copying and printing services are managed and paid by the co-located institution and provided on a cost basis to the University. Estimated savings to university: \$202,200 |
| Approach and process to sharing services with the co-located campus. | In accordance with state policy and by mutual accord, the University and the co-located institution share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The University and co-located institution have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational |

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| | transparency, and economic efficiency. |
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| Ohio State campus: Marion Co-located Campus: Marion Technical College Estimated total cost savings from shared services: \$1.25 million | |
|--|---|
| Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.) | Please explain in detail your findings related to this shared service or best practice. |
| Physical Facilities Operations | Cost sharing for these services is done on an assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE) method of calculation. ➤ Estimated savings to university: \$959,000 |
| Academic Support Services | Cost sharing for these services is done on an assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE) method of calculation. ➤ Estimated savings to university: \$111,000 |
| Campus Security and Public Safety | Cost sharing for these services is done on an assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE) method of calculation. Estimated savings to university: \$60,000 |
| Student Activities and Athletics Office | Cost sharing for these services is done on an assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE) method of calculation. Estimated savings to university: \$8,000 |
| Auxiliary Services | Cost sharing for these services is done on an assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE) method of calculation. Estimated savings to university: \$98,000 |
| Technology Services | Cost sharing for these services is done on an assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE) method of calculation. Estimated savings to university: \$17,000 |
| Approach and process to sharing services with the co-located campus. | In accordance with state policy and by mutual accord, the University and the co-located institution share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The University and co-located institution have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency. |

| Ohio State campus: Newark Co-located Campus: Central Ohio Technical College Estimated total cost savings from shared services: \$1.28 million | |
|--|---|
| Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.) | Please explain in detail your findings related to this shared service or best practice. |
| Public Service | Cost sharing for conference services is shared on a 50/50 basis. ➤ Estimated savings to university: \$1,470 |
| Academic Support Services | Cost sharing for both these services is done on a full time equivalent (FTE) method of calculation. ➤ Estimated savings to university: \$134,400 |
| Student Support Services | Cost sharing for these services is done on a headcount method of calculation. Estimated savings to university: \$72,799 |
| Institutional Support | Cost sharing for executive office, office of development, business and finance office, accounting, performing arts, and welcome center is done on a 50/50 method of calculation. Cost sharing for human resources, purchasing, bursar, technology services, marketing and public relations, staff development committee, services center, telecommunications, and telephone services is done on a full time equivalent (FTE) method of calculation. Estimated savings to university: \$157,318 |
| Physical Facilities Operations | Cost sharing for all of these services is done on a full time equivalent (FTE) method of calculation. Estimated savings to university: \$655,067 |
| General Overhead | Cost sharing is done on a full time equivalent (FTE) method of calculation. Estimated savings to university: \$262,500 |
| Approach and process to sharing services with the co-located campus. | In accordance with state policy and by mutual accord, the University and the co-located institution share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The University and co-located institution have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency. |

Section III: Policy Reforms

Recommendation 10 | Policy Reforms

10A Financial Advising: Provide financial advising and training to students.

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| Please identify your institution's implementation status: No change from prior year's report |
| Please briefly explain your implementation status. Scarlet and Gray Financial is a peer education-based approach that provides a comprehensive suite of financial wellness services to students throughout their college careers. Scarlet and Gray Financial promotes financial literacy and holistic financial wellness through a variety of mediums, including one-on-one coaching sessions, large group presentations, financial education research, and professional development opportunities. |
| If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings. |
| If you have not implemented this recommendation to date, please explain. |

10B Obstacles: The Ohio Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule, or statute that inhibit the efficiencies envisioned in these recommendations.

| |
|--|
| What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the college/university? |
| Ohio State continues to support the recommendation of the original task force report regarding real estate: Current state law surrounding real-estate sales and easements is cumbersome and can limit opportunities to negotiate the most advantageous deals for colleges and universities. Under current state law, Ohio's public colleges and universities cannot enter into easements or sell, convey or lease real estate without having legislation passed by the Ohio General Assembly, which can hinder effective negotiations and/or discourage potential buyers who are unwilling to wait for a bill. |

Construction Reform

| |
|--|
| Please discuss efficiencies gained in FY18 from the 2012 Construction Reform legislation. |
| Construction reform has allowed the university to build projects more efficiently, resulting in reduced construction-management costs, shortened timelines and streamlined delivery. For example, the university now has fewer project management staff, despite an increase in the volume of completed projects. Since 2012, the university has completed more than \$2.5 billion in projects — both large and small — that have benefitted from construction reform. |

November 16, 2018, Board of Trustees Meeting

Academic projects that are underway include the \$95 million Postle Hall project for the College of Dentistry and \$59.1 million in improvements to the Advanced Materials Corridor, which supports the Biomedical Engineering and Materials Sciences and Engineering programs. Efficiency improvements and cost savings on academic projects allow the university to effectively leverage capital funding sources outside of tuition, such as private gifts and state capital funding.

Additional Practices

Are there additional efficiency practices your college/university implemented in FY18 to ensure students have access to an affordable and quality education? Please identify.

The Ohio State Board of Trustees has approved [four affordability measures](#) that will be introduced in Spring 2019 and will collectively save students an estimated \$1.9 million per year. The university will:

- Eliminate 278 course fees, which pay for educational costs such as laboratory sessions or specialized materials. The proposal would eliminate 70 percent of all course fees, benefiting thousands of students across a range of disciplines. Fees that remain cover third-party costs, such as first-aid training, or are in disciplines that rely heavily on laboratories as part of their educational requirements (biology, chemistry and physics).
- Pilot a new strategy to deliver digital textbooks that cost up to 80 percent less than traditional textbooks. In the “inclusive access” pilot, students in nine College of Social Work courses would pay \$24 to \$74 for digital textbooks that would cost \$128 to \$400 as traditional texts, for example. The university plans to expand the use of the inclusive access model in future years.
- Allow students who take heavy academic loads to waive the cost of additional credit hours if they are doing so to complete their degrees or to take advantage of internships or research opportunities. Students can take up to 18 credit hours at the university’s full-time tuition rate, but students may take up to a maximum of 21 credit hours per term. For eligible students who obtain the approval of their academic advisors, these waivers would provide savings of more than \$400 per additional credit hour.
- Expand the university’s support of military families by applying in-state tuition regardless of a student’s residency. Ohio State already extends in-state rates to military families in most circumstances, but the intersection of federal rules, state law and university policy has created some exceptions that affect about two dozen students each semester. The new policy will clarify that active members of the military, veterans and their immediate family members (spouses and children) are to be granted in-state status.

Section IV: Master Recommendation #1 - Students Must Benefit

For chart #1, please provide the cost savings/avoidance in FY18 ONLY for the three specified categories. For chart #2, of the FY18 cost savings/avoidance to your respective college/university, please provide how much of that cost avoidance/savings was redeployed or invested into initiatives that benefit students and/or promote operational excellence.

NOTES: Please do NOT include cumulative savings as this is for FY18 only. Cumulative savings may be discussed in your above response to each recommendation. Feel free to add additional lines as necessary.

Chart #1:

| Category | Recommendation | FY18 (Actual) |
|---|---|---|
| Cost savings/avoidance to the college/university in FY18 ONLY | 3A: Campus contracts | \$61.9 million |
| | 3B: Collaborative Contracts | N/A |
| | 4B: Operations review | \$54.5 million |
| | 4C: Affinity partnerships and sponsorships | \$10.6 million |
| | 5E: Data centers | \$1.4 million |
| | Subtotal of Institutional Efficiency Savings | \$128.4M |
| New resource generation for the college/university in FY18 ONLY | 4A: Asset review | \$1.07 billion (energy upfront proceeds) \$28 million (annual distributions from parking, energy and NIKE) |
| | 4C: Partnerships | \$4.6M |
| | Subtotal of New Resource Generation | \$1.1 billion |
| Cost savings/avoidance to students in FY18 ONLY | 4B: Operations review (President's Affordability Grants) | \$25 million |
| | 4B: Operations review (Land Grant Opportunity Scholarships) | \$553,500 |
| | 6B: Textbook affordability | \$1.6 million |
| | 6C: Digital Flagship | \$11.1 million |
| | 7B: Completion grants | \$160,000 |
| | 7E: Summer programs | \$9.2 million |
| | Subtotal of Student Savings | \$47.6 million |

Chart #2:

| Category | Amount Invested in FY18 | Explanation |
|--|-------------------------|---|
| Reductions to the total cost of attendance (tuition, fees, room and board, books and materials, or related costs — such as technology) | \$11.2 million | <ul style="list-style-type: none"> • \$9.2 million in summer tuition discount savings • \$1.6 million Affordable Learning Exchange projects |
| Student financial aid | \$312.5 million | <ul style="list-style-type: none"> • ~\$283 million invested in energy endowments to support student financial aid • \$25 million in FY18 President’s Affordability Grants • \$553,500 expanded Land Grant Opportunity Scholarships • \$3.9 million distributed in parking endowment scholarships |
| Student success services, particularly with regard to completion and time to degree | Total not available | Investments in Scarlet and Gray Financial counseling, data-driven academic advising, leadership training and career-development services |
| Investments in tools related to affordability and efficiency – and excellence in the classroom | \$11.1 million | Digital Flagship iPads; provided free to incoming first-year students |
| Improvements to high-demand/high-value student programs | Total not available | Since 2014, more than 100 popular online general education courses have been developed, providing students with additional flexibility in scheduling. These courses can speed the time to degree. |
| Investments in teaching excellence | \$210.5 million | <ul style="list-style-type: none"> • ~\$210 million invested in from energy endowments to support faculty excellence, including 5 chairs • \$458,000 distributed from NIKE endowment to support University Institute for Teaching and Learning |
| Total | \$545.3 million | |

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MASTER RECOMMENDATION 2: FIVE-YEAR GOAL FOR INSTITUTIONAL EFFICIENCY SAVINGS AND NEW RESOURCE GENERATION

Ohio State established a five-year plan for the years FY16-FY20 to generate a total of at least \$400 million to be devoted to access, affordability and excellence. The university has already surpassed the goal of devoting at least \$100 million of that total to student financial aid. Savings generated through the 2020 Vision plan are incremental to other cost-savings and resource-generation. The following chart aligns specifically with the 2020 Vision.

Note: Section IV of the university's response to the task force report demonstrates the full range of operational excellence, innovative funding and resource stewardship activities at Ohio State, including ongoing efforts that pre-dated the 2020 Vision.

| Category | Recommendation | Component | Description | FY16 (revised) | FY 2017 (Estimate) | FY 2017 (Actual) | FY 2018 (Estimate) | FY 2018 (Actual) | FY 2019 (Estimate) | FY 2020 (Estimate) | Subtotal | Budget Narrative/Explanation of Efficiency Savings \$5 (attach additional sheets if necessary) | |
|---|---|--|--|----------------|--------------------|------------------|--------------------|------------------|--------------------|--------------------|------------------|---|--|
| Efficiency Savings | 3A | Campus contracts | Require employees to use existing contracts for purchasing goods and services. | \$ 3,040,000 | \$ - | \$ - | TBD | \$ - | TBD | TBD | \$ 3,040,000 | | |
| | 3B | Collaborative contracts | Pursue new and/or strengthened joint purchasing agreements. | | | | | | | | | | |
| | 4B | Operations review | Conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity. | | | | | | | | | | |
| | 5A | Cost diagnostic | Identify key drivers of costs and revenue across the university. | \$ 22,338,000 | \$ 30,000,000 | \$ 32,895,231 | \$ 30,000,000 | \$ 54,479,129 | \$ 48,461,000 | \$ 45,981,000 | \$ 204,174,360 | | |
| | 5C | Organizational structure | Review organizational structure in line with best practices to identify opportunities to streamline and reduce costs. | | | | | | | | | | |
| | 5D | Health-care costs | Seek to control health-care costs | | | | | | | | | | |
| Subtotal Efficiency Savings | | | | \$ 25,398,000 | \$ 30,000,000 | \$ 32,895,231 | \$ 30,000,000 | \$ 54,479,129 | \$ 48,460,000 | \$ 45,981,000 | \$ 207,114,360 | | |
| Category | Recommendation | Component | Description | FY16 | FY 2017 | FY 2017 (Actual) | FY 2018 | FY 2018 (Actual) | FY 2019 | FY 2020 | Subtotal | Budget Narrative/Explanation of New Resource Generation \$5 (attach additional sheets if necessary) | |
| New Resource Generation | 4A | Asset review | Conduct an assessment of non-core assets to determine their market value if sold, leased or otherwise repurposed. | \$ - | \$ - | \$ - | \$ 1,090,000,000 | \$ 1,096,587,718 | \$ 35,523,000 | \$ 36,314,200 | \$ 1,168,424,918 | Upfront payments (FY18) for energy partnership, annual endowment distributions and philanthropy payments from energy. | |
| | 4C | Affinity partnerships and sponsorships | Upon determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships. | \$ 31,560,000 | TBD | \$ 1,007,444 | TBD | \$ 1,011,009 | \$ 8,328,600 | \$ 2,352,800 | \$ 44,279,653 | Upfront payments (FY16) for Nike partnership, annual endowment distributions for Nike Upfront (FY19) and annual scholarships/student project contributions from Coke. | |
| | Subtotal New Resource Generation | | | | \$ 31,560,000 | \$ - | \$ 1,007,444 | \$ 1,090,000,000 | \$ 1,097,618,727 | \$ 43,851,600 | \$ 38,666,800 | \$ 1,212,704,571 | |
| TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY | | | | \$ 56,958,000 | \$ 30,000,000 | \$ 33,902,675 | \$ 1,120,000,000 | \$ 1,132,097,856 | \$ 92,311,600 | \$ 84,647,800 | \$ 1,419,918,931 | | |

SPECIFIC RE-DEPLOYMENT OF SAVINGS TO STUDENTS: Please use the area below to describe, in detail, how you plan to re-deploy the institutional resources that are saved and/or generated through the task force components outlined above to reduce costs for students.

Since FY15, Ohio State has committed more than \$100 million in additional need-based aid for Ohio students, with funding provided through efficiencies and new resource generation. Programs include the Buckeye Opportunity Program, President's Affordability Grants and the Land Grant Opportunity Scholarships.

Beyond these savings, the university has introduced the Digital Flagship, a collaboration with Apple that is the largest deployment of learning technology in the university's history. Efficiencies support this program, which provides each incoming student with an iPad Pro and related technology.

The university uses other savings and new resources to invest in teaching excellence, and to control costs through initiatives such as the Ohio State Tuition Guarantee. Each dollar saved supports Ohio State's strategic plan.

SIGNIFICANT CHANGE(S) IN 5-YEAR GOALS FROM FY16 SUBMISSION TO FY17 SUBMISSION: Please use the area below to describe, in detail, significant deviation in year institution's 5-year goals from the FY16 submission to the FY17 submission, if applicable.

Efficiency savings in FY18 include contributions from colleges and support units that were deposited in efficiency accounts during that fiscal year, however the underlying efficiencies may have occurred in previous years.

The FY18 efficiency total has been revised to reflect the total to date toward the 2020 Vision goal of \$200 million in savings.



2020 Vision overview

Efficiency savings and new resources are directed to support our mission

- Operational Excellence and Resource Stewardship benefits students, faculty and staff
- More than \$150 million committed through fiscal 2020 for four major initiatives

| Strategic initiative | Description | Funding source |
|--|--|-----------------------------|
| President's Affordability Grants | Aid for 15,000+ low- and moderate-income Ohioans per year | Administrative efficiencies |
| Buckeye Opportunity Program | Aid package will cover tuition for Ohio students who qualify for Pell grants | Innovative funding |
| Digital Flagship | 11,000 incoming students receive iPad learning technology suite | Administrative efficiencies |
| University Institute for Teaching and Learning | Annual support for teaching excellence | Innovative funding |

Other initiatives supported

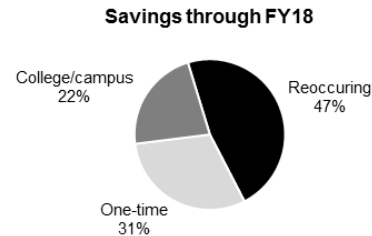
- Support for 5 faculty chairs (Energy endowments)
- Sustainability curriculum and staff development (Energy endowments)
- Student internships and scholarships (Nike and Energy endowments)
- Philanthropy supporting academic and campus initiatives (Energy project)



Operational efficiency scorecard

The 2020 Vision set a 5-year, \$200 million goal for non-WMC efficiencies

| Goal | \$200M | | |
|------------------------|----------|-----------|--------|
| Progress to date | Total | % of goal | Status |
| Through FY18 | \$112.8M | 56% | ● |
| Projected through FY19 | \$161.2M | 81% | ● |
| Projected through FY20 | \$207.2M | 104% | ● |



OTHER EFFICIENCY HIGHLIGHTS


The 2020 Vision focused on savings that could be redeployed to student financial aid and other strategic initiatives. Other initiatives reduce the cost of capital projects and operating costs at colleges and the Wexner Medical Center.

| | Efficiency metric | Status | Notes |
|-----------------------|---------------------------|--------|--|
| Strategic procurement | \$324M compared with FY12 | ● | Savings largely benefit colleges and units through discounted rates on goods and services |
| Wexner Medical Center | \$407.6M over four years | ● | Margin improvement has improved days cash on hand metric from 81 days to 135.5 days |
| Capital projects | \$33.8M in FY18 | ● | Costs avoided by improving project accounting, capturing bid favorability, budget reductions |



New resource scorecard

The 2020 Vision set a 5-year, \$200 million goal for innovative funding

| Goal | \$200M | |
|---------------------------------|---|----------------------------------|
| Project | Upfront total | Funding distributed through FY20 |
| NIKE | \$22.5M | \$4.4M |
| Comprehensive Energy Management | \$1.07B | \$96.5M |
| Total | \$1.1B  | \$100.9M |

OTHER NEW RESOURCE HIGHLIGHTS

The university continues to benefit from innovative funding work that pre-dated the 2020 Vision. Examples include:

| Project | New resource metric | Notes |
|------------------------|------------------------------|---|
| Parking | \$128M distributed FY13-FY18 | Supports 200+ scholarships per year, 137 Discovery Themes faculty hires, Arts District and more |
| Affinity relationships | 160+ internships per year | Relationships with Nationwide, Huntington and other partners support the campus in various ways |

Appendix XII

The Ohio State University
Board of Trustees

November 16, 2018

THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES FINANCE COMMITTEE

November 15, 2018

TOPICS: Football Ticket Prices
 Golf Course Membership Dues and Daily Green Fees

CONTEXT:

The Ohio State University Department of Athletics continues to be one of only 12 self-sustaining athletic programs across the nation. Currently, the Department of Athletics funds more than 1,100 student-athletes in successful endeavors of academic achievement and athletics competitions, with a graduation success rate of 86 percent. Yearly, the Department of Athletics contributes more than \$30 million back to the institution's academic mission. Funds generated from ticket sales are used to sustain the scholarships for more than 625 student-athletes.

The Department of Athletics first introduced premier-game pricing in 2013, and beginning with the 2016 football season adopted a completely variable pricing model for all individual game tickets, while implementing percentage discounts for public season ticket purchasers and faculty & staff season ticket purchasers. These pricing strategies have been successful in regards to maintaining high demand for tickets, and also in positive feedback received from fans regarding the variable pricing for games. The Athletic Council and university administrators recommend continuation of these pricing guidelines. Additionally, a golf course membership dues and daily green fees increase is necessary to meet increased costs and remain financially stable for FY2020.

RECOMMENDATION:

For Football tickets:

- Assign the individual game and season ticket pricing for the 2019 football season as indicated in the attached table.

For Golf Course Membership Dues and Green Fees:

- For the 2019 calendar year (FY2020), increase the Alumni, Faculty/Staff and Affiliate membership dues by 2.5%, increase the OSU Student membership dues by 2.1%, reinstate a \$1,000 initiation fee for new membership waiting list additions, and assign daily green fees as indicated in the attached table.

CONSIDERATIONS:

Football Tickets:

- Variable ticket pricing is widely in use by other Big Ten institutions and various athletic programs across the country, provides better access and affordability for fans, and has been successful at Ohio State since first introduced for the 2013 season.
- Athletic Council utilizes a tiered pricing methodology as an administrative tool when establishing variable ticket pricing for individual games, with regular review of the structure and pricing methodologies.
- The current season ticket discounts of approximately 15% off the aggregate individual price for public, and approximately 20% off the aggregate individual price for faculty and staff, will remain.
- The current student ticket price of \$34 per game will not change, and will be maintained through at least the 2020 season.

| Football Ticket Pricing – 2019 Season (FY2020) | | | | |
|---|----------|----------|-----------------|---------|
| Opponent | Reserved | Box/Club | Faculty / Staff | Student |
| Florida Atlantic | \$ 60 | \$ 85 | | |
| Cincinnati | \$ 90 | \$ 115 | | |
| Miami (OH) | \$ 65 | \$ 90 | | |
| Michigan State | \$ 147 | \$ 172 | | |
| Wisconsin | \$ 170 | \$ 195 | | |
| Maryland | \$ 92 | \$ 117 | | |
| Penn State | \$ 198 | \$ 223 | | |
| Season Ticket | \$ 702 | \$ 851 | \$ 659 | \$ 238 |

Golf Course Membership Dues and Green Fees:

- The club seeks to reinstate the \$1,000 initiation fee for new members which had been waived since 2010 after a decline in memberships. Due to policy changes implemented in 2014 involving number of golf rounds included and access to practice areas, the club has increased memberships back to full capacity, with approximately 250 individuals on the waiting list, and feels the reinstatement of the initiation fee is warranted. The initiation fee would only apply to new additions to the membership waiting list, would not apply to students, and would be payable upon membership acceptance into the club.
- The membership dues increase and initiation fee would be allocated to the capital reserve account for future projects and deferred maintenance, and the daily fees increase would be allocated as additional operating revenue.
- In a market comparison of daily green fees, membership dues and initiation fees, the current rates are comparable to local courses for the quality and amenities provided and at the high end of the competitive market for the area.

| Golf Course Membership Dues/Green Fees – 2019 Calendar Year (FY2020) | | | | | |
|---|-------------------|------------|----------|------------|----------|
| Category / Affiliation | Annual Membership | Green Fees | | Green Fees | |
| | | Scarlet | Twilight | Gray | Twilight |
| Student | \$ 730 | \$ 35 | \$ 30 | \$ 25 | \$ 20 |
| Faculty / Staff | \$ 2,584 | \$ 65 | \$ 35 | \$ 40 | \$ 25 |
| With Spouse | \$ 4,199 | | | | |
| Full Family | \$ 5,006 | | | | |
| Alumni / Buckeye Club | \$ 3,229 | \$ 80 | \$ 40 | \$ 50 | \$ 30 |
| With Spouse | \$ 4,843 | | | | |
| Full Family | \$ 5,650 | | | | |
| Golf Course Membership Dues/Green Fees – 2019 Calendar Year (FY2020) - continued | | | | | |
| Category / Affiliation | Annual Membership | Green Fees | | Green Fees | |
| | | Scarlet | Twilight | Gray | Twilight |
| Young Professional (21-26yo) | \$ 2,099 | \$ 80 | \$ 40 | \$ 50 | \$ 30 |
| With Spouse | \$ 3,714 | | | | |
| Young Professional (27-32yo) | \$ 2,422 | \$ 80 | \$ 40 | \$ 50 | \$ 30 |
| With Spouse | \$ 4,037 | | | | |



ATHLETICS

Fawcett Center | 2400 Olentangy River Rd. Columbus, Ohio 43210

**Department of Athletics
Board of Trustee Items
Nov. 15-16, 2018**

FY20 Athletic Football Ticket Prices and Golf Course Membership Dues & Green Fees

GENERAL TALKING POINTS:

- The Ohio State University Department of Athletics continues to be one of 24 self-sustaining athletic programs across the nation.
- Currently, the Department of Athletics funds more than 1,100 student-athletes in successful endeavors of academic achievement and athletics competitions.
- Supporting broad-based sport programming, the Department of Athletics hosts 36 varsity athletics teams and cheerleading and dance.
- The Department of Athletics Graduation Success Rate is 86 percent.
- Yearly, the Department of Athletics contributes more than \$35 million back to the institution's academic mission.
- Funds generated from ticket sales are used to sustain the scholarships for over 625 student-athletes.
- Annually, the Department of Athletics funds the University Marching Band and Athletic Pep Bands at \$400,000, plus covers the cost of all away contest accommodations and travel in addition to post season and championship trips.

FOOTBALL TALKING POINTS:

- The Department of Athletics first introduced premier-game pricing in 2013.
- A variable pricing model for all individual game tickets was adopted for the 2016 football season.
- Aligning pricing to market is an effective tool in generating ticket sales revenue to support Athletics Departments.
- The total revenues for football tickets have been incorporated into the Department of Athletics' Five-Year Financial Plan.

FOOTBALL APPROVAL PROCESS AND 2019 TALKING POINTS:

- Each year the Athletic Council reviews projections for the coming year's budget and recommends ticket prices.
 - The Athletic Council, as an agent of the Senate, in accordance with the University Bylaws, and subject to the general authority of the President and the Board of Trustees, shall have the power and authority to develop policies governing intercollegiate athletics. The Senate may hold these policies in review. The policies shall guide the administration of athletics by the Director of Athletics, but the Athletic Council shall not serve in an administrative or executive capacity.
 - The Council shall establish and consider policy involving, but not limited to:
 - The income and expenditures budget;
 - The schedules for seasonal and post-seasonal play in relation to the effect upon the well-being of the athletes;
 - Grants and other financial aid to athletes;
 - Student-athlete eligibility;
 - Student grievance procedures and sportsmanship policies related to athletics;
 - Awards to athletes;
 - Ticket prices and ticket distribution;
 - Public and campus relations of the athletic program.
- The Athletic Council has approved pricing for football as follows:
 - For the 2019 season, our variable pricing per game falls within a range of a minimum \$60 to a maximum \$198 per ticket for regular reserved seating.
 - Two games (Florida Atlantic and Miami-OH) fall within the lowest-priced tiers and two games (Wisconsin and Penn State) fall within the highest-priced tiers.
 - The season ticket price for the current (2018) season was significantly reduced from the previous season.
 - The proposed season ticket price for the 2019 season brings pricing back into alignment with 2017 levels.
 - The Athletic Council and University administrators recommend continuation of these pricing guidelines.
- Public season ticket holders would maintain a 15% discount.
- Faculty & staff receive a 20% discount.
- These groups would realize a \$63 and \$58 increase in total season ticket price respectively.
- Student season tickets will remain unchanged at \$238.
- These pricing strategies have been successful in regards to maintaining high demand for tickets, and also in positive feedback received from fans regarding the variable pricing for games.
- The department maintains its commitment to provide an allotment of tickets for a designated annual University faculty and staff appreciation game.

FOOTBALL CONSIDERATIONS:

- Variable ticket pricing is widely in use by other Big Ten institutions and various athletic programs across the country, provides better access and affordability for fans, and has been successful at Ohio State since first introduced for the 2013 season.
- Athletic Council utilizes a tiered pricing methodology as an administrative tool when establishing variable ticket pricing for individual games, with regular review of the structure and pricing methodologies.
- The current student ticket price of \$34 per game will not change, and will be maintained through at least the 2020 season.

| Football Ticket Pricing – 2019 Season (FY2020) | | | | |
|---|----------|----------|---------------|---------|
| Opponent | Reserved | Box/Club | Faculty/Staff | Student |
| Florida Atlantic | \$ 60 | \$ 85 | | |
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| Miami (OH) | \$ 65 | \$ 90 | | |
| Michigan State | \$ 147 | \$ 172 | | |
| Wisconsin | \$ 170 | \$ 195 | | |
| Maryland | \$ 92 | \$ 117 | | |
| Penn State | \$ 198 | \$ 223 | | |
| Season Ticket | \$ 702 | \$ 851 | \$ 659 | \$ 238 |

GOLF COURSE GENERAL TALKING POINTS:

- The Ohio State Golf Club currently has 858 members, which includes 178 students (membership capacity).
- Approximately 250 people are on the wait list.

GOLF COURSE MEMBERSHIP DUES & GREEN FEES TALKING POINTS:

- For the 2019 calendar year, proposed:
 - 2.1% increase in membership dues for OSU students
 - 2.5% increase in membership dues for Alumni, Affiliates and Faculty/Staff
- Also proposed is a reinstatement of the \$1,000 initiation fee for new members which had been waived since 2010 after a decline in memberships.
- Due to policy changes implemented in 2014 involving number of golf rounds included and access to practice areas, the club has increased memberships back to full capacity, and the reinstatement of the initiation fee is warranted. The initiation fee would only apply to new additions to the membership waiting list, would not apply to students, and would be payable upon membership acceptance into the club.
- The \$1,000 initiation fee would not be realized for approximately four to five years due to the current size of the wait list. Adding the initiation fee will not affect current wait listed individuals.
- The membership dues increase and initiation fee would be allocated to the capital reserve account for future projects and deferred maintenance; daily green fees are allocated as operating revenue.

- In a market comparison of daily fees and membership dues, the current rates are comparable to local courses for the quality and amenities provided and at the high end of the competitive market for the area.

| Golf Course Membership Dues/Green Fees – 2019 Calendar Year (FY2020) | | | | | |
|---|-------------------|------------|----------|------------|----------|
| Category / Affiliation | Annual Membership | Green Fees | | Green Fees | |
| | | Scarlet | Twilight | Gray | Twilight |
| Student | \$ 730 | \$ 35 | \$ 30 | \$ 25 | \$ 20 |
| Faculty / Staff | \$ 2,584 | \$ 65 | \$ 35 | \$ 40 | \$ 25 |
| With Spouse | \$ 4,199 | | | | |
| Full Family | \$ 5,006 | | | | |
| Alumni / Buckeye Club | \$ 3,229 | \$ 80 | \$ 40 | \$ 50 | \$ 30 |
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| Full Family | \$ 5,650 | | | | |
| Young Professional (age: 21-26) | \$ 2,099 | \$ 80 | \$ 40 | \$ 50 | \$ 30 |
| With Spouse | \$ 3,714 | | | | |
| Young Professional (age: 27-32) | \$ 2,422 | \$ 80 | \$ 40 | \$ 50 | \$ 30 |
| With Spouse | \$ 4,037 | | | | |

GOLF COURSE HISTORIC TALKING POINTS:

- Club had a \$1000 initiation fee 2007-2009.
- Club membership dropped from 900 members in 2008 to approximately 630 members in 2009.
- Club carried approximately 650 members each year until spring 2014.
- Club changed policies in 2014 to only allow non-member alumni/faculty/staff six rounds of golf per season (May-Oct.) and privatized the practice facility...only allowing current members on the putting greens and hitting areas.
- Reduction in outings has increased availability for members.
- Policy changes increased membership to full capacity, 850, fall of 2015/spring 2016.

Appendix XIII

The Ohio State University
Board of Trustees

November 16, 2018

BACKGROUND

TOPIC: Modification to the benchmark utilized to gauge investment performance of the Global Equities asset class within the LTIP.

CONTEXT: The MSCI All Country World Index (MSCI ACWI) has three different versions: price, gross dividends (GD), and net dividends (ND). The price index does not include the benefits of reinvested dividends. Both GD and ND indices include the benefits of reinvested dividends, but they differ in their tax treatment of these dividends.

Effective July 1, 2014, the Board approved the Total Policy Blended Benchmark (Policy Benchmark) through resolution *No. 2015-12*. The Policy Benchmark allocates 60% to Global Equities, 30% to Global Fixed Income, and 10% to Real Assets. Prior to July 1, 2014, the Global Equities benchmark was the MSCI ACWI-GD (beta adjusted) plus an alpha component. The MSCI ACWI was approved by the Board as the benchmark for the Global Equities asset class allocation with a benchmark weighting of 60%. The Board did not select a specific MSCI ACWI version. Since July 1, 2014, the LTIP has used the MSCI ACWI-GD index as the benchmark for the Global Equities asset class.

SUMMARY: Parametric, the LTIP's primary beta manager, stated foreign futures and ETFs more closely track MSCI ACWI-ND indices versus MSCI ACWI-GD indices because U.S. investors cannot avoid foreign withholding taxes. Parametric also confirmed that almost all of their clients use the ND indices, which is market convention for dealing with foreign withholding taxes. Cambridge Associates affirmed that the vast majority of their performance-reporting clients that use MSCI ACWI benchmarks, use the MSCI ACWI-ND version. This further supports that the industry standard is to use the MSCI ACWI-ND.

As of June 30, 2018, approximately \$0.9 billion of Public Equities, which is part of the Global Equities net exposure is subject to foreign dividend withholding tax. Current Public Equities international and global managers verified they do not receive the full foreign dividend due to withholding tax. These managers also use ND indices as their official benchmarks. Therefore, using the ND indices to benchmark managers and Global Equities better represents the operational constraints for passive and active managers.

Historically, the MSCI ACWI-ND generated a lower return relative to MSCI ACWI-GD because the net index accounts for dividend withholding taxes. The lower return is expected to continue into the future. Each country has different withholding tax rates and MSCI takes a conservative approach using the highest institutional rate. From July 1, 2014 to June 30, 2018, the MSCI ACWI-GD annualized return was 6.84% and the MSCI ACWI-ND annualized return was 6.27%, reflecting a difference of 0.57% per year.

Parametric, Cambridge, and the LTIP's managers confirmed that ND indices are preferred. The ND indices more accurately represent the operational constraints given the mandatory withholding taxes, making net of dividends the industry standard. Staff recommends updating the Global Equity policy benchmark from MSCI ACWI-GD to MSCI ACWI-ND starting January 1, 2019. Individual manager benchmarks will also change from GD indices to ND indices.

REQUESTED OF THE FINANCE COMMITTEE: Approval of the resolution.

Appendix XIV

**APPROVAL FOR ACQUISITION OF REAL PROPERTY
1600 EAST LONG STREET
COLUMBUS, FRANKLIN COUNTY, OHIO**

Background

The Ohio State University seeks to acquire from Columbus Metropolitan Library Board of Trustees, approximately 0.74 acres of land located on 1600 East Long Street, Franklin County, Columbus, Ohio. The land will be acquired as part of a Wexner Medical Center (WMC) strategic initiative for healthy communities.

Location and Description

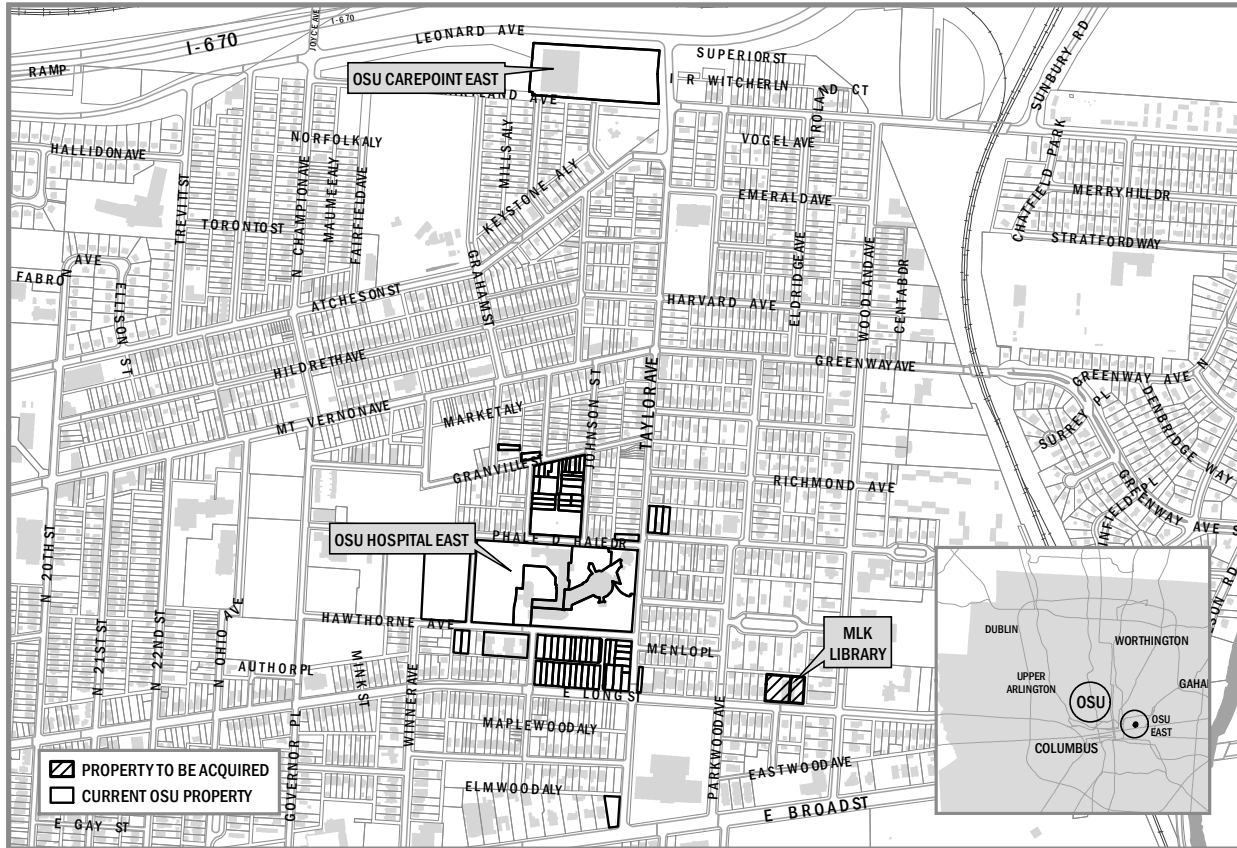
Ohio State is purchasing the property located at 1600 East Long Street, Columbus, Ohio. The site is improved with the former MLK Columbus Metropolitan Library, a single-story building of 8,933±, which was constructed in 1960 and renovated in 1992. The facility was marketed because the library is relocating to their new facility. The site is currently zoned R3 (Residential).

Purchase Rationale

The acquisition of this property is strategic to the WMC initiative for healthy communities. Specifically, the site will continue to serve as a community center with a few proposed renovations that will include a demonstration kitchen, café and meeting rooms. This non-clinical space will complement the services provided at Outpatient East and University Hospital East.

Recommendation

Planning and Real Estate, together with the Wexner Medical Center, recommends the acquisition of the +/- 0.74 acres. The property will be acquired for \$245,000 subject to appropriate adjustments and prorations at closing and under terms and conditions that are deemed to be in the best interest of the university.



Appendix XV

**APPROVAL FOR GROUND LEASE OF UNIMPROVED REAL PROPERTY
OSU AIRPORT
2160 WEST CASE ROAD
COLUMBUS, FRANKLIN COUNTY, OHIO**

Background

The College of Engineering requests to ground lease approximately 2-3 acres of unimproved real property to Worthington Industries, Inc. at The Ohio State University Don Scott Airport (OSU Airport). Worthington Industries will construct an approximately 32,000-square-foot airplane hangar and 5,500± square feet of office space to house its aircraft fleet.

Worthington Industries first based an aircraft at the OSU Airport in the late 1950s. Since that time, their aircraft fleet has varied in the number and size of its aircraft. In 1979, Worthington Industries became the first and only company to date to build an exclusive-use hangar at the airport. The hangar has since reverted to the ownership of the university, but is leased back to Worthington Industries on a multi-year basis for their exclusive use of the building. Due to the recent purchase of a new aircraft, the hangar has become too small to effectively house Worthington Industries' current aircraft fleet and additional space is needed. Worthington Industries also provides internship and career development opportunities for the university's students.

Location and Description

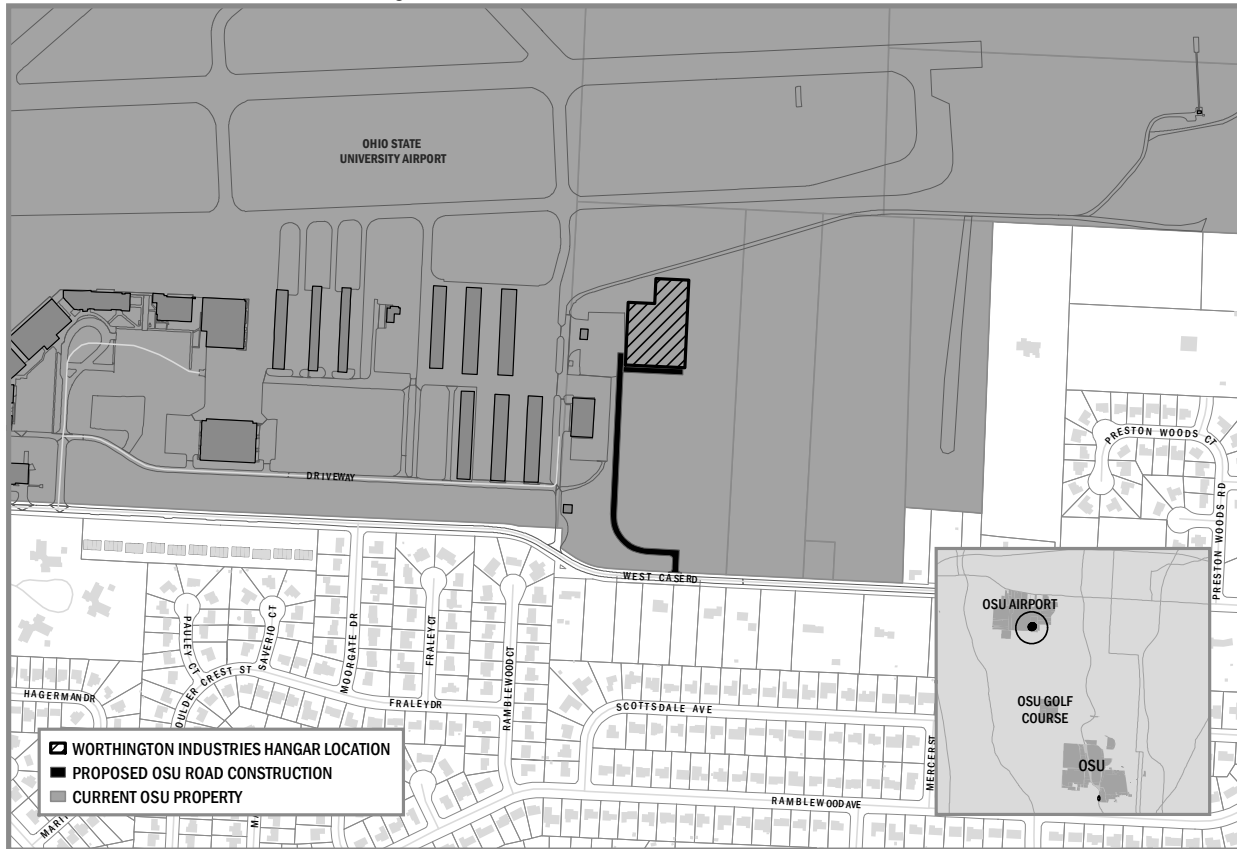
The proposed site is located at the OSU Airport at 2160 West Case Road, Columbus, Franklin County, Ohio, and is part of a tract containing approximately 50 acres of unimproved real property located in Perry Township, which was annexed to the City of Columbus and rezoned from R-4 (Residential) to M-2 (Manufacturing) to be consistent with current zoning at the OSU Airport. The property is titled to the State of Ohio for the use and benefit of The Ohio State University.

Property History

In May 1942, the university purchased property in northwest Columbus for the development of the airport in support of its aviation academic program. The OSU Airport is the nation's premier university owned and operated airport, supporting interdisciplinary teaching and research and is essential to the university's core mission. It is the primary teaching and research laboratory serving the Center for Aviation Studies in the College of Engineering, as well as other units throughout The Ohio State University. The OSU Airport has evolved in the 75+ years since its inception from a pure training facility to Ohio's premier business aviation center, and is the primary facility serving The Ohio State University and the surrounding central Ohio general aviation community. It provides students with a high quality teaching and research laboratory to prepare them for careers in aviation.

Recommendation

Pursuant to Ohio Revised Code Section 123.17, the Ohio Department of Administrative Services may lease land belonging to or under the control or jurisdiction of a state university, not required nor to be required for use of the university, to a developer. Ohio Revised Code 123.17 requires Board of Trustees approval of the lease. Planning and Real Estate, together with the College of Engineering, recommends that the Board of Trustees authorize the leasing of approximately 2-3 acres of unimproved real property to Worthington Industries, Inc. for development of an airplane hangar under terms and conditions that are in the best interest of the university.



Appendix XVI

The Ohio State University
Board of Trustees

November 16, 2018

Appointments/Reappointment of Chairpersons

**SHERYL BARRINGER, Chair, Department of Food Science and Technology, effective June 1, 2018 through May 30, 2022

CYNTHIA CLOPPER, Interim Chair, Department of Linguistics, effective August 15, 2018 through June 30, 2019

**RONALD HARTER, Chair, Department of Anesthesiology, effective July 1, 2017 through June 30, 2021

KAREN HUTZEL, Interim Chair, Department of Art, effective September 1, 2018 through June 30, 2019

**JAMES METZGER, Chair, Department of Horticulture and Crop Science, effective June 1, 2018 through May 30, 2021

MATTHEW OHR, Interim Chair, Department of Ophthalmology and Visual Sciences, effective August 31, 2018 through August 30, 2019

JANET PARROTT, Director, Advanced Computing Center for the Arts and Design, effective September 1, 2018 through May 31, 2020

**JEFF SHARP, Director, School of Environmental and Natural Resources, effective June 1, 2018 through May 30, 2022

**Reappointments

*New Hire

Faculty Professional Leaves

JIYOUNG LEE, Associate Professor, Division of Environmental Health Sciences, effective Spring Semester 2019

ERDAL OZKAN, Professor, Department of Food, Agricultural and Biological Engineering, effective Spring Semester 2019

GUY RUB, Professor, Moritz College of Law, FPL change from Autumn Semester 2017 and Spring Semester 2018 to Autumn Semester 2018 and Spring Semester 2019

Faculty Professional Leave Cancellations

CINNAMON CARLARNE, Professor, Moritz College of Law, FPL Cancellation for Spring Semester 2019

Emeritus Titles

DEREK ALWES, Department of English, with the title of Associate Professor Emeritus, effective June 1, 2017

THOMAS M. ARCHER, Department of Extension, with the title of Associate Professor Emeritus, effective October 1, 2018

JOHN W. ARNOLD, Agricultural Technical Institute, with the title of Associate Professor Emeritus, effective September 1, 2018

The Ohio State University
Board of Trustees

November 16, 2018

MARY JO BOLE, Department of Art, with the title of Professor Emeritus, effective June 1, 2011

ROBERT DISILVESTRO, Department of Human Sciences, with the title of Professor Emeritus, effective September 1, 2018

HARVEY GRAFF, Department of English, with the title of Professor Emeritus, effective November 1, 2017

SEBASTIAN KNOWLES, Department of English, with the title of Professor Emeritus, effective July 1, 2019

THOMAS F. MAUGER, Department of Ophthalmology and Visual Science, with the title of Professor Emeritus, effective August 30, 2018

MARY G. NASH, College of Nursing, with the title of Professor Emeritus, effective October 2, 2018

HENDRIK VERWEIJ, Department of Materials Science and Engineering, with the title of Professor Emeritus, effective September 1, 2018

COLLEGE OF ARTS AND SCIENCES

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Robinson, Amanda, Political Science, effective September 1, 2018

PROMOTION TO PROFESSOR

Jones, Norman, English, effective November 16, 2018

Appendix XVII

Chapter 3335-7 Rules of the university faculty concerning clinical and research faculty appointment, reappointment and nonreappointment, and promotion

3335-7-01 Definition.

Clinical faculty appointments are fixed term contract appointments that do not entail tenure. Clinical faculty are teacher/practitioners and shall be engaged primarily in teaching activities related to: a) courses or instructional situations involving live patients or live clients, b) courses or instructional situations involving the simulation of live patients or live clients, or c) courses or instructional situations involving professional skills.

(Board approval dates: 7/12/2002, 6/4/2004, 6/7/2013)

3335-7-02 Titles.

If individual colleges, schools, and departments with clinical faculty wish to provide clinical faculty with faculty-rank titles, then whatever title is used must be distinct from tenure-track titles (see paragraph (A) of rule 3335-5-19 of the Administrative Code). Titles include instructor, assistant professor, associate professor or professor of clinical (name of college, school, or department), or instructor, assistant professor, associate professor or professor of professional practice of (name of college, school, or department). Exceptions to these titles must be approved by the provost or his/her designee.

(Board approval dates: 7/12/2002, 6/4/2004, 6/1/2007, 6/7/2013)

3335-7-03 Appointment cap.

Unless an exception is approved by the university senate and the board of trustees, clinical faculty may comprise no more than forty percent of the total tenure-track, clinical and research faculty (as defined in rule 3335-5-19 of the Administrative Code) in each of the colleges of the health sciences and no more than twenty percent of the tenure-track, clinical, and research faculty in all other colleges. In all tenure-initiating units not in health sciences, the number of clinical track faculty members must be fewer than the number of tenure-track faculty members in each unit.

(Board approval dates: 7/12/2002, 6/4/2004, 6/7/2005, 6/22/2012, 6/7/2013, 6/6/2014)

3335-7-04 Proposals and approval process.

(A) Proposals to establish or amend a clinical faculty in a college or school reporting directly to Office of Academic Affairs (OAA) must be submitted to the provost by the dean of the college or director of the school reporting directly to OAA. Proposals must include a clear rationale for establishing a clinical faculty and address how the terms and conditions of the appointments will be consistent with the rules set forth in Chapter 3335-7 of the Administrative Code, what titles will be given to clinical faculty, and what department and college

Current Rule

3335-5-19 Faculty.

As used in these rules the term "faculty" shall include persons appointed by the board of trustees with tenure-track, non-tenure track, and emeritus faculty titles on full or part-time appointments, with or without salary.

- (A) "Tenure-track faculty":
 - (B) "Non-tenure-track faculty":
 - (C) "Emeritus faculty": tenure-track, clinical, or research faculty who, upon retirement, were recommended by the chair, the dean and the executive vice president and provost for emeritus status. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters but may have such other privileges as individual academic units or the office of human resources may provide.
-

Proposed Rule

3335-5-19 Faculty.

As used in these rules the term "faculty" shall include persons appointed by the board of trustees with tenure-track and non-tenure track titles on full or part-time appointments, with or without salary, and emeritus faculty.

- (A) "Tenure-track faculty":
- (B) "Non-tenure-track faculty":
- (C) "Emeritus faculty": Emeritus faculty status is an honor given in recognition of sustained academic service-contributions to the university as described in rule 3335-5-36.

3335-5-36 Emeritus Faculty.

- (A) Full-time tenure-track, clinical, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service.
- (B) The request for emeritus status is made to the tenure initiating unit (TIU) head, except that for associated faculty with appointments at regional campuses, the request for emeritus status is made to the regional dean, and the process for awarding emeritus status shall be described in the TIU/regional campus appointments, promotion and tenure document~~_-~~. The executive vice president and provost must approve requests for emeritus status for faculty who do not otherwise meet the qualifications in 3335-5-36 (A). Emeritus status is recommended by the TIU head, the dean, and the executive vice president and provost, and approved by the board of trustees.
- (C) Emeritus faculty, in keeping with the honorific nature of the title, are not expected to perform faculty duties (under rule 3335-5-07), nor do they retain the specific powers of the faculty

(under rule 3335-5-14). Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters but may have such other privileges as individual academic units or the ~~office of human resources~~ university may provide.

- (D) If emeritus status is requested but denied by the TIU head/regional dean, the decision can be appealed in writing to the dean or executive vice president and provost for units for which the dean is the TIU head. If the request for emeritus status or an appeal is denied by the dean, the decision can be appealed in writing to the executive vice president and provost, who shall make the final decision. Every effort shall be made by the dean and executive vice president and provost to conclude all decisions on appeals within 60 days.
- (E) In lieu of the process described in rule 3335-5-04, the president, subject to the approval of the board of trustees, shall have the authority to revoke emeritus status if an emeritus faculty member at any time engages in serious dishonorable conduct in violation of law, rule, or policy and/or causes harm to the university's reputation.

Appendix XVIII

TO: Randy Smith, Vice Provost for Academic Programs
FROM: Jennifer Schlueter, Faculty Fellow for Curriculum, Graduate School
DATE: 17 May 2018
RE: Proposal to create a new Master in Dietetics and Nutrition (MDN)

The Division of Health Sciences, Medical Dietetics, and Injury Biomechanics in the College of Medicine in collaboration with the Department of Human Sciences, Human Nutrition program in the College of Education and Human Ecology is proposing a Master of Dietetics and Nutrition (MDN) professional degree. This program will eventually bring with it the discontinuation of the current Coordinated Graduate Program in Medical Dietetics, the Undergraduate Coordinated Program in Medical Dietetics, and the Dietetic Internships in Medical Dietetics and Human Nutrition. Primary motivation for this new MDN is changes within the profession itself and recommendations for levels of training from the Academy of Nutrition and Dietetics and the Accreditation Council for Education in Nutrition and Dietetics.

The proposal was received by the Graduate School on 4 December 2017. It was reviewed by the combined GS/CAA Curriculum subcommittee, chaired by Faculty Fellow Jennifer Schlueter, on 25 January 2018, and returned to proposers for revision that same day. Revisions were received on 2 February 2018 and reviewed by the subcommittee on 5 April 2018. Final small revisions were received on 17 April 2018, and forwarded to the Graduate Council for their review that same day. The proposal was reviewed and approved at the Graduate Council in May 2018 by electronic vote.



THE OHIO STATE UNIVERSITY
COLLEGE OF
EDUCATION AND HUMAN ECOLOGY

Academic Affairs
College of Education and Human Ecology
172 Arps Hall
1945 North High Street
Columbus, OH 43210
614-688-4571 Phone

Memo

April 23, 2018

To: Randy Smith, Vice Provost of Academic Programs
Katie Reed, Executive Assistant

CC: Andrew Zircher, Director of Assessment and Curriculum
Danielle Brown, Curriculum Development Specialist

From: Bryan Warnick, Associate Dean of Academic Affairs

**RE: NEW PROFESSIONAL DEGREE PROPOSAL, MASTER OF DIETETICS AND NUTRITION,
DEPARTMENT OF HUMAN SCIENCES**

The faculty and administration of the College of Education and Human Ecology (EHE) have approved a proposal from the Department of Human Sciences in collaboration with the School of Health and Rehabilitation Sciences (SHRS) to create a new graduate professional degree in dietetics and nutrition. The proposed degree program will require students to complete 61 semester hours over 5 semesters and is designed to prepare students for leadership roles in the health care industry.

The proposal was approved by the EHE Curriculum Committee on April 19, 2018 and received unanimous support. I am writing to request review of this proposal by the Council on Academic Affairs. If there are any questions, please contact me at warnick.11@osu.edu or Danielle Brown at brown.2199@osu.edu.



4/17/2018

RE: Master of Dietetics and Nutrition Program Proposal
Response to GS/CAA curriculum subcommittee

Thank you for your feedback provided on April 16, 2018. I have responded to each of the queries below.

1. The response to question two provoked an additional query from the committee: can you clarify what is meant by, "This process has allowed for dissemination of the new information." The new MDN program cannot be formally advertised until ODHE approval is received.

This sentence was meant to infer that the proposal was disseminated to faculty in the respective current programs for feedback prior to resubmission to the subcommittee. The information has not been disseminated outside of Ohio State.

2. On page 8 of the proposal: can you distinguish between the roles of the Graduate Advisory Committee and the Graduate Studies Committee?

The Graduate Advisory committee would oversee the specific curriculum, admissions and overall management concerns of the MDN dietetics program. This committee is led by the co-directors. The Graduate Studies committee that is mentioned on pages 27 and 37 of the program proposal refers to the graduate committee that serves the entire School of Health and Rehabilitation Sciences for all graduate programs.

3. The electives list on page 16 of the proposal does not include the edits articulated by Dr. Bisesi for the Public Health courses. Per his email (page 43 of the PDF we viewed), the elective courses should be: PUBHBIO 6211, PUBHEPI 6410 (not PUBHEPI 6430 and PUBHEPI 7410), PUBHEPI 8411, PUBHHBP 6515. The courses on the sample curriculum do not match this list, and also use erroneous codes—PH is not the code for Public Health). Also, in the sample curriculum, PUBHBIO 6210 is listed as PUBHLTH 6210.

This has been corrected.

4. One last question emerged: has any consideration been given to incorporating the capstone project as part of the coursework within the MDN degree? Why or why not?

During this program design process, we were simply following the model for the majority of Master degrees at the university and our current graduate dietetic



programs in SHRS. Currently thesis hours are used to distinguish the research portion of the degree. Certainly, the capstone could be connected to the culminating supervised practice MDN 6589 and actually could serve as a competency measure for the degree. This will be brought back to the respective programs for consideration.

Sincerely,

A handwritten signature in cursive script that reads 'Marcia Nahikian-Nelms'.

Marcia Nahikian-Nelms, PhD, RDN, LD, FAND
Professor, Clinical
Director, Academic Affairs



THE OHIO STATE UNIVERSITY

School of Health and Rehabilitation Sciences
Academic Affairs

206 Atwell Hall
453 W. 10th Ave.
Columbus, OH 43210

614-292-4758 Phone
614-292-0210 Fax

<https://hrs.osu.edu/>

April 3, 2018

Jennifer Schlueter, PhD
Faculty Fellow, Curriculum, Graduate School
GS/CAA Subcommittee

Dear Dr. Schlueter;

Please find responses to the GS/CAA Subcommittee from your January 25, 2018 meeting. Over the previous two months, the proposal has been reviewed and edited several times by the faculty. I have included with this email a copy of the revised program proposal that includes those edits.

Thank you for your review and consideration of this policy.

Sincerely,

Marcia Nahikian-Nelms, PhD, RDN, LD, FAND
Professor, Clinical
Director, Academic Affairs

Response to GS/SAA Subcommittee

- 1. Are any of the courses to be offered towards this degree new? If so: please include a short form syllabus that includes course title, number, credits, prerequisites, course description, objectives, and a topic list. If not: please confirm that within the body of the proposal.**

There are 15 new courses that are proposed for the MDN degree. The syllabi for the courses are included as a new appendix to this response. We have proposed a new department abbreviation to differentiate the courses offered for the degree. (See response to question #3) Required information requested is included for each syllabus.

- 2. Some members of the subcommittee wondered if programs like the Interdisciplinary PhD in Nutrition or the MS in Human Nutrition would be**



THE OHIO STATE UNIVERSITY

impacted by the termination of the Coordinated Graduate Program in Medical Dietetics or the Internships in Medical Dietetics and Human Nutrition.

The Interdisciplinary PhD and the MS in Human Nutrition are graduate programs with no dietetic training/education components and are not nationally accredited to provide dietetic education programs. Their enrollment should remain consistent as students who would apply to these graduate programs are not seeking a path to achieve the Registered Dietitian Nutritionist credential.

Currently, the dietetic education programs in Medical Dietetics and the Dietetic Internship in Human Nutrition have proposed a transitioned closure as the new MDN degree will accommodate the students who previously would have sought admission to these programs. (See Appendix) The undergraduate didactic program in dietetics – Human Nutrition Program in Human Sciences will remain as it currently stands.

Could you clarify that all potential stakeholders are aware of the changes?

The proposal development has involved faculty from Medical Dietetics, the School of Health and Rehabilitation Sciences and Human Nutrition over the past 2 years. A core group representing each department provided consistent feedback to the departments and have received positive votes from the respective curriculum and graduate committees. The Dean of the College of Human Ecology and Education – Dr. Cheryl Achterberg, Dr. Dan Clinchot and Dr. Deborah Larsen – Vice Deans - College of Medicine have provided written concurrence for the proposal. (See Letters of Concurrence in proposal). Please see letters of support included in the original electronic submission and in Appendix I (pages 33-36) Since the initial committee review by CAA, the Chair of Human Sciences and Human Nutrition faculty provided additional edits to the document and put the proposal back to their faculty for a vote. The final vote was 12-Approve and 2 -Not Approve on Friday March 30, 2018. This process has allowed for dissemination of the new information. Edits provided by Human Nutrition faculty and the Chair of Human Sciences has been integrated throughout. (pages 2,3,4,7)

- 3. With each mention of a class name, please use the official department abbreviations. This will aid our review, and your students' ability to find classes in Buckeyelink. http://registrar.osu.edu/transfer_credit/depts.asp**

After speaking with Michael Gable – Assistant Registrar, it was confirmed that we would use the prefix MDN for new courses as long as the only students enrolled in these courses would be individuals admitted to the new program. That is our plan at this time.

- 4. The list of “Potential Cognate Elective Courses” in Appendix A seems to have the same list of courses pasted twice. Also: please confirm that all departments offering**



these courses are aware of their inclusion on this list. We want to ensure that space will be available for all students. The faculty in Human Nutrition and Health and Rehabilitation Sciences are aware of the potential cognate courses offered for this degree program.

Corrections for the error of including elective courses has been completed and can be found on [page 16](#).

Cognate elective courses have been proposed from Human Nutrition and Health and Rehabilitation Sciences, and Public Health. The courses listed are currently offerings within the existing program and the faculty are aware of their inclusion in the proposal. Michael Bisesi, PhD, REHS, CIH - Senior Associate Dean in the College of Public Health - was contacted for concurrence to offer the public health courses as potential electives. He provided positive support for their inclusion with some minor revisions of recommendations for Public Health coursework. Those changes have been made and can be found on [page 16](#). Additionally the email with Dr. Bisesi's recommendations is on [page 37](#).

5. Also in Appendix A, "Certificate of Specialization Opportunities" are listed. Are these potential Certificates that you are considering towards the future, or Certificates that you wish to propose alongside the Masters of Dietetics and Nutrition? If the latter, further proposal materials will be required.

These certificates have not been created at this time. After initial transition to the new degree, the development of these certificates will be initiated. We will use ODEE needs assessment as the basis for selection of these focus areas for certificate development. (*Changed language to future on page 16, 17*).

MASTER OF DIETETICS AND NUTRITION (MDN)

PROFESSIONAL DEGREE PROPOSAL

Transition of the Coordinated Graduate Program in Dietetics and Dietetic Internships

Division of Health Sciences, Medical Dietetics and Injury Biomechanics
School of Health and Rehabilitation Sciences (SHRS)
College of Medicine

And

Human Nutrition – Department of Human Sciences
College of Education and Human Ecology

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To: The Ohio State University Council on Academic Affairs
School of Graduate Studies

From: Sue Leson, PhD, RDN, LD, FAND
Division Director
Health Sciences, Medical Dietetics, IBRC

Erik Porfeli, PhD
Professor and Chair
Human Sciences, Education
and Human Ecology

The purpose of the attached proposal is to introduce and provide the rationale for the Master in Dietetics and Nutrition (MDN) professional degree.

Over the past fifteen years the Academy of Nutrition and Dietetics (AND) and the Commission on Dietetic Registration (CDR) have been assessing the need to expand the depth and breadth of dietetics education and the credentialing pathways to become a Registered Dietitian Nutritionist (RDN). The Academy along with CDR (the credentialing arm) made the decision to move the entry level education required for the RDN credential to the graduate level beginning 2024. As a result, the Accreditation Council for Education and Dietetics (ACEND) was tasked creating a new model of education for programs preparing students for careers as RDNs.

The MDN proposal is being submitted with the following objectives:

1. The Ohio State University will continue to be a leader in dietetics education by submitting a program revision that will align with standards and competencies of the new model for dietetics education set forth by ACEND.
2. The Ohio State University will provide a unified dietetics program between SHRS and Human Nutrition eliminating internal competition for resources and public (student) confusion regarding dietetics education on-campus.

In order to accomplish these objectives, a workgroup of faculty from SHRS and Human Nutrition was formed to discuss and eventually develop a shared dietetics program. Following frequent workgroup meetings, discussions with faculty, and several meetings with Vice Provost Smith the draft program is ready for approvals. Vice Provost Smith has made it extremely clear that this program is an **“institutional priority”** and is set to move swiftly through the academic channels. The MDN will be administered through the Graduate School of the University. SHRS will serve as a home for the program with oversight by a graduate advisory committee led by a Co-Directors from Medical Dietetics and Human Nutrition. Additionally, the MDN has been conditionally accepted by Accreditation Council for Education in Nutrition and Dietetics (ACEND) as a pilot demonstration program for the future model of dietetics education.

Your time to review and provide feedback of this program is appreciated. Please do not hesitate to contact us with questions.

MASTER OF DIETETICS AND NUTRITION –PROFESSIONAL DEGREE PROPOSAL

Transition of the Coordinated Graduate Program in Dietetics and Dietetic Internships

Division of Health Sciences, Medical Dietetics and Injury Biomechanics
School of Health and Rehabilitation Sciences (SHRS)
College of Medicine

And

Human Nutrition – Department of Human Sciences
College of Education and Human Ecology

The Division of Health Sciences, Medical Dietetics and Injury Biomechanics (IBRC) in collaboration with the Department of Human Sciences, Human Nutrition program proposes the development of the Master of Dietetics and Nutrition (MDN) professional degree. This degree program will replace the current Coordinated Graduate Program in Medical Dietetics and the Undergraduate Coordinated Program in Medical Dietetics, and the Dietetic Internships in Medical Dietetics and Human Nutrition. This initial proposal addresses the new accreditation and education model recently proposed by the Accreditation Council for Education in Nutrition and Dietetics (ACEND)¹ and a streamlined path for students at The Ohio State University to meet the educational and practice competencies to sit for the national credentialing exam to become a Registered Dietitian Nutritionist (RDN). ACEND has granted the Ohio State University MDN program to move forward as a demonstration program (early adopter) for the future model of dietetic education at the graduate level.

I. GENERAL INFORMATION

- 1. Indicate the nature of the proposal:** New degree program
- 2. Give the name of the proposed program:** Master of Dietetics and Nutrition (MDN)
- 3. Give the degree title:** Master of Dietetics and Nutrition (MDN)
- 4. State the proposed implementation date:** Autumn 2019
- 5. Identify the academic units responsible for administrating the degree program:**
 - A. Division of Health Sciences, Medical Dietetics, Injury Biomechanics Research Center (IBRC) – School of Health and Rehabilitation Sciences – College of Medicine
 - B. Department of Human Science, Human Nutrition program – College of Education and Human Ecology

II. RATIONALE

In 2012, the Academy of Nutrition and Dietetics (AND) recommended that the level of educational preparation for the Registered Dietitian Nutritionist (RDN) be elevated to a graduate level to provide a greater depth of knowledge and skills needed for future practice in the profession by the year 2024.^{1,2}

In response, the Accreditation Council for Education in Nutrition and Dietetics (ACEND) collected data from key stakeholders and conducted a thorough environmental scan to inform its review of the current standards for nutrition and dietetics education. In 2017, new education standards were released. Additionally, a proposed model of education was proposed to move the educational preparation of entry level generalist dietitian nutritionists to the graduate level.

Further support for requiring graduate level education for the RDN credential comes from the Institute of Medicine³, the Interprofessional Core Competencies⁴ and the Lancet Commission⁵ global health care systems, stating that health professional education is outdated and disconnected. Five competencies recommended by the IOM for all health professionals include: patient-centered care, interdisciplinary teams and research, evidence-based practice, continuous quality improvement and informatics. These targeted educational areas further demonstrate opportunities to update the educational preparation of nutrition and dietetics professionals to meet present and future health care demands.

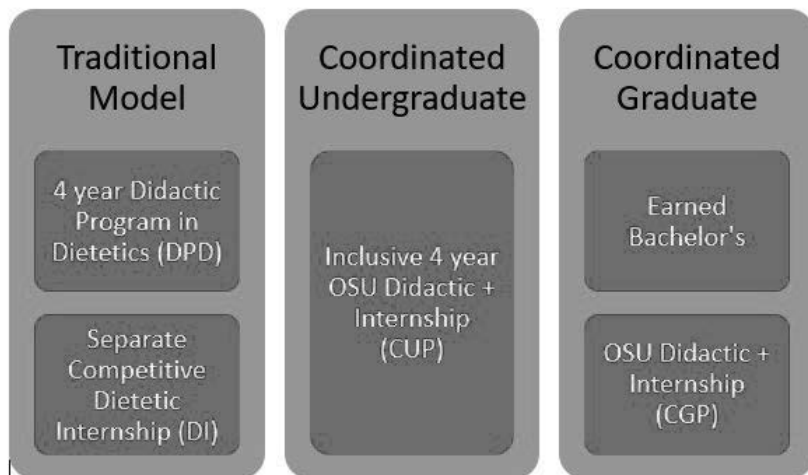
Educational levels and changes observed in other health professions provide timely guidance for RDN educational programs. Namely, the majority of health professions have established multiple degree levels. A graduate degree, often a doctoral degree, represents the entry-level professional practice degree for most of the health professions (e.g. physical therapy, occupational therapy, pharmacy). All of the health professions require a significant number of hours in supervised practice (or its equivalent) as part of the overall training and education. Therefore, the success and advancement of the nutrition and dietetics practitioner may require a progressed academic preparation that includes interdisciplinary education, informatics, telehealth, critical thinking skills, nutritional genomics, nutritional pharmacology, case management, coding and reimbursement, evidence-based practice and outcomes research, behavioral counseling and multi-disease clinical care to meet the growing demands of advancing knowledge, skills and new practice settings.

At The Ohio State University, the Division of Health Sciences and Medical Dietetics has provided a coordinated dietetics education program since 1961 and is considered one of the leading dietetics education programs in the United States. Indeed, the Accreditation Council for Education in Nutrition and Dietetics (ACEND) recognized this program as the leading dietetics innovator in 2015. The Department of Human Sciences has offered a Master of Science in Human Nutrition either in conjunction with the dietetic internship or with a stand-alone dietetic internship for decades. The Human Nutrition Dietetic Internship has outstanding metrics. The program receives about 250 applications a year (~10% acceptance rate) and maintains national registration exam rates and job placement rates well above the national average. Over the past twenty years, the programs (Human Nutrition and Medical Dietetics) have provided routes for post-baccalaureate supervised practice that fulfill the practice competencies

required to sit for the credentialing examination to become a Registered Dietitian Nutritionist. Over the past twenty years, two dietetic internships (Human Nutrition and Medical Dietetics) have provided a route for a post-baccalaureate supervised practice that fulfills the practice competencies required to sit for the credentialing examination to become a Registered Dietitian Nutritionist. This proposed collaboration of a new degree will establish a unified program for students to fulfill educational training to become a RDN, reduce student confusion, and enhance affiliate/partner communication. The program will be jointly directed by faculty in the two scholarly areas of Medical Dietetics and Human Nutrition at the university.

This proposed degree will use the new model of education for dietetics education, which includes both the graduate coursework and supervised practice requirements designed to meet all educational and practice competencies for Registered Dietitian Nutritionists. This model exists within the current graduate level Coordinated Program in Medical Dietetics but this program will require adaptation of our current undergraduate coursework to the graduate level, include a new capstone/graduate project and will include the identified areas of training as well as allow for collaboration among all dietetic education programs at OSU.

Current Educational Models to Gain Eligibility to Sit for the Registered Dietitian Nutritionist Exam



OSU Medical Dietetics – currently offers CUP, CGP, DI
OSU Human Nutrition – currently offers DPD, DI

III. Mission, Philosophy, and Goals of the Program:

The following are the mission, philosophy, and goals to support and guide the development of the Master of Dietetics and Nutrition (MDN) degree:

Mission

The mission of The Ohio State University Master of Dietetics and Nutrition is to provide a professional degree whose purpose is to produce graduates to become Registered Dietitian Nutritionists who will in turn provide high-quality entry-level practice and obtain advancement to positions of leadership and influence. Graduates will be prepared to think critically, engage in ethical decision-making, provide leadership for nutritional care, practice and manage in a variety of environments, function as active multidisciplinary team members, and continue professional development throughout life.

Philosophy

A professional degree in dietetics and nutrition is an excellent way to educate entry-level practitioners to provide high quality medical nutrition therapy in diverse practice settings that comprise our rapidly changing professional environment. A high-quality graduate professional degree is scholarly, forward-thinking and collaborative.

The professional graduate degree will continue the long tradition of working within a world-class academic health center; the graduate students will be required to complete a master's degree; and emphasis is placed on integration of theory, evidenced-based practice and competency based education.

The curriculum will address current trends, research, and projected future practice. The faculty and staff embrace and incorporate adult learning concepts and methodologies that emphasize the capacity for intellectual growth, critically integrate their own experiences, and take responsibility for their individual learning. We continually strive for innovation and flexibility. In addition, critical thinking, leadership development, management skills, team-building and interprofessional training is emphasized throughout the program. Collaboration, commitment and involvement of faculty, staff, medical facilities and other resources within the local professional community will further enhance and support the student's experience.

Goals

The MDN proposal is being submitted with the following goals:

1. The Ohio State University will continue to be a leader in dietetics education by submitting a program revision that will meet the standards and competencies of the new model for dietetics education set forth by Accreditation Council for Education in Nutrition and Dietetics (ACEND)
2. The Ohio State University will provide a unified dietetics program between SHRS and Human Nutrition eliminating internal competition for resources and confusion regarding dietetics education on the Ohio State campus shared by the public, profession, and students.

IV. Description of the Master of Dietetics and Nutrition Professional Degree

The Master in Dietetics and Nutrition professional degree will be firmly rooted in the scholarly and practice traditions of a major academic medical and health center. Graduate students will be learn and apply evidenced based research and will practice based upon research outcomes. Graduate students learn to translate knowledge to the bedside. Graduate students have the opportunity to be mentored by established practitioners in a variety of highly respected practice settings.

The professional degree in dietetics and nutrition is forward thinking in that it will prepare graduate students to assume leadership roles in a rapidly changing health care marketplace. Graduates will be prepared to meet the challenges of dietetic practice along the continuum of care in hospitals and other institutions, community-based programs, long-term care, industry, research, and entrepreneurial enterprises. An emphasis on interprofessional teamwork, leadership development, management skills, critical thinking, and professional competence, will make OSU graduate students particularly suited for emerging roles within dietetics practice and the health care team.

Description of Proposed Curriculum

The curriculum will require students to complete 61 semester credits over 5 semesters which includes one summer session of supervised practice. The current Medical Dietetics Coordinated Graduate program requires 78 semester credits over 8 semesters including one year of undergraduate coursework.

The new courses developed for this program are included in Appendix A with the advanced level objectives and assignments requiring application of evidence based analysis in Appendix C. The syllabi for new courses are included in Appendix J. Of note, all required professional courses have been given a MDN designation, thus eliminating any confusion about the unit of offering (SHRS or EHE). Additionally, three courses (MDN 5000, 5200 and 5600) have been given 5000 level designations, which could afford the development of a 3 + 2 program at a future date to meet the needs of our more advanced undergraduate student population.

Description of a Required Culminating or Integrated Learning Experience

We propose the use of a Plan B capstone project as an alternative to the traditional Plan A thesis. This Plan B is currently approved by the Graduate School and is in use within the School of Health and Rehabilitation Sciences (see Appendix D for description of the project guidelines). The program will require graduate faculty with M or P status to serve as primary advisors or committee members. If each eligible faculty serves as the Primary Advisor for two to three students, there will be adequate faculty from SHRS and Human Nutrition (see Appendix G). The case study oral examination will be administered by the Graduate Exam Committee and will be a case study presentation followed by a question and answer period. A detailed rubric for assessment of passing or non-passing grade will be utilized to standardize the evaluation process and address interrater reliability. A Graduate Exam Committee, consisting of at least three faculty members with M status will administer the oral examination. One retest will be permitted if the student's oral examination is deemed to be non-passing by the Graduate Exam Committee.

Administrative and Organizational Structure

The Master in Dietetics and Nutrition professional degree will be a component of the Graduate School of The Ohio State University. SHRS will serve as the home for the program with oversight by a graduate advisory committee led by Co-Directors from Medical Dietetics and Human Nutrition. The co-directors will be PhD trained Registered Dietitian Nutritionists, will be active members of the Academy of Nutrition and Dietetics and fulfill the requirements of the accrediting agency Accreditation Council for Education in Nutrition and Dietetics (ACEND). The co-director from SHRS will serve as the liaison to the Accreditation Council for Education in Nutrition and Dietetics. Three full-time supervised practice coordinators and one full-time acute care preceptor will oversee student placements in supervised practice.

An appointed graduate advisory committee will provide oversight and support for all aspects of this degree program. The Graduate Advisory Committee will include a minimum of two faculty members from both Medical Dietetics and Human Nutrition, who are Registered Dietitian Nutritionists and are active members of the Academy of Nutrition and Dietetics. The co-directors and the Graduate Advisory Committee will administer the admission process with the support from a full-time graduate advisor housed in the School of Health and Rehabilitation Sciences Student Services. Faculty with appropriate expertise and clinical practice will teach the cognate courses; advise students and manage student issues; evaluate students; evaluate, revise and upgrade curriculum. Graduate faculty from the School of Health and Rehabilitation Sciences, Medical Dietetics and Human Sciences, Human Nutrition will be invited to support the graduate capstone projects by serving as members of the students' graduate committees. The co-directors, the graduate committee, and the Graduate School will manage student probation or dismissal per guidelines from an approved student handbook and follow the guidelines for professional students in the School of Health and Rehabilitation Sciences. The Graduate School will oversee admission, enrollment, course approval, curriculum revisions and graduation of students.

The School of Health and Rehabilitation Sciences director and Associate Dean of the College of Medicine and the Dean of the College of Education and Human Ecology oversees the Medical Dietetics Division and the Department of Human Sciences, respectively, and meet regularly to guide, monitor, and assess the faculty and programs. The MDN Graduate Advisory committee and its' co-directors will coordinate specific aspects of the medical dietetics program that interface with the Graduate School per SHRS professional program guidelines with the assistance of the Office of Academic Affairs. These include, for example, program assessment, fellowship applications, and when needed, application, enrollment, and graduation issues. The College of Medicine oversees the school through leadership of the college. The administrative resources required for this program include administrative release time for the co-directors, three supervised practice coordinators, one full-time advisor, and access to administrative assistance. The Organizational Chart for the School of Health and Rehabilitation Sciences is located in Appendix E.

V. Evidence of Need for the New Degree Program

This new professional degree will eventually replace three current programs in medical dietetics and one program in Human Nutrition. The new degree will meet the future educational model requirements required by the Academy of Nutrition and Dietetics and the Accreditation Council for Education in Nutrition and Dietetics (ACEND). It is our hope that addressing this new educational model *now* will support Ohio State's position as a continued leader in dietetics education.

VI. Prospective Enrollment

The current coordinated degrees (undergraduate and graduate) and dietetic internship in Medical Dietetics are accredited for a combined 38 students per cohort. Human Nutrition's Dietetic Internship is accredited for 24 students per cohort. We will request that this new program receive permission to admit 30 students the first year and increase to 65 by year 3. This will allow for a staged transition of all currently enrolled students.

Diversity Efforts

As a leader in dietetic education, we embrace the responsibility to prepare RDNs who have a broad set of attributes and strong potential for success. A holistic admissions process assesses an applicant's unique experiences alongside traditional measures of academic achievement such as GPA and GRE scores. In addition, the Human Nutrition program has received numerous federally-funded minority scholars training grants (USDA) over the last decade. The training grants help recruit minorities to dietetics programs and help prepare them for post-baccalaureate professional programs like the MDN.

The Ohio State University Master in Dietetics and Nutrition seeks self-directed learners who are resilient, insightful and ethical. Ideal candidates are motivated to become RDNs who provide state-of-the art, evidence-based nutrition therapy for individuals and communities. We seek students who display diversity in background, experience and thought and who demonstrate the potential to improve health and nutrition through innovation, excellence, and leadership in practice, research, education and community service.

Applications will include a holistic review, which uses a balanced consideration of experiences, attributes, and academic metrics, and, when considered in combination, how the applicant might contribute value as a future RDN and health care provider. Foundational admission requirements include a bachelor's degree, minimum overall GPA of 3.00 on a 4.00 scale, competitive GRE scores, and successful completion all prerequisites.

The holistic review helps assess an applicant's potential to become a highly competent, diverse, and caring RDN. Therefore, the admissions process will include a structured evaluation of an applicant's personal characteristics such as the following:

- Compassion for others • Altruism • Preparation for graduate work • Communication skills • Leadership abilities • Personal maturity • Cultural competence • Ethical behavior • Reliability • Positive work habits
- Adaptability • Teamwork • Self-discipline • Resilience • Persistence

* See Appendix F for questions and scoring of the holistic questions.

VII. Availability and Adequacy of the Faculty and Facilities

Education of health professionals is an intensive process, requiring that faculty spend face-to-face hours in laboratory sessions, individual student assessment, advising and coordinating clinical experiences. Because all 65 of the Master in Dietetics and Nutrition professional degree students will require a graduate capstone project, the demand for mentoring and advising will significantly increase. Currently we have 6 faculty (with 3 part-time adjunct) for total of 9 who teach within the Medical Dietetics division and 7 faculty (with 4 part-time adjunct) in Human Sciences who have the appropriate PhD training and RDN credential to support a professional degree in dietetics and nutrition. However, there are many other faculty within both units that are expected to contribute to the program through courses and capstones with teaching and advising assignments/approval determined by the advisory committee. Appendix G lists faculty in Medical Dietetics and Human Nutrition, who have the expertise to support coursework and the capstone projects within the professional degree in dietetics and nutrition.

As a shared program between SHRS and Human Nutrition, resources to manage the program will be decided between the two departments. The MDN will require additional faculty lines as the program develops certificate programs in the curriculum and will need appropriate faculty release time for administration; the proposed budget should cover these costs. Current faculty, staff and physical resources will be incorporated into the program as needed. Both departments have significant expertise in all areas of dietetic education to meet the requirements of the program. Distribution of income will be determined by credit hour generation per faculty as well as time commitment to clinical oversight and governed by an MOU, developed by the unit leaders.

In order to accommodate courses/labs that may need more than one section, it is proposed that there should be adequate faculty to teach a total of 151 credit hours to staff these sections and to oversee/mentor graduate projects. In addition, three full time supervised practice coordinators are needed. In this professional program, students will have five clinical placements - a total of 325 placements each year. Clinical contracts and affiliation agreements for the MDN will continue to be administered through the School of Health and Rehabilitation Sciences. There is increasing competition for clinical placements and the maintenance of these affiliations is crucial for the success of the dietetic education programs. The colleges and school provide administrative support for logistics of clinical placements. Clinical placements will be coordinated through the three proposed clinical coordinators and overseen by the co-directors. Each coordinator will be responsible for a specific rotation (i.e. Acute Care, Long-Term Care, Foodservice, Community, Culminating) with a specific cohort of students.

The following projected income and costs associated with the program are included in the Proposed MDN Budget. Additionally, in order to assure targeted enrollment numbers and sufficient student support the following are included in the proposed budget (below).

- Graduate Advisor (1)
- Supervised Practice Coordinators (3)
- Acute Care Preceptor (1)
- Faculty
- Administrative Assistance

- Marketing and Recruitment
- Operational Expenses – application review/processing; ACEND annual fee; computer software; space rentals; advisory board meetings; marketing and recruitment; travel; professional memberships
- Travel (in and out of state)
- Memberships

VIII. Budget

**Proposed Budget
Proposed MDN Budget**

Estimated Revenue

| Year | No Of Students | Tuition | Subsidy | *Marginal PBA Generation (Total – Central Tax & SSA) | Amount Available to Program (Cumulative margin – College tax) |
|--|----------------|--------------|---------------|---|--|
| Year 1 | 45 | \$733,409 | \$278,396 | \$399,892 | \$319,914 |
| Year 2 1 st year (n=60) 2 nd year (n = 45) | 105 | \$2,190,447 | \$810,132 | \$1,163,075 | \$1,250,382 |
| Year 3 | 120 | \$1,967,882 | \$697,604 | \$1,002,035 | \$1,801,933 |
| Estimated Costs by Year 3 | | | | | |
| | | FTE's | Salary | Benefits | Total Cost |
| Faculty | | 8.4** | 812,000 | 243,545 | 1,055,545 |
| Staff | | 4.0 | 200,000 | 60,000 | 260,000 |
| Lecturers | | 2.0 | 80,000 | 24,000 | 104,000 |
| Operating | 30,000 | | | | 1,449,545 |

*Marginal PBA Generation: Permanent budget allocation: difference in income from one year to the next.

SSA = student support assessment (used to support scholarships, libraries, etc.); Central tax = university tax that is kept by the university to support administration and central priorities

**Estimated based on average teaching load of 18 credits/faculty member per academic year.

IX. Program Accreditation

Communication to the external accrediting body, the Accreditation Council for Education in Nutrition and Dietetics (ACEND) will be completed by the Co-Directors of the MDN. The accrediting body has accepted the MDN as a demonstration program for the Future Education Model. The purpose of engaging demonstration sites is to measure program and graduate outcomes under the Future Education Model Accreditation Standards. The intent is to confirm and to assure stakeholders that ACEND accredited programs produce graduates that are adequately prepared for *future* practice in nutrition and dietetics. ACEND has accepted the Ohio State University MDN program as a demonstration program for the new model of dietetic education at the graduate level.

The MDN will receive many benefits as a demonstration program:

1. The program site visit, which is currently scheduled for autumn 2018, will be postponed for four years
2. The program will continue to show leadership in dietetics education and receive national recognition as a leader in the implementation of the Future Education Model.
3. The program co-directors will have access to competency-based education (CBE) support materials including participation in online and in-person training on competency-based education and competency assessment planning.
4. The program will receive some monetary benefits of having the following fees waived: Program change fee (\$250); one year annual accreditation fee (\$1975); travel and registration for in-person training on competency-based education and assessment.

X. Transition for Currently Enrolled Students

A plan for transitioning students through their current program of study or matriculating them into the MDN is outlined in Appendix F. Once the program has been approved the Co-Directors in participation with the SHRS and EHE Student Services office will set up meeting times for the current medical dietetics students to discuss the changes. Additionally, it is important that future students and the public are informed of the impending changes in the dietetics education programs and credentialing of the Registered Dietitian Nutritionists. Subsequently, communicating this information will be critical and will require assistance from the marketing personnel in the School of Health and Rehabilitation Sciences through the various communication channels including the School website, printed materials, and other social media outlets.

APPENDICES

Appendix A

Proposed Semester Plan for Master of Dietetics and Nutrition (MDN) Professional Degree

| Autumn Year 1 | | Credit Hours |
|--|---|---------------------|
| MDN 6900 Nutrition Entrepreneurship, Management and Leadership | Includes management theory, budget financial and productivity data management, leader skills, application to program management (SWOT analysis, program development, quality improvement, risk management, strategic planning.) | 3 |
| MDN 5800 Advanced Nutrition Assessment with Laboratory | To include adults and pediatrics – pharmacology, DXA, ultrasound, nutrition focused physical exam, point of care testing, etc. | 3 |
| MDN 6700 Advanced Nutrition Education and Counseling | Includes interprofessional simulation – standardized patients-education intervention development Behavior change theories and their application to nutrition and public health interventions; individual/group; motivational interviewing; | 3 |
| MDN 5000 Medical Nutrition Therapy and Pathophysiology 1 | Inflammation, Fluid, Electrolyte, Acid Base, Immunology, enteral, parenteral, pharmacology, disorders of energy balance, cardiology, malnutrition; evidenced-based practice; coordinated with MNT 1 | 3 |
| MDN 5100 Nutrition Care Process Laboratory 1 | Includes interprofessional simulation – clinical informatics modules with EMR- standardiz patients; evidenced-based practice | 2 |
| MDN 6001 Communication Strategies, Methods and Technology I | Informatics, public policy, research tools | 1 |
| TOTAL | | 15 |
| Spring 1 | | Credit Hours |
| MDN 5200 Medical Nutrition Therapy and Pathophysiology 2 | GI diseases, Liver, gallbladder, pancreas, endocrine, renal, respiratory, cancer; evidenced-based practice | 3 |
| MDN 5300 Nutrition Care Process Laboratory 2 | Includes interprofessional simulation – standardized patients-education intervention development; evidenced-based practice, nutrition counseling and assessment skills coordinated with MNT 2 | 2 |
| MDN 5600 Advanced Community Nutrition and Health Promotion | Higher level focus on use of big data, public policy, food insecurity, nutritional surveillance, grantsmanship In-depth analysis of global issues and methods to improve nutrition status/health, epidemi malnutrition, policy, includes maternal and child, food insecurity, nutrition surveillance | 3 |

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| | | |
|---|---|---------------------|
| MDN 6002 Communication Strategies, Methods and Technology II | Informatics, public policy, research tools | 1 |
| MDN 6189 Supervised Practice 1: Food Service Management 32/wk X 8 wk = 256 hours | | 3 |
| TOTAL | | 12 |
| Full Summer Session | | Credit Hours |
| MDN 6400 Medical Nutrition Therapy and Pathophysiology 3 | Neurological, Metabolic Stress/Critical care, Metabolic Disorders in adults and pediatrics | 3 |
| MDN 6289 Supervised Practice 2: Community /Outpatient 2 – four week rotations T-Fr 128 each =256 hrs | | 3 |
| MDN 6500 Nutrition Care Process Laboratory 3 | Includes interprofessional simulation – standardized patients; education intervention development | 1 |
| TOTAL | | 7 |
| Autumn 2 | | Credit Hours |
| MDN 6389 Supervised Practice 3:Community/Outpatient/Inpatient 3 days/24wk = 384 hours | | 5 |
| Elective COGNATE course | | 3 |
| MDN 5900 Nutritional Genomics | | 3 |
| PUBHBIO 6210 Design and Analysis of Studies in the Health Sciences. | | 3 |
| TOTAL | | 14 |
| Spring 2 | | Credit Hours |
| MDN 6489 Supervised Practice 4 Outpatient/Inpatient 3 days/wk x 8 weeks, 192 hours | | 2 |
| MDN 6589 Supervised Practice 5 Culminating 4 days /week x 8 weeks = 256 hours | Culminating supervised practice | 3 |

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| | | |
|--|--|-----------|
| Elective COGNATE course | | 3 |
| MDN 6003 Evidence Based Analysis | | 3 |
| MDN 7999 Capstone/Graduate Project | | 2 |
| TOTAL | | 13 |

Total hours for graduation: 61 credit hours total (45 didactic; 16 supervised practice; 1344 clock hours)

Potential Cognate Elective Courses:

| | |
|---|-----------------|
| Nutrition and Physical Performance: | HN 5705/MD 5705 |
| Advanced Community and International Nutrition | HN 7804 |
| Advanced Macronutrient Metabolism: | HN 7761 |
| Vitamin and Mineral Metabolism: | HN 7762 |
| Advanced Micronutrient Metabolism: | HN 8802 |
| Macronutrients – Lipids and Energy Balance: | HN 8801 |
| Nutrition Support in Critical Care: | MD 6350 |
| Care and Management of Diabetes Mellitus: | MD 6100 |
| Diet, Nutrition and Cancer: | HN 8833 |
| Grantsmanship: | HN 8835 |
| Design and Analysis of Studies in Health Sciences II | PUBHBIO 6211 |
| Epidemiology | PUBH EPI 6410 |
| Epidemiology of Obesity | PUBH EPI 8411 |
| Advanced Preventing Disease and Promoting Health (w/ permission from Instructor) | PUBH BHBP 6515 |

Certificate of Specialization Opportunities:

Definition of Graduate Academic Certificate: “Designed for post-baccalaureate who want to earn an academic certificate by completing course with graduate academic credit in a select topic area.” (OAA ad hoc Certificate Committee 8/19/16 – OAA Handbook 2016-17.)

Rationale: The 12 credit hours of coursework (6 hours included in the MDN) required for a Graduate Certificate allows the student to personalize their educational training in a way for a specific job market. This is a value-added component that will provide an additional credential increasing marketability of the program and graduate. These certificate options will also provide a recruitment and revenue stream attracting practicing health professionals who wish to augment their training and practice.

Proposed Future Certificates:

1. *Preventive Health and Nutrition:* Nutrition and Physical Performance; Advanced Nutrition in a Global Community; Program Development, Implementation and Evaluation; other courses to be determined
2. *Sports Nutrition:* Nutrition and Physical Performance: Exercise Physiology; other courses to be determined

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3. *Pediatric and Maternal Nutrition*: Pediatric Nutrition; Women's Health; other courses to be determined

Admission Prerequisites

Proposed Program Prerequisites:

Students who have an undergraduate degree with a Didactic Program in Dietetics will be considered to have met the program prerequisites.

Students who do not have an undergraduate degree with a Didactic Program in Dietetics and who wish to apply to the program must have completed an undergraduate degree and all of the following program prerequisite courses or their equivalent with a C- or higher by the end of spring term prior to enrollment in the professional program. The numbers listed are Ohio State course numbers:

- Math (1150 eligibility)
- Statistics (1135 or 1145 or equivalent)
- Chemistry: two semesters with labs (1210 & 1220 or equivalent)
- Biology (1113 or equivalent)
- Biochemistry 4511 OR Biopharm 3311 & 3312 or equivalent
- Basic Human Nutrition (HUMN NTR 2310 or equivalent)
- Basic Physiology (EEOB 2520 or equivalent)
- Microbiology with Lab (MICROBIO 4000 or equivalent)
- Psychology (1100 or equivalent)
- Medical Terminology (Classics 2010, HTHRHSC 2500) or equivalent
- Introduction to Anatomy (2300 or equivalent)
- Advanced Nutrition and Metabolism (HUMN NTR 4609 or equivalent)
- Lifecycle Nutrition (HUMN NTR 3506 or equivalent)
- Introduction to Foods/Food Science (HUMN NTR 2314)
- Food Service Management (CSHSPMG 3720 & 3730 or equivalent)
- Community or Public Health Nutrition (HUMN NTR 3704 or equivalent)
- Social science – (SOCIOL 1101, or ANTHROP 1100 or equivalent)
- Food Safety and Sanitation (HUMN NTR 2450 or equivalent)

Appendix B

Admission & Application Procedures

Applicants must meet the following minimum requirements and submit requested materials to be considered for admission. An electronic application available online at <http://www.professional.osu.edu/alliedmed.asp> which should be completed and submitted with all required supplemental documents.

- A minimum 3.0 cumulative GPA is required in all coursework taken at all accredited institutions. All post-secondary coursework is considered in admission.
- Successful completion of prerequisite courses.
- Submission of GRE scores which meet HRS Graduate Program requirements.
- A personal interview using holistic interview questions will be required. Knowledge of the profession, personal career goals, leadership, and professionalism will be evaluated at this time.

Requirements for Graduation will include successful completion of HRS Plan B graduate project requirements and oral exam.

Holistic Admission Questions

Applicant's Name: _____

Date of Interview: _____

Reviewer Initials: _____

Passion: Compassion and Empathy

Experience: Breadth and depth of knowledge of Dietetics

| Describe the process you went through to make the important decision of pursuing dietetics as your profession. | | | | |
|--|---|---|--|--|
| | 0 | 1 | 2 | 3 |
| <i>Understanding of Breadth and Depth</i> | Unable to describe any process of decision making; describes a pattern of inability to make linear/logical decisions. | Able to briefly describe the process of deciding to pursue dietetics, but description lacks depth/thought; presents limited knowledge of dietetics. | Presents a clear understanding of dietetics; able to describe the steps and thoughts involved in his/her decision to pursue dietetics; processes described are logical and indicate significant time spent on making decision. | Demonstrates significant time and thought spent on making decision to pursue dietetics; high level reasoning skills used in making decision; process demonstrates understanding of dietetics practice and reflection on personal skills, attributes, and interests that are aligned with dietetics profession. |

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Attribute: Resilience

| Describe a goal you have set for yourself, and how you worked toward achieving it. | | | | |
|--|--|--|---|---|
| | 0 | 1 | 2 | 3 |
| <i>Commitment</i> | Unable to achieve goal or articulate a goal. Described that new projects and ideas distracted him/her from goal completion; described pattern of setting a goal and then pursuing a different one/changing interests | Some evidence goal at least partially met, but excuses for why unable to completely achieve goal | Completed goal but did not express diligence, hard work, commitment as a part of achieving the goal | Demonstrated diligence, persistence, saw goal/project through to completion |

Attribute: Ethical Behavior

| If you saw a fellow student doing something dishonest, what would you do? | | | | |
|---|--|---|--|---|
| | 0 | 1 | 2 | 3 |
| <i>Awareness of Stakeholders</i> | Consideration of only one stakeholder (e.g. oneself) relevant to the ethical decision. | Identifies & considers a few potential stakeholders relevant to the ethical decision. | Identifies & considers many or most potential stakeholders to the ethical decision but leaves out some significant stakeholders. | Identifies & considers all potential stakeholders relevant to the ethical decision. |

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Experience: Leadership

| Describe a time you advocated for an issue, a person/population, or situation? What was the issue, what did you do and what was the result? | | | | |
|--|--|---|--|--|
| | 0 | 1 | 2 | 3 |
| <i>Advocacy</i> | Unable or inadequately described a time they advocated for an issue, a person /population, or situation. | (1) Identified an issue, activities, and end result | (1) Identified an issue. (2) did not explain knowledge of the issue (3) did not fully identified possible supporters and detractors, (4) described activities, (5)described end result | (1) Identified an issue outside of one's self (2) knowledge of the issue (3) identified possible supporters and/ or detractors, (4) described activities, (5)described end result |

Score: _____ / 12

| Communication Skills | | | | |
|--------------------------------------|---|---|--|---|
| Criteria | 0 | 1 | 2 | 3 |
| Non-verbal Speed, tone, affect | Speech too fast or high-pitched, tone not indicative of appropriate emotion for context, flat affect | Speech appropriate pitch and speed, affect not flat, but also not assisting in conveying care/interest | Successfully match speech tone, pitch, and speed to context of activity, affect conveys interest and care, however difficulty maintaining when focused on task | Naturally match speech tone, pitch and speed to context, able to maintain this when focused on tasks. |
| Verbal/critical thinking | Responses to questions are scattered and unorganized. Answers questions but with lack of insight. | Expresses self but answers do not always relate to questions asked or lack insight | Answers are good but demonstrate some stumbling over words or slower thought processing | Provides in depth answers spontaneously Able to express self clearly and concisely Able to think on feet Able to critically answer question/apply past experiences |
| Approachability & Confidence | Posture, facial expression, gestures, attitude do not convey approachableness. Appears standoffish, avoids eye contact, slouches, hesitant to speak | Neutral appearance, some effort made to appear friendly or approachable (return a smile, etc.). May appear forced at times. | Utilize smiling, positive attitude, and engaged posture to increase approachability. Appeared comfortable and confident, some internal hesitation | Used several techniques to demonstrate friendly attitude, appears natural and confident, establishes rapport and initiates interaction. |

Score: _____ / 9

Appendix C

Required Coursework Linked To Accreditation Curricular Competency

ACEND accreditation standards state that the curriculum must include the following required components, including prerequisites:

| CURRICULUM REQUIREMENTS | COURSES TO MEET CURRICULUM REQUIREMENTS |
|---|--|
| 1. Research methodology, interpretation of research literature and integration of research principles into evidenced-based practice. | Communication Strategies, Method and Technology I; Design and Analysis of Studies in Health Sciences; Advanced Community Nutrition/Advanced Nutrition in a Global Community; MNT I and II and Nutrition Care Process Labs I and II; Theories of Behavior Change and Their Application to Nutrition |
| 2. Communication skills sufficient for entry into professional practice. | Communication Strategies, Method and Technology I; Theories of Behavior Change and Their Application to Nutrition/ Advanced Nutrition Education and Counseling; Nutrition Care Process Labs I and II |
| 3. Principles and techniques of effective counseling methods. | Theories of Behavior Change and Their Application to Nutrition/ Advanced Nutrition Education and Motivational Interviewing; Nutrition Care Process Labs I and II |
| 4. Governance of nutrition and dietetics practices, such as the Scope of Nutrition and Dietetics Practice and the Code of Ethics for the Profession of Nutrition and Dietetics; and interprofessional relationships in various practice settings. | Nutrition Care Process Labs I and II; Theories of Behavior Change and Their Application to Nutrition/ Advanced Nutrition Education and Counseling; |
| 5. Principles of medical nutrition therapy and the Nutrition Care Process. | MNT I and II and Nutrition Care Process Labs I and II; Advanced Nutrition Assessment with Lab, Advanced Nutrition and Metabolism (prereq) |
| 6. Role of environment, food, nutrition and lifestyle choices in | Intro to Foods/Food Science (prereq), Basic Human Nutrition (prereq), Advanced Nutrition and Metabolism (prereq); Community Nutrition (prereq), MNT I, Nutritional Genomics, Advanced Community Nutrition/Advanced Nutrition in a Global Community |

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| | |
|---|---|
| health promotion and disease prevention | |
| 7. Education and behavior change theories and techniques | Nutrition Care Process Lab I and II; Theories of Behavior Change and Their Application to Nutrition and Program Design, Implementation, and Evaluation/ Advanced Nutrition Education and Counseling |
| 8. Management theories and business principles required to deliver programs and services | Food Service Management (prereq); Nutrition Entrepreneurship, Management and Leadership |
| 9. Continuous quality management of food and nutrition services | Food Service Management (prereq); Nutrition Entrepreneurship, Management and Leadership |
| 10. Fundamentals of public policy, including the legislative and regulatory basis of nutrition and dietetics practice | Community Nutrition (prereq); Advanced Community Nutrition/Advanced Nutrition in a Global Community; Nutrition Entrepreneurship, Management and Leadership |
| 11. Health care delivery systems (such as accountable care organizations, managed care, medical homes) | Nutrition Entrepreneurship, Management and Leadership |
| 12. Coding and billing of nutrition and dietetics to obtain reimbursement for services from public or private payers and fee-for-service and value-based payment systems | Nutrition Entrepreneurship, Management and Leadership; MNT 1,II – Nutrition Care Process Lab 1,II |
| 13. Food science and food systems' techniques of food preparation and development, modification and evaluation of recipes, menus, and food products acceptable to diverse populations | Intro to Foods/Food Science (prereq), Community nutrition (prereq), Food Service Management (prereq) |

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| | |
|--|--|
| <p>14. Organic chemistry, biochemistry, anatomy, physiology, genetics, microbiology, pharmacology, statistics, logic, nutrient metabolism, functional and integrative nutrition and nutrition across the lifespan.</p> | <p>Statistics 1135 or 1145 or equivalent Chemistry: two semesters with labs 1210 or 1220 or equivalent Biochemistry 4511 or Biopharm 3311 and 3312 or equivalent Basic Human Nutrition 2310 or equivalent Basic Physiology or equivalent Microbiology with Lab 4000 or equivalent Introduction to Anatomy 2300 or equivalent Advanced Nutrition and Metabolism Lifecycle Nutrition Medical Nutrition Therapy I and II</p> |
| <p>15. Cultural competence and human diversity human behavior, psychology, sociology, or anthropology.</p> | <p>Social science – psychology, sociology, or anthropology (prereq) Community Nutrition (prereq); Advanced Community Nutrition/Advanced Nutrition in a Global Community; Theories of Behavior Change and Their Application to Nutrition/Advanced Nutrition Education and Counseling</p> |

Appendix D

Outline of Graduate Project Requirements

(Currently approved for MS Allied Medicine)

Non Thesis (Plan B) CASE STUDY option

The comprehensive case study projects require an in-depth assessment and synthesis of the information from the core curriculum, current evidence, and clinical or management practice guidelines in relation to a specified case. Case studies will foster your analytic skills for patient/client/program management through the Clinical Care Process of gathering and evaluating information, assessment, diagnosis, developing care plans, monitoring outcomes, and integrating prevention and wellness strategies to optimize the health and clinical status of the patient.

Topics of the case study may encompass any of the following practice areas:

- Education
- Research
- Management/administration
- Clinical nutrition-inpatient
- Clinical nutrition-outpatient/ambulatory care
- Clinical nutrition-long-term care
- Community nutrition
- Consultation and business practice
- Medical Laboratory Science
- Healthcare Policy

Selecting a Case

Potential case report topics and cases must be discussed and approved with the research advisor prior to initiation of the project. You will identify the area of research for your case study during your plan of study. Examples of experiences that may inform your selection include: education practicum, management practicum, food service management, community wellness, or medical nutrition therapy rotation (acute care or outpatient clinic).

Guidelines for the Written Case Study within the Non-Thesis Plan B Process

The following describes the information needed to develop and format the Non-Thesis (Plan B) written Case Study Report document. Sample case studies will be provided for student reference.

The purpose of the case is to describe an interesting case and how it impacts some aspect of clinical practice. You will examine the literature to discuss the evidence behind the care you provided as well as describe the outcomes obtained within the context of the current evidence. Alternate treatment plans and adaptations should also be described as part of the evaluation of outcomes.

Outcome Measures will be required to document the impact of care provided, consistent with the Clinical Care Process guidelines for a clinical case. The outcome measures you choose must be

supported by the scientific evidence or standards of practice.

The case manuscript should follow the format:

- a. Title page
- b. Abstract
- c. **Chapter One:** Introduction and Statement of the Problem
- d. **Chapter Two:** Literature review supporting the topic
- e. **Chapter Three:** Introduction of the Case: Assessment; Diagnosis; Intervention; Monitoring; and Evaluation
- f. **Chapter Four:** Discussion, Implications and Future Directions
- g. References
- h. Tables and Figures
- i. **Chapter Five:** Sample manuscript formatted for the appropriate journal

Selection of Graduate Exam Committee Members

The MS student and advisor will mutually decide on faculty to ask to serve on the Graduate Committee. Selection of members of the committee will be based on their expertise as it relates to the clinical topic; the goal is that these members provide support and advice to develop a sound and valid case study. The HRS MS graduate program requires that the case study committee be comprised of at least 3 graduate faculty, including the student's advisor, with M or P status. One committee member must be outside the student's discipline and/or division. Non-graduate faculty members may be appointed to the case study committee by approval of the MS Graduate Studies Committee and by petition to the Graduate School. Non-graduate faculty will serve in addition to the required two Ohio State graduate faculty. The student will ask the committee members and will proceed with scheduling the meeting once a full committee has been formed. When asking the committee members, the student should be able to articulate the purpose and scope of the case study. In addition, potential faculty members often need to know the student's timeline in order to plan their own workload.

Oral Presentation of Case Study

The case study oral examination will be administered by the Graduate Exam Committee and will be a formal case study presentation followed by a question and answer period. A detailed rubric for assessment of passing or non-passing grade will be utilized to standardize the evaluation process and address interrater reliability. A Graduate Exam Committee, consisting of at least three faculty members with M status will administer the oral examination. The Committee will be formed according to the guidelines above. One retest will be permitted if the student's oral examination is deemed to be non-passing by the Graduate Exam Committee.

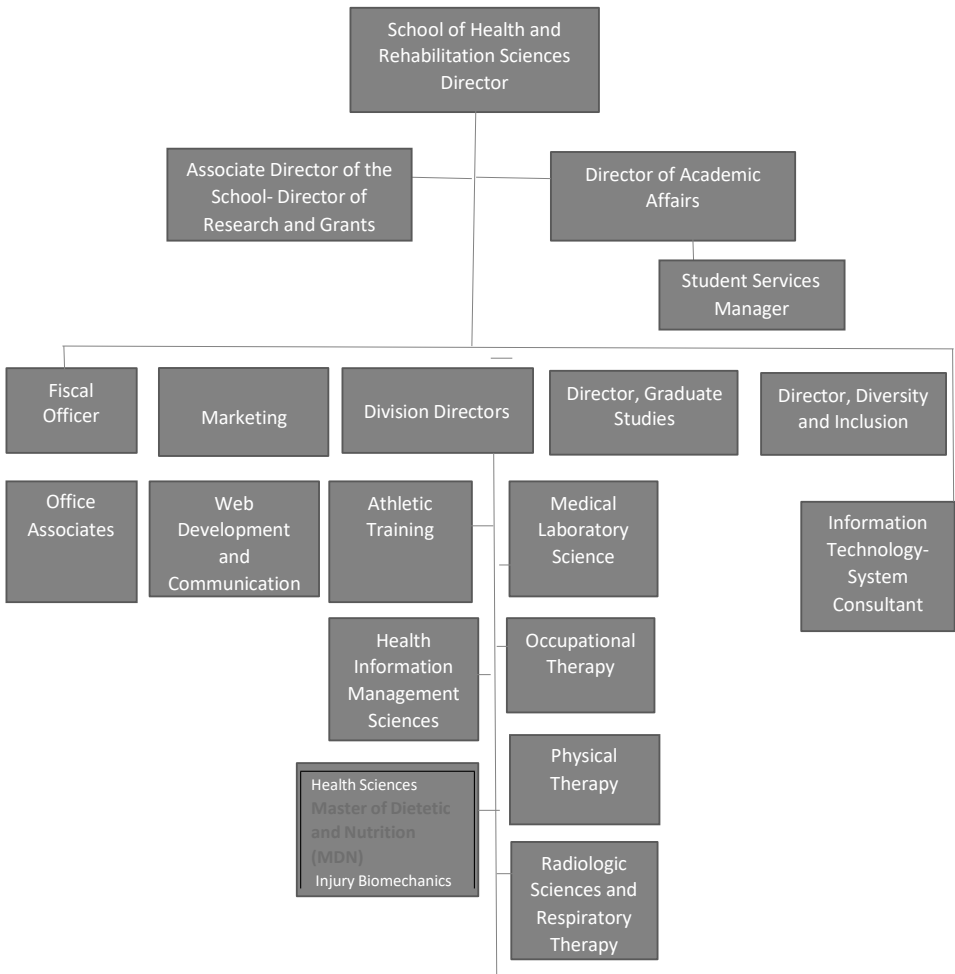
Guidelines for Oral Presentation – Plan B Graduate Project

| | Inadequate | Meets Expectations | Exceeds Expectations |
|--|------------|--------------------|----------------------|
| Title | | | |
| Introduction – (Why is this case interesting? What question do you need to answer?) <i>Background and purpose</i> | | | |
| <i>Review of literature investigating the problem, evaluation, treatment</i> | | | |
| <i>Importance of the problem</i> | | | |
| Case Description <i>Background leading to case presentation</i> | | | |
| Assessment, Clinical Diagnosis, and Prognosis (Supported by evidence from the literature and clinical reasoning grounded in science and theory) | | | |
| <i>Assessment</i> | | | |
| <i>Clinical Diagnosis</i> | | | |
| <i>Prognosis</i> | | | |
| Clinical Intervention (Supported by evidence from the literature, where possible, or clinical reasoning grounded in science and theory) | | | |
| <i>Planned interventions and ability to fully execute</i> | | | |
| Clinical Monitoring Plan | | | |
| <i>Data to be collected and intervals</i> <i>Expected changes as a result of intervention</i> | | | |
| Clinical Evaluation | | | |
| <i>Reexamination and progress</i> | | | |
| Patient Outcomes, including future goals, potential alternate interventions | | | |
| Discussion (draw conclusions, discuss implications and make recommendations) <ul style="list-style-type: none"> Reflecting on this patient/program: If presented again with a similar patient or problem what would you do differently? Was there access to services that was particularly helpful or that was lacking and could have improved care? Was there adequate research/literature to guide your care of this patient or to impact delivery of nutrition care? | | | |
| References: AMA bibliography (>60% of references are research articles or systematic review) | | | |
| Appropriate internal citations | | | |
| General overall grading items: Terminology consistent with Clinical Care Process and standards of care | | | |
| Word-processed, double-spaced, 12 point font | | | |

Passing = 14 of the scores are at meets or exceeds expectations

Appendix E
School of Health and Rehabilitation Sciences
Organization Chart

School of Health and Rehabilitation Sciences
Organization Chart



Appendix F

Transition Plan for Currently Enrolled Students

- a. We propose that we will transition admissions for our undergraduate coordinated dietetics education program beginning in the academic year 2019-2020.
- b. We propose that we will no longer accept graduate students for the current coordinated graduate program in dietetics education beginning in the academic year 2020-2021.
- c. We propose that we will no longer accept students into the Dietetic Internships in Medical Dietetics and Human Nutrition beginning in the academic year 2021-2022.
 In 2019-20 and 2020-21, the Human Nutrition DI will limit acceptance of those with a bachelor’s degree to 10 and 5 interns, respectively; the remaining matches must have a master’s degree by the DI program start date. Individuals with a master’s degree will not be seeking a coordinated program placement. This keeps the number of potentially competing students at the 10 (2019-20) and 5 (2020-21) as in prior proposal.
- d. All currently enrolled students will be able to complete their degree requirements.
- e. In Autumn 2020, the MDN program will be evaluated for its’ feasibility and success. If the program is not meeting enrollment goals or it is determined not to be mutual beneficial to Human Sciences and Medical Dietetics, the transition goals will be reconsidered.
- f.

| PROPOSED TRANSITION PLAN | | | | | |
|-------------------------------------|----------------|----------------|-----------------|----------------|----------------|
| Academic Year | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
| MD* SO **CPUG coordinated | 8 | 5 | 5 (if applied) | 0 | 0 |
| MD JRC PUG coordinated | 26 | 8 + 7new 15 | 5 | 5 | 0 |
| MS SR CPUG coordinated | 21 | 26 | 15 | 5 | 5 |
| MD Coordinated Grad. yr. 1 | 7 | (Est) 5 | All move to MDN | 0 | 0 |
| MD Coordinated Grad. yr. 2 | 11 | 7 | 5 | 0 | 0 |
| MD Coordinated Grad. yr. 3 | 7 | 11 | 7 | 5 | 0 |
| MD Dietetic Internship yr. 1 | 8 | 8 | 8 | 5 | 0 |
| MD Dietetic Internship yr. 2 | 7 | 8 | 8 | 5 | 5 |
| Human Nutrition Dietetic Internship | 20 | 20 | 15 | 10 | 0 |

| | | | | | |
|-------------------|------------|------------|-----------|------------|------------|
| New MDN*** Year 1 | 0 | 0 | 30 | 40 | 65 |
| New MDN Year 2 | 0 | 0 | 0 | 30 | 40 |
| TOTAL | 115 | 105 | 88 | 100 | 115 |

Appendix G

Graduate Faculty SHRS and Human Nutrition

| Faculty Name | Credentials | Faculty Appointment |
|----------------------------|-------------|--|
| Cheryl Achterberg | PhD | Dean, Professor |
| Ingrid Adams | PhD RDN LD | Associate Professor |
| Amanda Agnew | PhD | Assistant Professor |
| Tonya Apke | DPT | Assistant Professor-Clinical |
| Tammy Bannerman | PhD | Assistant Professor |
| Michele Basso | EdD,PT | Professor |
| Martha Belury | PhD RDN LD | Professor |
| Amanda Bird | PhD | Associate Professor |
| Jackie Buell | PhD RDN LD | Assistant Prof-Clinical |
| John Bolte | PhD | Associate Professor |
| Josh Bomser | PhD | Associate Professor |
| Laura Boucher | PhD AT | Assistant Professor-Clinical |
| Rich Bruno | PhD RDN | Professor |
| Dennis Cleary | OTD | Assistant Professor-Clinical |
| Steven Clinton | MD PhD | Professor |
| Jill Clutter | PhD | Associate Professor |
| Amy Darragh | PhD | Associate Professor |
| Carmen Digiovine | PhD | Associate Professor |
| Robert DiSilvestro | PhD | Professor |
| Crystal Dunlevy | EdD | Professor-Clinical |
| Kevin Evans | PhD | Professor |
| Nicholas Funderburg | PhD | Assistant Professor |
| Carolyn Gunther | PhD | Assistant Professor |
| Earl Harrison | PhD | Dean's Distinguished Prof |
| Irene Hatsu | PhD RDN | Assistant Professor |
| Jill Heathcock | PhD | Associate Professor |
| Randee Hunter | PhD | Assistant Professor-Clinical |
| Sanja Ilic | PhD | Assistant Professor |
| Deborah Kegelmeyer | DPT | Professor-Clinical |
| Erika Kemp | OTD | Assistant Professor-Clinical |
| Julie Kennel | PhD RDN LD | Assistant Professor-Clinical |
| Rachel Kopec | PhD | Assistant Professor |
| Sue Leson | PhD RDN LD | Associate Professor-Clinical |
| Anne Kloos | DPT | Professor-Clinical |
| Jessica Krok | PhD | Assistant Professor |
| Deborah Larsen | PhD,PT | Professor –Associate Dean College of Medicine |
| Mark Merrick | PhD AT | Associate Professor |
| Carla Miller | PhD RDN LD | Professor |

| | | |
|---------------------------------|------------|------------------------------|
| Marcia Nahikian-Nelms | PhD RDN LD | Professor-Clinical |
| James Onate | PhD,AT | Associate Professor |
| Tonya Orchard | PhD RDN LD | Assistant Professor |
| Stephen Page | PhD | Professor |
| Emily Patterson | PhD | Associate Professor |
| Andrew Persch | PhD | Assistant Professor |
| Catherine Quatman-Yates | DPT,PhD | Assistant Professor |
| Laurie Rinehart-Thompson | JD,RHIA | Associate Professor-Clinical |
| Kristin Roberts | PhD RDN LD | Assistant Professor-Clinical |
| Monica Robinson | OTD | Assistant Professor-Clinical |
| Stephanie Roewer | DPT | Assistant Professor |
| Laura Schmitt | PT,PhD | Assistant Professor |
| Georgianna Sergakis | PhD,RRT | Associate Professor-Clinical |
| Colleen Spees | PhD RDN LD | Assistant Professor |
| Christopher Taylor | PhD RDN LD | Professor |
| Sarah Varekojis | PhD,RRT | Associate Professor-Clinical |
| Lindy Weaver | PhD,OTR/L | Assistant Professor-Clinical |
| Randall Wexler | MD | Associate Professor-Clinical |
| Kay Wolf | PhD RDN LD | Professor |
| Ouliana Ziouzenkova | PhD | Associate Professor |

Appendix H

References

1. Accreditation Council for Education in Nutrition and Dietetics. Rationale for Future Education Preparation of Nutrition and Dietetics Practitioners. <http://www.eatrightpro.org/resources/acend/accreditation-standards-fees-and-policies/future-education-model>. Published January 2017. Accessed May 21, 2017.
2. Accreditation Standards for Master Degree Programs in Nutrition and Dietetics. <http://www.eatrightpro.org/~media/eatrightpro%20files/acend/futureeducationmodel/reviseidfemmastertrackchanges.ashx>
Published February 2017. Accessed May 21, 2017.
3. Institute of Medicine. Center for Health Workforce Studies. Allied Health Workshop, Institute of Medicine: May 9 and 10, 2011, Scope of Practice and the Future of Team Based Care. https://www.health.ny.gov/health_care/medicaid/redesign/docs/2011-10-03_chws_presentation.pdf Accessed September 11, 2014.
4. Sullivan M, Kovsky RD, Mason DJ, Hill CD, and Dukes C. Interprofessional Collaboration and Education. *Am J Nurs*. 2015; 115: 47-54.
5. Institute of Medicine of the National Academies. Measuring the Impact of Interprofessional Education (IPE) on Collaborative Practice and Patient Outcomes. 2015. Washington, DC.
6. Frenk J, Chen L, and Bhutta ZA, et al. Health professionals for a new century: transforming education to strengthen health systems in an interdependent world. *Lancet*. 2010; 376: 1923-1958.

Appendix I
Letters of Support

12/19/2017

To: The Ohio State University Council on Academic Affairs

The School of Health and Rehabilitation Sciences curriculum committee met on 12/19/2017 to review the Professional Degree Proposal for the Master in Dietetics and Nutrition. After discussion, the committee voted to approve the PDP (6 in favor, 0 opposed, 1 abstain, 1 absent). Thank you.

Sincerely,

A handwritten signature in black ink that reads "Sarah Varekojis". The signature is written in a cursive style and is positioned to the left of a vertical line that extends downwards from the top of the signature area.

Sarah M. Varekojis, PhD, RRT
Chair, School of Health and Rehabilitation Sciences curriculum committee
Associate Professor and Director of Clinical Education
Respiratory Therapy Division



College of Medicine
School of Health and Rehabilitation Sciences

Office of Student Services

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Fax (614) 292-0210

Web <http://medicine.osu.edu/hrs/>

November 27th, 2017

The Ohio State University
Council of Academic
Affairs:

The School of Health and Rehabilitation Sciences Graduate Studies Committee met, reviewed, and approved (vote 6-0 with 3 abstains) the proposal for a Masters in Dietetics and Nutrition program on 11-2-17. We believe these are outstanding opportunities for enhancement of graduate education in these combined areas that will benefit the students learning experience. We have forwarded this recommendation to our Health and Rehabilitation Sciences Curriculum committee and the graduate M faculty in Health and Rehabilitation Sciences for further input regarding this proposal.

Best Regards,

A handwritten signature in black ink that reads 'James Onate'.

James Onate, PhD, ATC, FNATA
The Ohio State University
Associate Professor, Athletic Training Division
Chair, Graduate Studies in School of Health and Rehabilitation Sciences
Director, MOVES Laboratory
College of Medicine School of Health and Rehabilitation Sciences
228B Atwell Hall, 453 West 10th Ave, Columbus, OH 43210-
2205 Office: 614-292-1632 Office / Fax: 614-292-0210
onate.2@osu.edu

From: Bisesi, Michael
To: Nahikian-Nelms, Marcia
Cc: Archer, Kellie J.; Miller, William C.; Pirie, Phyllis
Subject: RE: Inquiry from Marcia Nahikian-Nelms SHRS
Date: Monday, February 5, 2018 9:34:28 AM
Attachments: image004.png
image001.png

Marcia,

Thank you for your inquiry in your email. I have communicated with the applicable CPH Division Chairs and a summary of what they think best follows below. These suggestions are based on several factors including the fact that some courses you proposed are being discontinued. They suggest:

Biostatistics:

- PUBHBIO 6210 Design and Analysis of Studies in Health Sciences I (3cr)
- PUBHBIO 6211 Design and Analysis of Studies in Health Sciences II (3cr)

Epidemiology:

- PUBH EPI Epidemiology 6410 (3cr) instead of PUBHEPI 6430 Epidemiology I and PUBHEPI 7410 Epidemiology II
- PUBH EPI 8411 Epidemiology of Obesity

Health Behavior/Promotion:

- PUBH BHP 6515 Advanced Preventing Disease and Promoting Health (3cr) (w/ permission from Instructor)

Contact me with any questions.

Best,
Mike

Michael S. Bisesi, MS, PhD, REHS, CIH
Senior Associate Dean, Academic Affairs
Professor & Chair (Interim), Environmental Health Sciences
Fellow, AIHA

College of Public Health

256 Cunz Hall 1841 Neil Ave
Columbus, OH 43210-1351
(614) 247-8290 bisesi.12@osu.edu

(Executive Administrative Assistant Mindy Freed (614) 292-4475 freed.28@osu.edu)
(EHS Division Coordinator Christy Mcleod mcleod.53@osu.edu)



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November 27, 2017

Deborah S. Larsen, PhD, FAPTA, FASHAP
Professor and Director, School of Health and Rehabilitation Sciences
Associate Dean, College of Medicine
Associate Vice President, Health Sciences

Dear Dr. Larsen,


Per our meeting of November 8, 2017, I am writing this letter of concurrence and support for the proposal for a Master's in Dietetics and Nutrition (MDN). The proposed program will be an integrated program between the two units: Medical Dietetics within the School of Health and Rehabilitation Sciences in the College of Medicine and Human Nutrition within the Department of Human Sciences in the College of Education and Human Ecology. The School will serve as the home for the program with oversight by a graduate advisory committee led by a Co-Director (from Medical Dietetics) and a Co-Director (from Human Nutrition). It will be administered through the Graduate School of the University.

As outlined in the program proposal, courses may be offered by either unit as determined by the advisory committee and faculty expertise, or co-taught by faculty from each unit. A memorandum of understanding will be developed to delineate the revenue and cost-sharing aspects of the program with appropriate approval from the School, College of Medicine, Department, and College of Education and Human Ecology (CEHE).

As the MDN is initiated, the combined undergraduate internship program in dietetics in the College of Medicine, as well as the internship program in the College of Education and Human Ecology, will be phased out, allowing those within these programs to complete their degrees but discontinuing admissions to these programs. In addition, CEHE will continue to offer a Bachelor's in Nutrition with articulation to the MDN program in the School of Health and Rehabilitation Sciences. A date will be determined jointly by the School of Health and Rehabilitation Sciences and CEHE once the MDN is approved and an initial cohort admission date identified.

This is an exciting next step in dietetics education at The Ohio State University, and I am looking forward to seeing it come to fruition.

Sincerely,



Cheryl Achterberg, Dean
College of Education and Human Ecology

Copy to: Bryan Warnick, Associate Dean of Academic Affairs
Erik Porfeli, Chair, Department of Human Sciences

Appendix J
MDN New Course Syllabi

Medical Nutrition Therapy and Pathophysiology 1

MDN 5000

3 Semester credit hours

The Ohio State University

Days/Time:

Faculty:

Office Hours: Upon Request

Course Description: Study of nutrition therapy in disease: interrelationships of nutrition with biochemical, physiological and anatomical changes associated with energy balance, diseases of the cardiovascular, musculoskeletal and respiratory systems.

Prerequisites: Admission to MDN degree program

Course Objectives:

At the completion of this course, students will:

1. Integrate the foundation principles for fluid, electrolyte, acid-base balance, cellular and physiological response to injury, nutritional genomics and pharmacology for the nutritional care of infants, children and adults.
2. Apply the knowledge of anatomy, physiology, biochemistry, and nutrition science to the physiological changes that occur in disorders of energy balance, diseases of the cardiovascular, musculoskeletal and respiratory systems.
3. Demonstrate competence in nutrition assessment techniques and the appropriate interpretation for infants, children and adults with selected diseases/conditions.
4. Acquire and demonstrate competence in prescribing nutrition therapy for individuals with medical diagnoses associated with disorders of energy balance, diseases of the cardiovascular, musculoskeletal and respiratory systems.
5. Demonstrate the ability to prescribe and monitor alternative feeding modalities including parenteral and enteral nutrition support.
6. Justify appropriate medical nutrition therapy recommendations for the management of patients with selected diseases/conditions.

Required Textbooks:

Required AND Membership:

Academy of Nutrition and Dietetics Student Membership. <http://eatright.org>

Nutrition Care Manual from the American Dietetic Association. <http://Nutritioncaremanual.org>

Nelms, Sucher, Lacey. Nutrition Therapy and Pathophysiology. 3e Belmont CA: Cengage. 2016. ISBN 0-534-62154-6

Nelms, Sucher, Long. Medical Nutrition Therapy: A Case Study Approach. 5e Belmont CA: Cengage. 2016. ISBN 10: 133-59315-1

Online International Dietetics and Nutrition Terminology Reference Manual: Standardized Language for the Nutrition Care Process (2017)

Grading Policy:

- The University's standard grading scheme will be used for this course.
- Grades will be available for students to view on the course's CARMEN website

| Graded Item | Points per |
|-----------------------|------------|
| Case Studies (3) | 150 |
| Clinical Applications | 200 |
| Pre-class Quizzes | 100 |
| Examinations (3) | 300 |
| Total | 750 |

Graded Item Descriptions:

- **See Modules in Carmen for overview of each assignment.**

Course Policies:

- **All School and Program course policies apply to this course.**
- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
 - Self-Service and Chat support: <http://ocio.osu.edu/selfservice> • Phone: 614-688-HELP (4357)
 - Email: 8help@osu.edu • TDD: 614-688-8743

- **Academic Misconduct –**

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct."

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination.

Faculty are obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing

grade in this course and suspension or dismissal from the University. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me. Other sources of information on academic misconduct (integrity) to which you can refer include:

- The Committee on Academic Misconduct web pages (www.oaa.osu.edu/coam/home.html)
- Ten Suggestions for Preserving Academic Integrity (www.oaa.osu.edu/coam/ten-suggestions.html)
- Eight Cardinal Rules of Academic Integrity (www.northwestern.edu/uacc/8cards.html)

- **School and Program Handbooks:** Handbooks are available on the SHRS website: hrs.osu.edu. These handbooks provide all required policies and procedures required for students accepted into academic programs in SHRS.
- **Disabilities** - The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let faculty know immediately so that we can privately discuss options. To establish reasonable accommodations, we may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slids@osu.edu; 614-292-3307; slids.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.
- **Counseling and Consultation Services:**
As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling (614) 292- 5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org
- **Due Dates / Make-up Assignments** – Due dates for all assignments are firm. Assignments submitted past the deadline will be deducted half the value of the assignment. For example, a 20 point assignment submitted past the deadline may earn a maximum 10 out of 20 points. The online course management Carmen sends a confirmation email to students when assignments are successfully uploaded - if you do not receive confirmation check Carmen. Unless otherwise noted on the schedule below, grades and/or feedback will be posted 5 business days following the submission of an assignment or exam.
- This syllabus, the course elements, policies, and schedule are subject to change in the event of extenuating circumstances.

Weekly Course Schedule

| Week | Topic | Readings | Assignments Due |
|-------------|--|--|------------------------|
| ONE | Introduction to Pathophysiology - Inflammatory Response Medical and Nutritional Management of Inflammation | Chapter 9– Cellular and Physiological Response to Injury Peer Reviewed Research Readings | |
| TWO | Immunology – Inflammation – Allergy Medical and Nutritional Management of Autoimmune disease and food allergies | Chapter 9 – Cellular and Physiological Response to Injury Peer Reviewed Research Readings Nutrition Care Manual – Nutrition Therapy for Food Allergy | |
| THREE, FOUR | Energy Balance – Pathophysiology Medical and nutritional management for Obesity/Overweight/Eating Disorders/Refeeding Syndrome | Chapter 12 – Diseases and Disorders of Energy Balance Peer Reviewed Research Readings Academy of Nutrition and Dietetics - Evidence Analysis Library | |
| FIVE | Musculoskeletal Disorders - Osteoporosis | Chapter 25 Osteoporosis Prevention and Treatment Guidelines | |
| SIX | Pharmacology | Ch 11 – Drug mechanisms, Pharmacokinetics Food Drug Interactions – Populations at risk | |
| SEVEN | Fluid and Electrolyte Balance Medical and Nutritional Management of dehydration, electrolyte imbalances | Chapter 7 – Fluid and Electrolyte Balance Peer Reviewed Research Readings Nutrition Care Manual – Sodium, Potassium, Phosphorous Nutrition Therapy | |
| EIGHT. NINE | Introduction to Cardiac – HTN Other Cardiac Pathophysiology- Dyslipidemias, Atherosclerosis, Myocardial Infarction, Congestive Heart Failure Pediatric Diagnoses | Chapter 13 – Fluid and Electrolyte Balance Peer Reviewed Research Readings Nutrition Care Manual – DASH, MI, TLC, Mediterranean Diet Nutrition Therapy | |
| TEN | Introduction to Enteral Nutrition Support | Chapter 5 – Enteral and Parenteral Nutrition Support | |

| | | |
|--------------------|--|--|
| | | American Society for Parenteral and Enteral Nutrition Support Guidelines Peer Reviewed Research Readings |
| ELEVEN | Introduction to Parenteral Nutrition Support | Chapter 5 – Enteral and Parenteral Nutrition Support American Society for Parenteral and Enteral Nutrition Support Guidelines Peer Reviewed Research Readings |
| TWELVE | Acid Base Balance – Applications to Nutrition Support | Chapter 8 – Acid Base Balance Peer Reviewed Research Readings Nutrition Care Manual – Sodium, Potassium, Phosphorous Nutrition Therapy |
| THIRTEEN, FOURTEEN | Respiratory Disorders Nutrition Therapy for Pulmonary health, COPD, Respiratory failure - Mechanical Ventilation, patients with tracheostomies, | Chapter 21 – Diseases of the Respiratory System Peer Reviewed Research Readings Nutrition Care Manual – COPD, |
| FIFTEEN | Neurological Disease – epilepsy and seizure disorders; stroke and aneurysm, Progressive neurological disorders; Dysphagia Nutrition Therapy | Chapter 20– Diseases and Disorders of the Neurological System Peer Reviewed Research Readings Nutrition Care Manual – Dysphagia, Nutrition Therapy; Ketogenic Diet; Nutrition therapy for Stroke and progressive neurological disorders. |

Nutrition Care Process Laboratory 1

MDN

2 Semester credit hours

The Ohio State University

Date/Time:

Faculty:

Office Hours: Upon Request

Course Description: Laboratory: integration and application of knowledge of nutrition, dietetics, metabolism, and physiology to plan and manage the nutritional care of a variety of patients/clients with evidence-based medical nutrition therapy with laboratory and experiential application.
Prerequisites: Admission to MDN degree program

Course Objectives:

At the completion of this course, students will:

1. Develop appropriate nutrition care process steps for assessment, diagnosis, intervention, monitoring and evaluation for infants, children and adults with selected diseases/conditions.
2. Identify appropriate medical nutrition therapy for individuals with disorders of energy balance, diseases of the cardiovascular, musculoskeletal and respiratory systems.
3. Select and manage learning activities appropriate to meet defined objectives for medical nutrition therapy.
4. Effectively plan and deliver medical nutrition therapy.
5. Effectively use nutritional informatics for medical nutrition therapy, education, teaching and counseling.
6. Maintain a portfolio of teaching/counseling resource materials.
7. Plan and document evidence based nutrition therapy for infants, children and adults with disorders of energy balance, diseases of the cardiovascular, musculoskeletal and respiratory systems.
8. Implement interdisciplinary team involvement for provision of medical nutrition therapy, education and counseling for infants, children and adults with selected diseases/conditions.

Grading Policy:

- The University's standard grading scheme will be used for this course.
- Grades will be available for students to view on the course's CARMEN website

| Graded Item | Points per |
|--|------------|
| Case Studies (3) | 150 |
| Nutrition Focused Physical Exam competency | 100 |
| Acute Care Meal Rounds – Interacting with patients/Patient Safety protocols | 50 |

Clinical Observations: 125
*Cardiac
Rehabilitation;
Weight
Management Class;
Student Wellness
Center; OSU
Childcare; Nutrition*

| | |
|--|------------|
| <i>Support; Fiberoptic Evaluation of Swallowing</i> | 50 |
| Nutrition Screening and Documentation | 50 |
| Menu Planning and Modification | 50 |
| Nutrition care Process documentation and Laboratory Notebook | 50 |
| Interprofessional Simulation | 100 |
| Video Standardized Patient | |
| Examinations (3) | 300 |
| Total | 775 |

Graded Item Descriptions:

- See Modules in Carmen for overview of each assignment.

Course Policies:

- All School and Program course policies apply to this course.
- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
 - Self-Service and Chat support: <http://ocio.osu.edu/selfservice> • Phone: 614-688-HELP (4357)
 - Email: 8help@osu.edu • TDD: 614-688-8743
- **Academic Misconduct –**

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University’s Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University’s Code of Student Conduct and this syllabus may constitute “Academic Misconduct.”

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- The Committee on Academic Misconduct web pages

www.oaa.osu.edu/coam/home.html)

- Ten Suggestions for Preserving Academic Integrity

www.oaa.osu.edu/coam/ten-suggestions.html)

Eight Cardinal Rules of Academic Integrity (www.northwestern.edu/uacc/8cards.html)

- **School and Program Handbooks:** Handbooks are available on the SHRS website: hrs.osu.edu. These handbooks provide all required policies and procedures required for students accepted into academic programs in SHRS.
- **Disabilities** - The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let faculty know immediately so that we can privately discuss options. To establish reasonable accommodations, we may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.
- **Counseling and Consultation Services:**
As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling (614) 292- 5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org
- **Due Dates / Make-up Assignments** – Due dates for all assignments are firm. Assignments submitted past the deadline will be deducted half the value of the assignment. For example, a 20 point assignment submitted past the deadline may earn a maximum 10 out of 20 points. The online course management Carmen sends a confirmation email to students when assignments are successfully uploaded - if you do not receive confirmation check Carmen. Unless otherwise noted on the schedule below, grades and/or feedback will be posted 5 business days following the submission of an assignment or exam.
- This syllabus, the course elements, policies, and schedule are subject to change in the event of extenuating circumstances.

Weekly Course Schedule

| Week | Topic | Readings | Assignments Due |
|-------------|---|---|------------------------|
| ONE | Introduction to Role of the RDN in the Health Care System Role of the RDN in the Interdisciplinary Team | AND Standards of Practice IPEC Core Competencies NTP: Ch. 1 | |
| TWO | Application of the Nutrition care process: Assessment(Dietary) | NTP: Ch. 2,3 | |
| THREE | Application of the Nutrition care process: Assessment (Anthropometric) | NTP: Ch. 2,3 | |
| FOUR | Application of the Nutrition care process: Assessment (Anthropometric) | NTP: Ch 2,3 | |
| FIVE | Application of the Nutrition care process: Assessment (Clinical – Nutrition Focused Physical Examination) | NTP Ch. 2,3 Video and study guide: NFPE | |
| SIX | Application of the Nutrition care process: Assessment (Biochemical) | NTP Ch. 2,3 | |
| Seven | Nutrition Screening Tools HIPPA, safety protocols in the acute care setting Documentation Clinical Informatics | Assigned Readings AND Nutrition Care Manual NTP CH. 3,4 | |
| EIGHT | Establishing MNT Plans for weight management | NTP Ch. 3, 4, 12 AND Nutrition care manual | |
| NINE | Establishing MNT Plans for Cardiovascular disease Cardiac Rehabilitation | NTP Ch. 3, 4, 13 AND Nutrition care manual | |
| TEN,ELEVEN | Establishing MNT Plans for Respiratory disease | NTP Ch. 3, 4, 21 AND Nutrition care manual | |
| TWELVE | Standardized Patients | | |
| THIRTEEN | Standardized Patients | | |

FOURTEEN Interdisciplinary simulations

FIFTEEN Final Competency Examination

Finals

Medical Nutrition Therapy and Pathophysiology 2 MDN 5200

3 Semester credit hours
The Ohio State University
Date/Time:

Faculty:

Office Hours: Upon Request

Course Description: Study of nutrition therapy in disease: interrelationships of nutrition with biochemical, physiological and anatomical changes associated with disorders of Gastroenterology, Endocrine, Renal, and Oncology, Nutritional genomics, Intellectual Disabilities.
Prerequisites: Admission to MDN degree program

Course Objectives:

At the completion of this course, students will:

1. Integrate the anatomy, physiology, biochemistry and nutrition to physiological changes that occur in disorders associated with Gastroenterology, Endocrine, Renal, and Oncology, Nutritional genomics, Intellectual Disabilities.
2. Demonstrate competence in advanced nutrition assessment techniques and their application for individuals with disorders associated with Gastroenterology, Endocrine, Renal, and Oncology, Nutritional genomics, Intellectual Disabilities.
3. Demonstrate competence in prescribing the appropriate nutrition therapy for individuals with disorders associated with Gastroenterology, Endocrine, Renal, and Oncology, Nutritional genomics, Intellectual Disabilities..
4. Demonstrate the ability to prescribe alternative feeding modalities including enteral and parenteral nutrition support for disorders associated with Gastroenterology, Endocrine, Renal, and Oncology, Nutritional genomics, Intellectual Disabilities.
5. Design and implement nutrition education for patients with disorders associated with Gastroenterology, Endocrine, Renal, and Oncology, Nutritional genomics, Intellectual Disabilities.
6. Represent the dietetics professional within the healthcare team.

Required Textbooks:

Required AND Membership:

Academy of Nutrition and Dietetics Student Membership. <http://eatright.org>

Nutrition Care Manual from the American Dietetic Association. <http://nutritoncaremanual.org>

Nelms, Sucher, Lacey. Nutrition Therapy and Pathophysiology. 3e Belmont CA: Cengage. 2016. ISBN 0-534-62154-6

Nelms, Sucher, Long. Medical Nutrition Therapy: A Case Study Approach. 5e Belmont CA: Cengage. 2016. ISBN 10: 133-59315-1

Online International Dietetics and Nutrition Terminology Reference Manual: Standardized Language for the Nutrition Care Process (2017)

Grading Policy:

- The University’s standard grading scheme will be used for this course.
- Grades will be available for students to view on the course’s CARMEN website

| | |
|--|-------------|
| Case Studies (3) | 150 |
| Point of care competency | 100 |
| Counseling and group education sessions | 300 |
| Clinical Observations: Diabetes group education; Endoscopy/Colonoscopy; Dialysis; Cooking demonstrations for cancer prevention | 125 |
| Nutrition Screening and Documentation | 50 |
| Menu Planning and Modification | 50 |
| Nutrition care Process documentation and Laboratory Notebook | 50 |
| Interprofessional Simulation: Pharmacy-Physician Assistant-Dietetics Diabetes Team Care | 50 |
| Video Standardized Patient | 100 |
| Development of Cooking Demonstration | 100 |
| Total | 1075 |

Graded Item Descriptions:

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- Ten Suggestions for Preserving Academic Integrity (www.oaa.osu.edu/coam/ten-suggestions.html)
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confirmation email to students when assignments are successfully uploaded - if you do not receive confirmation check Carmen. Unless otherwise noted on the schedule below, grades and/or feedback will be posted 5 business days following the submission of an assignment or exam.

- This syllabus, the course elements, policies, and schedule are subject to change in the event of extenuating circumstances.

Weekly Course Schedule

| Week | Topic | Readings | Assignments Due |
|------------------|--|--|------------------------|
| ONE, TWO | Upper Gastrointestinal Disease – Medical and nutritional management of : pathophysiology of the oral cavity; gastroesophageal reflux disease; Barrett’s esophagus; eosinophilic esophagitis; Indigestion, nausea and vomiting, Peptic Ulcer Disease; gastroparesis; gastic surgery Application of nutrition support | Chapter 14 Diseases of the Upper Gastrointestinal Tract Peer Reviewed Research Readings Nutrition Care Manual – Nutrition Therapy for Stomatitis, dysgeusia, GERD, Eosinophilic esophagitis, Nausea and vomiting, PUD, gastroparesis, postoperative care for gastric surgery ACG and ASPEN guidelines | |
| THREE, FOUR,FIVE | Lower Gastrointestinal disease – Medical and nutritional management of : diarrhea, constipation, malabsorption, celiac disease, irritable bowel syndrome, inflammatory bowel disease, diverticulosis – Intro to GI surgeries Application of Nutrition Support | Chapter 15 Diseases of the Lower Gastrointestinal Tract Peer Reviewed Research Readings Nutrition Care Manual – Nutrition Therapy for diarrhea, constipation, malabsorption, IBS, IBD, Celiac, ileostomy/colostomy, short bowel syndrome ACG and ASPEN guidelines | |
| SIX, SEVEN | Diabetes – Medical and Nutritional management of Type 1, Type 2 and Gestational Diabetes (Pharmacology, Nutrition Therapy) | Chapter 17 – Diseases of the Endocrine System Peer Reviewed Research Readings Academy of Nutrition and Dietetics - Evidence Analysis Library American Diabetes Association Medical and Nutritional Guidelines | |
| EIGHT, NINE | Renal Disease - Medical and Nutritional management of Chronic Kidney Disease | Chapter 8– Diseases of the Renal System Peer Reviewed Research <u>Readings</u> | |

| | | |
|-----------------|---|---|
| | Application of Nutrition Support | KODQI Medical and Nutritional Guidelines Nutrition Care Manual – CKD Nutrition Therapy |
| TEN,ELEVEN | Hepatobiliary Disease - Medical and Nutritional management of Hepatitis, Cirrhosis, NASH, Cholelithiasis, Pancreatitis Application of Nutrition Support | Chapter 13 – Diseases of the Liver, gallbladder and exocrine pancreas Peer Reviewed Research Readings Nutrition Care Manual – Nutrition /ASPEN Guidelines Therapy for Acute Pancreatitis, Nutrition Therapy for Chronic Pancreatitis. Nutrition Therapy for Liver Disease – Cirrhosis and NASH; ACG and ASPEN guidelines |
| TWELVE,THIRTEEN | Nutritional Genomics Neoplastic Disease – Medical and Nutritional Management during and after treatment | Ch. 23 Neoplastic Disease Nutrition Care Manual – Nutrition Therapy for Oncology Patients – prevention and during treatment AICR Guidelines |
| FOURTEEN | Neurological Disorders | Assigned Readings NTP Ch. 20 |
| FIFTEEN | Intellectual and Physical Disabilities, Cerebral Palsy, Autism Spectrum Disorders Application of Nutrition Support | Evidence Based Articles; Policy for IDD |

Nutrition Care Process Laboratory 2

MDN 5300

2 Semester credit hours

The Ohio State University

Faculty:

Office Hours: Upon Request

Course Description: Laboratory for nutrition care process: integration and application of knowledge of nutrition, dietetics, metabolism, and physiology with the ultimate goal to effectively plan and manage the nutritional care of a variety of patients/clients using a critical thinking approach to evidence-based medical nutrition therapy with laboratory and experiential application. Prerequisites: Admission to MDN degree program

Course Objectives:

At the completion of this course, students will:

1. Integrate the anatomy, physiology, biochemistry and nutrition to physiological changes that occur in complex disease states.
2. Demonstrate competence in advanced nutrition assessment techniques and their application for individuals in complex disease conditions.
3. Demonstrate competence in prescribing the appropriate nutrition therapy for individuals with complex diagnoses.
4. Demonstrate the ability to prescribe alternative feeding modalities including enteral and parenteral nutrition support.
5. Design and implement nutrition education for patients with complex disease state.
6. Represent the dietetics professional within the healthcare team.

Grading Policy:

- The University's standard grading scheme will be used for this course.
- Grades will be available for students to view on the course's CARMEN website

| Graded Item | Points per |
|--|------------|
| Case Studies (3) | 150 |
| Point of care competency | 100 |
| Counseling and group education sessions | 300 |
| Clinical Observations: Diabetes group education; Endoscopy/Colonoscopy; Dialysis; Cooking demonstrations for cancer prevention | 125 |

| | |
|---|------|
| Nutrition Screening and Documentation | 50 |
| Menu Planning and Modification | 50 |
| Nutrition care Process documentation and Laboratory Notebook | 50 |
| Interprofessional Simulation: Pharmacy-Physician Assistant-Dietetics Diabetes Team Care | 50 |
| Video Standardized Patient | 100 |
| Development of Cooking Demonstration | 100 |
| Total | 1075 |

Graded Item Descriptions:

- See Modules in Carmen for overview of each assignment.

Course Policies:

- All School and Program course policies apply to this course.
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 - Self-Service and Chat support: <http://ocio.osu.edu/selfservice> • Phone: 614-688-HELP (4357)
 - Email: 8help@osu.edu • TDD: 614-688-8743
- **Academic Misconduct** – The term “academic misconduct” includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism, collaboration on assignments assigned to be independent, using the same work for more than one course, and dishonest practices in connection with examinations and quizzes. The code of student conduct defines plagiarism as “... the representation of another’s work or ideas as one’s own; it includes the unacknowledged word-for-word use and/or paraphrasing of another person’s work, and/or the inappropriate unacknowledged use of another person’s idea.” Students are expected to report to the instructor peers’ actions that they believe to represent academic misconduct.
 - It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. Instructors shall report all instances of alleged academic misconduct to the committee and the committee will determine a course of action (Faculty Rule 3335-5-487). For additional information, see the Code of Student Conduct [<http://studentconduct.osu.edu/>].
- **School and Program Handbooks:** Handbooks are available on the SHRS website: hrs.osu.edu. These handbooks provide all required policies and procedures required for students accepted into academic programs in SHRS.
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Weekly Course Schedule

| Week | Topic | Readings | Assignments Due |
|-------------|--|---|------------------------|
| ONE | Enteral Nutrition Protocols and Application Abdominal Assessment Feeding Tube insertion and care | NTP: Ch. 5,22 ASPEN guidelines | |
| TWO | Parenteral Nutrition Protocols and Application Observation and Standardized Patients | NTP: Ch. 5,22 ASPEN guidelines | |
| THREE | Application of the Nutrition care process: Disorders of the upper GI | NTP: Ch. 5,14 Nutrition Care Manual ASPEN guidelines | |
| FOUR | Application of the Nutrition care process: Disorders of the lower GI | NTP: Ch. 5,14 Nutrition Care Manual ASPEN guidelines | |
| FIVE | Application of the Nutrition care process: Disorders of the lower GI Observation and Standardized Patients | NTP: Ch. 5,15 AND Nutrition Care Manual ASPEN guidelines | |
| SIX | Application of the Nutrition care process: Diabetes | NTP: Ch. 5,17 AND Nutrition Care Manual ASPEN guidelines American Diabetes Association Guidelines | |
| Seven | Application of the Nutrition care process: Diabetes | AND Nutrition Care Manual NTP CH. 5,17 ASPEN guidelines | |
| EIGHT | Application of the Nutrition care process: Diabetes Observation and Standardized Patients Interprofessional Simulation | NTP Ch. 3, 4, 12 AND Nutrition care manual ASPEN guidelines American Diabetes Association Guidelines | |

| | | |
|-------------------|---|---|
| NINE | Application of the Nutrition care process: Renal Disease | NTP Ch. 3,18 AND Nutrition care manual KDOQI Guidelines |
| TEN | Application of the Nutrition care process: Renal Disease Observation and Standardized Patients | NTP Ch. 3,18 AND Nutrition care manual KDOQI Guidelines |
| ELEVEN | Application of the Nutrition care process: Hepatobiliary Disease Observation and Standardized Patients | NTP Ch. 16 AND Nutrition Care Manual |
| TWELVE | Application of the Nutrition care process: Neoplastic Disease | NTP Ch. 23 AND Nutrition Care Manual NCI resources |
| THIRTEEN | Standardized Patients | |
| FOURTEEN | Interdisciplinary simulations | |
| FIFTEEN Finals | Final Competency Examination | |

Advanced Physical and Nutritional Assessment
3 Semester credit hours
The Ohio State University
MDN 5800

Faculty:

Office Hours: Upon Request

Course Description: Comprehensive development of skills for nutritional & physical assessment information using evidence-based research. Assessment of macro and micronutrient status will be discussed in the context of Inflammation, pathology, aging, and sarcopenia will be investigated.

Prerequisites: Admission to MDN degree program

Course Objectives:

At the completion of this course, students will:

1. Develop competency in performing nutrition-focused physical examination of human subjects.
2. Evaluate sensitivity and specificity of evidenced-based screening instruments and apply their use in appropriate populations.
3. Perform the procedure used for indirect calorimetry and evaluate the accuracy of data, factors that can influence energy expenditure, and methods for estimating total energy expenditure. Use benchmark history and current research methods to develop and assess protocols for use of indirect calorimetry.
4. Demonstrate the collection of dietary data, use of nutrient analysis software and differentiate some aspects of benefits & limitations of analyzing dietary intake with available software programs and with various methods (record vs recall vs food frequency questionnaires). Perform quality assurance measures on dietary analysis records.
5. Review the publically available applications for dietary analysis and compare to evidence based systems of analysis.
6. Understand and apply the four major components of a nutritional assessment with competency benchmarks: anthropometric, biochemical, clinical, and dietary.
7. Perform and interpret routine biochemical analyses of nutritional status and understand the physiologic principles underlying each test, with an emphasis on point-of-care testing. Margins of error and research interpretations will be covered for each method of biochemical assessment. Baseline Competency established.
8. Utilize advanced methods of physical & nutritional assessment including ultrasound, functional assessment, genetics and micronutrient assessment.

Required Texts:

Nelms and Sucher. Nutrition Therapy and Pathophysiology. 3e. 2016

Harrison's Internal Medicine and UptoDate from OSU Library System

Required Peer-Reviewed Literature

Required Materials:

Lab coat. (Sharpie permanent marker, stop watch, calculator, notebook).

Lab Policies:

Unless instructed otherwise, wear comfortable & loose fitting clothing under lab coats. Always bring your required materials & text to lab. Absolutely no food or beverages in labs. No open-toed shoes, flip flops, or crocs. **Lab points deducted for late arrivals & inappropriate dress.**

Optional Texts:

Gibson, R Principles of Nutritional Assessment Second edition

Grading Policy:

- The University's standard grading scheme will be used for this course.
- Grades will be available for students to view on the course's CARMEN website

| Graded Item | Points per |
|--|-------------------|
| Lecture Mini Quizzes | 100 |
| Multiple Pass | 200 |
| Approach – evaluation of reference instruments for dietary assessment | |
| Comprehensive Case Studies | 300 |
| Competency Exams | 300 |
| Examinations (3) | 300 |
| Total | 1200 |

Graded Item Descriptions:

- See Modules in Carmen for overview of each assignment.

Course Policies:

- All School and Program course policies apply to this course.
- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
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 - Ignorance of the University's Code of Student Conduct is never considered an "excuse" for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.
 - If faculty suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.
- **School and Program Handbooks:** Handbooks are available on the SHRS website: hrs.osu.edu. These handbooks provide all required policies and procedures required for students accepted into academic programs in SHRS.
 - **Disabilities** - The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let faculty know immediately so that we can privately discuss options. To establish reasonable accommodations, we may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.
 - **Counseling and Consultation Services:**
As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling (614) 292- 5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org
 - **Due Dates / Make-up Assignments** – Due dates for all assignments are firm. Assignments submitted past the deadline will be deducted half the value of the assignment. For example, a 20 point assignment submitted past the deadline may earn a maximum 10 out of 20 points. The online course management Carmen sends a confirmation email to students when assignments are successfully uploaded - if you do not receive confirmation check Carmen. Unless otherwise noted on the schedule below, grades and/or feedback will be posted 5 business days following the submission of an assignment or exam.

- This syllabus, the course elements, policies, and schedule are subject to change in the event of extenuating circumstances.

Weekly Course Schedule

| Week | Topic | Readings | Assignments Due |
|-------------|---|---|------------------------|
| ONE | Nutrition Care Process, Assessment | Ch. 3 Text Peer Reviewed Articles | |
| TWO | Basic assessment, vitals Advanced anthropometrics | Ch. 3 Text Peer Reviewed Articles | |
| THREE | Nutrition Focused Physical exam Introduction | Ch. 3 Text Peer Reviewed Articles | |
| FOUR | Strength, flexibility, fitness | Ch. 3 Text Peer Reviewed Articles | |
| FIVE | Energy Expenditure Energy Needs and Metabolic rate Using Indirect calorimetry | Ch. 3 Text Peer Reviewed Articles | |
| SIX | Tools for Diet Assessment – Reliability Validity | Ch. 3 Text Peer Reviewed Articles | |
| SEVEN | Fluid and Electrolyte Evaluation | Ch. 3, 7 Text Peer Reviewed Articles | |
| EIGHT | Evaluation of the cardiovascular system: HTN, Lipids, CHF Biochemical by system, condition | Ch. 3,13 Text Peer Reviewed Articles | |
| NINE | Evaluation of the renal system: Biochemical by system, condition | Ch. 3,18 Text Peer Reviewed Articles | |
| TEN | Endocrinology Assessment | Ch. 3 Text Peer Reviewed Articles | |
| ELEVEN | Assessment in the Aging Population – Physiological changes/Sarcopenia Skin Integrity Assessment Using DEXA, portable ultrasound | Ch. 3 Text Peer Reviewed Articles | |
| TWELVE | Assessment of the pediatric population – growth requirements | Ch. 3 Text Peer Reviewed Articles | |
| THIRTEEN | Micronutrient Assessment | Ch. 3 Text Peer Reviewed Articles | |
| FOURTEEN | Gastrointestinal Function | Ch. 3 Text Peer Reviewed Articles | |

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| FIFTEEN | Genetic Assessment; Assessment in Special populations (developmental delay, autism, NICU) Assessment and Interpretation of Laboratory Data for of Food Allergies | Ch. 3 Text Peer Reviewed Articles |
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Medical Nutrition Therapy and Pathophysiology 3

MDN 6400

3 Semester credit hours

The Ohio State University

Date/Time:

Faculty:

Office Hours: Upon Request

Course Description: Study of nutrition therapy in disease: interrelationships of nutrition with biochemical, physiological and anatomical changes associated with acute, chronic and terminal illness, surgery and trauma. Prerequisites: Admission to MDN degree program

Course Objectives:

At the completion of this course, students will:

1. Integrate the anatomy, physiology, biochemistry and nutrition to physiological changes that occur in complex disease states.
2. Demonstrate competence in advanced nutrition assessment techniques and their application for individuals in complex disease conditions.
3. Demonstrate competence in prescribing the appropriate nutrition therapy for individuals with complex diagnoses.
4. Demonstrate the ability to prescribe alternative feeding modalities including enteral and parenteral nutrition support.
5. Design and implement nutrition education for patients with complex disease state.
6. Represent the dietetics professional within the healthcare team.

Required Textbooks:

Required AND Membership:

Academy of Nutrition and Dietetics Student Membership. <http://eatright.org>

Nutrition Care Manual from the American Dietetic Association. <http://Nutritoncaremanual.org>

Nelms, Sucher, Lacey. Nutrition Therapy and Pathophysiology. 3e Belmont CA: Cengage. 2016. ISBN 0-534-62154-6

Nelms, Sucher, Long. Medical Nutrition Therapy: A Case Study Approach. 5e Belmont CA: Cengage. 2016. ISBN 10: 133-59315-1

Online International Dietetics and Nutrition Terminology Reference Manual: Standardized Language for the Nutrition Care Process (2017)

Grading Policy:

- The University's standard grading scheme will be used for this course.
- Grades will be available for students to view on the course's CARMEN website

| Graded Item | Points per |
|---------------------------|------------|
| Case Studies (3) | 150 |
| Literature review | 100 |
| Development of Case Study | 100 |
| Examinations (3) | 300 |
| Total | 650 |

Graded Item Descriptions:

- See Modules in Carmen for overview of each assignment.

Course Policies:

- All School and Program course policies apply to this course.
- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
 - Self-Service and Chat support: <http://ocio.osu.edu/selfservice> • Phone: 614-688-HELP (4357)
 - Email: 8help@osu.edu • TDD: 614-688-8743

Academic Misconduct –

academic Misconduct – Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct."

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Faculty are obligated by University Rules to report suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me. Other sources of information on academic misconduct (integrity) to which you can refer include:

- The Committee on Academic Misconduct web pages (www.oaa.osu.edu/coam/home.html)
- Ten Suggestions for Preserving Academic Integrity (www.oaa.osu.edu/coam/ten-suggestions.html)
Eight Cardinal Rules of Academic Integrity (www.northwestern.edu/uacc/8cards.html)
- **School and Program Handbooks:** Handbooks are available on the SHRS website: hrs.osu.edu. These handbooks provide all required policies and procedures required for students accepted into academic programs in SHRS.
- **Disabilities** - The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical

conditions), please let faculty know immediately so that we can privately discuss options. To establish reasonable accommodations, we may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

- **Counseling and Consultation Services:**

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling (614) 292- 5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org

- **Due Dates / Make-up Assignments** – Due dates for all assignments are firm. Assignments submitted past the deadline will be deducted half the value of the assignment. For example, a 20 point assignment submitted past the deadline may earn a maximum 10 out of 20 points. The online course management Carmen sends a confirmation email to students when assignments are successfully uploaded - if you do not receive confirmation check Carmen. Unless otherwise noted on the schedule below, grades and/or feedback will be posted 5 business days following the submission of an assignment or exam.
- This syllabus, the course elements, policies, and schedule are subject to change in the event of extenuating circumstances.

Weekly Course Schedule

| Week | Topic | Readings | Assignments Due |
|-------|---|---|-----------------|
| ONE | Review: Inflammatory Response and Metabolic Stress Medical and Nutritional Management of the ICU patient – Nutrition Assessment of the ICU patient | NTP Ch. 22 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| TWO | Management of hyperglycemia, fluid, electrolyte and micronutrients | NTP Ch. 5,8 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| THREE | Chronic Respiratory Failure – BPD, Cystic Fibrosis | NTP Ch. 21 AND Nutrition care manual ASPEN Critical Care Guidelines Cystic Fibrosis Guidelines | |
| FOUR | Sepsis and SIRS | NTP Ch.22 2017 CCM – Sepsis Guidelines/Surviving Sepsis Campaign ASPEN Critical Care Guidelines | |
| FIVE | Complex Gastrointestinal Surgeries – Short Bowel Syndrome | NTP Ch. 15 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| SIX | Surgery and Trauma – Open Abdomen; Congenital Heart Disease | NTP Ch. 22 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| Seven | Solid Organ Transplantation | NTP Ch. 9 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| EIGHT | Burns and Wound Healing | Assigned Readings NTP Ch. 22 | |

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|------|---|---|
| NINE | Spinal Cord Injury and Closed Head Injury | NTP Ch. 20 NPUP Guidelines |
| TEN | Oncology – Head/Neck Surgeries/Bone Marrow Transplant | NTP Ch. 23 AND Nutrition care manual NCI Guidelines |

Nutrition Care Process Laboratory 3

MDN 6500

2 Semester credit hours

The Ohio State University

Faculty:

Office Hours: Upon Request

Course Description: Laboratory for nutrition care process: integration and application of knowledge of nutrition, dietetics, metabolism, and physiology with the ultimate goal to effectively plan and manage the nutritional care of a variety of patients/clients using a critical thinking approach to evidence-based medical nutrition therapy with laboratory and experiential application. Prerequisites: Admission to MDN degree program

Course Objectives:

At the completion of this course, students will:

1. Integrate the anatomy, physiology, biochemistry and nutrition to physiological changes that occur in complex disease states.
2. Demonstrate competence in advanced nutrition assessment techniques and their application for individuals in complex disease conditions.
3. Demonstrate competence in prescribing the appropriate nutrition therapy for individuals with complex diagnoses.
4. Demonstrate the ability to prescribe alternative feeding modalities including enteral and parenteral nutrition support.
5. Design and implement nutrition education for patients with complex disease state.
6. Represent the dietetics professional within the healthcare team.

Grading Policy:

- The University's standard grading scheme will be used for this course.
- Grades will be available for students to view on the course's CARMEN website

| Graded Item | Points per |
|---------------------------------------|------------|
| Case Studies (4) | 150 |
| Enteral and Parenteral Workshop | 100 |
| Home PN and EN care plans | 200 |
| Clinical Observations: | 125 |
| Nutrition Screening and Documentation | 50 |
| Menu Planning and Modification | 50 |

| | |
|--|------------|
| Nutrition care Process documentation and Laboratory Notebook | 50 |
| Interprofessional Simulation: Acute Care ICU | 50 |
| Video Standardized Patient | 100 |
| Total | 675 |

Graded Item Descriptions:

- See Modules in Carmen for overview of each assignment.

Course Policies:

- All School and Program course policies apply to this course.
- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
 - Self-Service and Chat support: <http://ocio.osu.edu/selfservice> • Phone: 614-688-HELP (4357)
 - Email: 8help@osu.edu • TDD: 614-688-8743
- **Academic Misconduct** – The term “academic misconduct” includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism, collaboration on assignments assigned to be independent, using the same work for more than one course, and dishonest practices in connection with examinations and quizzes. The code of student conduct defines plagiarism as “... the representation of another’s work or ideas as one’s own; it includes the unacknowledged word-for-word use and/or paraphrasing of another person’s work, and/or the inappropriate unacknowledged use of another person’s idea.” Students are expected to report to the instructor peers’ actions that they believe to represent academic misconduct.
 - It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. Instructors shall report all instances of alleged academic misconduct to the committee and the committee will determine a course of action (Faculty Rule 3335-5-487). For additional information, see the Code of Student Conduct [<http://studentconduct.osu.edu/>].
- **School and Program Handbooks:** Handbooks are available on the SHRS website: hrs.osu.edu. These handbooks provide all required policies and procedures required for students accepted into academic programs in SHRS.
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- **Counseling and Consultation Services:**

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reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling (614) 292- 5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org

- **Due Dates / Make-up Assignments** – Due dates for all assignments are firm. Assignments submitted past the deadline will be deducted half the value of the assignment. For example, a 20 point assignment submitted past the deadline may earn a maximum 10 out of 20 points. The online course management Carmen sends a confirmation email to students when assignments are successfully uploaded - if you do not receive confirmation check Carmen. Unless otherwise noted on the schedule below, grades and/or feedback will be posted 5 business days following the submission of an assignment or exam.
- This syllabus, the course elements, policies, and schedule are subject to change in the event of extenuating circumstances.

Weekly Course Schedule

| Week | Topic | Readings | Assignments Due |
|-------------|--|---|------------------------|
| ONE | Nutrition Assessment of the critically ill MICU patient | NTP Ch. 22 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| TWO | Nutrition Assessment of the critically ill SICU patient | NTP Ch. 22 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| THREE | Application of the Nutrition care process: Mechanically Ventilated Interprofessional Simulation with Respiratory Indirect Calorimetry | NTP Ch. 22 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| FOUR | Application of the Nutrition care process: Surgery and Trauma Observation and Standardized Patients | NTP Ch.22 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| FIVE | Application of the Nutrition care process: Wound Healing Observation and Standardized Patients | NTP Ch. 22 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| SIX | Application of the Nutrition care process: Short Bowel Syndrome Observation and Standardized Patients | NTP Ch. 22 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| Seven | Application of the Nutrition care process: TBI Interdisciplinary team in rehabilitation – PT, OT, Speech Observation and Standardized Patients | NTP Ch. 22 AND Nutrition care manual ASPEN Critical Care Guidelines | |
| EIGHT | Application of the Nutrition care process: Frail Older Adult | Assigned Readings | |

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| | Observation and Standardized Patients | |
| NINE | Application of the Nutrition care process: Solid Organ Transplant Role of the interdisciplinary team in organ transplant - observation | NTP Ch. 9 Assigned Readings |
| TEN | Application of the Nutrition care process: Pediatric Metabolic Disorders Observation | NTP Ch. 26 AND Nutrition care manual |
| ELEVEN | Application of the Nutrition care process: Observation and Standardized Patients | NTP Ch. 16 AND Nutrition Care Manual |
| TWELVE | Application of the Nutrition care process: Neoplastic Disease | NTP Ch. 23 AND Nutrition Care Manual NCI resources |
| THIRTEEN | Application of the Nutrition care process: palliative care Role of the interdisciplinary team in palliative care/hospice: observation | Assigned Readings |
| FOURTEEN | Interdisciplinary simulations – Peer Mentoring of first year students | |
| FIFTEEN Finals | Final Competency Examination | |

Supervised Practice I: Food Service Management

MD 6189

3 Semester credit hours

Class Schedule: Day/Time

Faculty:

Office Hours: Upon Request

Course Description: Supervised practice experience in a specific health care system with foodservice emphasis to achieve professional competencies. The student works under the direction of Registered Dietitians and the supervision of MDN faculty.

Course Objectives:

At the completion of this course, students will:

1. Practice in compliance with current federal regulations and state statutes and rules, as applicable, and in accordance with accreditation standards and the Scope of Nutrition and Dietetics Practice and Code of Ethics for the Profession of Nutrition and Dietetics. (ACEND CRDN 2.1)
2. Demonstrate professional writing skills in preparing professional communications. (ACEND CRDN 2.2)
3. Demonstrate active participation, teamwork and contributions in group settings. (ACEND CRDN 2.3)
4. Function as a member of interprofessional teams. (ACEND CRDN 2.4)
5. Assign duties to NDTRs and/or support personnel as appropriate. (ACEND CRDN 2.5)
6. Apply leadership skills to achieve desired outcomes. (ACEND CRDN 2.7)
7. Demonstrate negotiation skills (ACEND CRDN 2.8)
8. Demonstrate effective communications skills for clinical and customer services in a variety of formats and settings. (ACEND CRDN 2.5)
9. Design, implement and evaluate presentations to a target audience. (ACEND CRDN 2.5)
10. Coordinate procurement, production, distribution and service of goods and services, demonstrating and promoting responsible use of resources. (ACEND CRDN 3.9)
11. Develop and evaluate recipes, formulas and menus for acceptability and affordability that accommodate the cultural diversity and health needs of various populations, groups and individuals. (ACEND CRDN 3.10)
12. Participate in management of human resources. (ACEND CRDN 4.1)
13. Perform management functions related to safety, security and sanitation that affect employees, customers, patients, facilities and food. (ACEND CRDN 4.2)
14. Conduct clinical and customer service quality management activities. (ACEND CRDN 4.3)
15. Apply current nutrition informatics to develop, store, retrieve and disseminate information and data. (ACEND CRDN 4.4)
16. Analyze quality, financial and productivity data for use in planning. (ACEND CRDN 4.5)
17. Propose and use procedures as appropriate to the practice setting to promote sustainability, reduce waste and protect the environment. (ACEND CRDN 4.6)
18. Conduct feasibility studies for products, programs or services with consideration of costs and benefits. (ACEND CRDN 4.7)
19. Develop a plan to provide or develop a product, program or service that includes a budget, staffing needs, equipment and supplies. (ACEND CRDN 4.8)

Required Texts:

Required AND Membership:

Academy of Nutrition and Dietetics Student Membership. <http://eatright.org>

Nutrition Care Manual from the American Dietetic Association. <http://Nutritoncaremanual.org>

Nelms, Sucher, Lacey. Nutrition Therapy and Pathophysiology. 3e Belmont CA: Cengage. 2016. ISBN 0-534-62154-6

Online International Dietetics and Nutrition Terminology Reference Manual: Standardized Language for the Nutrition Care Process (2016)

Holli, BB. Beto, J. Nutrition Counseling and Education Skills for Dietetics Professionals, sixth Ed. Lippincott Williams & Wilkins, 2012.

Rollnick S, et al. Motivational Interviewing in Health Care: Helping Patients Change Behavior

Grading Policy:

- This course is graded satisfactory/unsatisfactory. To facilitate the evaluation process, the student is responsible for making an appointment with the dietitian preceptor to review progress at the midpoint as well as at the end of the supervised practice experience. To pass the course:
- The student must perform all of the objectives or activities in a satisfactory manner as evaluated by the preceptor.
- Complete documentation and evidence for competencies completed during this rotation on E*Value.
- Submit a preceptor evaluation on E*Value.
- Achieve a score of satisfactory or better on professional, ethical, and leadership behaviors as measured by the evaluation instrument.
- Attendance for all faculty-led weekly clinical discussions.
- Development and presentation of case study pertinent to this clinical rotation.

Graded Item Descriptions:

- **See Modules in Carmen for overview of each assignment.**

Course Policies:

- **All School and Program course policies apply to this course.**
- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
 - Self-Service and Chat support: <http://ocio.osu.edu/selfservice> • Phone: 614-688-HELP (4357)
 - Email: 8help@osu.edu • TDD: 614-688-8743

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assignments assigned to be independent, using the same work for more than one course, and dishonest practices in connection with examinations and quizzes. The code of student conduct defines plagiarism as "... the representation of another's work or ideas as one's own; it includes the unacknowledged word-for-word use and/or paraphrasing of another person's work, and/or the inappropriate unacknowledged use of another person's idea." Students are expected to report to the instructor peers' actions that they believe to represent academic misconduct.

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- This syllabus, the course elements, policies, and schedule are subject to change in the event of extenuating circumstances.

Weekly Course Schedule – Dependent on assigned site.

Your preceptor will determine your specific work hours. You are required to be flexible to assure that all work that is assigned to you is completed and that some days will be longer than others.

All schedule changes **MUST BE CLEARED with the faculty member** prior to discussing with the preceptor at the clinical site. **NO EXCEPTIONS.**

All personal appointments have to be made outside of the work day. Supervised practice takes priority over any work schedule.

Clinical Discussions: Weekly with faculty.

The policy for this course is that the student will notify the instructor and the preceptor by phone or e-mail, *prior to the start of supervised practice* if the student will be **LATE or ABSENT**. Time missed will need to be made up. Please be aware of the weather in Ohio, you are expected to be at your supervised practice based upon your site's schedule.

Important General Information

- ◆ Contact your preceptor and the medical dietetics faculty directly for absences, or if you will be late on a given day.
- ◆ Give your home/cell phone number and e-mail address to the dietitian on the first day. They may need to contact you about schedule changes.
- ◆ Professional behavior and dress is expected. – Business casual, no tennis shoes, no short shirts or skirts (no skin should show). Slacks should be dress casual (no jeans or scrubs).
- ◆ Avoid strong perfume or lotions as clients and patients are often sensitive to strong smells.
- ◆ You are expected to attend all supervised practice weekly classes – these are scheduled during your rotations and you will receive a schedule for all dates prior to the onset of your rotations.

Bring to Supervised Practice

- ◆ Lab coat, name tag
- ◆ Calculator (or two)
- ◆ Clinical Notebook
- ◆ Any required/supplemental references
- ◆ Black pens/scrap paper, clipboard, or notebook

Expectations: Required Compliance with all components of the MDN Handbook

- ◆ Communicate work completed or not completed to the dietitian in a timely manner
- ◆ Set weekly goals with your preceptor. Evaluate these goals weekly.
- ◆ Take the initiative to assure all competencies are completed.
- ◆ No use of computers for e-mail or web access during supervised practice unless it is a direct need for an assignment
- ◆ No use of cell phones on supervised practice time, no exceptions.

E*Value

- ◆ Complete time tracking every day at the end of your work day.
- ◆ Track all competencies completed and upload examples of your work.
- ◆ Complete your site evaluation and your preceptor evaluation for each rotation.
- ◆ Make sure your preceptor has access to E*Value and if not, communicate in a timely fashion to faculty.

**Supervised Practice II: Community Outpatient
MDN 6289**

3 Semester credit hours

Class Schedule: Date/Time

Faculty:

Office Hours: Upon Request

Course Description: Supervised practice experience in a specific health care system with community outpatient emphasis to achieve professional competencies. The student works under the direction of Registered Dietitians and the supervision of MDN faculty.

Course Objectives:

At the completion of this course, students will:

1. Select indicators of program quality and/or customer service and measure achievement of objectives. (ACEND CRDN 1.1)
2. Apply evidence-based guidelines, systematic reviews and scientific literature. (ACEND CRDN 1.2)
3. Justify programs, products, services and care using appropriate evidence or data. (ACEND CRDN 1.3)
4. Evaluate emerging research for application in nutrition and dietetics practice. (ACEND CRDN 1.4)
5. Conduct projects using appropriate research methods, ethical procedures and data analysis. (ACEND CRDN 1.5)
6. Practice in compliance with current federal regulations and state statutes and rules, as applicable, and in accordance with accreditation standards and the Scope of Nutrition and Dietetics Practice and Code of Ethics for the Profession of Nutrition and Dietetics. (ACEND CRDN 2.1)
7. Demonstrate professional writing skills in preparing professional communications. (ACEND CRDN 2.2)
8. Demonstrate active participation, teamwork and contributions in group settings. (ACEND CRDN 2.3)
9. Function as a member of interprofessional teams. (ACEND CRDN 2.4)
10. Refer clients and patients to other professionals and services when needs are beyond individual scope of practice. (ACEND CDRN 2.6)
11. Apply leadership skills to achieve desired outcomes. (ACEND CRDN 2.7)
12. Participate in professional and community organizations. (ACEND CRDN 2.9)
13. Show cultural competence/sensitivity in interactions with clients, colleagues and staff. (ACEND CRDN 2.11)
14. Demonstrate advocacy on local, state or national legislative and regulatory issues or policies impacting the nutrition and dietetics profession. (ACEND CRDN 2.14)
15. Perform the Nutrition Care Process and use standardized nutrition language for individuals, groups and populations of differing ages and health status, in a variety of settings. (ACEND CRDN 3.1)
16. Conduct nutrition focused physical exams. (ACEND CRDN 3.2)
17. Demonstrate effective communications skills for clinical and customer services in a variety of formats and settings. (ACEND CRDN 3.3)
18. Design, implement and evaluate presentations to a target audience. (ACEND CRDN 3.4)
19. Develop nutrition education materials that are culturally and age appropriate and designed for the literacy level of the audience. (ACEND CRDN 3.5)
20. Use effective education and counseling skills to facilitate behavior change. (ACEND CRDN 3.6)
21. Develop and deliver products, programs or services that promote consumer health, wellness and

lifestyle management. (ACEND CRDN 3.7)

22. Deliver respectful, science-based answers to client questions concerning emerging trends. (ACEND CRDN 3.8)
23. Coordinate procurement, production, distribution and service of goods and services, demonstrating and promoting responsible use of resources. (ACEND CRDN 3.9)
24. Develop and evaluate recipes, formulas and menus for acceptability and affordability that accommodate the cultural diversity and health needs of various populations, groups and individuals. (ACEND CRDN 3.10)
25. Apply current nutrition informatics to develop, store, retrieve and disseminate information and data. (ACEND CRDN 4.4)
26. Explain the process for coding and billing for nutrition and dietetics services to obtain reimbursement from public or private payers, fee-for-service and value-based payment systems. (ACEND CRDN 4.9)

Required Texts:

Required AND Membership:

Academy of Nutrition and Dietetics Student Membership. <http://eatright.org>

Nutrition Care Manual from the American Dietetic Association. <http://Nutritoncaremanual.org>

Nelms, Sucher, Lacey. Nutrition Therapy and Pathophysiology. 3e Belmont CA: Cengage. 2016. ISBN 0-534-62154-6

Online International Dietetics and Nutrition Terminology Reference Manual: Standardized Language for the Nutrition Care Process (2016)

Holli, BB. Beto, J. Nutrition Counseling and Education Skills for Dietetics Professionals, sixth Ed. Lippincott Williams & Wilkins, 2012.

Rollnick S, et al. Motivational Interviewing in Health Care: Helping Patients Change Behavior

Grading Policy:

- This course is graded satisfactory/unsatisfactory. To facilitate the evaluation process, the student is responsible for making an appointment with the dietitian preceptor to review progress at the midpoint as well as at the end of the supervised practice experience. To pass the course:
- The student must perform all of the objectives or activities in a satisfactory manner as evaluated by the preceptor.
- Complete documentation and evidence for competencies completed during this rotation on E*Value.
- Submit a preceptor evaluation on E*Value.
- Achieve a score of satisfactory or better on professional, ethical, and leadership behaviors.
- Attendance for all faculty-led weekly clinical discussions.
- Development and presentation of case study pertinent to this clinical rotation

Graded Item Descriptions:

- **See Modules in Carmen for overview of each assignment.**

Course Policies:

- **All School and Program course policies apply to this course.**
- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
 - Self-Service and Chat support: <http://ocio.osu.edu/selfservice> • Phone: 614-688-HELP (4357)
 - Email: 8help@osu.edu • TDD: 614-688-8743

- **Academic Misconduct –**

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct."

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination.

Ignorance of the University's Code of Student Conduct is never considered an "excuse" for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. Additional information can be found: <http://oaa.osu.edu/coam/home.html>.

- **School and Program Handbooks:** Handbooks are available on the SHRS website: hrs.osu.edu. These handbooks provide all required policies and procedures required for students accepted into academic programs in SHRS.
- **Disabilities** - The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let faculty know immediately so that we can privately discuss options. To establish reasonable accommodations, we may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

- **Counseling and Consultation Services:**

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling (614) 292-5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org

- **Due Dates / Make-up Assignments** – Due dates for all assignments are firm. Assignments submitted past the deadline will be deducted half the value of the assignment. For example, a 20 point assignment submitted past the deadline may earn a maximum 10 out of 20 points. The online course management Carmen sends a confirmation email to students when assignments are successfully uploaded - if you do not receive confirmation check Carmen. Unless otherwise noted on the schedule below, grades and/or feedback will be posted 5 business days following the submission of an assignment or exam.
- This syllabus, the course elements, policies, and schedule are subject to change in the event of extenuating circumstances.

Weekly Course Schedule – Dependent on assigned site.

Your preceptor will determine your specific work hours. You are required to be flexible to assure that all work that is assigned to you is completed and that some days will be longer than others.

All schedule changes **MUST BE CLEARED with the faculty member** prior to discussing with the preceptor at the clinical site. **NO EXCEPTIONS.**

All personal appointments have to be made outside of the work day. Supervised practice takes priority over any work schedule.

Clinical Discussions: Weekly with faculty.

The policy for this course is that the student will notify the instructor and the preceptor by phone or e-mail, *prior to the start of supervised practice* if the student will be **LATE or ABSENT**. Time missed will need to be made up. Please be aware of the weather in Ohio, you are expected to be at your supervised practice based upon your site's schedule.

Important General Information

- ◆ Contact your preceptor and the MDN faculty directly for absences, or if you will be late on a given day.
- ◆ Give your home/cell phone number and e-mail address to the dietitian on the first day. They may need to contact you about schedule changes.
- ◆ Professional behavior and dress is expected.— Business casual, no tennis shoes, no short shirts or skirts (no skin should show). Slacks should be dress casual (no jeans or scrubs).
- ◆ Avoid strong perfume or lotions as clients and patients are often sensitive to strong smells.
- ◆ You are expected to attend all supervised practice weekly classes – these are scheduled during your rotations and you will receive a schedule for all dates prior to the onset of your rotations.

Bring to Supervised Practice

- ◆ Lab coat, name tag
- ◆ Calculator (or two)
- ◆ Clinical Notebook
- ◆ Any required/supplemental references
- ◆ Black pens/scrap paper, clipboard, or notebook

Expectations: Required Compliance with all components of the MDN Handbook

- ◆ Communicate work completed or not completed to the dietitian in a timely manner
- ◆ Set weekly goals with your preceptor. Evaluate these goals weekly.
- ◆ Take the initiative to assure all competencies are completed.
- ◆ No use of computers for e-mail or web access during supervised practice unless it is a direct need for an assignment
- ◆ No use of cell phones on supervised practice time, no exceptions.

E*Value

- ◆ Complete time tracking every day at the end of your work day.
- ◆ Track all competencies completed and upload examples of your work.
- ◆ Complete your site evaluation and your preceptor evaluation for each rotation.
- ◆ Make sure your preceptor has access to E*Value and if not, communicate in a timely fashion to faculty.

Supervised Practice III: Community Outpatient

MDN 6389

5 Semester credit hours

Class Schedule: Date/Time

Faculty:

Office Hours: Upon Request

Course Description: Supervised practice experience in a specific health care system with community outpatient and inpatient emphasis to achieve professional competencies. The student works under the direction of Registered Dietitians and the supervision of MDN faculty.

Course Objectives:

At the completion of this course, students will:

1. Select indicators of program quality and/or customer service and measure achievement of objectives. (ACEND CRDN 1.1)
2. Apply evidence-based guidelines, systematic reviews and scientific literature. (ACEND CRDN 1.2)
3. Justify programs, products, services and care using appropriate evidence or data. (ACEND CRDN 1.3)
4. Evaluate emerging research for application in nutrition and dietetics practice. (ACEND CRDN 1.4)
5. Conduct projects using appropriate research methods, ethical procedures and data analysis. (ACEND CRDN 1.5)
6. Practice in compliance with current federal regulations and state statutes and rules, as applicable, and in accordance with accreditation standards and the Scope of Nutrition and Dietetics Practice and Code of Ethics for the Profession of Nutrition and Dietetics. (ACEND CRDN 2.1)
7. Demonstrate professional writing skills in preparing professional communications. (ACEND CRDN 2.2)
8. Demonstrate active participation, teamwork and contributions in group settings. (ACEND CRDN 2.3)
9. Function as a member of interprofessional teams. (ACEND CRDN 2.4)
10. Assign duties to NDTRs and/or support personnel as appropriate. (ACEND CRDN 2.5)
11. Refer clients and patients to other professionals and services when needs are beyond individual scope of practice. (ACEND CDRN 2.6)
12. Apply leadership skills to achieve desired outcomes. (ACEND CRDN 2.7)
13. Participate in professional and community organizations. (ACEND CRDN 2.9)
14. Demonstrate professional attributes in all areas of practice. (ACEND CRDN 2.10)
15. Show cultural competence/sensitivity in interactions with clients, colleagues and staff. (ACEND CRDN 2.11)
16. Practice and/or role play mentoring and precepting others. (ACEND CRDN 2.15)
17. Perform the Nutrition Care Process and use standardized nutrition language for individuals, groups and populations of differing ages and health status, in a variety of settings. (ACEND CRDN 3.1)
18. Conduct nutrition focused physical exams. (ACEND CRDN 3.2)
19. Demonstrate effective communications skills for clinical and customer services in a variety of formats and settings. (ACEND CRDN 3.3)
20. Design, implement and evaluate presentations to a target audience. (ACEND CRDN 3.4)
21. Develop nutrition education materials that are culturally and age appropriate and designed for the literacy level of the audience. (ACEND CRDN 3.5)
22. Use effective education and counseling skills to facilitate behavior change. (ACEND CRDN 3.6)

23. Develop and deliver products, programs or services that promote consumer health, wellness and lifestyle management. (ACEND CRDN 3.7)
24. Deliver respectful, science-based answers to client questions concerning emerging trends. (ACEND CRDN 3.8)
25. Coordinate procurement, production, distribution and service of goods and services, demonstrating and promoting responsible use of resources. (ACEND CRDN 3.9)
26. Develop and evaluate recipes, formulas and menus for acceptability and affordability that accommodate the cultural diversity and health needs of various populations, groups and individuals. (ACEND CRDN 3.10)
27. Conduct clinical and customer service quality management activities. (ACEND CRDN 4.3)
28. Apply current nutrition informatics to develop, store, retrieve and disseminate information and data. (ACEND CRDN 4.4)
29. Explain the process for coding and billing for nutrition and dietetics services to obtain reimbursement from public or private payers, fee-for-service and value-based payment systems. (ACEND CRDN 4.9)
30. Analyze risk in nutrition and dietetics practice. (ACEND CRDN 4.10)

Required Texts:

Required AND Membership:

American Dietetic Association Student Membership. <http://eatright.org>

Nutrition Care Manual from the American Dietetic Association. <http://Nutritioncaremanual.org>

Nelms, Sucher, Lacey. Nutrition Therapy and Pathophysiology. 3e Belmont CA: Cengage. 2016. ISBN 0-534-62154-6

Online International Dietetics and Nutrition Terminology Reference Manual: Standardized Language for the Nutrition Care Process (2016)

Grading Policy:

- This course is graded satisfactory/unsatisfactory. To facilitate the evaluation process, the student is responsible for making an appointment with the dietitian preceptor to review progress at the midpoint as well as at the end of the supervised practice experience. To pass the course:
- The student must perform all of the objectives or activities in a satisfactory manner as evaluated by the preceptor.
- Complete documentation and evidence for competencies completed during this rotation on E*Value.
- Submit a preceptor evaluation on E*Value.
- Achieve a score of satisfactory or better on professional, ethical, and leadership behaviors as measured by the evaluation instrument.
- Attendance for all faculty-led weekly clinical discussions.
- Development and presentation of case study pertinent to this clinical rotation

Graded Item Descriptions:

- See Modules in Carmen for overview of each assignment.

Course Policies:

- **All School and Program course policies apply to this course.**
- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
 - Self-Service and Chat support: <http://ocio.osu.edu/selfservice> • Phone: 614-688-HELP (4357)
 - Email: 8help@osu.edu • TDD: 614-688-8743

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- **Disabilities** - The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let faculty know immediately so that we can privately discuss options. To establish reasonable accommodations, we may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

- **Counseling and Consultation Services:**

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling (614) 292-5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org

- **Due Dates / Make-up Assignments** – Due dates for all assignments are firm. Assignments submitted past the deadline will be deducted half the value of the assignment. For example, a 20 point assignment submitted past the deadline may earn a maximum 10 out of 20 points. The online course management Carmen sends a confirmation email to students when assignments are successfully uploaded - if you do not receive confirmation check Carmen. Unless otherwise noted on the schedule below, grades and/or feedback will be posted 5 business days following the submission of an assignment or exam.
- This syllabus, the course elements, policies, and schedule are subject to change in the event of extenuating circumstances.

Weekly Course Schedule – Dependent on assigned site.

Your preceptor will determine your specific work hours. You are required to be flexible to assure that all work that is assigned to you is completed and that some days will be longer than others.

All schedule changes **MUST BE CLEARED with the faculty member** prior to discussing with the preceptor at the clinical site. **NO EXCEPTIONS.**

All personal appointments have to be made outside of the work day. Supervised practice takes priority over any work schedule.

Clinical Discussions: Weekly with faculty.

The policy for this course is that the student will notify the instructor and the preceptor by phone or e-mail, *prior to the start of supervised practice* if the student will be **LATE or ABSENT**. Time missed will need to be made up. Please be aware of the weather in Ohio, you are expected to be at your supervised practice based upon your site's schedule.

Important General Information

- ♦ Contact your preceptor and the MDN faculty directly for absences, or if you will be late on a given day.
- ♦ Give your home/cell phone number and e-mail address to the dietitian on the first day. They may need to contact you about schedule changes.

- ◆ Professional behavior and dress is expected.– Business casual, no tennis shoes, no short shirts or skirts (no skin should show). Slacks should be dress casual (no jeans or scrubs).
- ◆ Avoid strong perfume or lotions as clients and patients are often sensitive to strong smells.
- ◆ You are expected to attend all supervised practice weekly classes – these are scheduled during your rotations and you will receive a schedule for all dates prior to the onset of your rotations.

Bring to Supervised Practice

- ◆ Lab coat, name tag
- ◆ Calculator (or two)
- ◆ Clinical Notebook
- ◆ Any required/supplemental references
- ◆ Black pens/scrap paper, clipboard, or notebook

Expectations: Required Compliance with all components of the MDN Handbook

- ◆ Communicate work completed or not completed to the dietitian in a timely manner
- ◆ Set weekly goals with your preceptor. Evaluate these goals weekly.
- ◆ Take the initiative to assure all competencies are completed.
- ◆ No use of computers for e-mail or web access during supervised practice unless it is a direct need for an assignment
- ◆ No use of cell phones on supervised practice time, no exceptions.

E*Value

- ◆ Complete time tracking every day at the end of your work day.
- ◆ Track all competencies completed and upload examples of your work.
- ◆ Complete your site evaluation and your preceptor evaluation for each rotation.
- ◆ Make sure your preceptor has access to E*Value and if not, communicate in a timely fashion to faculty.

Supervised Practice IV: Outpatient Inpatient

MDN 6489

2 Semester credit hours

Class Schedule: Date/Time

Faculty:

Office Hours: Upon Request

Course Description: Supervised practice experience in a specific health care system with outpatient and inpatient emphasis to achieve professional competencies. The student works under the direction of Registered Dietitians and the supervision of MDN faculty.

Course Objectives:

At the completion of this course, students will:

1. Select indicators of program quality and/or customer service and measure achievement of objectives. (ACEND CRDN 1.1)
2. Apply evidence-based guidelines, systematic reviews and scientific literature. (ACEND CRDN 1.2)
3. Justify programs, products, services and care using appropriate evidence or data. (ACEND CRDN 1.3)
4. Evaluate emerging research for application in nutrition and dietetics practice. (ACEND CRDN 1.4)
5. Conduct projects using appropriate research methods, ethical procedures and data analysis. (ACEND CRDN 1.5)
6. Practice in compliance with current federal regulations and state statutes and rules, as applicable, and in accordance with accreditation standards and the Scope of Nutrition and Dietetics Practice and Code of Ethics for the Profession of Nutrition and Dietetics. (ACEND CRDN 2.1)
7. Demonstrate professional writing skills in preparing professional communications. (ACEND CRDN 2.2)
8. Demonstrate active participation, teamwork and contributions in group settings. (ACEND CRDN 2.3)
9. Function as a member of interprofessional teams. (ACEND CRDN 2.4)
10. Assign duties to NDTRs and/or support personnel as appropriate. (ACEND CRDN 2.5)
11. Refer clients and patients to other professionals and services when needs are beyond individual scope of practice. (ACEND CDRN 2.6)
12. Apply leadership skills to achieve desired outcomes. (ACEND CRDN 2.7)
13. Participate in professional and community organizations. (ACEND CRDN 2.9)
14. Demonstrate professional attributes in all areas of practice. (ACEND CRDN 2.10)
15. Show cultural competence/sensitivity in interactions with clients, colleagues and staff. (ACEND CRDN 2.11)
16. Practice and/or role play mentoring and precepting others. (ACEND CRDN 2.15)
17. Perform the Nutrition Care Process and use standardized nutrition language for individuals, groups and populations of differing ages and health status, in a variety of settings. (ACEND CRDN 3.1)
18. Conduct nutrition focused physical exams. (ACEND CRDN 3.2)
19. Demonstrate effective communications skills for clinical and customer services in a variety of formats and settings. (ACEND CRDN 3.3)
20. Design, implement and evaluate presentations to a target audience. (ACEND CRDN 3.4)
21. Develop nutrition education materials that are culturally and age appropriate and designed for the literacy level of the audience. (ACEND CRDN 3.5)

22. Use effective education and counseling skills to facilitate behavior change. (ACEND CRDN 3.6)

23. Develop and deliver products, programs or services that promote consumer health, wellness and lifestyle management. (ACEND CRDN 3.7)
24. Deliver respectful, science-based answers to client questions concerning emerging trends. (ACEND CRDN 3.8)
25. Coordinate procurement, production, distribution and service of goods and services, demonstrating and promoting responsible use of resources. (ACEND CRDN 3.9)
26. Develop and evaluate recipes, formulas and menus for acceptability and affordability that accommodate the cultural diversity and health needs of various populations, groups and individuals. (ACEND CRDN 3.10)
27. Conduct clinical and customer service quality management activities. (ACEND CRDN 4.3)
28. Apply current nutrition informatics to develop, store, retrieve and disseminate information and data. (ACEND CRDN 4.4)
29. Explain the process for coding and billing for nutrition and dietetics services to obtain reimbursement from public or private payers, fee-for-service and value-based payment systems. (ACEND CRDN 4.9)
30. Analyze risk in nutrition and dietetics practice. (ACEND CRDN 4.10)

Required Texts:

Required AND Membership:

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Grading Policy:

- This course is graded satisfactory/unsatisfactory. To facilitate the evaluation process, the student is responsible for making an appointment with the dietitian preceptor to review progress at the midpoint as well as at the end of the supervised practice experience. To pass the course:
- The student must perform all of the objectives or activities in a satisfactory manner as evaluated by the preceptor.
- Complete documentation and evidence for competencies completed during this rotation on E*Value.
- Submit a preceptor evaluation on E*Value.
- Achieve a score of satisfactory or better on professional, ethical, and leadership behaviors as measured by the evaluation instrument.
- Attendance for all faculty-led weekly clinical discussions.
- Development and presentation of case study pertinent to this clinical rotation.

Graded Item Descriptions:

- See Modules in Carmen for overview of each assignment.

Course Policies:

- **All School and Program course policies apply to this course.**
- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
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- **Counseling and Consultation Services:**

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling (614) 292-5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org

- **Due Dates / Make-up Assignments** – Due dates for all assignments are firm. Assignments submitted past the deadline will be deducted half the value of the assignment. For example, a 20 point assignment submitted past the deadline may earn a maximum 10 out of 20 points. The online course management Carmen sends a confirmation email to students when assignments are successfully uploaded - if you do not receive confirmation check Carmen. Unless otherwise noted on the schedule below, grades and/or feedback will be posted 5 business days following the submission of an assignment or exam.
- This syllabus, the course elements, policies, and schedule are subject to change in the event of extenuating circumstances.

Weekly Course Schedule – Dependent on assigned site.

Your preceptor will determine your specific work hours. You are required to be flexible to assure that all work that is assigned to you is completed and that some days will be longer than others.

All schedule changes **MUST BE CLEARED with the faculty member** prior to discussing with the preceptor at the clinical site. **NO EXCEPTIONS.**

All personal appointments have to be made outside of the work day. Supervised practice takes priority over any work schedule.

Clinical Discussions: Weekly with faculty.

The policy for this course is that the student will notify the instructor and the preceptor by phone or e-mail, *prior to the start of supervised practice* if the student will be **LATE or ABSENT**. Time missed will need to be made up. Please be aware of the weather in Ohio, you are expected to be at your supervised practice based upon your site's schedule.

Important General Information

- ♦ Contact your preceptor and the MDN faculty directly for absences, or if you will be late on a given day.
- ♦ Give your home/cell phone number and e-mail address to the dietitian on the first day. They may need to contact you about schedule changes.

- ◆ Professional behavior and dress is expected.– Business casual, no tennis shoes, no short shirts or skirts (no skin should show). Slacks should be dress casual (no jeans or scrubs).
- ◆ Avoid strong perfume or lotions as clients and patients are often sensitive to strong smells.
- ◆ You are expected to attend all supervised practice weekly classes – these are scheduled during your rotations and you will receive a schedule for all dates prior to the onset of your rotations.

Bring to Supervised Practice

- ◆ Lab coat, name tag
- ◆ Calculator (or two)
- ◆ Clinical Notebook
- ◆ Any required/supplemental references
- ◆ Black pens/scrap paper, clipboard, or notebook

Expectations: Required Compliance with all components of the MDN Handbook

- ◆ Communicate work completed or not completed to the dietitian in a timely manner
- ◆ Set weekly goals with your preceptor. Evaluate these goals weekly.
- ◆ Take the initiative to assure all competencies are completed.
- ◆ No use of computers for e-mail or web access during supervised practice unless it is a direct need for an assignment
- ◆ No use of cell phones on supervised practice time, no exceptions.

E*Value

- ◆ Complete time tracking every day at the end of your work day.
- ◆ Track all competencies completed and upload examples of your work.
- ◆ Complete your site evaluation and your preceptor evaluation for each rotation.
- ◆ Make sure your preceptor has access to E*Value and if not, communicate in a timely fashion to faculty.

Supervised Practice V: Culminating

MDN 6589

3 Semester credit hours

Class Schedule: Date/Time

Faculty:

Office Hours: Upon Request

Course Description: Supervised practice experience in a specific health care system with outpatient and inpatient emphasis to achieve professional competencies. The student works under the direction of Registered Dietitians and the supervision of MDN faculty.

Course Objectives:

At the completion of this course, students will:

1. Select indicators of program quality and/or customer service and measure achievement of objectives. (ACEND CRDN 1.1)
2. Apply evidence-based guidelines, systematic reviews and scientific literature. (ACEND CRDN 1.2)
3. Justify programs, products, services and care using appropriate evidence or data. (ACEND CRDN 1.3)
4. Evaluate emerging research for application in nutrition and dietetics practice. (ACEND CRDN 1.4)
5. Conduct projects using appropriate research methods, ethical procedures and data analysis. (ACEND CRDN 1.5)
6. Practice in compliance with current federal regulations and state statutes and rules, as applicable, and in accordance with accreditation standards and the Scope of Nutrition and Dietetics Practice and Code of Ethics for the Profession of Nutrition and Dietetics. (ACEND CRDN 2.1)
7. Demonstrate professional writing skills in preparing professional communications. (ACEND CRDN 2.2)
8. Demonstrate active participation, teamwork and contributions in group settings. (ACEND CRDN 2.3)
9. Function as a member of interprofessional teams. (ACEND CRDN 2.4)
10. Assign duties to NDTRs and/or support personnel as appropriate. (ACEND CRDN 2.5)
11. Refer clients and patients to other professionals and services when needs are beyond individual scope of practice. (ACEND CDRN 2.6)
12. Apply leadership skills to achieve desired outcomes. (ACEND CRDN 2.7)
13. Participate in professional and community organizations. (ACEND CRDN 2.9)
14. Demonstrate professional attributes in all areas of practice. (ACEND CRDN 2.10)
15. Show cultural competence/sensitivity in interactions with clients, colleagues and staff. (ACEND CRDN 2.11)
16. Practice and/or role play mentoring and precepting others. (ACEND CRDN 2.15)
17. Perform the Nutrition Care Process and use standardized nutrition language for individuals, groups and populations of differing ages and health status, in a variety of settings. (ACEND CRDN 3.1)
18. Conduct nutrition focused physical exams. (ACEND CRDN 3.2)
19. Demonstrate effective communications skills for clinical and customer services in a variety of formats and settings. (ACEND CRDN 3.3)
20. Design, implement and evaluate presentations to a target audience. (ACEND CRDN 3.4)
21. Develop nutrition education materials that are culturally and age appropriate and designed for the literacy level of the audience. (ACEND CRDN 3.5)
22. Use effective education and counseling skills to facilitate behavior change. (ACEND CRDN 3.6)

23. Develop and deliver products, programs or services that promote consumer health, wellness and lifestyle management. (ACEND CRDN 3.7)
24. Deliver respectful, science-based answers to client questions concerning emerging trends. (ACEND CRDN 3.8)
25. Coordinate procurement, production, distribution and service of goods and services, demonstrating and promoting responsible use of resources. (ACEND CRDN 3.9)
26. Develop and evaluate recipes, formulas and menus for acceptability and affordability that accommodate the cultural diversity and health needs of various populations, groups and individuals. (ACEND CRDN 3.10)
27. Conduct clinical and customer service quality management activities. (ACEND CRDN 4.3)
28. Apply current nutrition informatics to develop, store, retrieve and disseminate information and data. (ACEND CRDN 4.4)
29. Explain the process for coding and billing for nutrition and dietetics services to obtain reimbursement from public or private payers, fee-for-service and value-based payment systems. (ACEND CRDN 4.9)
30. Analyze risk in nutrition and dietetics practice. (ACEND CRDN 4.10)
31. Prepare a plan for professional development according to Commission on Dietetic Registration guidelines. (ACEND CRDN 2.13)

Required Texts:

Required AND Membership:

American Dietetic Association Student Membership. <http://eatright.org>

Nutrition Care Manual from the American Dietetic Association. <http://Nutritoncaremanual.org>

Nelms, Sucher, Lacey. Nutrition Therapy and Pathophysiology. 3e Belmont CA: Cengage. 2016. ISBN 0-534-62154-6

Online International Dietetics and Nutrition Terminology Reference Manual: Standardized Language for the Nutrition Care Process (2016)

Grading Policy:

- This course is graded satisfactory/unsatisfactory. To facilitate the evaluation process, the student is responsible for making an appointment with the dietitian preceptor to review progress at the midpoint as well as at the end of the supervised practice experience. To pass the course:
- The student must perform all of the objectives or activities in a satisfactory manner as evaluated by the preceptor.
- Complete documentation and evidence for competencies completed during this rotation on E*Value.
- Submit a preceptor evaluation on E*Value.
- Achieve a score of satisfactory or better on professional, ethical, and leadership behaviors as measured by the evaluation instrument.
- Attendance for all faculty-led weekly clinical discussions.
- Development and presentation of case study pertinent to this clinical rotation.

Graded Item Descriptions:

- See Modules in Carmen for overview of each assignment.

Course Policies:

- **All School and Program course policies apply to this course.**
- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
 - Self-Service and Chat support: <http://ocio.osu.edu/selfservice> • Phone: 614-688-HELP (4357)
 - Email: 8help@osu.edu • TDD: 614-688-8743

- **Academic Misconduct –**

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct."

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accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

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Weekly Course Schedule – Dependent on assigned site.

Your preceptor will determine your specific work hours. You are required to be flexible to assure that all work that is assigned to you is completed and that some days will be longer than others.

All schedule changes **MUST BE CLEARED with the faculty member** prior to discussing with the preceptor at the clinical site. **NO EXCEPTIONS.**

All personal appointments have to be made outside of the work day. Supervised practice takes priority over any work schedule.

Clinical Discussions: Weekly with faculty.

The policy for this course is that the student will notify the instructor and the preceptor by phone or e-mail, *prior to the start of supervised practice* if the student will be LATE or ABSENT. Time missed will need to be made up. Please be aware of the weather in Ohio, you are expected to be at your supervised practice based upon your site's schedule.

Important General Information

- ◆ Contact your preceptor and the MDN faculty directly for absences, or if you will be late on a

- given day.
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 - ◆ Avoid strong perfume or lotions as clients and patients are often sensitive to strong smells.
 - ◆ You are expected to attend all supervised practice weekly classes – these are scheduled during your rotations and you will receive a schedule for all dates prior to the onset of your rotations.

Bring to Supervised Practice

- ◆ Lab coat, name tag
- ◆ Calculator (or two)
- ◆ Clinical Notebook
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Expectations: Required Compliance with all components of the MDN Handbook

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Nutrition Entrepreneurship, Management and Leadership

3 Credit Hours

Class Schedule:

The Ohio State University

Faculty:

Office Hours: Upon Request

Course Description: Managerial leadership principles for the development /administration of clinical departments in the health care system. Integration of leadership literature and content with facilitated group discussion and learning circles to develop the skills required of leaders.

Course Objectives:

At the completion of this course, students will:

- Describe, understand and apply theoretical models of leadership and management.
- Identify key functions that leaders must manage and review their application in the healthcare environment.
- Review and critique peer-reviewed literature regarding leadership skills and behaviors.
- Critically explore current topics influencing leadership in the workplace.
- Design and participate in collaborative leadership learning circles.
- Initiate self-reflection and self-assessment to guide individual leader development.
- Apply research and leadership skills to support proposed entrepreneurial plan of action.

Grading Policy:

- The University's standard grading scheme used for this course.
- Grades will be available for students to view on the course's CARMEN website

| Graded Item | Points per |
|------------------------------------|------------|
| Strengths Paper | 50 |
| Harvard Business Case Study Review | 50 |
| Synopsis (2) | |
| Creativity/Innovation Group | 100 |
| Entrepreneurial Project | |
| Final Culminating Project | 100 |
| Mid-term and Final Exam | 200 |
| Total | 500 |

Graded Item Descriptions:

- See Modules in Carmen for overview of each assignment.

Course Policies:

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- **Course technology:** For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.
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check Carmen. Unless otherwise noted on the schedule below, grades and/or feedback will be posted 5 business days following the submission of an assignment or exam.

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Weekly Course Schedule

| Week | Topic | Readings | Assignments Due |
|------|--|---|--|
| ONE | Introduction to Leadership and Evolution of Leadership Theory | You Don't Need a Title to be a Leader Chronology of Leadership Study and Practice, 2nd edition. – Chapter 4: Leadership for Health Professionals Theory, Skills, and Applications Gerald R. Ledlow, M. Nicholas Coppola. Jones and Bartlett Learning, 2014. | Small Group Activity: Leaders in History – Small Group Activity <ul style="list-style-type: none"> ○ Choose a Leader in History ○ Ideas: Nelson Mandela, Mother, Teresa, George Patton, Napoleon, Lincoln, Martin Luther King, Steve Jobs ○ Why were they a leader? Describe their situation. ○ Why did their style work at that time? ○ Great man, behavioral or situational leadership style ○ Describe 1 of Sanborn's Six Leadership Principles and how did it work for them? |
| TWO | Personal Leader Behaviors and Competencies | Required Reading: <ul style="list-style-type: none"> • Leadership Competencies – Society for Human Resource Management Website • Haden, J. The one attitude every successful person has. LinkedIn. June 29, 2015. • Petrie, N. Future trends in leadership development. Center for Creative Leadership. 2014 (white paper) • Watkins, M. How managers become leaders. Harvard Business Review June 2012. | Small Group Activity: Compare and contrast required current and future leadership competencies (skills) and leadership development process <input type="checkbox"/> Compare and contrast leader |

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| | | | development programs – Ford Motor Company, Johns Hopkins University and Google |
| THREE | Leadership Styles – Deep Dive | <p>Rooke, D.; Torbert, W. Seven transformations of leadership.</p> <p>Russell, R.; Stone, A. A review of servant leadership attributes: developing a practical model. <i>Leadership and Organization Development</i> 23 (3): 145-157.</p> <p>Stone, A.; Russell, R.; Patterson, K. Transformational versus servant leadership: a difference in leadership focus. <i>Leadership and Organization Development</i> 25(4): 349-361.</p> <p>Metcalf, M. Level 5 Leadership: Leadership that transforms organizations and creates sustainable results. March 2008. www.integralleadershipreview.com</p> | <p>Small Group Activity: Review, describe and compare leadership styles for a character in a popular TV show</p> <p>Review different leadership styles – servant leadership; level 5 leaders; transactional and transformational leadership</p> |
| FOUR | Strengths Based Leadership | <p>Review strengths based approach to personal, career and academic achievement</p> <p>Review use of strengths in team development</p> <p>Complete strengths assessment prior to class</p> | <p>Supplemental Reading:</p> <p><input type="checkbox"/> Strengths Based Leadership; StrengthsCenter YouTube Channel</p> <p>REQUIRED HOMEWORK:</p> <p>Using my strengths Paper. Due next week by class time.</p> |
| FIVE | Decision Making | <p>Guerra-Lopez, I.; Blake, A. Leadership decision making and the use of data. <i>Performance Improvement Quarterly</i> 24(2): 89-104.</p> <p>Guinn, S.; Williamson, G. Eight habits of critical thinkers. June 2014. www.amanet.org</p> <p>Hammond, J.; Keeney, R.; Raiffa, H. <i>Smart Choices – A practical guide to decision making.</i> Chapter 1 and 11. Harvard Business School Press, 1999. Available as ebook through library.</p> | <p>Small Group Activity: Review of decision making, behaviors and approaches</p> <p><input type="checkbox"/> Small Group Activity: Decision Making – Real World Decision by a Company – Do a retroactive review using decision making points discussed in class. Did it achieve their <i>desired outcome</i>?</p> |

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| SIX | Teams and Motivation | <p>Pentland. The New Science of Building Great Teams. Harvard Business Review. April 2012.</p> <p>T. Amabile, S. Kramer. The Power of Small Wins . Harvard Business Review. May 2011.</p> <p>C. Porath. Half of Employees Don't Feel Respected by their Bosses. Harvard Business Review. November 2014</p> <p>Watkins, M. Leading the Team You Inherit. Harvard Business Review. June 2016.</p> | <p>Review key information about teams, building teams and motivations</p> <p><input type="checkbox"/> Group Discussion-</p> <p>Harvard Business Case Study - Leading Change in the General Surgery Unit</p> |
| Seven | Communication, Feedback and Interpersonal Skills | <p>. Barrett. Strong communication skills a must for today's leaders. Handbook of Business Strategy, Vol 7 (1): 385-390, 2006.</p> <p>M. Myatt. 10 Communication Secrets of Great Leaders. Forbes. April 14, 2012.</p> <p>Amy Cuddy. Your Body Language Shapes Who You Are. TED talks. (TED Global). June 2012.</p> <p>Carmello Gallo, Message Map: How to pitch anything in 15 seconds. YouTube video: https://www.youtube.com/watch?v=phyU2BThK4Q</p> <p>Center for Creative Leadership. 10 common mistakes in giving feedback. Video http://www.ccl.org/leadership/</p> <p>J. Smith, V. Giange. 11 Email etiquette rules every professional should know. Business Insider Sept. 3, 2014.</p> <p>MIDTERM EXAM</p> | <p>Review key information about communication, leadership communication framework, and persuasive communication</p> <p><input type="checkbox"/> Analyze nonverbal behaviors and impact on communication</p> <p><input type="checkbox"/> Utilize different mediums to provide feedback about messages</p> <p><input type="checkbox"/> 2 person activity: Develop your own message map, present and Discuss keys to emotional intelligence and methods to manage yourself during interactions</p> <p>Discuss impact of EQ on leadership</p> <p>How will EQ impact others</p> <p>SelfAssessment- EQ Activities: Choices, Consequences and <u>Dilemmas – Small</u></p> |
| EIGHT | Emotional Intelligence and Managing Yourself and Others | <p>Choices, Consequences and Dilemmas Podcast. Center for Creative Leadership. (website)</p> <p>Bregman, P. 3 Ways to Stop Yourself from Being Passive Aggressive. Harvard Business Review June 2016.</p> <p>Bradberry, T. These Types of People Never Succeed at Work. LinkedIn Pulse article. June 2016.</p> <p>The Explainer: Emotional Intelligence. Harvard Business Review Video. August 2015.</p> <p>Reardon, K. 7 Things to Say When a Conversation Turns Negative. Harvard Business Review. May 2016</p> <p>Supplemental Reading:</p> | <p>Discuss impact of EQ on leadership</p> <p>How will EQ impact others</p> <p>SelfAssessment- EQ Activities: Choices, Consequences and <u>Dilemmas – Small</u></p> |

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| | | Bradberry, T., Greaves, J. Emotional Intelligence 2.0. | group activity discussion EQ Self-Assessment and Small Group Discussion |
| NINE | Strategic Vision/Development and Appreciative Inquiry | Richer, MC, Ritchie, J, Marchionni, C. "If we can't do more, let's do it differently!" : using appreciative inquiry to promote innovative ideas for better health care work environments. Simon Sinek. TED Talks. Start with Why. Porter, M. What is Strategy? Harvard Business Review Nov-Dec 1996. Mintzberg, H. The fall and rise of strategic planning. Harvard Business Review Jan-Feb 1994. Rohm, H. Is there any strategy in your strategic plan? Balanced Scorecard Institute, 2008. | Review strategy, strategic planning logic and developing vision Discuss strategy maps, outcomes and process for development Review appreciative inquiry research, approach and integration into practice Facilitated Group Discussion: -Strategic Plan Development Review how leaders set the stage for creativity and innovation Discuss why creativity and innovation will be a critical leadership skill set Small Group Activity Creativity/Innovation to get the brain going Identify a new group project or task— setting up small business model activity based on campus etc. They bring back that night |
| TEN | Creativity and Innovation | Linda Hill. TED Talk. How to manage for collective creativity. (show in class) Linkner, J. 5 common myths about creativity. Forbes.com October 2015. Harvard Business Review articles – design thinking and creativity | |
| Eleven | Leading Change | Kotter, J. Accelerate! Harvard Business Review. November 2012. Battilana, J., Casciaro, T. The network secrets of great change agents. Harvard Business Review. July – August 2013. | Review operating systems that support change Discuss formal and informal networks of change |

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| | | <p>Dinwoodie, D. Pasmore, W., Quinn, L., Rabin, R. Navigating Change: A Leader's Role. Center for Creative Leadership. White paper. (website access). 2015</p> <p>Katzenbach, J., Steffen, I., Kronley, C. Cultural change that sticks. Harvard Business Review. July – August 2012.</p> | <p>Review types of change required and networks that best support change</p> <p>Assess the impact of culture on change</p> <p>Small group activity: Review current change process</p> |
| TWELVE | Execution and Performance Management | <p>Maubossin, M. The True Measures of Success. Harvard Business Review October 2012.</p> <p>Executive Overview: 4 disciplines of execution. YouTube. Franklin Covey (16:00 min)</p> <p>Schawabel, D. 4 Disciplines of Business Execution Forbes April 2012</p> <p>Goldsmith, M. 6 part structure for giving clear and actionable feedback. Harvard Business Review. August 2015</p> <p>Finnegan, D. 6 tips for using metrics in performance reviews. www.inc.com Feb 2015</p> | <p>Review and discuss development of performance statistics</p> <p>Identify common resources for healthcare statistics</p> <p>Review and discuss 4 disciplines of execution (Steven Covey)</p> <p>Use Discipline of Accountability to discuss performance management Performance Management – Sample Case discussion - Group</p> |
| THIRTEEN | Pulling It All Together | <p>Groups of 3 or 4.</p> <p>Pick a movie, book or TV show – and complete a 35 – 40 minute presentation for the class on the last night of class</p> <p>Demonstrate the development of a character in the plot and identify their leadership behaviors</p> <p>Characterize the type of leader behavior they exhibit; reasons rationale and show examples of how this happens – Leadership Styles. Bring in an additional reference for type of leader style than those referenced in class.</p> <p>Incorporate at least two additional content topics from the class – decision making, creativity as examples and further develop how their leadership style impacted outcomes. Can use additional resources than those listed in class</p> <p>The group needs to effectively tell the leader story through visual and verbal communication. Think beyond PowerPoint to effectively tell the story.</p> <p>Evaluated on content, application of knowledge, communication, and team work skills.</p> | |

After presentation, class will provide feedback

FOURTEEN Group Presentations Entrepreneurial Project Plan due

FIFTEEN Final exam

Appendix XIX

The Ohio State University

(A Component Unit of the State of Ohio)

Financial Statements

**As of and for the Years Ended June 30, 2018 and 2017
And Report of Independent Auditors**

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Report of Independent Auditors

To the Board of Trustees of
The Ohio State University
Columbus, Ohio:

We have audited the financial statements of the primary institution and of the aggregate discretely presented component units, which collectively comprise The Ohio State University (the "University"), appearing on pages 22 to 88, which consist of the statements of net position as of June 30, 2018 and June 30, 2017, the related statements of revenues, expenses and other changes in net position and of cash flows for the years then ended, and the related notes to the financial statements, which collectively comprise the University's basic financial statements. The University is a component unit of the State of Ohio.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on the financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the University's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the primary institution and the aggregate discretely presented component units of the University as of June 30, 2018 and June 30, 2017, and the respective changes in financial position and cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note 1 to the basic financial statements, the University changed the manner in which it accounts for postemployment benefits other than pensions and the manner in which it accounts for irrevocable split-interest agreements in 2018. Our opinion is not modified with respect to this matter.

Other Matters

Required Supplementary Information

The accompanying management's discussion and analysis on pages 3 through 21, the Required Supplementary Information on GASB 68 Pension Liabilities on page 89 and the Required Supplementary Information on GASB 75 Net OPEB Liabilities on page 90 are required by accounting principles generally accepted in the United States of America to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audits were conducted for the purpose of forming opinions on the financial statements that collectively comprise the University's basic financial statements. The accompanying other information on the long-term investment pool on pages 91 through 92 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated November X, 2018 on our consideration of the University's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters for the year ended June 30, 2018. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the effectiveness of the entity's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the University's internal control over financial reporting and compliance.

November X, 2018

Management's Discussion and Analysis (Unaudited)

The following Management's Discussion and Analysis, or MD&A, provides an overview of the financial position and activities of The Ohio State University (the "university") for the year ended June 30, 2018, with comparative information for the years ended June 30, 2017 and June 30, 2016. We encourage you to read this MD&A section in conjunction with the audited financial statements and footnotes appearing in this report.

About The Ohio State University

The Ohio State University is the State of Ohio's flagship research institution and one of the largest universities in the United States of America, with over 66,000 students, 7,000 faculty members and 26,000 staff members. Founded in 1870 under the Morrill Land Grant Act, the university – which was originally known as the Ohio Agricultural and Mechanical College -- has grown over the years into a comprehensive public institution of higher learning, with over 200 undergraduate majors, 166 master's degree programs, 120 doctoral programs and nine professional degree programs.

The university is governed by a board of trustees who are responsible for oversight of academic programs, budgets, general administration, and employment of faculty and staff. The university's 15 colleges, four regional campuses, the Wexner Medical Center and various academic support units operate largely on a decentralized basis. The Board approves annual budgets for university operations, but these budgets are managed at the college and department level.

The Ohio State University Wexner Medical Center ("the Medical Center") is one of the largest and most diverse academic medical centers in the country and the only academic medical center in central Ohio. As a part of the Wexner Medical Center, the Health System operates under the governance of The Ohio State University Board of Trustees and is comprised of seven hospitals and a network of ambulatory care locations. The Health System provides care across the spectrum from primary care to quaternary specialized care. Key clinical care locations and facilities at the Health System include:

- **University Hospital:** the Medical Center's full-service tertiary care facility that provides care to patients throughout the region.
- **Arthur G. James Cancer Hospital and Solove Research Institute ("The James"):** one of only 49 National Cancer Institute-designated Comprehensive Cancer Centers.
- **Richard M. Ross Heart Hospital ("The Ross"):** The Ross is the only hospital in central Ohio nationally ranked in cardiology and heart surgery by U.S.News & World Report.
- **OSU State Harding Hospital:** provides the most comprehensive behavioral healthcare services in central Ohio.
- **University Hospital East:** a full service community hospital.
- **Dodd Hall:** a 60-bed inpatient rehabilitation facility.
- **Brain and Spine Hospital:** provides comprehensive neuroscience care to improve prevention, detection and treatment of brain and spine disorders.
- **Ambulatory Services:** a network of community-based primary and subspecialty care facilities.

Management's Discussion & Analysis (Unaudited) - continued

The Health System provided services to approximately 64,500 adult inpatients and 1,800,000 outpatients during fiscal year 2018 and 61,700 adult inpatients and 1,764,000 outpatients during fiscal year 2017.

The following financial statements reflect all assets, liabilities, deferred inflows/outflows and net position (equity) of the university, the Ohio State University Wexner Medical Center, the Ohio Agricultural Research and Development Center (OARDC) and the Ohio Technology Consortium (OH-TECH), which is an umbrella organization that includes the Ohio Academic Resources Network (OARnet), the Ohio Supercomputer Center and the Ohio Library and Information Network (OhioLINK). These entities constitute the "primary government" for financial reporting purposes. In addition, the financial statements include consolidated financial results for a number of "component units", which are legally separate entities that meet the financial accountability criteria set forth in Governmental Accounting Standards Board (GASB) Statement No. 14, *The Financial Reporting Entity*, as amended by GASB Statement No. 61, *The Financial Reporting Entity: Omnibus* and Statement No. 80, *Blending Requirements for Certain Component Units—an amendment of GASB Statement No. 14*.

The following component units are considered to "exclusively benefit" the university and are shown in a blended presentation with the primary government:

- The OSU Foundation (a fundraising foundation operating exclusively for the benefit of the university)
- OSU Health Plan (a non-profit organization – formerly known as OSU Managed Health Care Systems – that administers university health care benefits)
- Oval Limited (captive insurer that provides medical malpractice coverage to university hospitals and physicians)

The GASB has indicated that, under the amended consolidation standards, the "exclusive benefit" criterion for blending is not met when a component unit provides services to parties external to the primary government. As a result, the university presents the following component units in a discrete presentation:

- OSU Physicians, Inc. (the practice group for physician faculty members of the Colleges of Medicine and Public Health)
- Campus Partners for Community Urban Redevelopment (a non-profit organization participating in the redevelopment of neighborhoods adjacent to the main Columbus campus)
- Transportation Research Center, Inc. (an automotive research and testing facility in East Liberty, Ohio)
- Dental Faculty Practice Association (the practice group for faculty members of the College of Dentistry)

Condensed financial information for both blended and discretely presented component units is provided in the Notes to the Financial Statements. The university is considered a component unit of the State of Ohio and is included in the State of Ohio's Comprehensive Annual Financial Report.

Management's Discussion & Analysis (Unaudited) - continued

About the Financial Statements

The university presents its financial statements in a "business type activity" format, in accordance with GASB Statement No. 34, *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments* and GASB Statement No. 35, *Basic Financial Statements – and Management's Discussion and Analysis – for Public Colleges and Universities – an amendment of GASB Statement No. 34*. In addition to this MD&A section, the financial statements include a Statement of Net Position, a Statement of Revenues, Expenses and Other Changes in Net Position, a Statement of Cash Flows and Notes to the Financial Statements. Separate columns are presented for the primary institution (which includes the primary government and the blended component units), discretely presented component units and the total university. Unless otherwise specified, the amounts presented in this MD&A are for the primary institution.

The **Statement of Net Position** is the university's balance sheet. It reflects the total assets, deferred outflows, liabilities, deferred inflows and net position (equity) of the university as of June 30, 2018, with comparative information as of June 30, 2017. Liabilities due within one year, and assets available to pay those liabilities, are classified as current. Other assets and liabilities are classified as non-current. Investment assets are carried at fair value. Capital assets, which include the university's land, buildings, improvements, and equipment, are shown net of accumulated depreciation. Net position is grouped in the following categories:

- Net investment in capital assets
- Restricted – Nonexpendable
- Restricted – Expendable
- Unrestricted

In addition to assets, liabilities and net position, the university's balance sheet includes deferred outflows of resources and deferred inflows of resources. Deferred outflows are similar to assets and will be recognized as expense in future periods. Deferred inflows are similar to liabilities and will be recognized as revenue (or reductions of expense) in future periods.

The **Statement of Revenues, Expenses and Other Changes in Net Position** is the university's income statement. It details how net position has increased (or decreased) during the year ended June 30, 2018, with comparative information for the year ended June 30, 2017. Tuition revenue is shown net of scholarship allowances, patient care revenue is shown net of contractual allowances, charity care and bad debt expense, depreciation is provided for capital assets, and there are required subtotals for net operating income (loss) and net income (loss) before capital contributions and additions to permanent endowments.

It should be noted that the required subtotal for net operating income or loss generally will reflect a "loss" for state-supported colleges and universities. This is primarily due to the way operating and non-operating items are defined under GASB Statement No. 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities That Use Proprietary Fund Accounting*. Operating expenses include virtually all university expenses, except for interest on long-term debt and certain investment management expenses. Operating revenues, however, *exclude* certain significant revenue streams that the university

Management's Discussion & Analysis (Unaudited) - continued

and other public institutions have traditionally relied upon to fund current operations, including state instructional support, current-use gifts and investment income.

The **Statement of Cash Flows** details how cash has increased (or decreased) during the year ended June 30, 2018, with comparative information for the year ended June 30, 2017. It breaks out the sources and uses of university cash into the following categories:

- Operating activities
- Noncapital financing activities
- Capital financing activities
- Investing activities

Cash flows associated with the university's expendable net position appear in the operating and noncapital financing categories. Capital financing activities include payments for capital assets, proceeds from long-term debt and debt repayments. Purchases and sales of investments are reflected as investing activities.

The **Notes to the Financial Statements**, which follow the financial statements, provide additional details on the numbers in the financial statements. Behind the notes is a section that provides required supplementary information related to pensions and other post-employment benefits and other information on the university's Long-Term Investment Pool.

Financial Highlights and Key Trends

On April 10, 2017, the university entered into a 50-year comprehensive energy management agreement with Ohio State Energy Partners (OSEP) and received a \$1.09 billion upfront payment upon settlement on July 6, 2017. \$820 million of the upfront proceeds have been invested in the university's Long Term Investment Pool as of June 30, 2018. The remainder of the upfront proceeds will be used to finance capital projects. The upfront payment is reflected as an advance from concessionaire on the university's Statement of Net Position and is being amortized as a reduction to operating expense over the 50-year term of the agreement.

On July 1, 2017, the university implemented GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*. The adoption of the new standard – which requires employers participating in cost-sharing multi-employer retirement plans to recognize a share of the retirement plans' unfunded other postemployment benefit (OPEB) liabilities – resulted in a \$1.22 billion reduction in the university's opening unrestricted net position. The net OPEB liability recognized by the university at June 30, 2018 was \$1.25 billion.

Excluding the cumulative effect of the adoption of GASB 75, total net position for the primary institution increased \$1.05 billion in Fiscal Year 2018, primarily due to a combination of strong Health System operating results, increases in the fair value of university investments and a reduction in net pension liabilities.

Management's Discussion & Analysis (Unaudited) - continued

Demand for an Ohio State education and outcomes for students remain strong. 66,444 students were enrolled in Autumn 2017, up 398 students compared to Autumn 2016. 94% of the freshmen enrolled in Autumn 2016 returned to OSU in Autumn 2017. Over 62% of students graduated within four years, and over 82% graduated within six years.

The following sections provide additional details on the university's 2018 financial results and a look ahead at significant economic conditions that are expected to affect the university in the future.

Statement of Net Position

| Summary Statement of Net Position <i>(in thousands)</i> | | | |
|---|----------------------|----------------------|----------------------|
| | 2018 | 2017 | 2016 |
| Cash and temporary investments | \$ 3,023,554 | \$ 2,230,609 | \$ 1,971,929 |
| Receivables, inventories, prepaids and other current assets | 845,332 | 757,389 | 709,872 |
| Total current assets | 3,868,886 | 2,987,998 | 2,681,801 |
| Restricted cash | 564,656 | 666,032 | 802,707 |
| Noncurrent notes and pledges receivable, net | 112,019 | 108,073 | 106,629 |
| Long-term investment pool | 5,211,434 | 4,253,459 | 3,616,562 |
| Other long-term investments | 163,946 | 143,638 | 132,971 |
| Capital assets, net of accumulated depreciation | 5,043,222 | 4,883,584 | 4,852,433 |
| Total noncurrent assets | 11,095,277 | 10,054,786 | 9,511,302 |
| Total assets | 14,964,163 | 13,042,784 | 12,193,103 |
| Deferred outflows | 737,903 | 1,012,937 | 698,125 |
| Total assets and deferred outflows | \$ 15,702,066 | \$ 14,055,721 | \$ 12,891,228 |
| Accounts payable and accrued expenses | \$ 579,363 | \$ 524,754 | \$ 469,216 |
| Deposits and advance payments for goods and services | 274,401 | 223,880 | 216,372 |
| Current portion of bonds, notes and lease obligations | 640,589 | 651,984 | 658,418 |
| Other current liabilities | 105,021 | 87,708 | 94,883 |
| Total current liabilities | 1,599,374 | 1,488,326 | 1,438,889 |
| Noncurrent portion of bonds, notes and lease obligations | 2,582,017 | 2,640,142 | 2,714,842 |
| Net pension liability | 2,548,009 | 3,565,362 | 2,794,626 |
| Net other post-employment benefits liability | 1,249,521 | - | - |
| Advance from concessionaire | 1,046,342 | - | - |
| Other noncurrent liabilities | 366,344 | 366,057 | 401,708 |
| Total noncurrent liabilities | 7,792,233 | 6,571,561 | 5,911,176 |
| Total liabilities | 9,391,607 | 8,059,887 | 7,350,065 |
| Deferred inflows | 972,224 | 484,007 | 599,373 |
| Net investment in capital assets | 2,376,795 | 2,259,207 | 2,282,647 |
| Restricted: | | | |
| Nonexpendable | 1,551,278 | 1,473,074 | 1,361,274 |
| Expendable | 1,328,793 | 1,190,162 | 905,520 |
| Unrestricted | 81,369 | 589,384 | 392,349 |
| Total net position | 5,338,235 | 5,511,827 | 4,941,790 |
| Total liabilities, deferred inflows and net position | \$ 15,702,066 | \$ 14,055,721 | \$ 12,891,228 |

Management's Discussion & Analysis (Unaudited) - continued

During the year ended June 30, 2018, **cash and temporary investment** balances increased \$793 million, to \$3.02 billion, primarily due to strong healthcare operating cash flows and upfront proceeds from the energy agreement held for future capital projects. Amounts shown as restricted cash consist primarily of unspent proceeds from the General Receipts Bonds, which are being used to fund various capital projects. Restricted cash balances decreased \$101 million, to \$565 million at June 30, 2018, reflecting application of bond proceeds to capital projects. The Statement of Cash Flows, which is discussed in more detail below, provides additional information on sources and uses of university cash.

Accounts receivable, net of allowances, increased \$43 million, to \$619 million at June 30, 2018, primarily due to increases in patient care receivables of the Health System. **Inventories and prepaid expenses** increased \$26 million, to \$125 million at June 30, 2018, primarily due to increases in Medical Center pharmacy inventories and OARnet (Ohio Academic Resources Network) purchases of software for resale.

The fair value of the university's **long-term investment pool** (LTIP) increased \$958 million, to \$5.21 billion at June 30, 2018. The increase is primarily due to the investment of \$820 million of the upfront proceeds from the energy agreement and \$336 million increase in the fair value of LTIP investments. These increases were partially offset by \$202 million in distributions. The long-term investment pool operates similar to a mutual fund, in that each named fund is assigned a number of shares in the pool. It includes the gifted endowment funds of the university, gifted endowment funds of the OSU Foundation, and unrestricted funds that have been internally designated to function as endowments. The pool is invested in a diversified portfolio of equity and fixed-income securities, partnerships and hedge funds that is intended to provide the long-term growth necessary to preserve the value of these funds, adjusted for inflation, while making distributions to support the university's mission.

The university has established a **securities lending program** through its custodian bank for the long-term investment pool. Securities loaned by the university are secured by collateral in the form of cash, equity, U.S. government obligations, and foreign government/private debt. The portion of this collateral that was received in cash increased \$24 million, to \$40 million at June 30, 2018, reflecting an increase in securities lending activity in 2018. These balances are reported in the Statement of Net Position as a current asset and a corresponding current liability.

Other long-term investments are non-unitized investments that relate primarily to gift arrangements between donors and the OSU Foundation and long-term investments of operating funds. These investments increased \$20 million, to \$164 million, at June 30, 2018.

Capital assets, which include the university's land, buildings, improvements, equipment and library books, grew \$160 million, to \$5.04 billion at June 30, 2018. University capital expenditures totaled \$498 million in 2018, including \$188 million of capital expenditures for the Wexner Medical Center Health System. The university depreciates its capital assets on a straight-line basis, using estimated useful lives ranging from 5 years (for computer equipment and software) to 100 years (for certain building components such as foundations). Depreciation expense increased \$20 million, to \$394 million in 2018.

Management's Discussion & Analysis (Unaudited) - continued

As part of the long-range plan to redevelop the Mirror Lake District, renovations were completed in the spring of 2018 to Pomerene Hall, Oxley Hall, and Baker Commons to house the translational data analytics and History of Art programs. The \$59 million project was funded by more than \$50 million in capital grants from the State of Ohio. Smith Laboratory received more than \$14 million in electrical and HVAC upgrades. New facilities constructed on regional campuses include a \$15 million science and engineering building in Marion, a \$14 million residence hall in Newark, and a \$5 million student life facility in Lima.

Major infrastructure improvements completed in 2018 included an \$11 million project to provide return condensate lines from the James Cancer Center, Jennings Hall, Postle Hall, and Aronoff Laboratory.

In addition, several major construction projects are currently underway or in advanced planning stages, including:

- Postle Hall – Construction is underway on the \$98 million project to construct a 130,000 square foot dental facility for student pre-clinical labs and patient clinics, an ambulatory surgery center, a faculty practice, a radiology clinic, and a sterilization facility. The project is slated for completion in the spring of 2020.
- Cannon Drive – The \$52 million project between King Avenue and John Herrick Drive will straighten and elevate the road out of the flood plain and create 12 acres of developable land.
- James Cancer Hospital – The \$60 million project will build out shelled space on the 10th and 12th floors to create 72 ICU beds and is slated for completion summer of 2018.
- Koffolt and Fontana Labs – This \$59 million project will provide approximately 124,000 square feet of research labs, teaching labs, classrooms, and departmental offices for Biomedical Engineering and Materials Science Engineering. The facilities are slated for completion in the fall of 2018.
- Airport Enhancements – The \$20 million project will provide for the expansion and modernization of the existing field operations base. The project is in construction phase and is slated for completion in the fall of 2018.
- Covelli Multi-Sport Arena – The \$49 million project will construct a new multi-sport arena to house the men's and women's varsity volleyball teams, and fencing, wrestling, and gymnastics matches. The project is in the construction phase and slated for completion in the spring of 2019.
- Schumaker Student-Athlete Development Complex – The \$42 million project will construct a state-of-the-art athletic training center for weight training and cardio conditioning for use by most of the university's sports programs and will be complete in the fall of 2018.

Management's Discussion & Analysis (Unaudited) - continued

- Ohio Stadium Upgrades – The \$36 million project includes power upgrades completed in 2018 as well as suite box expansion and renovation, C-Deck restoration, and a suite and loge addition to be completed by the summer of 2019. The project is currently in the construction phase.
- Schottenstein Center-North Expansion and Concourse Renovation -- The \$31 million project will renovate the concourse walls and lighting and include an addition to the north end of the facility. The initial phase of the project is slated for completion in fall 2018.

The university's estimated future capital commitments, based on contracts and purchase orders, total approximately \$330 million at June 30, 2018.

Accounts payable and accrued expenses were up \$55 million, to \$579 million at June 30, 2018, primarily due to increases in retirement system contributions payable (up \$30 million) and payables to vendors for supplies and services (up \$28 million). **Deposits and advance payments for goods and services** increased \$51 million, to \$274 million, reflecting increases in unearned revenues related to departmental and auxiliary sales and services (up \$17 million primarily due to advance ticket sales for concerts held in Ohio Stadium), advance payments for sponsored programs (up \$10 million) and recognition of the current portion of the OSEP advance from concessionaire (\$22 million).

On April 10, 2017, the university entered into a 50-year agreement to lease the university's utility system to Ohio State Energy Partners (OSEP) and grant it the exclusive right to operate the utility system and provide utility services to the Columbus campus. On July 6, 2017, the university received an upfront payment of \$1.09 billion. The upfront payment is reported as an **advance from concessionaire** and is being amortized as a reduction to operating expense (Operation and Maintenance of Plant) on a straight-line basis over the term of the agreement.

Under the agreement, OSEP operates, maintains and makes capital investments in the utility system and charges the university a Utility Fee, which includes fixed, variable and operating and maintenance (O&M) components. OSEP capital investments in the utility system are recognized as capital assets and a related **long-term payable to the concessionaire**. The fixed and O&M components of the Utility Fee are recognized as operating expense. The variable component of the Utility Fee will be recognized as a reduction in the long-term payable to the concessionaire and interest expense. For the year ended June 30, 2018, the university recognized fixed and O&M utility fees totaling \$53 million. The carrying amount of OSEP capital investments and related long-term payable to the concessionaire at June 30, 2018 was \$10 million.

University debt, in the form of **bonds, notes and capital lease obligations**, decreased \$70 million, to \$3.22 billion at June 30, 2018. In December 2017, the university issued \$70 million of Series 2017 fixed-rate general receipts bonds. The proceeds of the bond issue were used to refund \$80 million of the university's Series 2008A bonds, resulting in an economic savings of \$11 million. In addition to the refunding, the university made principal payments on bonds and notes payable totaling \$61 million in 2018.

Management's Discussion & Analysis (Unaudited) - continued

The university's plant debt includes variable rate demand bonds that mature at various dates through 2044. GASB Interpretation 1, *Demand Bonds Issued by State and Local Governmental Entities*, provides guidance on the statement of net position classification of these bonds. Under GASB Interpretation 1, outstanding principal balances on variable rate demand bonds may be classified as noncurrent liabilities if the issuer has entered into a "take-out agreement" to convert bonds "put" but not resold into some other form of long-term obligation. In the absence of such an agreement, the total outstanding principal balances for these bonds are required to be classified as current liabilities.

Although it is the university's intent to repay its variable rate demand bonds in accordance with the maturities set forth in the bond offering circulars, the university does not have "take-out agreements" in place per the GASB Interpretation 1 requirements. Accordingly, the university has classified the total outstanding principal balances on its variable rate demand bonds as current liabilities. These obligations totaled \$588 million at June 30, 2018 and 2017, respectively.

GASB Statement No. 68 requires governmental employers participating in defined benefit pension plans to recognize liabilities for plans whose actuarial liabilities exceed the plan's net assets. These liabilities are referred to as net pension liabilities. In FY2018, the university implemented a related accounting standard, GASB Statement No. 75, which requires employers participating in other post-employment benefit (OPEB) plans to recognize liabilities for plans whose actuarial liabilities exceed the plan's net assets. OPEB benefits consist primarily of post-retirement healthcare. The university participates in two multi-employer cost-sharing retirement systems, OPERS and STRS-Ohio, and is required to record a liability for its proportionate share of the net pension and OPEB liabilities of the retirement systems.

In 2018, the university's share of OPERS and STRS-Ohio **net pension liabilities** decreased \$1.02 billion, to \$2.54 billion at June 30, 2018, reflecting reductions in net pension liabilities for both retirement systems. Total net pension liabilities decreased at OPERS primarily due to increases in fiduciary net position -- the OPERS defined benefit investment portfolio had a 16.82% return in calendar year 2017. Total net pension liabilities decreased at STRS-Ohio due to a combination of increases in fiduciary net position (primarily due to a 14.29% investment return in fiscal year 2017) and a reduction in the system's total pension liabilities (primarily due to a reduction in annual cost-of-living adjustments to 0%). Deferred outflows related to pensions decreased \$360 million, to \$632 million at June 30, 2018. Deferred inflows related to pensions increased \$395 million, to \$412 million at June 30, 2018. The overall change in pension deferrals relates primarily to deferrals for projected vs. actual returns on pension plan investments. These deferrals will be recognized as pension expense in future periods.

At June 30, 2018, the university's share of OPERS and STRS-Ohio **net OPEB liabilities** was \$1.23 billion. In addition, the university recognized deferred outflows and deferred inflows related to OPEB of \$88 million and \$101 million, respectively. The cumulative effect of adopting GASB Statement No. 75 was a \$1.22 billion reduction in the university's net position as of July 1, 2017.

Management's Discussion & Analysis (Unaudited) - continued

Total pension and OPEB expense recognized by the university was \$94 million in 2018. Total pension and OPEB expense includes \$336 million of employer contributions, offset by \$241 million related to the net decrease in pension and OPEB liabilities year over year.

It should be noted that, in Ohio, employer contributions to the state's cost-sharing multi-employer retirement systems are established by statute. These contributions, which are payable to the retirement systems one month in arrears, constitute the full legal claim on the university for pension and OPEB funding. Although the liabilities recognized under GASB 68 and GASB 75 meet the GASB's definition of a liability in its conceptual framework for accounting standards, they do not represent legal claims on the university's resources, and there are no cash flows associated with the recognition of net pension and OPEB liabilities, deferrals and related expense.

Deferred inflows primarily consist of changes to OPEB and pension liabilities as explained in the previous paragraphs. Other deferred inflows consist primarily of the unamortized proceeds of the parking service concession arrangement. The parking deferred inflows, which totaled \$426 million at June 30, 2018, are being amortized to operating revenue on a straight-line basis over the 50-year life of the agreement. The remaining balance of deferred inflows relates to deferred gains on debt-related transactions and deferrals for irrevocable split-interest agreements.

Prior-Year Highlights: *In 2017*, the fair value of the university's long-term investment pool increased \$637 million, to \$4.25 billion, primarily due to a combination of \$494 million in net investment income and a \$250 million investment of Wexner Medical Center Health System cash in the pool. Net pension liabilities increased \$771 million, to \$3.57 billion, reflecting a reduction in the discount rate used by OPERS to calculate the pension liability and lower-than-projected investment returns for STRS-Ohio. *In 2016*, the university issued \$600 million in taxable Fixed Rate General Receipts Bonds and \$31 million in tax-exempt Fixed Rate General Receipts Bonds. Net pension liabilities increased \$664 million, to \$2.79 billion, reflecting increases in actuarial liabilities and decreases in fiduciary net position for both STRS-Ohio and OPERS. Cash and temporary investment balances increased \$190 million, to \$1.97 billion, primarily due to strong operating margins at the OSU Health System.

Management's Discussion & Analysis (Unaudited) - continued**Statement of Revenues, Expenses and Other Changes in Net Position**

| Summary of Revenues, Expenses and Changes in Net Position (in thousands) | | | |
|---|---------------------|---------------------|---------------------|
| | 2018 | 2017 | 2016 |
| Operating Revenues: | | | |
| Tuition and fees, net | \$ 935,893 | \$ 927,317 | \$ 884,805 |
| Grants and contracts | 698,847 | 677,361 | 630,858 |
| Auxiliary enterprises sales and services, net | 328,692 | 309,497 | 261,761 |
| OSU Health System sales and services, net | 3,103,891 | 2,853,177 | 2,625,075 |
| Departmental sales and other operating revenues | <u>183,823</u> | <u>204,091</u> | <u>173,882</u> |
| Total operating revenues | 5,251,146 | 4,971,443 | 4,576,381 |
| Operating Expenses: | | | |
| Educational and general | 1,998,007 | 2,431,979 | 2,300,068 |
| Auxiliary enterprises | 322,149 | 313,185 | 254,137 |
| OSU Health System | 2,720,988 | 2,595,797 | 2,251,030 |
| Depreciation | <u>394,461</u> | <u>374,615</u> | <u>351,901</u> |
| Total operating expenses | 5,435,605 | 5,715,576 | 5,157,136 |
| Net operating loss | (184,459) | (744,133) | (580,755) |
| Non-operating revenues (expenses): | | | |
| State share of instruction and line-item appropriations | 475,593 | 473,061 | 456,063 |
| Gifts - current use | 168,209 | 181,212 | 156,737 |
| Net investment income (loss) | 439,154 | 542,819 | (67,043) |
| Grants, interest expense and other non-operating | <u>(7,614)</u> | <u>(38,131)</u> | <u>(9,503)</u> |
| Net non-operating revenue | 1,075,342 | 1,158,961 | 536,254 |
| Income (loss) before other changes in net position | 890,883 | 414,828 | (44,501) |
| State capital appropriations | 83,217 | 68,270 | 36,381 |
| Private capital gifts | 15,470 | 26,762 | 10,422 |
| Additions to permanent endowments | 55,579 | 52,458 | 64,537 |
| Capital contributions and other changes in net position | <u>6,129</u> | <u>7,719</u> | <u>-</u> |
| Total other changes in net position | 160,395 | 155,209 | 111,340 |
| Increase in net position | 1,051,278 | 570,037 | 66,839 |
| Net position - beginning of year | 5,511,827 | 4,941,790 | 4,891,451 |
| Cumulative effect of accounting change | <u>(1,224,870)</u> | <u>-</u> | <u>(16,327)</u> |
| Net position - end of year | <u>\$ 5,338,235</u> | <u>\$ 5,511,827</u> | <u>\$ 4,941,964</u> |

Net **tuition and fees** increased \$9 million, to \$936 million in 2018, primarily due to rate increase of 5% for non-resident surcharge, non-resident enrollment up 5.2%, and 5.5% rate increase for incoming freshman. Gross tuition increased \$29 million due to non-resident fees of \$15 million and instructional fees of \$14 million offset by a \$20 million increase in scholarship allowance. In 2018, the university introduced the Ohio State Tuition Guarantee for new first-year students, which provides incoming undergraduates with more certainty about college costs by setting rates for in-state tuition, mandatory fees, room and board for four years. For incoming freshmen on the Columbus campus, in-state tuition and mandatory fees increased 5.5%, but those rates will not change during a four-year education. Increases in gross tuition were partially offset by a \$20 million increase in scholarship allowances. Total enrollment for the 2017-2018 academic year was up 2.9% over the prior academic year.

Management's Discussion & Analysis (Unaudited) - continued

Operating **grant and contract revenues** increased \$21 million, to \$699 million in 2018. The increase relates primarily to grants from the City of Columbus for the Cannon Drive relocation project (\$15 million) and Jobs Growth Incentive grants provided to the Health System (\$3 million). Other sources of operating grant and contract funding were relatively stable in 2018.

Total **auxiliary revenues** increased \$19 million, to \$329 million in 2018, primarily due to increases in Big Ten television rights fees paid to Athletics (up \$17 million). **Auxiliary expenses** increased \$9 million, to \$322 million, primarily due to increases in cost of sales and travel in Athletics and dining costs in Student Life.

Educational and general expenses decreased \$434 million, or 18%, to \$2.00 billion in 2018. Additional details are provided below.

| Educational and General Expenses <i>(in thousands)</i> | 2018 | 2017 | 2016 |
|---|---------------------|---------------------|---------------------|
| Instruction and departmental research | \$ 1,006,057 | \$ 952,038 | \$ 978,658 |
| Separately budgeted research | 473,463 | 462,514 | 435,692 |
| Public service | 177,325 | 162,807 | 157,119 |
| Academic support | 217,086 | 202,375 | 201,958 |
| Student services | 99,032 | 100,221 | 101,300 |
| Institutional support | 188,735 | 158,761 | 161,288 |
| Operation and maintenance of plant | 118,398 | 89,251 | 99,218 |
| Scholarships and fellowships | 130,363 | 129,267 | 120,785 |
| Non-cash accruals for pensions and other postemployment benefits | (412,452) | 174,745 | 44,050 |
| Total educational and general expense | \$ 1,998,007 | \$ 2,431,979 | \$ 2,300,068 |

The overall decrease in educational and general expense is related to pension accruals. These accruals are allocated to functional expense lines in the Statement of Revenues, Expenses and Other Changes in Net Position, based on pension-eligible salaries. Excluding the \$587 million swing in expenses related to pension accruals, total educational and general expenses increased \$153 million in 2018. **Instruction and departmental research** expenses increased \$54 million, reflecting increases in salaries and benefits. **Institutional support** expenses increased \$30 million, due to a combination of increases in salaries and benefits and \$12 million of transaction costs related to the energy agreement. **Operation and maintenance of plant** expenses increased \$29 million, primarily due to utility fees paid to OSEP, net of amortization of the upfront payment. Utility fees, net of amortization, totaled \$32 million in 2018. The increase associated with OSEP utility fees was partially offset by reductions in electricity costs and repair and maintenance expenses.

Health System operating revenues grew \$251 million, to \$3.10 billion in 2018. Operating expenses (excluding depreciation, interest and transfers) increased \$125 million, to \$2.72 billion. An in-depth look at the Health System, as presented in their stand-alone financial statements, is provided below.

Management's Discussion & Analysis (Unaudited) - continued

The Health System operates 1,400 inpatient beds and serves as a major tertiary and quaternary referral center for Ohio and the Midwest. The Wexner Medical Center delivers superior patient care, quality outcomes, and patient safety and has been recognized by US News and World Report for 26 consecutive years as one of "America's Best Hospitals" with 10 nationally ranked specialties and is Central Ohio's "Best Hospital." The Medical Center's ranked specialties include Cancer, Cardiology & Heart Surgery, Diabetes & Endocrinology, Ear, Nose & Throat, Geriatrics, Nephrology, Neurology & Neurosurgery, Pulmonology, Orthopedics and Urology. The Wexner Medical Center was selected by Becker Hospital Review for its 2018 list of "100 Great Hospitals in America" for excellence in patient care, clinical research, and leadership in innovations. The Health System is proud to be the 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. The Health System works with a dedicated physician group that provides exceptional patient care. Physicians at the Wexner Medical Center were selected by Castle Connolly because they are among the very best in their specialties.

In fiscal 2017, the Health System continued its expansion strategy by opening Outpatient Care Upper Arlington, The Jameson Crane Sports Medicine Institute, and the Brain and Spine Hospital. The Outpatient Care Upper Arlington facility provides high quality and convenient health services from disease prevention and primary care to highly specialized women's health services and beyond. The Jameson Crane Sports Medicine Institute is the Midwest's largest and most advanced sports medicine facility and is the home of innovation and discovery in helping people improve their athletic performance, recover from injury and prevent future injuries. The new state of the art complex integrates research, teaching, clinical care, and performance training in one location. The Brain and Spine Hospital is home to central Ohio's top-ranked Neurology and Neurosurgery program. The new Brain and Spine Hospital combines the talent and resources of doctors and researchers at the Wexner Medical Center's Neurological Institute in one comprehensive hospital. It includes specialized units for stroke care, neurotrauma, traumatic brain injuries, spinal cord injuries, spine surgery, epilepsy, chronic pain, acute rehabilitation, and neurosurgery.

In 2018, the Health System continued with the Medical Center strategy of being "future-focused and driven to improve health in Ohio and across the world through innovation in research, education and patient care" and continued its financial excellence due to increased demand for our services and a continued focus on improving efficiency. Inpatient admissions increased 4.6% compared to the prior year while inpatient beds increased 5.4% compared to the prior year. Outpatient visits increased 2.4% from the previous year. Outpatient visits experienced significant growth in Ambulatory Services. The Jameson Crane Sports Medicine Institute and Upper Arlington outpatient facility along with continued growth in existing programs achieved growth of 6.0% over the prior year for Ambulatory Services.

The Health System experienced higher surgical volumes in 2018, which was nearly 2.0% above the prior year. Service lines contributing to the growth in surgical volumes in 2018 were Cancer, Neurosurgery, Open Heart Surgery, Ophthalmology, Thoracic Surgery, and Trauma/Critical Care/Burn. The growth in surgical volumes contributed to increases in admissions, revenues, and outpatient volumes

Management's Discussion & Analysis (Unaudited) - continued

Total operating revenues grew \$253 million, or 8.9% from the prior year. The growth in operating revenues are a result of strong admissions and increased bed capacity as well as increases related to surgical volumes and outpatient activities.

Approximately 93% of total operating revenues are from patient care activities. Other Operating Revenues are composed of items such as reference labs, cafeteria operations, rental agreements and other sources. To ensure appropriate access and education for outpatients, the Health System operates a Retail Pharmacy due to the increasing complexity and significantly growing number of specialty oral and self-administered pharmaceuticals available for cancer and non-cancer patients. The Retail Pharmacy contributed \$99 million of operating revenues in 2018 and \$93 million in 2017. Additionally, in an effort to broaden medical service and patient access to the underserved population, the Health System is enrolled in the 340B drug pricing program. The 340B Drug pricing program is a federal government program that provides prescription drugs at reduced prices to eligible patients through eligible health care organizations and covered entities. The Health System has partnered with area pharmacies to dispense prescription drugs to eligible patients. The 340B Drug pricing program contributed \$24 million of operating revenues in 2018. Other Operating Revenues also includes a portion of the margin shared with Nationwide Children's Hospital for the management of the Neonatal Intensive Care Unit located at the Health System. The goal of this managed unit was to standardize the care and quality outcomes of all the neonatal patients in Central Ohio. The NICU contributed \$17 million of operating revenues in 2018 and \$16 million in 2017.

Operating expenses increased \$183 million, or 7.0% from 2017 to 2018. The increase in salaries and benefits from 2017 to 2018 is reflective of the increased salaries and a larger workforce due to the additional volumes related to increased bed capacity at University Hospital and the Brain and Spine Hospital as well as continued growth at the James Cancer Hospital and Ambulatory locations. The increase in admissions and beds capacity, strong surgical volumes, as well as strong outpatient pharmacy volume at the James Cancer contributed to the increase in supplies and drugs. The increase in supplies and drugs also includes higher volumes at the Retail Pharmacy and new volume related to the 340B drug pricing program including drug purchases for the partnerships with area pharmacies to dispense prescription drugs to eligible patients. The increase in purchased services from 2017 to 2018 is reflective of increased preventive maintenance costs for information technology and medical equipment as well as an increase in franchise fee for the hospitals, advertising and recruitment. Depreciation increased due to additional equipment purchased for growing capacity at University Hospital and the Brain and Spine Hospital.

Income before other changes in net position was \$271 million in 2018 compared to \$215 million in 2017. Impacts to income before other changes in net position include pension expense of \$117 million in 2018 compared to \$168 million in 2017 reflecting annual accounting for GASB 68. Additionally, OPEB expense was \$41 million in 2018 reflecting annual accounting for GASB 75. Income before other changes in net position for clinical activities was \$430 million in 2018, compared to \$383 million in 2017. The increase in income before other changes in net position is due to increased admissions and bed capacity, increased pharmaceutical

Management's Discussion & Analysis (Unaudited) - continued

activity, a strong patient mix, and maintaining expenses in line with activities throughout the Health System.

The Health System's other changes in net position for fiscal year 2018 includes Medical Center Investments of \$150 million reinvested back into research, education, and programs at the Medical Center. This compares to Medical Center Investments of \$145 million in 2017. Additionally, other changes in net position in 2018 and 2017 include capital contributions of \$19 million and \$18 million, respectively, for hospital projects and capital acquisitions.

The Health System will continue to respond to the challenges and opportunities of healthcare reform, which expanded health insurance coverage through Medicaid expansion as well as creating health exchanges that offer affordable health insurance options. The Health System will continue creating an innovative healthcare delivery model to deliver high value care with an unparalleled patient experience and access. The Health System continues to effectively control and reduce costs of supplies through standardization and strategic sourcing. Cost control will be the most significant challenge facing healthcare and the Health System has established the foundation for effective use of resources.

Revenues and operating expenses of **OSU Physicians, Inc.** (OSUP), the University's central practice group for physician faculty members of the College of Medicine and Public Health, continued to grow in 2018. Total consolidated operating revenues increased \$29 million, to \$525 million, reflecting increases in patient volumes. Total consolidated OSUP expenses (excluding depreciation and interest) increased \$40 million to \$484 million in 2018. These figures are included in the Discretely Presented Component Units columns of the university's financial statements.

Total state operating support was relatively stable in 2018, increasing \$3 million, to \$476 million. **State share of instruction** increased \$4 million, to \$389 million. **State line-item appropriations** decreased \$1 million, to \$87 million.

State capital appropriations increased \$15 million, to \$83 million in 2018, primarily due to increases in spending on the Pomerene Oxley Hall renovation (\$11 million) and the Postle Hall renovation (\$5 million).

Total **gifts** to the university decreased \$21 million, to \$239 million in 2018 due to the end of the *But for Ohio State* fundraising campaign in fiscal year 2017. Decreases in current use and capital gifts were partially offset by a \$3 million increase in endowment gifts. Several colleges and support units received gifts in excess of \$1 million in 2018, including Veterinary Medicine, the Comprehensive Cancer Center, the Cancer Hospital and Research Institute, the College of Medicine, the College of Arts and Sciences, the School of Music, the College of Engineering, the College of Nursing, WOSU Public Media, the Mansfield Campus and the Department of Athletics. During 2018, nearly 270,000 alumni and friends made gifts to the university, up from 267,000 in 2017.

University investments yielded \$439 million of **net investment income** in 2018, down from \$543 million in 2017. In 2018, the university implemented a change in presentation for investment management expenses. These expenses -- which totaled \$64 million and \$55

Management's Discussion & Analysis (Unaudited) - continued

million in 2018 and 2017, respectively, and had previously been reported as Institutional Support expense -- are now being netted against investment income. University management determined that the use of this acceptable alternative accounting presentation is preferable because it improves comparability with other public institutions and better aligns the reporting of net investment income (loss) with the calculation of investment returns.

The fiscal year saw volatility return to the financial markets over concerns of tighter U.S. monetary policy creating a flatter yield curve, the ten-year treasury reaching a 3% yield, U.S. partisan politics, nuclear tensions with North Korea, a strong U.S. dollar, increasing world oil prices and trade policy disruptions with China, Europe and the North American Free Trade Agreement. Offsetting this backdrop was an impactful U.S. fiscal policy, tax reform and deregulation leading to high business confidence, higher corporate earnings, repatriation of corporate cash, rising tax receipts, corporate stock buybacks and rising capex, all supported an improving corporate environment and a strong U.S. real economy. The S&P 500 Index responded with a +14.4% return for the fiscal year. Solid U.S. employment with increasing 401k values led to higher consumer confidence and helped support the U.S. consumer centric economy. The Barclays U.S. Aggregate Bond index returned -0.4% reflecting a relatively flat year for the broader U.S. bond market. The U.S. Federal Reserve separated itself from other world central banks by making the first major move to raise interest rates, which was not followed by other central banks due to weaker international economies. The All Country World Equity Index-excluding the US, which represents the world equity indexes excluding the U.S., returned a lower +7.8%, reflecting their less than robust economies.

The university's long-term investment pool (LTIP) returned +7.7% for the fiscal year ending June 30, 2018. The LTIP outperformed on a relative basis to each of its individual benchmarks for two of its three major asset classes; global equities and fixed income, while real assets underperformed. The LTIP is a diversified portfolio of investments designed to provide steady growth in a risk controlled structure.

Prior-Year Highlights: *In 2017*, OSU Health System consolidated operating revenues increased \$228 million, to \$2.85 billion, reflecting continued volume growth for both inpatient and outpatient services. Auxiliary revenues increased \$48 million, to \$309 million, primarily due to increases in the number of beds in the North Residential District and additional meal plans sold to second-year students, who are now required to live in the campus dorms. Educational and general expenses increased \$129 million, to \$2.49 billion, primarily due to GASB 68 pension accruals. *In 2016*, OSU Health System operating revenues increased \$267 million, to \$2.63 billion, reflecting additional volumes related to the Medical Center Expansion and the new James Cancer Hospital (2016 was the first full fiscal year of operations for these facilities). Educational and general expenses increased \$121 million, to \$2.36 billion. Approximately \$64 million of the overall increase in E&G expense was related to GASB 68 pension accruals. University investments yielded a \$67 million net investment loss.

Management's Discussion & Analysis (Unaudited) - continued**Statement of Cash Flows**

| University Cash Flows Summary <i>(in thousands)</i> | 2018 | 2017 | 2016 |
|--|-------------------|--------------------|-------------------|
| Net cash flows from (used in) operating activities | \$ 1,053,673 | \$ (45,720) | \$ (117,350) |
| Net cash flows from noncapital financing activities | 764,223 | 787,986 | 752,926 |
| Capital appropriations and gifts for capital projects | 94,627 | 82,982 | 46,511 |
| Proceeds from capital debt | 73,885 | 6,430 | 618,242 |
| Payments for purchase or construction of capital assets | (497,962) | (414,606) | (428,966) |
| Principal and interest payments on capital debt and leases, net of federal Build America Bond interest subsidies | (256,514) | (192,914) | (190,501) |
| Net cash flows used in investing activities | (505,508) | (238,980) | (359,070) |
| Net increase (decrease) in cash | <u>\$ 726,424</u> | <u>\$ (14,822)</u> | <u>\$ 321,792</u> |

University cash and cash equivalents increased \$726 million in 2018. Net cash flows from operating and non-capital financing activities increased \$1.08 billion, to \$1.82 billion, primarily due to the receipt of the \$1.09 billion upfront payment from OSEP. Total cash used by capital financing activities was \$586 million, reflecting capital expenditures and payments for debt service. Total cash used by investing activities was \$506 million, reflecting net purchases of long-term investments.

Economic Factors That Will Affect the Future

Guided by our strategic plan, Ohio State is investing in major initiatives to advance our mission as a flagship public research university.

The university's focus on operational excellence and resource stewardship has created dedicated funding sources to support new affordability measures, teaching excellence programs and other commitments to our academic mission.

For example, Ohio State has generated more than \$112 million in efficiency savings since fiscal 2015 for academic initiatives, and the university has invested \$820 million in proceeds from the Comprehensive Energy Management into endowments that provide ongoing support for strategic academic priorities.

Likewise, the Wexner Medical Center continues to generate margin improvement through operational efficiencies and revenue growth. The health system plans to reinvest these funds in patient care and in capital planning to support growing demand, including a new inpatient hospital, expanded ambulatory facilities and an integrated health sciences facility. Supporting this growth, the College of Medicine has embarked on a hiring plan that will bring 500 new biomedical sciences faculty — 350 clinicians and 150 research scientists — to the university over five years.

Management's Discussion & Analysis (Unaudited) - continued

Three programs launching in fiscal year 2019 highlight the university's approach on other academic priorities:

- **The Buckeye Opportunity Program.** This affordability initiative provides financial aid to cover the cost of tuition and mandatory fees for in-state students who qualify for Pell Grants. This unprecedented program, which supports an estimated 4,200 students across all Ohio State campuses, is funded with an endowment created from energy proceeds.
- **The Digital Flagship.** Ohio State's comprehensive digital learning initiative has provided more than 11,000 first-year students with an iPad Pro and related tools for the 2018-19 academic year. The initiative also includes support for faculty interested in utilizing technology in the classroom, the development of new university apps and economic development opportunities. The university is funding the program using efficiency savings.
- **The Teaching Support Program.** The university is making a major commitment to teaching excellence through this three-part professional development program. More than 4,000 faculty members may take an inventory to analyze their current practices, complete online models to explore new approaches in the classroom and redesign their instructional practices. This program is primarily funded through innovative funding sources, including an energy endowment.

Ohio State is also continuing innovative programs to enhance access, affordability and excellence for our students. Since fiscal 2015, the university has committed more than \$100 million in additional need-based aid for Ohio residents while also enhancing cost transparency for families.

The 2018-19 academic year is the second for the Ohio State Tuition Guarantee, which offers incoming in-state students certainty about the cost of a college education by freezing rates for tuition, mandatory fees, room and board for four years. For students who began prior to the guarantee, in-state tuition has not increased since fiscal 2013.

Starting in Spring Semester 2019, the university is also simplifying fees and enhancing educational opportunities for students through four fee initiatives that will save students up to \$1.9 million a year. Ohio State will eliminate 278 course fees, pilot a digital textbook program that will reduce student costs by 75 percent to 80 percent, waive additional tuition costs for eligible students who take heavy loads and broaden our policy that offers in-state tuition to military families.

Cautionary Note Regarding Forward-Looking Statements

Certain information provided by the university, including written as outlined above or oral statements made by its representatives, may contain forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. All statements, other than statements

Management's Discussion & Analysis (Unaudited) - continued

of historical facts, which address activities, events or developments that the university expects or anticipates will or may occur in the future contain forward-looking information.

In reviewing such information, it should be kept in mind that actual results may differ materially from those projected or suggested in such forward-looking information. This forward-looking information is based upon various factors and was derived using various assumptions. The university does not undertake to update forward-looking information contained in this report or elsewhere to reflect actual results, changes in assumptions or changes in other factors affecting such forward-looking information.

November 16, 2018, Board of Trustees Meeting

THE OHIO STATE UNIVERSITY
STATEMENTS OF NET POSITION
June 30, 2018 and June 30, 2017
(in thousands)

| | Primary Institution | | Discretely Presented Component Units | | Total University | |
|---|----------------------|----------------------|--------------------------------------|-------------------|----------------------|----------------------|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| ASSETS AND DEFERRED OUTFLOWS: | | | | | | |
| Current Assets: | | | | | | |
| Cash and cash equivalents | \$ 1,412,728 | \$ 584,928 | \$ 136,098 | \$ 125,725 | \$ 1,548,826 | \$ 710,653 |
| Temporary investments | 1,610,826 | 1,645,681 | 4,845 | 9,216 | 1,615,671 | 1,654,898 |
| Accounts receivable, net | 619,310 | 575,875 | 53,277 | 47,736 | 672,587 | 623,611 |
| Notes receivable - current portion, net | 25,231 | 25,231 | 86 | 84 | 25,317 | 25,315 |
| Pledges receivable - current portion, net | 29,524 | 33,718 | - | - | 29,524 | 33,718 |
| Accrued interest receivable | 23,454 | 20,058 | - | - | 23,454 | 20,057 |
| Inventories and prepaid expenses | 125,289 | 99,223 | 4,592 | 3,628 | 129,881 | 102,851 |
| Investments held under securities lending program | 39,510 | 15,949 | - | - | 39,510 | 15,949 |
| Amounts due from (to) primary institution | (16,986) | (12,665) | 16,986 | 12,665 | - | - |
| Total Current Assets | <u>3,868,886</u> | <u>2,987,998</u> | <u>215,884</u> | <u>199,054</u> | <u>4,084,770</u> | <u>3,187,052</u> |
| Noncurrent Assets: | | | | | | |
| Restricted cash | 564,656 | 666,032 | - | - | 564,656 | 666,032 |
| Notes receivable, net | 41,118 | 35,723 | 2,548 | 2,664 | 43,666 | 38,387 |
| Pledges receivable, net | 70,901 | 72,350 | - | - | 70,901 | 72,350 |
| Long-term investment pool | 5,211,434 | 4,253,459 | - | - | 5,211,434 | 4,253,459 |
| Other long-term investments | 163,946 | 143,638 | 1,481 | 1,550 | 165,427 | 145,188 |
| Capital assets, net | 5,043,222 | 4,883,584 | 134,559 | 122,167 | 5,154,803 | 4,982,987 |
| Total Noncurrent Assets | <u>11,095,277</u> | <u>10,054,786</u> | <u>138,588</u> | <u>126,381</u> | <u>11,210,887</u> | <u>10,158,403</u> |
| Total Assets | 14,964,163 | 13,042,784 | 354,472 | 325,435 | 15,295,657 | 13,345,455 |
| Deferred Outflows: | | | | | | |
| Pension | 631,606 | 991,559 | 45 | 155 | 631,651 | 991,714 |
| Other post-employment benefits | 87,904 | - | 11 | - | 87,915 | - |
| Other deferred outflows | 18,393 | 21,378 | - | - | 18,393 | 21,378 |
| Total Deferred Outflows | 737,903 | 1,012,937 | 56 | 155 | 737,959 | 1,013,092 |
| Total Assets and Deferred Outflows | \$ 15,702,066 | \$ 14,055,721 | \$ 354,528 | \$ 325,590 | \$ 16,033,616 | \$ 14,358,547 |
| LIABILITIES, DEFERRED INFLOWS AND NET POSITION: | | | | | | |
| Current Liabilities: | | | | | | |
| Accounts payable and accrued expenses | \$ 579,363 | \$ 524,754 | \$ 24,049 | \$ 25,204 | \$ 603,410 | \$ 549,958 |
| Deposits and advance payments for goods and services | 274,401 | 223,880 | 2,094 | 1,718 | 276,496 | 225,598 |
| Current portion of bonds, notes and leases payable | 52,229 | 63,624 | 1,322 | 946 | 53,551 | 64,570 |
| Long-term bonds payable, subject to remarketing | 588,360 | 588,360 | - | - | 588,360 | 588,360 |
| Liability under securities lending program | 39,510 | 15,949 | - | - | 39,510 | 15,949 |
| Other current liabilities | 88,850 | 93,357 | - | - | 88,850 | 93,357 |
| Amounts due to (from) primary institution - current | (23,339) | (21,598) | 23,339 | 21,598 | - | - |
| Total Current Liabilities | <u>1,599,374</u> | <u>1,488,326</u> | <u>50,804</u> | <u>49,466</u> | <u>1,650,177</u> | <u>1,537,792</u> |
| Noncurrent Liabilities: | | | | | | |
| Bonds, notes and leases payable | 2,582,017 | 2,640,142 | 21,042 | 15,738 | 2,603,059 | 2,655,880 |
| Concessionaire payable | 10,316 | - | - | - | 10,316 | - |
| Net pension liability | 2,548,009 | 3,565,362 | 236 | 382 | 2,548,245 | 3,565,744 |
| Net other post-employment benefit liability | 1,249,521 | - | 153 | - | 1,249,674 | - |
| Compensated absences | 170,225 | 164,594 | - | - | 170,225 | 164,594 |
| Self-insurance accruals | 74,139 | 81,239 | - | - | 74,139 | 81,239 |
| Amounts due to third-party payors - Health System | 44,909 | 38,032 | - | - | 44,909 | 38,032 |
| Irrevocable split-interest agreements | 29,378 | 30,689 | - | - | 29,378 | 30,689 |
| Refundable advances for Federal Perkins loans | 32,638 | 31,714 | - | - | 32,638 | 31,714 |
| Advance from concessionaire | 1,046,342 | - | - | - | 1,046,342 | - |
| Other noncurrent liabilities | 91,944 | 101,486 | 23,019 | 23,566 | 91,987 | 102,288 |
| Amounts due to (from) primary institution - noncurrent | (87,205) | (81,697) | 87,205 | 81,697 | - | - |
| Total Noncurrent Liabilities | <u>7,792,233</u> | <u>6,571,861</u> | <u>131,655</u> | <u>121,383</u> | <u>7,900,912</u> | <u>6,670,180</u> |
| Total Liabilities | 9,391,607 | 8,059,887 | 182,459 | 170,849 | 9,551,089 | 8,207,972 |
| Deferred Inflows: | | | | | | |
| Parking service concession arrangement | 426,176 | 435,807 | - | - | 426,176 | 435,807 |
| Pension | 411,768 | 16,342 | 41 | 10 | 411,809 | 16,352 |
| Other post-employment benefits | 100,500 | - | 11 | - | 100,511 | - |
| Other deferred inflows | 33,780 | 31,858 | - | - | 33,779 | 31,858 |
| Total Deferred Inflows | 972,224 | 484,007 | 52 | 10 | 972,275 | 484,017 |
| Net Position: | | | | | | |
| Net investment in capital assets | 2,376,795 | 2,259,207 | 111,779 | 105,430 | 2,488,574 | 2,364,637 |
| Restricted: | - | - | - | - | - | - |
| Nonexpendable | 1,551,278 | 1,473,074 | - | - | 1,551,278 | 1,473,074 |
| Expendable | 1,328,793 | 1,190,162 | - | - | 1,328,793 | 1,190,162 |
| Unrestricted | 81,369 | 589,384 | 60,238 | 49,301 | 141,607 | 638,685 |
| Total Net Position | 5,338,235 | 5,511,827 | 172,017 | 154,731 | 5,510,252 | 5,666,558 |
| Total Liabilities, Deferred Inflows and Net Position | \$ 15,702,066 | \$ 14,055,721 | \$ 354,528 | \$ 325,590 | \$ 16,033,616 | \$ 14,358,547 |

The accompanying notes are an integral part of these financial statements.

November 16, 2018, Board of Trustees Meeting

THE OHIO STATE UNIVERSITY
STATEMENTS OF REVENUES, EXPENSES, AND OTHER
CHANGES IN NET POSITION

Years ended June 30, 2018 and June 30, 2017
(in thousands)

| | Primary Institution | | Discretely Presented Component Units | | Total University | |
|--|---------------------|---------------------|--------------------------------------|-------------------|---------------------|---------------------|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| Operating Revenues: | | | | | | |
| Student tuition and fees (net of scholarship allowances of \$199,405 and \$179,071, respectively) | \$ 935,893 | \$ 927,317 | \$ - | \$ - | \$ 935,893 | \$ 927,317 |
| Federal grants and contracts | 328,410 | 324,462 | 13,612 | 12,517 | 342,022 | 336,979 |
| State grants and contracts | 78,676 | 77,139 | - | - | 78,676 | 77,139 |
| Local grants and contracts | 38,929 | 21,427 | - | - | 38,929 | 21,427 |
| Private grants and contracts | 252,832 | 254,333 | 44,577 | 47,182 | 297,409 | 301,515 |
| Sales and services of educational departments | 152,495 | 145,994 | 9,469 | 8,935 | 161,964 | 154,929 |
| Sales and services of auxiliary enterprises (net of scholarship allowances of \$34,274 and \$31,106, respectively) | 328,692 | 309,497 | - | - | 328,692 | 309,497 |
| Sales and services of the OSU Health System, net | 3,103,891 | 2,853,177 | - | - | 3,103,891 | 2,844,327 |
| Sales and services of OSU Physicians, Inc., net | - | - | 525,796 | 496,364 | 525,796 | 496,364 |
| Other operating revenues | 31,328 | 58,097 | - | - | 31,328 | 58,097 |
| Total Operating Revenues | 5,251,146 | 4,971,443 | 593,454 | 564,998 | 5,844,600 | 5,527,591 |
| Operating Expenses: | | | | | | |
| Educational and General: | | | | | | |
| Instruction and departmental research | 811,123 | 1,006,411 | 8,934 | 6,081 | 820,057 | 1,012,492 |
| Separately budgeted research | 300,952 | 497,508 | 19,331 | 21,566 | 320,283 | 519,074 |
| Public service | 137,120 | 175,101 | 9,891 | 10,780 | 147,011 | 185,881 |
| Academic support | 182,452 | 222,043 | - | - | 182,452 | 222,043 |
| Student services | 105,760 | 108,041 | - | - | 105,760 | 108,041 |
| Institutional support | 210,691 | 198,119 | 22,789 | 17,360 | 233,480 | 215,479 |
| Operation and maintenance of plant | 123,625 | 94,687 | 3,101 | 7,489 | 126,726 | 102,176 |
| Scholarships and fellowships | 126,284 | 130,069 | - | - | 126,284 | 130,069 |
| Auxiliary enterprises | 322,149 | 313,185 | - | - | 322,149 | 313,185 |
| OSU Health System | 2,720,988 | 2,595,797 | - | - | 2,720,988 | 2,595,797 |
| OSU Physicians, Inc. | - | - | 484,132 | 444,361 | 484,132 | 444,361 |
| Depreciation | 394,461 | 374,615 | 7,674 | 7,138 | 402,135 | 381,753 |
| Total Operating Expenses | 5,435,605 | 5,715,576 | 555,852 | 514,775 | 5,991,457 | 6,230,351 |
| Net Operating Income (Loss) | (184,459) | (744,133) | 37,602 | 50,223 | (146,857) | (702,760) |
| Non-operating Revenues (Expenses): | | | | | | |
| State share of instruction and line-item appropriations | 475,593 | 473,061 | - | - | 475,593 | 473,061 |
| Federal subsidies for Build America Bonds interest | 10,574 | 10,561 | - | - | 10,574 | 10,561 |
| Federal non-exchange grants | 59,272 | 54,962 | - | - | 59,272 | 54,962 |
| State non-exchange grants | 11,422 | 9,434 | - | - | 11,422 | 9,434 |
| Gifts | 168,209 | 181,212 | - | - | 168,209 | 181,212 |
| Net investment income (loss) | 439,154 | 542,819 | 1,239 | 481 | 440,393 | 543,300 |
| Interest expense on plant debt | (116,489) | (121,071) | (891) | (1,584) | (117,380) | (122,655) |
| Other non-operating revenues (expenses) | 27,607 | 7,983 | (20,522) | (30,768) | 7,085 | (13,934) |
| Net Non-operating Revenue | 1,075,342 | 1,158,961 | (20,174) | (31,871) | 1,055,168 | 1,135,941 |
| Income (Loss) before Other Changes in Net Position | 890,883 | 414,828 | 17,428 | 18,352 | 908,311 | 433,181 |
| Other Changes in Net Position | | | | | | |
| State capital appropriations | 83,217 | 68,270 | - | - | 83,217 | 68,270 |
| Private capital gifts | 15,470 | 26,762 | - | - | 15,470 | 26,761 |
| Additions to permanent endowments | 55,579 | 52,458 | - | - | 55,579 | 52,458 |
| Capital contributions and other changes in net position | 6,129 | 7,719 | - | - | 6,129 | 7,719 |
| Total Other Changes in Net Position | 160,395 | 155,209 | - | - | 160,395 | 155,208 |
| Increase in Net Position | 1,051,278 | 570,037 | 17,428 | 18,352 | 1,068,706 | 588,389 |
| Net Position - Beginning of Year: | | | | | | |
| Beginning of year, as previously reported | 5,511,827 | 4,954,013 | 154,731 | 136,379 | 5,666,558 | 5,090,392 |
| Cumulative effect of accounting changes | (1,224,870) | (12,223) | (142) | - | (1,225,012) | (12,223) |
| Beginning of Year, as restated | 4,286,957 | 4,941,790 | 154,589 | 136,379 | 4,441,546 | 5,078,169 |
| Net Position - End of Year | \$ 5,338,235 | \$ 5,511,827 | \$ 172,017 | \$ 154,731 | \$ 5,510,252 | \$ 5,666,558 |

The accompanying notes are an integral part of these financial statements.

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS
Years Ended June 30, 2018 and June 30, 2017
(in thousands)

| | Primary Institution | | Discretely Presented Component Units | | Total University | |
|---|---------------------|--------------|--------------------------------------|------------|------------------|--------------|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| Cash Flows from Operating Activities: | | | | | | |
| Tuition and fee receipts | \$ 824,050 | \$ 808,684 | \$ - | \$ - | \$ 824,050 | \$ 808,684 |
| Grant and contract receipts | 707,591 | 688,946 | 59,288 | 61,254 | 766,879 | 750,200 |
| Receipts for sales and services | 3,551,804 | 3,250,797 | 524,443 | 517,865 | 4,076,247 | 3,759,832 |
| Receipt from energy concessionaire | 1,089,914 | - | - | - | 1,089,914 | - |
| Payments to or on behalf of employees | (2,379,815) | (2,235,761) | (353,956) | (324,012) | (2,733,771) | (2,559,773) |
| University employee benefit payments | (600,854) | (594,859) | (84,429) | (78,703) | (685,283) | (673,562) |
| Payments to vendors for supplies and services | (2,056,435) | (1,889,212) | (105,265) | (108,548) | (2,161,700) | (1,997,760) |
| Payments to students and fellows | (121,853) | (121,109) | - | - | (121,853) | (121,109) |
| Student loans issued | (9,979) | (9,305) | - | - | (9,979) | (9,305) |
| Student loans collected | 8,804 | 10,166 | - | - | 8,804 | 10,166 |
| Student loan interest and fees collected | 1,848 | 1,369 | - | - | 1,848 | 1,369 |
| Other receipts | 38,598 | 44,564 | - | - | 38,598 | 44,564 |
| Net cash provided (used) by operating activities | 1,053,673 | (45,720) | 40,081 | 67,876 | 1,093,754 | 13,306 |
| Cash Flows from Noncapital Financing Activities: | | | | | | |
| State share of instruction and line-item appropriations | 475,593 | 473,061 | - | - | 475,593 | 473,061 |
| Non-exchange grant receipts | 70,694 | 64,396 | - | - | 70,694 | 64,396 |
| Gift receipts for current use | 172,973 | 188,579 | - | - | 172,973 | 188,579 |
| Additions to permanent endowments | 55,579 | 52,458 | - | - | 55,579 | 52,458 |
| Drawdowns of federal direct loan proceeds | 328,892 | 322,405 | - | - | 328,892 | 322,405 |
| Disbursements of federal direct loans to students | (343,209) | (323,813) | - | - | (343,209) | (323,813) |
| Repayment of loans from related organization | 880 | 667 | - | - | 880 | 667 |
| Amounts received from irrevocable split-interest agreements | 153 | 2,567 | - | - | 153 | 2,567 |
| Amounts paid to annuitants and life beneficiaries | (1,733) | (1,700) | - | - | (1,733) | (1,700) |
| Agency funds receipts | 5,386 | 4,893 | - | - | 5,386 | 4,893 |
| Agency funds disbursements | (4,894) | (4,645) | - | - | (4,894) | (4,645) |
| Other receipts (payments) | 3,909 | 9,118 | (14,388) | (17,169) | (10,479) | 799 |
| Net cash provided (used) by noncapital financing activities | 764,223 | 787,986 | (14,388) | (17,169) | 749,835 | 779,667 |
| Cash Flows from Capital Financing Activities: | | | | | | |
| Proceeds from capital debt | 73,885 | 6,430 | 6,854 | 150 | 80,739 | 6,580 |
| State capital appropriations | 80,238 | 67,662 | - | - | 80,238 | 67,662 |
| Gift receipts for capital projects | 14,389 | 15,320 | - | - | 14,389 | 15,320 |
| Payments for purchase or construction of capital assets | (497,962) | (414,606) | (26,160) | (21,254) | (524,122) | (435,860) |
| Proceeds from sale of capital assets | - | - | - | 9,172 | - | 9,172 |
| Principal payments on capital debt and leases | (145,060) | (79,528) | (796) | (1,058) | (145,856) | (80,586) |
| Interest payments on capital debt and leases | (122,376) | (124,267) | (897) | (458) | (123,273) | (124,725) |
| Federal subsidies for Build America Bonds interest | 10,922 | 10,881 | - | - | 10,922 | 10,881 |
| Net cash provided (used) by capital financing activities | (585,964) | (518,108) | (20,999) | (13,448) | (606,963) | (531,556) |
| Cash Flows from Investing Activities: | | | | | | |
| Net (purchases) sales of temporary investments | 26,067 | (137,323) | 4,371 | (2,166) | 30,438 | (139,489) |
| Proceeds from sales and maturities of long-term investments | 2,361,342 | 1,866,011 | 69 | 3,215 | 2,361,411 | 1,869,226 |
| Investment income, net of related expenses | 96,521 | 68,405 | 1,239 | 416 | 97,760 | 68,821 |
| Purchases of long-term investments | (2,989,438) | (2,036,073) | - | - | (2,989,438) | (2,036,073) |
| Net cash provided (used) by investing activities | (505,508) | (238,980) | 5,679 | 1,465 | (499,829) | (237,515) |
| Net Increase (Decrease) in Cash | | | | | | |
| | 726,424 | (14,822) | 10,373 | 38,724 | 736,797 | 23,902 |
| Cash and Cash Equivalents - Beginning of Year | 1,250,960 | 1,265,782 | 125,725 | 87,001 | 1,376,685 | 1,352,783 |
| Cash and Cash Equivalents - End of Period | \$ 1,977,384 | \$ 1,250,960 | \$ 136,098 | \$ 125,725 | \$ 2,113,482 | \$ 1,376,685 |

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS, Cont'd
Years Ended June 30, 2018 and June 30, 2017
(in thousands)

| | Primary Institution | | Discretely Presented Component Units | | Total University | |
|---|---------------------|--------------|--------------------------------------|-----------|------------------|--------------|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| Reconciliation of Net Operating Income (Loss) to Net Cash Used by Operating Activities: | | | | | | |
| Operating income (loss) | \$ (184,459) | \$ (744,133) | \$ 37,602 | \$ 50,223 | \$ (146,857) | \$ (702,760) |
| Adjustments to reconcile net operating income (loss) to net cash provided (used) by operating activities: | | | | | | |
| Depreciation expense | 394,461 | 374,615 | 7,674 | 7,138 | 402,135 | 381,753 |
| Impairment and demolition expense | - | - | - | 1,675 | - | 1,675 |
| Changes in assets and liabilities: | | | | | | |
| Accounts receivable, net | (26,424) | (52,801) | (5,541) | 5,044 | (31,965) | (47,757) |
| Notes receivable, net | (4,055) | 861 | 114 | 473 | (3,941) | 1,334 |
| Accrued interest receivable | (39) | (344) | - | - | (39) | (344) |
| Inventories and prepaid expenses | (26,066) | 12,165 | (964) | 156 | (27,030) | 12,321 |
| Amounts due to/from primary institution | (2,928) | (15,128) | (3,581) | 2,450 | (6,509) | (12,678.18) |
| Deferred outflows | 272,049 | (315,850) | 99 | (31) | 272,148 | (315,881) |
| Accounts payable and accrued liabilities | 47,859 | 57,049 | 4,939 | 1,154 | 52,798 | 58,203 |
| Self-insurance accruals | (7,100) | (13,377) | - | - | (7,100) | (13,377) |
| Amounts due to third-party payors - Health System | 6,877 | (4,713) | - | - | 6,877 | (4,713) |
| Deposits and advanced payments | 49,077 | 2,932 | 375 | (21,606) | 49,452 | (18,674) |
| Compensated absences | 5,631 | 4,720 | - | - | 5,631 | 4,720 |
| Refundable advances for Federal Perkins loans | 924 | (396) | - | - | 924 | (396) |
| Advance from concessionaire | 1,046,342 | - | - | - | 1,046,342 | - |
| Net pension liability | (1,017,353) | 770,736 | (146) | 16 | (1,017,499) | 770,752 |
| Net other post-employment benefit liability | 24,651 | - | 11 | - | 24,662 | - |
| Deferred inflows | 486,295 | (117,453) | 42 | 2 | 486,337 | (117,451) |
| Other liabilities | (12,069) | (4,603) | (543) | 21,182 | (12,612) | 16,579 |
| Net cash provided (used) by operating activities | \$ 1,053,673 | \$ (45,720) | \$ 40,081 | \$ 67,876 | \$ 1,093,754 | \$ 13,306 |
| Non Cash Transactions: | | | | | | |
| Construction in process in accounts payable | \$ 43,852 | \$ 17,442 | \$ 1,494 | \$ 7,377 | \$ 45,346 | \$ 24,819 |
| Construction in process in concessionaire payable | 10,316 | - | - | - | 10,316 | - |
| Capital lease | 10,508 | 6,430 | - | - | 10,508 | 6,430 |
| Stock gifts | 18,238 | 21,723 | - | - | 18,238 | 21,723 |
| Net increase in fair value of investments | 341,400 | 477,006 | 77 | 225 | 341,477 | 477,231 |

The accompanying notes are an integral part of these financial statements.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

NOTE 1 — SUMMARY OF SIGNIFICANT ACCOUNTING AND REPORTING POLICIES

Organization

The Ohio State University (the “university”) is a land grant institution created in 1870 by the Ohio General Assembly under provisions of the Morrill Act. The university is one of several state-supported universities in Ohio. It is declared by statute to be a body politic and corporate and an instrumentality of the State.

The university is governed by a Board of Trustees which is granted authority under Ohio law to do all things necessary for the proper maintenance and continual successful operation of the university. Trustees are appointed by the governor, with the advice and consent of the state Senate. In 2005, the Ohio General Assembly voted to expand the Board from 11 to 17 members. The standard term for voting members of the Board is nine years. The Board also includes two non-voting student trustees who are appointed to two-year terms.

In 2009, the Board appointed its first charter trustee, which expanded the Board to 18 members. A maximum of three charter trustees may be appointed and removed by a vote of the Board. Charter trustees, who must be non-Ohio residents, are appointed to three-year terms and do not have voting privileges.

The Board of Trustees has responsibility for all the university’s financial affairs and assets. The university operates largely on a decentralized basis by delegating this authority to its academic and support departments. The Board must approve the annual budgets for unrestricted academic and support functions, departmental earnings operations and restricted funds operations, but these budgets are managed at the department level.

Basis of Presentation

The accompanying financial statements present the accounts of the following entities, which constitute the primary government for financial reporting purposes:

- The Ohio State University and its hospitals and clinics
- Ohio Agricultural Research and Development Center
- The Ohio Technology Consortium (OH-TECH)

In addition, these financial statements include component units -- legally separate organizations for which the university is financially accountable. Governmental Accounting Standards Board (GASB) Statement No. 14, *The Financial Reporting Entity*, as amended by Statement No. 61, *The Financial Reporting Entity: Omnibus* and Statement No. 80, *Blending Requirements for Certain Component Units – an amendment of GASB Statement No. 14.*, defines financial accountability. The criteria for determining financial accountability include the following circumstances:

- Appointment of a voting majority of an organization’s governing authority and the ability of the primary government (i.e. the university) to either impose its will on

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

that organization or the potential for the organization to provide specific financial benefits to, or impose specific financial burdens on, the primary government, or;

- An organization is fiscally dependent on the primary government and provides specific financial benefits to, or imposes specific financial burdens on, the primary government.

The university's component units and the reasons for their inclusion in the university's financial statements are described below:

- **The Ohio State University Foundation** – The fiscal dependency criteria apply to this not-for-profit fundraising organization, which operates exclusively for the benefit of The Ohio State University.
- **OSU Health Plan, Inc.** – The university appoints a voting majority of the board for this organization, which provides medical benefit plan administration services to the university and its faculty and staff.
- **Oval Limited** – The university holds all of the voting stock of this captive insurance entity, which was established by the university to provide medical malpractice coverage to physicians in the university's medical center.

The component units listed above provide services entirely, or almost entirely, to the university or otherwise exclusively, or almost exclusively, benefit the university. Therefore, the transactions and balances for these organizations have been blended with those of the primary government, collectively referred to as the primary institution.

In addition to the blended component units described above, the university's financial statements include the following discretely presented component units:

- **The Ohio State University Physicians, Inc.** – The university appoints a voting majority of the board of the medical practice group for physician faculty members in the Colleges of Medicine and Public Health.
- **Campus Partners for Community Urban Redevelopment, Inc.** – This non-profit organization, which participates in the redevelopment of neighborhoods adjacent to the Columbus campus, is fiscally dependent on the university.
- **Transportation Research Center of Ohio, Inc.** – The university appoints a voting majority of the board for this automotive research and testing facility in East Liberty, Ohio.
- **Dental Faculty Practice Association, Inc.** – The university appoints a voting majority of the board for the dental practice group for faculty in the College of Dentistry.

Summary financial statement information for the university's blended and discretely presented component units is provided in Notes 20 and 21. Audited financial statements for the discretely presented component units considered to be material to the university may be obtained from the Office of the Controller. A total university column in the financial statements is provided as memorandum only for purposes of additional analysis by users. The total university column

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

reflects eliminations of transactions between the primary institution and the discretely component units. These transactions consist primarily of (a) discretionary subsidies and contributions which are presented as either non-operating activities or capital additions at the component unit level and (b) exchange-based goods and services that support the operations of the entity, which are presented as operating revenues and expenses at the component unit level. The impact of these transactions on the statement of revenues, expenses and other changes in net position was \$0 and \$8,850 for the years ended June 30, 2018 and 2017, respectively.

The university, as a component unit of the State of Ohio, is included as a discrete entity in the State of Ohio's Comprehensive Annual Financial Report.

Basis of Accounting

The financial statements of the university have been prepared in accordance with accounting principles generally accepted in the United States of America, as prescribed by the GASB. The university is reporting as a special purpose government engaged in business type activities (BTA) on the accrual basis. Business type activities are those that are financed in whole or in part by fees charged to external parties for goods and services. In accordance with BTA reporting, the university presents Management's Discussion and Analysis; Statements of Net Position; Statements of Revenues, Expenses and Other Changes in Net Position; Statements of Cash Flows; and Notes to the Financial Statements. In the financial statements, separate columns are presented for the *primary institution* (which includes the primary government and the blended component units), *discretely presented component units* and the *total university*. The Notes to the Financial Statements include separate disclosures for the primary institution and the discretely presented component units, where relevant and material. Unless otherwise specified, the amounts presented in MD&A are those of the primary institution.

The university's financial resources are classified for accounting and reporting purposes into the following four net position categories:

- **Net investment in capital assets:** Capital assets, net of accumulated depreciation, cash restricted for capital projects and outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets.
- **Restricted - nonexpendable:** Amounts subject to externally-imposed stipulations that they be maintained in perpetuity and invested for the purpose of generating present and future income, which may either be expended or added to the principal by the university. These assets primarily consist of the university's permanent endowments.
- **Restricted - expendable:** Amounts whose use is subject to externally-imposed stipulations that can be fulfilled by actions of the university pursuant to those stipulations or that expire by the passage of time.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

- **Unrestricted:** Amounts which are not subject to externally-imposed stipulations. Substantially all unrestricted balances are internally designated for use by university departments to support working capital needs, to fund related academic or research programs, and to provide for unanticipated shortfalls in revenues and deviations in enrollment.

Under the university's decentralized management structure, it is the responsibility of individual departments to determine whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted funds are available.

For internal financial management purposes, the university classifies financial resources into funds that reflect the specific activities, objectives or restrictions of the resources.

Cash and Investments

Cash and cash equivalents consist primarily of petty cash, demand deposit accounts, money market accounts, savings accounts and investments with original maturities of ninety days or less at the time of purchase. Such investments consist primarily of U.S. Government obligations, U.S. Agency obligations, repurchase agreements and money market funds. Restricted cash consists of bond proceeds restricted for capital expenditures. For purposes of the Statement of Cash Flows, "cash" is defined as the total of these two line items.

Investments are carried at fair value in accordance with GASB Statement No. 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*, as amended by GASB Statement No. 72, *Fair Value Measurement and Application*. The average cost method is used for purposes of determining gains and losses on the sale of investments. The specific identification method is used for purposes of determining gains and losses on the sale of gifted securities.

The university holds investments in limited partnerships, private equity and other investments, which are carried at estimated fair value provided by the management of these limited partnerships. The purpose of this alternative investment class is to increase portfolio diversification and reduce risk due to the low correlation with other asset classes. Investments in these limited partnerships are fair valued based on the university's proportional share of the net asset value of the total fund. Because these investments are not readily marketable, the estimated value is subject to uncertainty and, therefore, may differ from the value that would have been used had a ready market for the investments existed, and such differences could be material. As of June 30, 2018, the university has made commitments to limited partnerships totaling \$1,258,781 that have not yet been funded. These commitments may extend for a maximum of ten years.

Investment income is recognized on an accrual basis. Interest and dividend income is recorded when earned.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

Endowment Policy

All endowments are invested in the university's Long Term Investment Pool, which consists of 5,626 Board authorized funds and 285 pending funds. Each named fund is assigned a number of shares in the Long Term Investment Pool based on the value of the gifts, income-to-principal transfers, or transfers of operating funds to that named fund. For donor restricted endowments, the Uniform Prudent Management of Institutional Funds Act (UPMIFA), as adopted in Ohio, permits the university's Board of Trustees to appropriate an amount of realized and unrealized endowment appreciation as the Board deems prudent. The UPMIFA, as adopted in Ohio, establishes a 5% safe harbor of prudence for funds appropriated for expenditure. Net realized and unrealized appreciation, after the spending rule distributions, is retained in the Long Term Investment Pool, and the associated net position is classified as restricted-expendable, unless otherwise restricted by the donor.

Annual distributions to named funds in the Long Term Investment Pool are computed using the share method of accounting for pooled investments. The annual distribution per share is 4.5% of the average fair value per share of the Long Term Investment Pool over the most recent seven year period.

At June 30, 2018, the fair value of the university and Foundation gifted endowments is \$2,062,986, which is \$387,387 above the historical dollar value of \$1,675,599. Although the fair value of the gifted endowments in total exceeds the historical cost at June 30, 2018, there are 1,127 named funds that remain underwater. The fair value of these underwater funds at June 30, 2018 is \$373,891, which is \$35,116 below the historical dollar value of \$409,007.

At June 30, 2017, the fair value of the university and Foundation gifted endowments is \$1,939,582, which is \$327,343 above the historical dollar value of \$1,612,239. Although the fair value of the gifted endowments in total exceeds the historical cost at June 30, 2017, there are 1,347 named funds that remain underwater. The fair value of these underwater funds at June 30, 2017 is \$492,695, which is \$47,823 below the historical dollar value of \$540,518.

The depreciation on non-expendable endowment funds is recorded as a reduction to restricted non-expendable net position. Recovery on these funds is recorded as an increase in restricted non-expendable up to the historical value of each fund. Per UPMIFA (§ 1715.53(D)(C)), the reporting of such deficiencies does not create an obligation on the part of the endowment fund to restore the fair value of those funds.

Gift Pledges Receivable

The university receives pledges and bequests of financial support from corporations, foundations and individuals. Revenue is recognized when a pledge representing an unconditional promise to pay is received and all eligibility requirements have been met. In the absence of such promise, revenue is recognized when the gift is received. In accordance with GASB Statement No. 33, *Accounting and Financial Reporting for Non-exchange Transactions*, endowment pledges are not recorded as assets until the related gift is received. An allowance for uncollectible pledges receivable is provided based on management's judgment of potential

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

uncollectible amounts and includes such factors as prior collection history, type of gift and nature of fundraising.

Inventories

The university’s inventories, which consist principally of publications, general stores and other goods for resale by earnings operations, are valued at the lower of moving average cost or market. The inventories of the Health System, which consist principally of pharmaceuticals and operating supplies, are valued at cost on a first-in, first-out basis.

Capital Assets and Collections

Capital assets are long-life assets in the service of the university and include land, buildings, improvements, equipment, software and library books. Capital assets are stated at cost or acquisition value at date of gift. Depreciation of capital assets (excluding land and construction in progress) is provided on a straight-line basis over the following estimated useful lives:

| Type of Asset | Estimated Useful Life |
|--|-----------------------|
| Improvements other than buildings | 20 years |
| Buildings | 10 to 100 years |
| Moveable equipment, software and furniture | 5 to 15 years |
| Library books | 10 years |

The university does not capitalize works of art or historical treasures that are held for exhibition, education, research and public service. These collections are neither disposed of for financial gain nor encumbered in any way. Accordingly, such collections are not recognized or capitalized for financial statement purposes.

Advance Payments for Goods and Services

Advance payments for goods and services primarily consist of receipts relating to tuition, room, board, grants, contracts and athletic events received in advance of the services to be provided. Tuition and fees relating to the summer academic term are recorded as revenue in the year to which they pertain. The university will recognize revenue to the extent these services are provided over the coming fiscal year.

Derivative Instruments

The university accounts for all derivative instruments on the statement of net position at fair value. Changes in the fair value (i.e., gains or losses) of the university’s interest rate swap instruments and futures instruments are recorded each period in the statement of revenues, expenses and other changes in net position as a component of other non-operating expense.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

Operating and Non-Operating Revenues and Expenses

The university defines operating activities, for purposes of reporting on the Statement of Revenues, Expenses, and Other Changes in Net Position, as those activities that generally result from exchange transactions, such as payments received for providing services and payments made for goods or services received. With the exception of interest expense on long-term indebtedness and certain expenses related to investments, substantially all university expenses are considered to be operating expenses. Certain significant revenue streams relied upon for operations are recorded as non-operating revenues, as defined by GASB Statement No. 35, including state appropriations, current-use gifts and net investment income.

Tuition, Room and Board

Student tuition and residence hall fees are presented net of scholarships and fellowships applied to student accounts. Stipends and other payments made directly to students are presented as scholarship and fellowship expense. Fee authorizations provided to graduate teaching, research and administrative associates as part of an employment arrangement are presented in instruction, research and other functional categories of operating expense.

State Support

The university is a state-assisted institution of higher education which receives a student enrollment-based instructional subsidy from the State of Ohio. This subsidy, which is based upon a formula devised by the Ohio Board of Regents, is determined annually and is adjusted to state resources available.

The state also provides line-item appropriations which partially support the current operations of various activities, which include clinical teaching expenditures incurred at The Ohio State University Health System and other health sciences teaching facilities, The Ohio State University Extension, the Ohio Agricultural Research and Development Center, and the Center for Labor Research.

In addition to current operating support, the State of Ohio provides the funding for and constructs major plant facilities on the university's campuses, and this funding is recorded as state capital appropriations. The funding is obtained from the issuance of revenue bonds by the Ohio Public Facilities Commission (OPFC) which, in turn, initiates the construction and subsequent lease of the facility by the Ohio Board of Regents.

Such facilities are reflected as buildings or construction in progress in the accompanying statement of net position. Neither the obligations for the revenue bonds issued by OPFC nor the annual debt service charges for principal and interest on the bonds are reflected in the university's financial statements. Debt service is funded through appropriations to the Ohio Board of Regents by the General Assembly.

These facilities are not pledged as collateral for the revenue bonds. Instead, the bonds are supported by a pledge of monies in the Higher Education Bond Service Fund and future

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

payments to be received by such fund, which is established in the custody of the Treasurer of State.

Government Grants and Contracts

Government grants and contracts normally provide for the recovery of direct and indirect costs and are subject to audit by the appropriate government agency. Federal funds are subject to an annual OMB Uniform Guidance audit. Recovery of related indirect costs is generally recorded at fixed rates negotiated for a period of one to three years.

The university generally considers grants, contracts and non-capital appropriations to be exchange transactions. Under these arrangements, the university provides a bargained-for benefit, typically in the form of instruction, research or public service programs, either directly to the funding entity or to its constituents. The overall scope and nature of these program activities is determined by the level of funding and the requirements set forth by these resource providers.

OSU Health System Revenue

Net patient service revenue represents amounts received and the estimated realizable amounts due from patients and third-party payors for services rendered net of contractual allowances, charity care and bad debt expenses. Revenue received under third-party cost reimbursement agreements (primarily the federal Medicare and Medicaid programs) are subject to examination and retroactive adjustments by the agencies administering the programs. In the normal course of business, the Health System contests certain issues resulting from examination of prior years' reimbursement reports. The accompanying financial statements include provisions for estimated retroactive adjustments arising from such examinations and contested issues. The Health System recognizes settlements of protested adjustments or appeals upon resolution of the matters.

OSU Physicians Revenue

Net patient service revenue represents amounts received and the estimated realizable amounts due from patients and third-party payors for services rendered net of contractual allowances, charity care, self-pay discounts and bad debt expenses. OSU Physicians (OSUP), a discretely presented component unit of the university, provides care to patients under various reimbursable agreements, including governmental and commercial payors (third party payors). These arrangements provide for payment for covered services at agreed-upon rates and under certain fee schedules and various discounts from charges. Provisions have been made in the financial statements for estimated contractual adjustments, representing the difference between the customary charges for services rendered and related reimbursements, and for administrative adjustments.

Charity Care and Community Benefit

Care is provided to patients regardless of their ability to pay. A patient is classified as charity care in accordance with policies established by the OSU Health System and OSUP. Because

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

collection of amounts determined to qualify as charity care are not pursued, such amounts are written off and not reported as gross patient service revenue. OSU Health System and OSUP maintain records to identify and monitor the level of charity care provided, including the amount of charges foregone for services rendered. Net charity care costs for the OSU Health System for the years ended June 30, 2018 and 2017 are \$30,362 and \$42,710, respectively, after applying an additional expense of \$6,776 and \$12,416, respectively, for support received under the Health Care Assurance Program (HCAP). HCAP is administered by the State of Ohio to help hospitals cover a portion of the cost of providing charity care. Charity care costs for OSUP for the years ended June 30, 2018 and 2017 are \$7,169 and \$9,362, respectively.

Management Estimates

The preparation of financial statements in conformity with accounting principles, generally accepted in the United States of America, requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenditures during the reporting period. Disclosure of contingent assets and liabilities at the date of the financial statements may also be affected. Actual results could differ from those estimates.

Implementation of GASB Statement No. 75

In fiscal year 2018, the university implemented GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*. This statement requires employers in cost-sharing, multi-employer plans to recognize a proportionate share of the net other post-employment benefit (OPEB) liabilities of the plans. The university participates in two cost-sharing multiple-employer pension plans, the State Teachers Retirement System of Ohio and the Ohio Public Employees Retirement System, which provide post-retirement healthcare benefits. A proportionate share of the net OPEB liabilities of the retirement systems has been allocated to the university, based on retirement plan contributions for university employees. The cumulative effect of adopting GASB Statement No. 75 was a \$1,224,870 reduction in the university's net position as of July 1, 2017. Balances reported for the year ended June 30, 2017 have not been restated due to limitations on the information available from the retirement systems. Additional information regarding net OPEB liabilities, related deferrals and OPEB expense is provided in Note 15.

Implementation of GASB Statement No. 81

In fiscal year 2018, the university implemented GASB Statement No. 81, *Irrevocable Split-Interest Agreements*. This standard requires that a government that receives resources pursuant to an irrevocable split-interest agreement recognize assets, liabilities, and deferred inflows of resources at the inception of the agreement. It also requires that a government recognize assets representing its beneficial interests in irrevocable split-interest agreements that are administered by a third party, if the government controls the present service capacity of the beneficial interests. In general, revenue recognition related to these agreements will be delayed until a specified event occurs (such as the death of the lead beneficiary). The cumulative effect of adopting GASB Statement No. 81 was a \$12,223 reduction in the university's net position as of July 1, 2016. The effects of adopting

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

Statement No. 81 in the university's financial statements for the year ended June 30, 2017 were as follows:

| | As Previously Reported | Effect of Adoption of Statement No. 81 | As Restated |
|--|---------------------------|---|--------------|
| Statement of Net Position - Primary Institution | | | |
| Noncurrent Liabilities: | | | |
| Obligations under annuity and life income agreements | \$ 30,473 | \$ (30,473) | \$ - |
| Irrevocable split-interest agreements | - | 30,689 | 30,689 |
| Other noncurrent liabilities | 101,702 | (216) | 101,486 |
| Total noncurrent liabilities | 6,571,561 | - | 6,571,561 |
| Total liabilities | 8,059,887 | - | 8,059,887 |
| Other deferred inflows | 19,139 | 12,719 | 31,858 |
| Total deferred inflows | 471,288 | 12,719 | 484,007 |
| Restricted nonexpendable net position | 1,480,440 | (7,366) | 1,473,074 |
| Restricted expendable net position | 1,195,515 | (5,353) | 1,190,162 |
| Total net position | \$ 5,524,546 | \$ (12,719) | \$ 5,511,827 |

| | As Previously Reported | Effect of Adoption of Statement No. 81 | As Restated |
|--|---------------------------|---|-------------|
| Statement of Revenues, Expenses and Other Changes in Net Position - Primary Institution | | | |
| Institutional support | \$ 254,782 | \$ (1,794) | \$ 252,988 |
| Total operating expenses | 5,772,239 | (1,794) | 5,770,445 |
| Net operating income (loss) | (800,796) | 1,794 | (799,002) |
| Net investment income (loss) | 600,701 | (3,013) | 597,688 |
| Other non-operating revenues (expenses) | 7,261 | 722 | 7,983 |
| Net non-operating revenue | 1,216,121 | (2,291) | 1,213,831 |
| Income (loss) before other changes in net position | 415,325 | (496) | 414,829 |
| Increase in net position | \$ 570,533 | \$ (496) | \$ 570,037 |

Reclassification of Investment Expenses

In 2018, the university implemented a change in presentation for investment expenses. These expenses, which totaled \$64,305 for the year ended June 30, 2018 and had previously been

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

reported as Institutional Support expense, are now being netted against investment income. University management determined that the use of this acceptable alternative accounting presentation is preferable, because it improves comparability with other public institutions and better aligns the reporting of net investment income (loss) with the calculation of investment returns. The statements of Revenues, Expenses and Other Changes in Net Position and Cash Flows for the year ended June 30, 2017 have been revised as follows:

Statement of Revenues, Expenses and Other Changes in Net Position, Primary Institution:

| For the year ended June 30, 2017 | | | |
|----------------------------------|---------------------------|-------------------------------|-----------------|
| | As originally reported | Effect of reclassification | As reclassified |
| Institutional support expense | \$ 254,782 | \$ (54,869) | \$ 199,913 |
| Total operating expense | 5,772,239 | (54,869) | 5,717,370 |
| Net operating loss | (800,796) | 54,869 | (745,927) |
| Net investment income | 600,701 | (54,869) | 545,832 |
| Net non-operating revenue | 1,216,121 | (54,869) | 1,161,252 |

Statement of Cash Flows, Primary Institution:

| For the year ended June 30, 2017 | | | |
|--|---------------------------|-------------------------------|-----------------|
| | As originally reported | Effect of reclassification | As reclassified |
| Payments to or on behalf of employees | \$ (2,237,758) | \$ 1,997 | \$ (2,235,761) |
| University employee benefit payments | (595,410) | 551 | (594,859) |
| Payments to vendors for supplies and services | (1,941,533) | 52,321 | (1,889,212) |
| Net cash provided (used) by operating activities | (100,589) | 54,869 | (45,720) |
| Investment income, net of expenses | 123,274 | (54,869) | 68,405 |
| Net cash provided (used) by investing activities | (184,111) | (54,869) | (238,980) |

The reclassification has no impact on total net position or net cash flows as originally reported.

Newly Issued Accounting Pronouncements

In November 2016, the GASB issued Statement No. 83, *Certain Asset Retirement Obligations*. This standard establishes criteria for determining the timing and pattern of recognition of a liability and a corresponding deferred outflow of resources for asset retirement obligations. The deferred outflow is recognized as expense over the life of the related asset. The determination of when the liability is incurred is based on the existence of external laws, regulations, contracts, or court judgments, together with the occurrence of an internal event that obligates a government to perform asset retirement activities. Internal obligating events include the occurrence of contamination, placing into use a tangible capital asset that is required to be retired, abandoning a tangible capital asset before use begins, or acquiring a tangible capital asset that has an existing asset retirement obligation. This standard is effective for periods beginning after June 15, 2018 (FY2019).

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

In January 2017, the GASB issued Statement No. 84, *Fiduciary Activities*. This standard establishes criteria for identifying and reporting fiduciary activities of all state and local governments. The focus of the criteria generally is whether a government is controlling the assets of the fiduciary activity and the beneficiaries with whom a fiduciary relationship exists. Governments with activities meeting the criteria are required to present these activities in a statement of fiduciary net position and a statement of changes in fiduciary net position. An exception to this requirement is provided for a business-type activity that expects to hold assets in a custodial fund for three months or less. This standard is effective for periods beginning after December 15, 2018 (FY2020).

In June 2017, the GASB issued Statement No. 87, *Leases*. This standard establishes accounting and reporting for leases, based on the foundational principle that all leases are financings of the right to use an underlying asset for a period of time. Lessees will record an intangible right-of-use asset and corresponding lease liability. Lessors will record a lease receivable and a corresponding deferred inflow of resources. The standard provides an exception for short-term leases with a maximum possible term of 12 months or less. This standard is effective for periods beginning after December 15, 2019 (FY2021).

In April 2018, the GASB issued Statement No. 88, *Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements*. This standard is intended to improve note disclosures related to debt, including direct borrowings and private placements. It defines debt, for disclosure purposes, as a liability that arises from a contractual obligation to pay cash (or other assets that may be used in lieu of cash) to settle an amount that is fixed at the date the contractual obligation is established. The standard requires additional disclosures related to unused lines of credit, assets pledged as collateral and significant provisions related to default, termination events and acceleration clauses. In addition, it requires that disclosures for direct borrowings and private placements be shown separately from other debt. The standard is effective for reporting periods beginning after June 15, 2018 (FY2019).

In June 2018, the GASB issued Statement No. 89, *Accounting for Interest Cost Incurred before the End of a Construction Period*. This standard requires that interest cost incurred during the period of construction be recognized as an expense in the period in which the cost is incurred. These costs will no longer be included in the historical costs of capital assets. The standard is effective for periods beginning after December 15, 2019 (FY2021) and will be applied on a prospective basis.

University management is currently assessing the impact that implementation of GASB Statements No. 83, 84, 87, 88 and 89 will have on the university's financial statements.

Other

The university is exempt from income taxes as an instrumentality of the State of Ohio under Internal Revenue Code §115 and Internal Revenue Service regulations. Any unrelated business income is taxable.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

NOTE 2 — CASH AND CASH EQUIVALENTS

At June 30, 2018, the carrying amount of the primary institution's cash, cash equivalents and restricted cash is \$1,977,384 as compared to bank balances of \$1,972,510. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$194,946 is covered by federal deposit insurance and \$1,777,564 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

At June 30, 2017, the carrying amount of the primary institution's cash, cash equivalents and restricted cash is \$1,250,960 as compared to bank balances of \$1,265,022. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$53,569 is covered by federal deposit insurance and \$1,211,453 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

At June 30, 2018, the carrying amount of the discretely presented component units' cash, cash equivalents and restricted cash is \$136,098 as compared to bank balances of \$139,932. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$4,881 is covered by federal deposit insurance and \$135,051 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

At June 30, 2017, the carrying amount of the discretely presented component units' cash, cash equivalents and restricted cash is \$125,725 as compared to bank balances of \$122,850. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$5,121 is covered by federal deposit insurance and \$117,729 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

NOTE 3 — INVESTMENTS

University investments are grouped into three major categories for financial reporting purposes: Temporary Investments, the Long-Term Investment Pool and Other Long-Term Investments.

Temporary Investments are amounts available for current operations. The target is to maximize value while protecting the liquidity of the assets. Temporary Investments include the following instruments with varying maturities: obligations of the U. S. Treasury and other federal agencies and instrumentalities, municipal and state bonds, corporate bonds, certificates of deposit, commercial paper, repurchase agreements, money market funds and mutual funds.

The Long-Term Investment Pool is a unitized investment pool consisting of gifted endowment funds of the university, gifted endowment funds of the OSU Foundation, and quasi-endowment funds which are internally designated funds that are to function as endowments. The Long-

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

Term Investment Pool operates with a long-term investment goal of preserving and maintaining the real purchasing power of the principal while allowing for the generation of a predictable stream of annual distribution. The university's Board of Trustees approved the following thematic asset classes, allocation ranges and benchmarks for the Long-Term Investment Pool:

| Asset Class | Range | Benchmark |
|--------------------|--------------|--------------------------------------|
| Global Equities | 40-80% | MSCI All Country World Index (ACWI) |
| Global Credit | 10-50% | Barclays U.S. Aggregate Bond Index |
| Real Assets | 5-20% | U.S. Consumer Price Index (CPI) + 5% |

The Global Equities category includes domestic equity, international equity, emerging market equity, hedged funds and private equity. The Global Credit category includes global fixed income and relative value/macro, credit oriented managers and private credit. The Real Assets category includes real estate and infrastructure funds.

Other Long-Term Investments are non-united investments that relate primarily to gift arrangements between donors and the OSU Foundation. Included in this category are charitable remainder trust assets invested in mutual funds, OSU Foundation interests in unitrust, gift annuities, annuity trust and pooled income agreements, life insurance policies for which the OSU Foundation has been named owner and beneficiary, and certain real estate investments. Also included in this category are other private equity investments and investments in certain organizations that are affiliated with the OSU Health System.

U. S. Government and Agency securities are invested through trust agreements with banks who keep the securities in their safekeeping accounts at the Federal Reserve Bank in "book entry" form. The banks internally designate the securities as owned by or pledged to the university. Common stocks, corporate bonds and money market instruments are invested through trust agreements with banks who keep the investments in their safekeeping accounts at Northern Trust and BNY Mellon in "book entry" form. The banks internally designate the securities as owned by or pledged to the university.

The cash and cash equivalents amount represents cash held in the Long-Term Investment Pool by various investment managers. Such amounts were generated by gifts received throughout the fiscal year and sales of investments in the Long-Term Investment Pool. Subsequently, the cash and cash equivalents will be used to purchase long-term investments.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

Total university investments by major category for the primary institution at June 30, 2018 and 2017 are as follows:

| | Primary Institution | |
|---|---------------------|---------------------|
| | 2018 | 2017 |
| Temporary Investments | \$ 1,610,826 | \$ 1,645,681 |
| Long-Term Investment Pool: | | |
| Gifted Endowment - University | 1,104,236 | 1,062,321 |
| Gifted Endowment - OSU Foundation | 958,750 | 877,261 |
| Quasi Endowment - Operating | 1,208,769 | 1,299,779 |
| Quasi Endowment - Designated | 1,939,679 | 1,014,098 |
| Total Long-Term Investment Pool | 5,211,434 | 4,253,459 |
| Securities Lending Collateral Investments | 39,510 | 15,949 |
| Other Long-Term Investments | 163,946 | 143,638 |
| Total Investments | <u>\$ 7,025,716</u> | <u>\$ 6,058,727</u> |

Total university investments by investment type for the primary institution at June 30, 2018 are as follows:

| | Primary Institution | | | | |
|---------------------------------------|-----------------------|---------------------------|-----------------------------|---|---------------------|
| | Temporary Investments | Long-Term Investment Pool | Other Long-Term Investments | Securities Lending Collateral Investments | Total |
| U.S. equity | \$ - | \$ 319,135 | \$ - | \$ - | \$ 319,135 |
| International equity | - | 348,018 | - | - | 348,018 |
| Equity mutual funds | 84,459 | 750,572 | 23,818 | - | 858,849 |
| U.S. government obligations | 140,893 | 384,731 | 468 | - | 526,092 |
| U.S. government agency obligations | 118,198 | - | - | - | 118,198 |
| Repurchase agreements | - | - | - | - | - |
| Corporate bonds and notes | 1,098,902 | - | - | - | 1,098,902 |
| Bond mutual funds | 92,242 | - | 17,036 | - | 109,278 |
| Foreign government bonds | 11,960 | - | - | - | 11,960 |
| Real assets | 10,441 | 651,882 | 28,472 | - | 690,795 |
| Hedge funds | - | 1,377,733 | - | - | 1,377,733 |
| Private equity | - | 772,239 | 76,263 | - | 848,502 |
| Commercial paper | 39,501 | - | - | - | 39,501 |
| Cash and cash equivalents | - | 607,124 | - | - | 607,124 |
| Other | 14,230 | - | 17,889 | - | 32,119 |
| Securities Lending Collateral Assets: | | | | | |
| Repurchase agreements | - | - | - | 19,014 | 19,014 |
| Variable rate notes | - | - | - | 19,268 | 19,268 |
| Commercial paper | - | - | - | - | - |
| Certificates of deposit | - | - | - | 1,258 | 1,258 |
| Cash and other adjustments | - | - | - | (30) | (30) |
| | <u>\$ 1,610,826</u> | <u>\$ 5,211,434</u> | <u>\$ 163,946</u> | <u>\$ 39,510</u> | <u>\$ 7,025,716</u> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

Total university investments by investment type for the primary institution at June 30, 2017 are as follows:

| | Primary Institution | | | | |
|---------------------------------------|----------------------------|---------------------|-------------------|--------------------|---------------------|
| | Temporary | Long-Term | Other | Securities | Total |
| | Investments | Investment Pool | Long-Term | Lending Collateral | |
| U.S. equity | \$ - | \$ 214,328 | \$ - | \$ - | |
| International equity | - | 160,680 | - | - | 160,680 |
| Equity mutual funds | 84,674 | 536,226 | 23,810 | - | 644,710 |
| U.S. government obligations | 162,870 | 367,909 | 352 | - | 531,131 |
| U.S. government agency obligations | 130,557 | - | - | - | 130,557 |
| Repurchase agreements | - | - | - | - | - |
| Corporate bonds and notes | 1,073,319 | - | - | - | 1,073,319 |
| Bond mutual funds | 88,106 | - | 16,831 | - | 104,937 |
| Foreign government bonds | 30,212 | - | - | - | 30,212 |
| Real assets | 8,347 | 674,729 | 25,930 | - | 709,006 |
| Hedge funds | - | 1,399,392 | - | - | 1,399,392 |
| Private equity | - | 588,281 | 59,047 | - | 647,328 |
| Commercial paper | 46,028 | - | - | - | 46,028 |
| Cash and cash equivalents | - | 311,914 | - | - | 311,914 |
| Other | 21,568 | - | 17,668 | - | 39,236 |
| Securities Lending Collateral Assets: | | | | | |
| Repurchase agreements | - | - | - | 10,621 | 10,621 |
| Variable rate notes | - | - | - | 890 | 890 |
| Commercial paper | - | - | - | 1,410 | 1,410 |
| Certificates of deposit | - | - | - | 3,044 | 3,044 |
| Cash and other adjustments | - | - | - | (16) | (16) |
| | <u>\$ 1,645,681</u> | <u>\$ 4,253,459</u> | <u>\$ 143,638</u> | <u>\$ 15,949</u> | <u>\$ 6,058,727</u> |

The components of the net investment income and loss for the primary institution are as follows:

| | <u>2018</u> | <u>2017</u> |
|---|-------------------|-------------------|
| Interest and dividends | \$ 162,059 | \$ 120,682 |
| Net increase in fair value of investments | 341,400 | 477,006 |
| Investment expenses | (64,305) | (54,869) |
| Total | <u>\$ 439,154</u> | <u>\$ 542,819</u> |

Information on Fair Value of Investments

Fair value is defined in the accounting standards as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Assets and liabilities reported at fair value are organized into a hierarchy

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

based on the levels of inputs observable in the marketplace that are used to measure fair value.

Inputs are used in applying the various valuation techniques and take into account the assumptions that market participants use to make valuation decisions. Inputs may include price information, credit data, liquidity statistics, and other factors specific to the financial instrument. Observable inputs reflect market data obtained from independent sources. In contrast, unobservable inputs reflect the entity's assumptions about how market participants would value the financial instrument.

A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. The following describes the hierarchy of inputs used to measure fair value and the primary valuation methodologies used for financial instruments measured at fair value on a recurring basis:

Level 1 – Prices based on unadjusted quoted prices in active markets that are accessible for identical assets or liabilities are classified as Level 1. Directly held equity securities, registered bond and equity mutual funds, and other miscellaneous investments classified in Level 1 are valued using prices quoted in active markets that the custodian and university have the ability to access.

Level 2 – Quoted prices in the markets that are not considered to be active, dealer quotations or alternative pricing sources for similar assets or liabilities for which all significant inputs are observable, either directly or indirectly, are classified as Level 2. Level 2 investments include US government agencies and obligations, corporate bonds, municipal bonds, foreign government bonds, repurchase agreements, commercial paper, and other debt related investments. The evaluated prices may be determined by factors which include, but are not limited to, market quotations, yields, maturities, call features, ratings, institutional size trading in similar groups of securities and developments related to specific securities.

Level 3 – Investments classified as Level 3 have significant unobservable inputs, as they trade infrequently or not at all. The inputs into the determination of fair value of these investments are based upon the best information in the circumstance and may require significant management judgment. Investments included in Level 3 consist primarily of the university's ownership in real estate, limited partnerships and equity positions in private companies.

Net Asset Value (NAV) – Investments whose fair value is measured at NAV are excluded from the fair value hierarchy. Investments in non-governmental entities that do not have a readily determinable fair value may be valued at NAV if the NAV is determined in accordance with the fair value measurement principles provided by the FASB standards relevant to investment companies. Interest in investment funds with a NAV reported under an alternative basis are reflected as Level 3 investments. Investments measured at NAV consist mainly of non-publicly traded mutual funds, hedge funds, private equity, and other alternative funds. These assets are valued by the associated external investment manager/general partner and reviewed by the university using the most recent audited and unaudited financial statements available.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

Not Levelled – Cash is not measured at fair value and, thus, is not subject to the fair value disclosure requirements. Cash not subject to such requirements amounted to \$19,733 and \$76,474 at June 30, 2018 and 2017, respectively.

Investments by fair value category for the primary institution at June 30, 2018 are as follows:

| | Primary Institution | | | | | Total Fair Value |
|---------------------------------------|--|--|--|---|---------------------|---------------------|
| | Quoted Prices in Active Markets (Level 1) | Significant Other Observable Inputs (Level 2) | Significant Unobservable Inputs (Level 3) | NAV as Practical Expedient (NAV) | | |
| | \$ | \$ | \$ | \$ | \$ | |
| | | | | | | |
| U.S. equity | \$ 319,135 | \$ - | \$ - | \$ - | \$ 319,135 | |
| International equity | 348,018 | - | - | - | 348,018 | |
| Equity mutual funds | 196,170 | - | - | 662,679 | 858,849 | |
| U.S. government obligations | 3,313 | 522,779 | - | - | 526,092 | |
| U.S. government agency obligations | - | 118,198 | - | - | 118,198 | |
| Corporate bonds and notes | - | 1,097,801 | 1,101 | - | 1,098,902 | |
| Bond mutual funds | 109,278 | - | - | - | 109,278 | |
| Foreign government bonds | - | 11,960 | - | - | 11,960 | |
| Real assets | 9,927 | - | 144,843 | 536,025 | 690,795 | |
| Hedge funds | - | - | - | 1,377,733 | 1,377,733 | |
| Private equity | - | - | 122,338 | 726,164 | 848,502 | |
| Commercial paper | - | 39,501 | - | - | 39,501 | |
| Cash equivalents | 587,391 | - | - | - | 587,391 | |
| Other | - | 13,813 | 18,306 | - | 32,119 | |
| Securities Lending Collateral Assets: | | | | | | |
| Repurchase agreements | - | 19,014 | - | - | 19,014 | |
| Variable rate notes | - | 19,268 | - | - | 19,268 | |
| Commercial paper | - | - | - | - | - | |
| Certificates of deposit | - | 1,258 | - | - | 1,258 | |
| Other adjustments | - | (30) | - | - | (30) | |
| | <u>\$ 1,573,232</u> | <u>\$ 1,843,562</u> | <u>\$ 286,588</u> | <u>\$ 3,302,601</u> | <u>\$ 7,005,983</u> | |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

Investments by fair value category for the primary institution at June 30, 2017 are as follows:

| | Primary Institution | | | | | Total Fair Value |
|---------------------------------------|--|--|--|---|-------------|-----------------------------|
| | Quoted Prices in Active Markets (Level 1) | Significant Other Observable Inputs (Level 2) | Significant Unobservable Inputs (Level 3) | NAV as Practical Expedient (NAV) | | |
| | \$ | \$ | \$ | \$ | \$ | |
| | 214,328 | - | - | - | - | |
| U.S. equity | 214,328 | - | - | - | - | 214,328 |
| International equity | 160,680 | - | - | - | - | 160,680 |
| Equity mutual funds | 164,075 | - | - | 480,635 | - | 644,710 |
| U.S. government obligations | (138) | 531,269 | - | - | - | 531,131 |
| U.S. government agency obligations | - | 130,557 | - | - | - | 130,557 |
| Corporate bonds and notes | - | 1,072,324 | 995 | - | - | 1,073,319 |
| Bond mutual funds | 104,937 | - | - | - | - | 104,937 |
| Foreign government bonds | - | 30,212 | - | - | - | 30,212 |
| Real assets | 18,592 | - | 141,757 | 548,657 | - | 709,006 |
| Hedge funds | - | - | - | 1,399,392 | - | 1,399,392 |
| Private equity | - | - | 41,084 | 606,244 | - | 647,328 |
| Commercial paper | - | 46,028 | - | - | - | 46,028 |
| Cash equivalents | 235,440 | - | - | - | - | 235,440 |
| Other | - | 21,237 | 17,999 | - | - | 39,236 |
| Securities Lending Collateral Assets: | | | | | | |
| Repurchase agreements | - | 10,621 | - | - | - | 10,621 |
| Variable rate notes | - | 890 | - | - | - | 890 |
| Commercial paper | - | 1,410 | - | - | - | 1,410 |
| Certificates of deposit | - | 3,044 | - | - | - | 3,044 |
| Other adjustments | - | (16) | - | - | - | (16) |
| | \$ 897,914 | \$ 1,847,576 | \$ 201,835 | \$ 3,034,928 | \$ - | \$ 5,982,253 |

Additional Information on Investments Measured at the NAV

Additional information on fair values, unfunded commitments, remaining life and redemption for investments measured at the NAV for the primary institution at June 30, 2018 is as follows:

| | Fair Value | Unfunded | | Remaining | | Redemption Notice Period | Redemption Restrictions |
|--|---------------------|--------------------|-------------|--|-------------|--|--------------------------------|
| | | Commitments | Life | Life | Life | | |
| Equity mutual funds - non-public international | \$ 662,679 | \$ - | No limit | 1 to 30 days | - | None | |
| Hedge funds - absolute return, credit, long/short equities | 1,377,733 | - | No limit | 30 to 180 day notice periods | - | Lock-up provisions ranging from none to 2 years; side pockets on a few funds | |
| Private equity - private credit, buyouts, venture, secondary | 726,164 | 694,178 | 1-12 years | Partnerships ineligible for redemption | - | Not redeemable | |
| Real assets - natural resources, real estate, infrastructure | 536,025 | 180,896 | 1-12 years | Partnerships ineligible for redemption | - | Not redeemable | |
| | \$ 3,302,601 | \$ 875,074 | | | | | |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

Additional Risk Disclosures for Investments

GASB Statements No. 3 and 40 require certain additional disclosures related to the liquidity, interest-rate, custodial, credit and foreign currency risks associated with deposits and investments.

Liquidity risk – The university’s private equity and real asset investments are illiquid and subject to redemption restrictions in accordance with their respective governing documents. Such governing documents do not provide for the university to exit these investments until their respective terms have ended.

Interest-rate risk – Interest-rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. Investments with interest rates that are fixed for longer periods are likely to be subject to more variability in their fair values as a result of future changes in interest rates.

The maturities of the university’s interest-bearing investments for the primary institution at June 30, 2018 are as follows:

| | Primary Institution | | | | |
|------------------------------------|----------------------------|---|-------------------|------------------|---------------------|
| | Fair Value | Investment Maturities (in years) | | | |
| | | Less than 1 | 1 to 5 | 6 to 10 | More than 10 |
| U.S. government obligations | \$ 526,092 | \$ 425,816 | \$ 100,002 | \$ 274 | \$ - |
| U.S. government agency obligations | 118,198 | 4,215 | 32,651 | 14,098 | 67,234 |
| Commercial paper | 39,501 | 39,501 | - | - | - |
| Corporate bonds | 1,098,902 | 268,876 | 734,097 | 41,510 | 54,419 |
| Bond mutual funds | 109,278 | 7,975 | 56,393 | 29,257 | 15,653 |
| Other governmental bonds | 13,812 | 5,574 | 5,385 | 49 | 2,804 |
| Foreign governmental bonds | 11,960 | 3,888 | 8,072 | - | - |
| Securities Lending Collateral: | | | | | |
| Repurchase agreements | 19,014 | 19,014 | - | - | - |
| Certificates of deposit | 1,258 | 1,258 | - | - | - |
| Commercial paper | - | - | - | - | - |
| Variable rate notes | 19,268 | 19,268 | - | - | - |
| Total | \$ 1,957,283 | \$ 795,385 | \$ 936,600 | \$ 85,188 | \$ 140,110 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

The maturities of the university's interest-bearing investments for the primary institution at June 30, 2017 are as follows:

| | Primary Institution | | | | |
|------------------------------------|----------------------------|---|-------------------|-------------------|---------------------|
| | Fair Value | Investment Maturities (in years) | | | |
| | | Less than 1 | 1 to 5 | 6 to 10 | More than 10 |
| U.S. government obligations | \$ 531,131 | \$ 395,780 | \$ 107,902 | \$ 27,449 | \$ - |
| U.S. government agency obligations | 130,557 | 12,681 | 55,288 | 16,468 | 46,120 |
| Commercial paper | 46,028 | 46,028 | - | - | - |
| Corporate bonds | 1,073,319 | 301,723 | 661,802 | 55,156 | 54,638 |
| Bond mutual funds | 104,937 | 4,862 | 58,284 | 28,182 | 13,609 |
| Other governmental bonds | 21,237 | 4,803 | 13,216 | 175 | 3,043 |
| Foreign governmental bonds | 30,212 | 22,666 | 7,546 | - | - |
| Securities Lending Collateral: | | | | | |
| Repurchase agreements | 10,621 | 10,621 | - | - | - |
| Certificates of deposit | 3,044 | 3,044 | - | - | - |
| Commercial paper | 1,410 | 1,410 | - | - | - |
| Variable rate notes | 890 | 890 | - | - | - |
| Total | \$ 1,953,386 | \$ 804,508 | \$ 904,038 | \$ 127,430 | \$ 117,410 |

Custodial credit risk – Custodial credit risk is the risk that, in the event of the failure of the custodian, university investments may not be recovered. It is the policy of the university to hold investments in custodial accounts, and the securities are registered solely in the name of the university. All investments are transacted with nationally reputable brokerage firms offering protection by the Securities Investor Protection Corporation.

Credit risk – Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations to the holder of the investment. Credit quality information – as commonly expressed in terms of the credit ratings issued by nationally recognized statistical rating organizations such as Moody's Investors Service, Standard & Poor's, or Fitch Ratings – provides a current depiction of potential variable cash flows and credit risk.

Per GASB Statement No. 40, *Deposit and Investment Risk Disclosures, an amendment to GASB Statement No. 3*, securities with split ratings, or a different rating assignment, are disclosed using the rating indicative of the greatest degree of risk.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

The credit ratings of the university's interest-bearing investments for the primary institution at June 30, 2018 are as follows:

| | Total | Primary Institution | | | | | | | | | | |
|--|---------------------|---------------------|-------------------|-------------------|-------------------|------------------|-----------------|-----------------|-------------|-------------|-------------|-------------------|
| | | AAA | AA | A | BBB | BB | B | CCC | CC | C | Not Rated | |
| U.S. government and agency obligations | \$ 644,290 | \$ 3,881 | \$ 589,810 | \$ 41,579 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 9,020 |
| Corporate bonds | 1,098,902 | 61,155 | 172,281 | 454,979 | 310,119 | 17,706 | 4,650 | - | - | - | - | 78,012 |
| Bond mutual funds | 109,278 | 76,817 | 5,108 | 16,180 | 8,002 | 1,405 | 739 | 1,010 | - | - | - | 17 |
| Foreign government bonds | 11,960 | 1,690 | 3,029 | 5,236 | 2,005 | - | - | - | - | - | - | - |
| Commercial paper | 39,501 | - | - | 37,507 | 1,994 | - | - | - | - | - | - | - |
| Other government bonds | 13,812 | 1,192 | 6,033 | 2,892 | - | - | - | 300 | - | - | - | 270 |
| Securities Lending Collateral: | | | | | | | | | | | | |
| Repurchase agreements | 19,014 | - | - | - | - | - | - | - | - | - | - | 19,014 |
| Certificates of deposit | 1,258 | - | - | 1,258 | - | - | - | - | - | - | - | - |
| Commercial paper | - | - | - | - | - | - | - | - | - | - | - | - |
| Variable rate notes | 19,268 | - | 6,361 | 12,907 | - | - | - | - | - | - | - | - |
| Total | \$ 1,957,283 | \$ 144,735 | \$ 782,622 | \$ 572,538 | \$ 322,120 | \$ 19,111 | \$ 5,389 | \$ 1,310 | \$ - | \$ - | \$ - | \$ 106,333 |

The credit ratings of the university's interest-bearing investments for the primary institution at June 30, 2017 are as follows:

| | Total | Primary Institution | | | | | | | | | | |
|--|---------------------|---------------------|-------------------|-------------------|-------------------|------------------|-----------------|-----------------|-------------|-------------|-------------|-------------------|
| | | AAA | AA | A | BBB | BB | B | CCC | CC | C | Not Rated | |
| U.S. government and agency obligations | \$ 661,688 | \$ 4,828 | \$ 615,608 | \$ 33,253 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 7,999 |
| Corporate bonds | 1,073,319 | 74,388 | 187,093 | 367,603 | 328,182 | 19,966 | 5,249 | - | - | - | - | 90,838 |
| Bond mutual funds | 104,937 | 69,995 | 5,424 | 18,060 | 8,080 | 1,474 | 619 | 1,272 | - | - | - | 13 |
| Foreign government bonds | 30,212 | 3,080 | 2,126 | 12,724 | 2,043 | - | - | - | - | - | - | 10,239 |
| Commercial paper | 46,028 | - | - | 10,949 | - | - | - | - | - | - | - | 35,079 |
| Other government bonds | 21,237 | 1,325 | 9,964 | 5,259 | 3,688 | - | - | - | - | - | - | 1,001 |
| Securities Lending Collateral: | | | | | | | | | | | | |
| Repurchase agreements | 10,621 | - | - | - | - | - | - | - | - | - | - | 10,621 |
| Certificates of deposit | 3,044 | - | - | 2,627 | - | - | - | - | - | - | - | 417 |
| Commercial paper | 1,410 | - | - | 1,410 | - | - | - | - | - | - | - | - |
| Variable rate notes | 890 | - | 633 | 257 | - | - | - | - | - | - | - | - |
| Total | \$ 1,953,386 | \$ 153,616 | \$ 820,848 | \$ 452,142 | \$ 341,993 | \$ 21,440 | \$ 5,868 | \$ 1,272 | \$ - | \$ - | \$ - | \$ 156,207 |

Concentration of credit risk – Concentration of credit risk is the risk associated with a lack of diversification, such as having substantial investments in a few individual issuers, thereby exposing the university to greater risks resulting from adverse economic, political, regulatory, geographic or credit developments.

There is no investment in issuers other than U. S. government guaranteed securities that represents five percent or more of investments held at June 30, 2018 and June 30, 2017.

Foreign currency risk – Foreign currency risk is the risk that changes in exchange rates will adversely affect the fair value of an investment or deposit.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

At June 30, 2018, exposure to foreign currency risk for the primary institution is as follows:

| | Primary Institution | | | | | |
|---------------------------------|---------------------|-----------------|-----------------|--------------------|---------------------|--------------------|
| | Common | Equity | Bond | Corporate | Foreign | Partnerships |
| | Stock | Mutual Funds | Mutual Funds | Bonds and Notes | Government Bonds | and Hedge Funds |
| Argentine Peso | \$ - | \$ - | \$ 88 | \$ - | \$ - | \$ - |
| Australian dollar | 2,933 | 16,426 | (5) | - | - | - |
| Bangladeshi taka | - | 12 | - | - | - | - |
| Brazilian real | 4,477 | 4,966 | 23 | - | - | - |
| Canadian dollar | 10,755 | 5,805 | 177 | - | - | - |
| Chilean peso | 287 | 1,592 | - | - | - | - |
| Chinese yuan | 77 | 5,344 | 607 | - | - | - |
| Columbian peso | 116 | 782 | 56 | - | - | - |
| Czech Republic koruna | 42 | 1,484 | - | - | - | - |
| Danish krone | 3,433 | 3,930 | 5 | - | - | - |
| Egyptian pound | 46 | 17 | (117) | - | - | - |
| Euro | 104,881 | 63,019 | (568) | - | 1,672 | 98,131 |
| Great Britain pound sterling | 60,906 | 88,214 | 9 | 2,509 | - | 75,012 |
| Hong Kong dollar | 17,917 | 22,857 | - | - | - | - |
| Hungarian forint | 62 | 71 | - | - | - | - |
| Iceland Krona | - | - | 32 | - | - | - |
| Indian rupee | 2,318 | 4,896 | 191 | - | - | - |
| Indonesian rupiah | 487 | 785 | - | - | - | - |
| Israeli shekel | 166 | 160 | - | - | - | - |
| Japanese yen | 81,496 | 67,162 | (95) | - | - | - |
| Kuwaiti dinar | - | 1,707 | - | - | - | - |
| Malaysian ringgit | 609 | 3,584 | - | - | - | - |
| Mexican peso | 723 | 2,430 | 485 | - | - | - |
| New Taiwan dollar | 3,149 | 6,670 | (306) | - | - | - |
| New Turkish lira | 197 | 2,002 | - | - | - | - |
| New Zealand dollar | 129 | 79 | 80 | - | - | - |
| Norwegian krone | 5,380 | 3,614 | 54 | - | - | - |
| Pakistan rupee | 41 | 2,275 | - | - | - | - |
| Peruvian nuevo sol | - | 6 | - | - | - | - |
| Philippine peso | 233 | 1,367 | - | - | - | - |
| Polish zloty | 268 | 244 | - | - | - | - |
| Qatari riyal | 196 | 69 | - | - | - | - |
| Romanian new leu | - | 822 | (120) | - | - | - |
| Russian ruble | 447 | 436 | 263 | - | - | - |
| Singapore dollar | 548 | 10,186 | (303) | - | - | - |
| South African rand | 1,602 | 6,178 | 2 | - | - | - |
| South Korean won | 4,846 | 7,561 | (247) | - | - | - |
| Sri Lanka rupee | - | 38 | - | - | - | - |
| Swedish krona | 3,028 | 5,308 | 78 | - | - | - |
| Swiss franc | 31,142 | 18,485 | - | - | - | 24,863 |
| Thailand bhat | 576 | 3,503 | (1) | - | - | - |
| UAE dirham | 139 | 3,229 | - | - | - | - |
| Total | \$ 343,652 | \$ 367,315 | \$ 388 | \$ 2,509 | \$ 1,672 | \$ 198,006 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

At June 30, 2017, exposure to foreign currency risk for the primary institution is as follows:

| | Primary Institution | | | | | |
|---------------------------------|---------------------|---------------------------|-------------------------|---------------------------------|--------------------------------|------------------------------------|
| | Common Stock | Equity Mutual Funds | Bond Mutual Funds | Corporate Bonds and Notes | Foreign Government Bonds | Partnerships and Hedge Funds |
| Australian dollar | \$ 1,557 | \$ 12,026 | \$ 486 | \$ - | \$ - | \$ 4,054 |
| Bangladeshi taka | - | 544 | - | - | - | - |
| Brazilian real | 2,473 | 7,196 | 183 | - | - | - |
| Canadian dollar | 11,022 | 4,644 | (30) | - | - | - |
| Chilean peso | (1) | 2,256 | - | - | - | - |
| Chinese yuan | - | 2,225 | 3 | - | - | - |
| Columbian peso | - | 1,906 | - | - | - | - |
| Czech Republic koruna | - | 1,216 | - | - | 2,185 | - |
| Danish krone | 2,891 | 341 | 8 | 8,543 | - | - |
| Egyptian pound | - | 22 | - | - | - | - |
| Euro | 49,766 | 45,438 | 182 | 4,023 | - | 96,881 |
| Great Britain pound sterling | 27,369 | 66,843 | 114 | 2,638 | - | 30,577 |
| Hong Kong dollar | 10,858 | 16,146 | 17 | - | - | - |
| Hungarian forint | - | 56 | - | - | - | - |
| Indian rupee | (5) | 4,793 | 139 | - | - | - |
| Indonesian rupiah | (1) | 933 | 141 | - | - | - |
| Israeli shekel | - | 74 | - | - | - | - |
| Japanese yen | 28,717 | 55,177 | 34 | - | 15,099 | - |
| Kuwaiti dinar | - | 1,910 | - | - | - | - |
| Malaysian ringgit | - | 1,908 | 69 | - | - | - |
| Mexican peso | (2) | 4,767 | 274 | (61) | - | - |
| New Taiwan dollar | (8) | 6,438 | (174) | - | - | - |
| New Turkish lira | - | 2,535 | 232 | - | - | - |
| New Zealand dollar | - | 27 | (289) | - | - | - |
| Norwegian krone | 3,505 | 1,745 | 50 | - | - | - |
| Pakistan rupee | - | 4,823 | - | - | - | - |
| Peruvian nuevo sol | - | 6 | 71 | - | - | - |
| Philippine peso | - | 1,348 | - | - | - | - |
| Polish zloty | (7) | 1,048 | - | - | - | - |
| Qatari riyal | - | 85 | - | - | - | - |
| Romanian new leu | - | 2,887 | - | - | - | - |
| Russian ruble | (2) | 33 | 146 | - | - | - |
| Singapore dollar | - | 7,978 | (625) | - | - | - |
| South African rand | (4) | 5,560 | 6 | - | - | - |
| South Korean won | 3,284 | 4,839 | (183) | - | - | - |
| Sri Lanka rupee | - | 116 | - | - | - | - |
| Swedish krona | 773 | 4,711 | 273 | - | - | - |
| Swiss franc | 18,495 | 15,004 | (262) | - | - | 13,860 |
| Thailand bhat | - | 3,232 | (3) | - | - | - |
| UAE dirham | - | 1,137 | - | - | - | - |
| Total | \$ 160,680 | \$ 293,973 | \$ 862 | \$ 15,143 | \$ 17,284 | \$ 145,372 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

Securities Lending

The university has engaged in a securities lending program through its custodian bank of the Long-Term Investment Pool. Securities loaned at June 30, 2018 and 2017 were comprised completely of equities, and these loans were secured by collateral in the form of cash, equities, U.S. government obligations, and foreign government/private debt. All loans must be secured by collateral amounting to no less than 102% of the current fair value of domestic securities loaned and no less than 105% of the current fair value of foreign securities loaned.

As of June 30, 2018, there was no credit risk on securities loaned due to the fair value of the collateral held being greater than the fair value of securities on loan to each individual broker. The university, the custodian, and the borrower each maintain the right to terminate a loan. Upon maturity or termination of a loan agreement, the custodian is contractually obligated to indemnify the university if the borrowers fail to return loaned securities and if liquidation of the collateral is insufficient to replace the value of the securities loaned. Noncash collateral cannot be pledged or sold by the university without a borrower's default. While earning fees received by the university during the loan period, cash collateral is simultaneously invested in short term, highly liquid securities in order to further increase interest earned while also matching a weighted average maturity of loans which is not to exceed 60 days.

As of June 30, 2018, securities loaned by the university amounted to a fair value of \$82,521 and were secured by collateral in the amount of \$88,940. The portion of this collateral that was received in cash amounted to \$39,510 and is reflected within the university's statement of net position as a current asset and a corresponding current liability.

As of June 30, 2017, securities loaned by the university amounted to a fair value of \$26,267 and were secured by collateral in the amount of \$27,745. The portion of this collateral that was received in cash amounted to \$15,949 and is reflected within the university's statement of net position as a current asset and a corresponding current liability.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

NOTE 4 — ACCOUNTS, NOTES AND PLEDGES RECEIVABLE

Accounts receivable for the primary institution at June 30, 2018 and 2017 consist of the following:

| | Primary Institution | |
|---|----------------------------|--------------|
| | 2018 | 2017 |
| Gross receivables - OSU Health System | \$ 1,165,740 | \$ 1,089,251 |
| Grant and contract receivables | 92,973 | 91,684 |
| Tuition and fees receivable | 19,519 | 20,176 |
| Receivables for departmental and auxiliary sales and services | 44,280 | 52,415 |
| State and federal receivables | 26,535 | 9,239 |
| Other receivables | 32 | 9,440 |
| Total receivables | 1,349,079 | 1,272,205 |
| Less: Allowances | 729,769 | 696,330 |
| Total receivables, net | \$ 619,310 | \$ 575,875 |

Allowances consist primarily of allowances for doubtful accounts and contractual adjustments of receivables of the OSU Health System.

Notes receivable consist primarily of Perkins and health professions loans and are net of an allowance for doubtful accounts of \$18,709 and \$18,445 at June 30, 2018 and 2017, respectively. Federal capital contributions to the Perkins loan programs represent advances which are ultimately refundable to the federal government.

In accordance with GASB Statement No. 33, *Accounting and Reporting for Non-exchange Transactions*, the university has recorded \$104,041 in non-endowment pledges receivable and a related allowance for doubtful accounts of \$3,616 at June 30, 2018. The university recorded \$110,849 in non-endowment pledges receivable and a related allowance for doubtful accounts of \$4,781 at June 30, 2017.

Accounts receivable for the discretely presented component units at June 30, 2018 and 2017 consist of the following:

| | Discretely Presented Component Units | |
|--|---|-------------|
| | 2018 | 2017 |
| Gross receivables - OSU Physicians | \$ 115,796 | \$ 101,787 |
| Other receivables | 9,358 | 13,234 |
| Total receivables | 125,154 | 115,021 |
| Less: Allowances for doubtful accounts | 71,877 | 67,285 |
| Total receivables, net | \$ 53,277 | \$ 47,736 |

Allowances consist primarily of allowances for doubtful accounts and contractual adjustments of receivables of OSU Physicians.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

NOTE 5 — CAPITAL ASSETS

Capital assets activity for the primary institution for the year ended June 30, 2018 is summarized as follows:

| | Primary Institution | | | |
|---|------------------------------|------------------|--------------------|---------------------------|
| | Beginning Balance | Additions | Retirements | Ending Balance |
| Capital assets not being depreciated: | | | | |
| Land | \$ 88,502 | \$ 1,201 | \$ 211 | \$ 89,492 |
| Intangibles | 18,413 | - | - | 18,413 |
| Construction in progress | 166,710 | 212,149 | - | 378,859 |
| Total non depreciable assets | 273,625 | 213,350 | 211 | 486,764 |
| Capital assets being depreciated: | | | | |
| Improvements other than buildings | 828,429 | 34,794 | 29,368 | 833,855 |
| Buildings and fixed equipment | 6,214,539 | 168,613 | 7,158 | 6,375,994 |
| Movable equipment, furniture and software | 1,452,745 | 139,184 | 44,075 | 1,547,854 |
| Library books | 188,006 | 4,295 | 1,026 | 191,275 |
| Total | 8,683,719 | 346,886 | 81,627 | 8,948,978 |
| Less: Accumulated depreciation | 4,073,760 | 394,461 | 75,701 | 4,392,520 |
| Total depreciable assets, net | 4,609,959 | (47,575) | 5,926 | 4,556,458 |
| Capital assets, net | \$ 4,883,584 | \$ 165,775 | \$ 6,137 | \$ 5,043,222 |

The increase in construction in progress of \$212,149 in fiscal year 2018 represents the amount of capital expenditures for new projects of \$496,509, net of assets placed in service of \$284,360.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

Capital assets activity for the primary institution for the year ended June 30, 2017 is summarized as follows:

| | Primary Institution | | | |
|---|----------------------------|------------------|-----------------|---------------------|
| | Beginning | Additions | Retirements | Ending |
| | Balance | | | Balance |
| Capital assets not being depreciated: | | | | |
| Land | \$ 85,335 | \$ 3,474 | \$ 307 | \$ 88,502 |
| Intangibles | 18,413 | - | - | 18,413 |
| Construction in progress | 103,555 | 63,155 | - | 166,710 |
| Total non depreciable assets | 207,303 | 66,629 | 307 | 273,625 |
| Capital assets being depreciated: | | | | |
| Improvements other than buildings | 812,055 | 16,374 | - | 828,429 |
| Buildings and fixed equipment | 6,039,509 | 183,276 | 8,246 | 6,214,539 |
| Movable equipment, furniture and software | 1,374,200 | 138,473 | 59,928 | 1,452,745 |
| Library books | 183,389 | 5,109 | 492 | 188,006 |
| Total | 8,409,153 | 343,232 | 68,666 | 8,683,719 |
| Less: Accumulated depreciation | 3,764,023 | 374,615 | 64,878 | 4,073,760 |
| Total depreciable assets, net | 4,645,130 | (31,383) | 3,788 | 4,609,959 |
| Capital assets, net | <u>\$ 4,852,433</u> | <u>\$ 35,246</u> | <u>\$ 4,095</u> | <u>\$ 4,883,584</u> |

The increase in construction in progress of \$63,155 in fiscal year 2017 represents the amount of capital expenditures for new projects of \$318,555, net of assets placed in service of \$255,400.

Capital assets activity for the discretely presented component units for the year ended June 30, 2018 is summarized as follows:

| | Discretely Presented Component Units | | | |
|---|---|------------------|-----------------|-------------------|
| | Beginning | Additions | Retirements | Ending |
| | Balance | | | Balance |
| Capital assets not being depreciated: | | | | |
| Land | \$ 25,731 | \$ - | \$ - | \$ 25,731 |
| Intangibles | 52 | - | 6 | 46 |
| Construction in progress | 15,166 | 4,592 | - | 19,758 |
| Total non depreciable assets | 40,949 | 4,592 | 6 | 45,535 |
| Capital assets being depreciated: | | | | |
| Improvements other than buildings | 13,423 | 2,362 | 1,425 | 14,360 |
| Buildings and fixed equipment | 102,366 | 10,731 | 1,179 | 111,918 |
| Movable equipment, furniture and software | 30,574 | 3,653 | 793 | 33,434 |
| Total | 146,363 | 16,746 | 3,397 | 159,712 |
| Less: Accumulated depreciation | 65,145 | 7,674 | 2,131 | 70,688 |
| Total depreciable assets, net | 81,218 | 9,072 | 1,266 | 89,024 |
| Capital assets, net | <u>\$ 122,167</u> | <u>\$ 13,664</u> | <u>\$ 1,272</u> | <u>\$ 134,559</u> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

The increase in construction in progress of \$4,592 in fiscal year 2018 represents the amount of capital expenditures for new projects of \$14,943, net of assets placed in service of \$10,351.

Capital assets activity for the discretely presented component units for the year ended June 30, 2017 is summarized as follows:

| | Discretely Presented Component Units | | | |
|---|---|------------------|--------------------|----------------|
| | Beginning | | Ending | |
| | Balance | Additions | Retirements | Balance |
| Capital assets not being depreciated: | | | | |
| Land | \$ 21,122 | \$ 6,354 | \$ 1,745 | \$ 25,731 |
| Intangibles | - | 52 | - | 52 |
| Construction in progress | 25,491 | (10,325) | - | 15,166 |
| Total non depreciable assets | 46,613 | (3,919) | 1,745 | 40,949 |
| Capital assets being depreciated: | | | | |
| Improvements other than buildings | 8,510 | 5,663 | 750 | 13,423 |
| Buildings and fixed equipment | 72,366 | 41,622 | 11,622 | 102,366 |
| Movable equipment, furniture and software | 50,281 | 2,611 | 22,318 | 30,574 |
| Library books | - | - | - | - |
| Total | 131,157 | 49,896 | 34,690 | 146,363 |
| Less: Accumulated depreciation | 59,805 | 7,138 | 1,798 | 65,145 |
| Total depreciable assets, net | 71,352 | 42,758 | 32,892 | 81,218 |
| Capital assets, net | \$ 117,965 | \$ 38,839 | \$ 34,637 | \$ 122,167 |

The decrease in construction in progress of \$10,325 in fiscal year 2017 represents the amount of capital expenditures for new projects of \$19,063, net of assets placed in service of \$29,388.

NOTE 6 – ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses for the primary institution at June 30, 2018 and 2017 consist of the following:

| | Primary Institution | |
|---|----------------------------|-------------|
| | 2018 | 2017 |
| Payables to vendors for supplies and services | \$ 330,538 | \$ 303,026 |
| Accrued compensation and benefits | 131,639 | 125,049 |
| Retirement system contributions payable | 80,066 | 49,572 |
| Other accrued expenses | 37,120 | 47,107 |
| Total payables and accrued expenses | \$ 579,363 | \$ 524,754 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

NOTE 7 – DEPOSITS AND ADVANCE PAYMENTS FOR GOODS AND SERVICES

Deposits and advance payments for goods and services for the primary institution at June 30, 2018 and 2017 consist of the following:

| | Primary Institution | |
|--|---------------------|-------------------|
| | 2018 | 2017 |
| Current deposits and advance payments: | | |
| Tuition and fees | \$ 42,585 | \$ 40,002 |
| Departmental and auxiliary sales and services | 81,541 | 64,546 |
| Affinity agreements | 2,915 | 5,068 |
| Advance from concessionaire | 21,786 | - |
| Grant and contract advances | 111,091 | 101,307 |
| Other deposits and advance payments | 14,483 | 12,957 |
| Total current deposits and advance payments | <u>\$ 274,401</u> | <u>\$ 223,880</u> |
| Advance from concessionaire | \$ 1,046,342 | \$ - |
| Other non-current deposits and advance payments: | 68,018 | 73,289 |

NOTE 8 – SELF-INSURANCE ACCRUALS

The university maintains self-insurance programs for professional medical malpractice, employee health insurance and workers' compensation. Information on each of these programs is provided below.

Medical Malpractice

The university has established trusteed self-insurance funds for professional medical malpractice liability claims with a \$4,000 limit per occurrence and \$18,000 annual aggregate. The university self-insurance funds have insurance in excess of \$4,000 per occurrence through Oval Limited, a blended component unit of the university. Effective July 1, 2017, Oval Limited provides coverage with limits of \$85,000 per occurrence and in the aggregate.

Previous coverage levels for Oval Limited are as follows:

| Accident Period for Oval | Gross Oval Limit (Occurrence and Annual Aggregate) |
|--------------------------|--|
| 7/1/16 – 6/30/18 | \$85,000 |
| 7/1/15 – 6/30/16 | \$75,000 |
| 7/1/08 – 6/30/15 | \$55,000 |
| 7/1/06 – 6/30/08 | \$40,000 |
| 7/1/05 – 6/30/06 | \$35,000 |
| 7/1/02 – 6/30/05 | \$25,000 |
| 7/1/97 – 6/30/02 | \$15,000 |
| 9/30/94 – 6/30/97 | \$10,000 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

The limits are in excess of underlying policies with limits of \$4,000 per occurrence and \$18,000 in the aggregate. For the year ended June 30, 2018, Oval reinsured, in excess of the self-insured retention, 100% of the first \$25,000 of risk to Berkley Insurance Company. The next \$20,000 was fully ceded to Endurance Specialty Insurance Ltd, then \$20,000 ceded to The Medical Protective Company, with the next \$10,000 ceded to Berkshire Hathaway Specialty Insurance and above that Oval ceded the remaining \$10,000 of the risk to Ironshore Insurance Ltd.

The estimated liability and the related contributions to the trustee fund are based upon an independent actuarial determination as of June 30, 2018. OSUP participates in the university self-insurance fund for professional medical malpractice liability claims.

The university's estimate of professional malpractice liability includes provisions for known claims and actuarially determined estimates of incurred but not reported claims and incidents. This liability at June 30, 2018 of the anticipated future payments on gross claims is estimated at its present value of \$51,042 discounted at an estimated rate of 3.0% (university funds) and an additional \$19,286 discounted at an estimated rate of 3.0% (Oval Limited).

Although actual experience upon the ultimate disposition of the claims may vary from this estimate, the self-insurance fund assets of \$203,611 (which primarily consist of bond and equity mutual funds, money market funds and U.S. treasury notes) are more than the recorded liability at June 30, 2018, and the surplus of \$133,283 is included in unrestricted net position.

At June 30, 2017, the anticipated future payments on gross claims was estimated at its present value of \$51,626 discounted at an estimated rate of 3% (university funds) and an additional \$7,297 discounted at an estimated rate of 3% (Oval Limited). The self-insurance fund assets of \$184,849 (which primarily consist of bond and equity mutual funds, money market funds and U.S. treasury notes) were more than the recorded liability at June 30, 2017, and the surplus of \$111,328 was included in unrestricted net position.

Employee Health Insurance

The university is also self-insured for employee health insurance. As of June 30, 2018 and 2017, \$32,997 and \$35,849, respectively is recorded as a liability relating to both claims received but not paid and estimates of claims incurred but not yet reported.

Workers' Compensation

Effective January 1, 2013, the university became self-insured for workers' compensation. As of June 30, 2018 and 2017, respectively, \$20,112 and \$20,498 are recorded as a liability relating to both claims received but not paid and estimates of claims incurred but not yet reported.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

Changes in reported self-insurance liabilities for the primary institution since June 30, 2016 result from the following activities:

| | Malpractice | | Health | | Workers' Compensation | |
|---------------------------------------|-------------|-----------|-----------|-----------|-----------------------|-----------|
| | 2018 | 2017 | 2018 | 2017 | 2018 | 2017 |
| Liability at beginning of fiscal year | \$ 73,523 | \$ 84,800 | \$ 35,849 | \$ 39,096 | \$ 20,498 | \$ 19,127 |
| Current year provision for losses | 865 | (10,307) | 335,534 | 325,339 | 15,914 | (11,409) |
| Claim payments | (4,060) | (970) | (338,386) | (328,586) | (16,300) | 12,780 |
| Balance at fiscal year end | \$ 70,328 | \$ 73,523 | \$ 32,997 | \$ 35,849 | \$ 20,112 | \$ 20,498 |

NOTE 9 — DEBT

The university may finance the construction, renovation and acquisition of certain facilities through the issuance of debt obligations, which may include general receipts bonds, certificates of participation, commercial paper, capital lease obligations and other borrowings. Debt activity for the primary institution for the year ended June 30, 2018 is as follows:

| | Primary Institution | | | | |
|---|---------------------|-----------|------------|----------------|-----------------|
| | Beginning Balance | Additions | Reductions | Ending Balance | Current Portion |
| Notes: | | | | | |
| WOSU | \$ 2,144 | \$ - | \$ 159 | \$ 1,985 | \$ 159 |
| OH Air Quality Note Series A | 3,031 | - | 413 | 2,618 | 420 |
| OH Air Quality Note Series B | 2,340 | - | - | 2,340 | - |
| St. Stephens Church Note | 2,729 | - | 76 | 2,653 | 80 |
| General Receipts Bonds - Fixed Rate: | | | | | |
| 2008A, due serially through 2028 | 94,510 | - | 86,940 | 7,570 | 7,570 |
| 2010A, due serially through 2020 | 79,160 | - | 38,700 | 40,460 | 24,135 |
| 2010C, due 2040 | 654,785 | - | - | 654,785 | - |
| 2010D, due serially through 2032 | 84,625 | - | - | 84,625 | - |
| 2011, due 2111 | 500,000 | - | - | 500,000 | - |
| 2012A, due 2030 | 74,980 | - | 8,230 | 66,750 | 8,530 |
| 2012B, due 2033 | 15,335 | - | 1,820 | 13,515 | 1,480 |
| 2014A, due serially through 2044 | 131,560 | - | 2,315 | 129,245 | 2,435 |
| 2016A, due serially through 2111 | 600,000 | - | - | 600,000 | - |
| 2016B, due serially through 2030 | 25,935 | - | 2,680 | 23,255 | 2,790 |
| 2017, due serially through 2028 | - | 69,950 | - | 69,950 | - |
| Special Purpose General Receipts Bonds - Fixed Rate: | | | | | |
| 2013A, due 2043 | 337,955 | - | - | 337,955 | - |
| General Receipts Bonds - Variable Rate: | | | | | |
| 1997, due serially through 2027 | 17,160 | - | - | 17,160 | 17,160 |
| 1999B1, due serially through 2029 | 10,765 | - | - | 10,765 | 10,765 |
| 2001, due serially through 2032 | 53,035 | - | - | 53,035 | 53,035 |
| 2003C, due serially through 2031 | 49,800 | - | - | 49,800 | 49,800 |
| 2005B, due serially through 2035 | 71,575 | - | - | 71,575 | 71,575 |
| 2008B, due serially through 2028 | 86,025 | - | - | 86,025 | 86,025 |
| 2010E, due serially through 2035 | 150,000 | - | - | 150,000 | 150,000 |
| 2014B, due serially through 2044 | 150,000 | - | - | 150,000 | 150,000 |
| Capital Lease Obligations | 8,548 | 10,508 | 3,727 | 15,329 | 4,630 |
| | 3,205,997 | 80,458 | 145,060 | 3,141,395 | 640,589 |
| | 86,129 | 12,719 | 17,637 | 81,211 | - |
| Unamortized Bond Premiums | | | | | |
| Total outstanding debt | \$ 3,292,126 | \$ 93,177 | \$ 162,697 | \$ 3,222,606 | \$ 640,589 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

Debt activity for the primary institution for the year ended June 30, 2017 is as follows:

| | Primary Institution | | | | |
|---|---------------------|-----------|------------|--------------|------------|
| | Beginning | Additions | Reductions | Ending | Current |
| | Balance | | | Balance | Portion |
| Notes: | | | | | |
| WOSU | \$ 2,303 | \$ - | \$ 159 | \$ 2,144 | \$ 159 |
| OH Air Quality Note Series A | 3,438 | - | 407 | 3,031 | 413 |
| OH Air Quality Note Series B | 2,340 | - | - | 2,340 | - |
| St. Stephens Church Note | 2,802 | - | 73 | 2,729 | 76 |
| General Receipts Bonds - Fixed Rate: | | | | | |
| 2008A, due serially through 2028 | 110,330 | - | 15,820 | 94,510 | 7,340 |
| 2010A, due serially through 2020 | 117,190 | - | 38,030 | 79,160 | 38,700 |
| 2010C, due 2040 | 654,785 | - | - | 654,785 | - |
| 2010D, due serially through 2032 | 84,625 | - | - | 84,625 | - |
| 2011, due 2111 | 500,000 | - | - | 500,000 | - |
| 2012A, due 2030 | 82,870 | - | 7,890 | 74,980 | 8,230 |
| 2012B, due 2033 | 17,135 | - | 1,800 | 15,335 | 1,820 |
| 2014A, due serially through 2044 | 133,795 | - | 2,235 | 131,560 | 2,315 |
| 2016A, due serially through 2111 | 600,000 | - | - | 600,000 | - |
| 2016B, due serially through 2030 | 28,545 | - | 2,610 | 25,935 | 2,680 |
| Special Purpose General Receipts Bonds - Fixed Rate: | | | | | |
| 2013A, due 2043 | 337,955 | - | - | 337,955 | - |
| General Receipts Bonds - Variable Rate: | | | | | |
| 1997, due serially through 2027 | 17,160 | - | - | 17,160 | 17,160 |
| 1999B1, due serially through 2029 | 10,765 | - | - | 10,765 | 10,765 |
| 2001, due serially through 2032 | 53,035 | - | - | 53,035 | 53,035 |
| 2003C, due serially through 2031 | 51,975 | - | 2,175 | 49,800 | 49,800 |
| 2005B, due serially through 2035 | 71,575 | - | - | 71,575 | 71,575 |
| 2008B, due serially through 2028 | 91,925 | - | 5,900 | 86,025 | 86,025 |
| 2010E, due serially through 2035 | 150,000 | - | - | 150,000 | 150,000 |
| 2014B, due serially through 2044 | 150,000 | - | - | 150,000 | 150,000 |
| Capital Lease Obligations | 4,547 | 6,430 | 2,429 | 8,548 | 1,891 |
| | 3,279,095 | 6,430 | 79,528 | 3,205,997 | 651,984 |
| Unamortized Bond Premiums | 94,165 | - | 8,036 | 86,129 | - |
| Total outstanding debt | \$ 3,373,260 | \$ 6,430 | \$ 87,564 | \$ 3,292,126 | \$ 651,984 |

Debt activity for the discretely presented component units for the year ended June 30, 2018 is as follows:

| | Discretely Presented Component Units | | | | |
|--|--------------------------------------|-----------|------------|-----------|----------|
| | Beginning | Additions | Reductions | Ending | Current |
| | Balance | | | Balance | Portion |
| Notes: | | | | | |
| OSU Physicians - Series 2013 Health Care | | | | | |
| Facilities Revenue Bond, due through 2035 | \$ 13,024 | \$ - | \$ 587 | \$ 12,437 | \$ 612 |
| OSU Physicians - Term Loan Payable, due 2023 | 1,614 | - | 267 | 1,347 | 263 |
| TRC Ohio Development Service Agency Note Payable | - | 5,000 | - | 5,000 | 311 |
| Campus Partners - Columbus Foundation Note Payable | 1,896 | - | 63 | 1,833 | 85 |
| Campus Partners - Edwards TIF Note Payable | 150 | 1,500 | - | 1,650 | - |
| Capital Lease Obligations | - | 152 | 55 | 97 | 51 |
| Total outstanding debt | \$ 16,684 | \$ 6,652 | \$ 972 | \$ 22,364 | \$ 1,322 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

Debt activity for the discretely presented component units for the year ended June 30, 2017 is as follows:

| | Discretely Presented Component Units | | | | |
|--|--------------------------------------|-----------|------------|----------------|-----------------|
| | Beginning Balance | Additions | Reductions | Ending Balance | Current Portion |
| Notes: | | | | | |
| OSU Physicians - Series 2013 Health Care | | | | | |
| Facilities Revenue Bond, due through 2035 | \$ 13,659 | \$ - | \$ 635 | \$ 13,024 | \$ 601 |
| OSU Physicians - Term Loan Payable, due 2023 | 1,887 | - | 273 | 1,614 | 261 |
| Campus Partners - Columbus Foundation Note Payable | - | 1,979 | 83 | 1,896 | 84 |
| Campus Partners - Edwards TIF Note Payable | - | 150 | - | 150 | - |
| Capital Lease Obligations | | | | | |
| Total outstanding debt | \$ 15,546 | \$ 2,129 | \$ 991 | \$ 16,684 | \$ 946 |

Debt obligations are generally callable by the university, bear interest at fixed and variable rates ranging from 0% to 6% and mature at various dates through 2111. Maturities and interest on debt obligations for the next five years and in five-year periods for the primary institution are as follows:

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

| | Primary Institution | | |
|-----------|----------------------------|---------------------|---------------------|
| | Principal | Interest | Total |
| 2019 | \$ 640,589 | \$ 134,466 | \$ 775,055 |
| 2020 | 38,411 | 123,708 | 162,119 |
| 2021 | 37,252 | 121,999 | 159,251 |
| 2022 | 35,176 | 120,370 | 155,546 |
| 2023 | 43,048 | 118,905 | 161,953 |
| 2024-2028 | 181,003 | 567,267 | 748,270 |
| 2029-2033 | 135,229 | 532,270 | 667,499 |
| 2034-2038 | 98,817 | 507,044 | 605,861 |
| 2039-2043 | 794,705 | 348,686 | 1,143,391 |
| 2044-2048 | 387,165 | 219,355 | 606,520 |
| 2049-2053 | - | 170,600 | 170,600 |
| 2054-2058 | 250,000 | 155,420 | 405,420 |
| 2059-2063 | - | 120,000 | 120,000 |
| 2064-2068 | - | 120,000 | 120,000 |
| 2069-2073 | - | 120,000 | 120,000 |
| 2074-2078 | - | 120,000 | 120,000 |
| 2079-2083 | - | 120,000 | 120,000 |
| 2084-2088 | - | 120,000 | 120,000 |
| 2089-2093 | - | 120,000 | 120,000 |
| 2094-2098 | - | 120,000 | 120,000 |
| 2099-2103 | - | 120,000 | 120,000 |
| 2104-2108 | - | 120,000 | 120,000 |
| 2109-2111 | 500,000 | 72,000 | 572,000 |
| | <u>\$ 3,141,395</u> | <u>\$ 4,392,090</u> | <u>\$ 7,533,485</u> |

Maturities and interest on debt obligations for the next five years and in five-year periods for the discretely presented component units are as follows:

| | Discretely Presented Component Units | | |
|-----------|---|-----------------|------------------|
| | Principal | Interest | Total |
| 2019 | \$ 1,322 | \$ 426 | \$ 1,748 |
| 2020 | 2,993 | 395 | 3,388 |
| 2021 | 2,892 | 326 | 3,218 |
| 2022 | 1,256 | 267 | 1,523 |
| 2023 | 1,256 | 243 | 1,499 |
| 2024-2028 | 5,212 | 927 | 6,139 |
| 2029-2033 | 5,690 | 449 | 6,139 |
| 2034-2038 | 1,743 | 42 | 1,785 |
| | <u>\$ 22,364</u> | <u>\$ 3,075</u> | <u>\$ 25,439</u> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

General receipts bonds are backed by the unrestricted receipts of the university, excluding certain items as described in the bond indentures.

The outstanding bond indentures do not require mandatory reserves for future payment of principal and interest. However, the university has set aside \$331,292 for future debt service which is included in unrestricted net position.

The university has defeased various bonds by placing the proceeds of new bonds into an irrevocable trust to provide for all future debt service payments on the old bonds. The defeased bonds for the primary institution are as follows:

| | Amount | |
|-------------------------|--------------------|---------------------------------|
| | Amount Defeased | Outstanding at June 30, 2018 |
| General Receipts Bonds: | | |
| Series 2008A | \$ 26,945 | \$ 20,750 |
| Series 2010A | 13,050 | 4,720 |
| Series 2010D | 3,710 | 3,710 |
| | <u>\$ 43,705</u> | <u>\$ 29,180</u> |

Neither the outstanding indebtedness nor the related trust account assets for the above bonds are included in the university's financial statements.

Special-Purpose General Receipts Bonds

In January 2013, the university issued \$337,955 of Special Purpose General Receipts Bonds, Series 2013A. These bonds are solely payable from, and secured by, a pledge of the gross revenues of Special Purpose Revenue Facilities. Special Purpose Revenue Facilities are defined in the Series 2013 Supplement as all housing and dining facilities and such auxiliary facilities as shall constitute recreation facilities owned by the university. The bond indenture agreement includes a debt covenant, requiring the university "to set rates, charges and fees in each Fiscal Year so as to cause Special Purpose Pledged Revenues to be in an amount not less than 1.10 times the aggregate debt service for the then-current Fiscal Year on all Special Purpose General Receipts Obligations." At June 30, 2018, the university is in compliance with this covenant. Condensed financial information for the Special Purpose Revenue Facilities is provided in Note 22.

Variable Rate Demand Bonds

Series 1997, 1999B1, 2001, 2003C, 2005B, 2008B, 2010E and 2014B variable rate demand bonds bear interest at rates based upon yield evaluations at par of comparable securities. The maximum interest rate allowable and the effective average interest rate from issue date to June 30, 2018 are as follows:

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

| Series: | Interest Rate Not | Effective Average |
|---------|-------------------|-------------------|
| | to Exceed | Interest Rate |
| 1997 | 12% | 1.475% |
| 1999B1 | 12% | 1.268% |
| 2001 | 12% | 1.070% |
| 2003C | 12% | 1.412% |
| 2005B | 12% | 0.985% |
| 2008B | 12% | 0.398% |
| 2010E | 8% | 0.305% |
| 2014B | not specified | 0.516% |

At the discretion of the university, the interest rate on the bonds can be converted to a fixed rate. The bonds may be redeemed by the university or sold by the bondholders to a remarketing agent appointed by the university at any time prior to conversion to a fixed rate at a price equal to the principal amount plus accrued interest.

The university's variable rate demand bonds mature at various dates through 2044. GASB Interpretation No. 1, *Demand Bonds Issued by State and Local Governmental Entities*, provides guidance on the statement of net position classification of these bonds. Under GASB Interpretation No. 1, outstanding principal balances on variable rate demand bonds may be classified as non-current liabilities if the issuer has entered into a "take-out agreement" to convert bonds "put" but not resold into some other form of long-term obligation. In the absence of such an agreement, the total outstanding principal balances for these bonds are required to be classified as current liabilities.

Although it is the university's intent to repay its variable rate demand bonds in accordance with the maturities set forth in the bond offering circulars, the university does not have "take-out agreements" in place per the GASB Interpretation No. 1 requirements. Accordingly, the university has classified the total outstanding principal balances on its variable rate demand bonds as current liabilities. The obligations totaled \$588,360 at June 30, 2018 and 2017.

Capital Lease Obligations

Some university equipment items and vehicles are financed as capital leases. The original cost and lease obligations related to these capital leases as of June 30, 2018 are \$22,750 and \$15,328, respectively. The original cost and lease obligations related to these capital leases as of June 30, 2017 are \$17,523 and \$8,548, respectively.

Capitalization of Interest

Interest incurred during the construction of capital assets is included in the cost of the asset when capitalized. Total interest costs incurred for the years ended June 30, 2018 and 2017 for the primary institution were \$122,281 and \$124,240. Of these amounts, interest of \$5,792 and \$3,169 were capitalized. The remaining amounts of \$116,489 and \$121,071 for the years ended June 30, 2018 and 2017, respectively, are reported as interest expense in the statement of revenues, expenses and changes in net position.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

NOTE 10 — OPERATING LEASES

The university leases various buildings, office space, and equipment under operating lease agreements. These facilities and equipment are not recorded as assets on the statement of net position. The total rental expense under these agreements was \$23,638 and \$24,836 for the years ended June 30, 2018 and 2017, respectively.

Future minimum payments for all significant operating leases with initial or remaining terms in excess of one year as of June 30, 2018 are as follows:

| Year Ending June 30, | Primary | Discretely Presented |
|------------------------------|-------------------|----------------------|
| | Institution | Component Units |
| 2019 | \$ 19,170 | \$ 7,056 |
| 2020 | 17,774 | 4,370 |
| 2021 | 16,426 | 4,023 |
| 2022 | 15,304 | 3,427 |
| 2023 | 14,616 | 3,257 |
| 2024-2028 | 46,432 | 28,715 |
| 2029-2033 | 21,903 | - |
| 2034-2038 | 2,266 | - |
| 2039-2043 | 1,449 | - |
| 2044-2048 | 1,630 | - |
| 2049-2053 | 1,409 | - |
| 2054-2058 | 1,382 | - |
| 2059-2063 | 1,382 | - |
| 2064 and beyond | 817 | - |
| Total minimum lease payments | <u>\$ 161,960</u> | <u>\$ 50,848</u> |

NOTE 11 — COMPENSATED ABSENCES

University employees earn vacation and sick leave on a monthly basis.

Classified civil service employees may accrue vacation benefits up to a maximum of three years credit. Administrative and professional staff and faculty may accrue vacation benefits up to a maximum of 240 hours. For all classes of employees, any earned but unused vacation benefit is payable upon termination.

Sick leave may be accrued without limit. However, earned but unused sick leave benefits are payable only upon retirement from the university with ten or more years of service with the state. The amount of sick leave benefit payable at retirement is one fourth of the value of the accrued but unused sick leave up to a maximum of 240 hours.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

The university accrues sick leave liability for those employees who are currently eligible to receive termination payments as well as other employees who are expected to become eligible to receive such payments. This liability is calculated using the “termination payment method” which is set forth in Appendix C, Example 4 of the GASB Statement No. 16, *Accounting for Compensated Absences*. Under the termination method, the university calculates a ratio, Sick Leave Termination Cost per Year Worked, that is based on the university’s actual historical experience of sick leave payouts to terminated employees. This ratio is then applied to the total years-of-service for current employees.

Certain employees of the university (mostly classified civil service employees) receive compensation time in lieu of overtime pay. Any unused compensation time must be paid to the employee at termination or retirement.

NOTE 12 — OTHER LIABILITIES

Other liability activity for the primary institution for the year ended June 30, 2018 is as follows:

| | Primary Institution | | | | |
|---|---------------------|-------------------|-------------------|-------------------|------------------|
| | Beginning Balance | Additions | Reductions | Ending Balance | Current Portion |
| Compensated absences | \$ 177,207 | \$ 22,576 | \$ 14,779 | \$ 185,004 | \$ 14,779 |
| Self-insurance accruals | 129,870 | 336,012 | 342,446 | 123,436 | 49,297 |
| Amounts due to third party payors | 66,526 | 28,301 | 28,494 | 66,333 | 21,424 |
| Obligations under life income agreements | 34,308 | - | 1,580 | 32,728 | 3,350 |
| Refundable advances for Federal Perkins loans | 31,714 | 924 | - | 32,638 | - |
| Other noncurrent liabilities | 101,486 | - | 9,542 | 91,944 | - |
| | <u>\$ 541,111</u> | <u>\$ 387,813</u> | <u>\$ 396,841</u> | <u>\$ 532,083</u> | <u>\$ 88,850</u> |

Other liability activity for the primary institution for the year ended June 30, 2017 is as follows:

| | Primary Institution | | | | |
|---|---------------------|-------------------|-------------------|-------------------|------------------|
| | Beginning Balance | Additions | Reductions | Ending Balance | Current Portion |
| Compensated absences | \$ 171,012 | \$ 18,808 | \$ 12,613 | \$ 177,207 | \$ 12,613 |
| Self-insurance accruals | 143,023 | 316,403 | 329,556 | 129,870 | 48,631 |
| Amounts due to third party payors | 71,228 | 23,781 | 28,483 | 66,526 | 28,494 |
| Obligations under life income agreements | 33,225 | 2,783 | 1,700 | 34,308 | 3,619 |
| Refundable advances for Federal Perkins loans | 32,110 | - | 396 | 31,714 | - |
| Other noncurrent liabilities | 112,841 | - | 11,355 | 101,486 | - |
| | <u>\$ 563,439</u> | <u>\$ 361,775</u> | <u>\$ 384,103</u> | <u>\$ 541,111</u> | <u>\$ 93,357</u> |

NOTE 13 – RENTALS UNDER OPERATING LEASES

The university is the lessor of certain land, buildings, office and retail space under operating lease agreements. Future minimum rental income from non-cancelable operating leases for the primary institution as of June 30, 2018 is as follows:

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

| | | |
|------------------------------|----|---------------|
| Year Ending June 30, | | |
| 2019 | \$ | 3,800 |
| 2020 | | 3,173 |
| 2021 | | 2,319 |
| 2022 | | 2,022 |
| 2023 | | 1,926 |
| 2024-2028 | | 6,411 |
| 2029-2033 | | 1,438 |
| 2034-2038 | | 305 |
| 2039-2043 | | 14 |
| 2044-2048 | | 14 |
| 2049-2053 | | 12 |
| Total minimum future rentals | \$ | <u>21,434</u> |

The discretely presented component units are the lessor of certain land, buildings, office and retail space under operating lease agreements. Future minimum rental income from non-cancelable operating leases as of June 30, 2018 is as follows:

| | | |
|------------------------------|----|---------------|
| Year Ending June 30, | | |
| 2019 | \$ | 3,674 |
| 2020 | | 3,458 |
| 2021 | | 2,928 |
| 2022 | | 2,209 |
| 2023 | | 1,977 |
| 2024-2028 | | 5,029 |
| Total minimum future rentals | \$ | <u>19,275</u> |

NOTE 14 – OPERATING EXPENSES BY OBJECT

In accordance with requirements set forth by the Ohio Board of Regents, the university reports operating expenses by functional classification on the Statement of Revenues, Expenses and Other Changes in Net Position. Operating expenses by object for the primary institution for the years ended June 30, 2018 and 2017 are summarized as follows:

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

Year Ended June 30, 2018

| | Primary Institution | | | | Total |
|------------------------------------|---------------------------------|-----------------------------|------------------------------------|--------------|--------------|
| | Compensation and Benefits | Supplies and Services | Scholarships and Fellowships | Depreciation | |
| Instruction | \$ 680,084 | \$ 131,039 | \$ - | \$ - | \$ 811,123 |
| Separately budgeted research | 129,233 | 171,719 | - | - | 300,952 |
| Public service | 53,990 | 83,130 | - | - | 137,120 |
| Academic support | 138,079 | 44,373 | - | - | 182,452 |
| Student services | 81,649 | 24,111 | - | - | 105,760 |
| Institutional support | 129,178 | 81,513 | - | - | 210,691 |
| Operation and maintenance of plant | 30,761 | 92,864 | - | - | 123,625 |
| Scholarships and fellowships | 2,337 | 2,093 | 121,854 | - | 126,284 |
| Auxiliary enterprises | 182,760 | 139,389 | - | - | 322,149 |
| OSU Health System | 1,469,851 | 1,251,137 | - | - | 2,720,988 |
| Depreciation | - | - | - | 394,461 | 394,461 |
| Total operating expenses | \$ 2,897,922 | \$ 2,021,369 | \$ 121,854 | \$ 394,461 | \$ 5,435,605 |

Year Ended June 30, 2017

| | Primary Institution | | | | Total |
|------------------------------------|---------------------------------|-----------------------------|------------------------------------|--------------|--------------|
| | Compensation and Benefits | Supplies and Services | Scholarships and Fellowships | Depreciation | |
| Instruction | \$ 888,236 | \$ 118,175 | \$ - | \$ - | \$ 1,006,411 |
| Separately budgeted research | 340,784 | 156,724 | - | - | 497,508 |
| Public service | 104,285 | 70,816 | - | - | 175,101 |
| Academic support | 180,431 | 41,612 | - | - | 222,043 |
| Student services | 84,593 | 23,448 | - | - | 108,041 |
| Institutional support | 124,620 | 73,499 | - | - | 198,119 |
| Operation and maintenance of plant | 35,143 | 59,544 | - | - | 94,687 |
| Scholarships and fellowships | 7,263 | 1,697 | 121,109 | - | 130,069 |
| Auxiliary enterprises | 187,806 | 125,379 | - | - | 313,185 |
| OSU Health System | 1,397,568 | 1,198,229 | - | - | 2,595,797 |
| Depreciation | - | - | - | 374,615 | 374,615 |
| Total operating expenses | \$ 3,350,729 | \$ 1,869,123 | \$ 121,109 | \$ 374,615 | \$ 5,715,576 |

NOTE 15 — RETIREMENT PLANS

University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements.

STRS Ohio and OPERS offer statewide cost-sharing multiple-employer defined benefit pension plans. STRS Ohio and OPERS provide retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. In addition, the

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

retirement systems provide other post-employment benefits (OPEB), consisting primarily of healthcare. Benefits are established by state statute and are calculated using formulas that include years of service and final average salary as factors.

In accordance with GASB Statements Nos. 68 and 75, employers participating in cost-sharing multiple-employer plans are required to recognize a proportionate share of the collective net pension and OPEB liabilities of the plans. Although changes in the net pension and OPEB liabilities generally are recognized as expense in the current period, certain items are deferred and recognized as expense in future periods. Deferrals for differences between projected and actual investment returns are amortized to pension expense over five years. Deferrals for employer contributions subsequent to the measurement date are amortized in the following period (one year). Other deferrals are amortized over the estimated remaining service lives of both active and inactive employees (amortization periods range from 3 to 10 years).

The collective net pension liabilities of the retirement systems and the university's proportionate share of these liabilities as of June 30, 2018 are as follows:

| | STRS-Ohio | OPERS | Total |
|--|---------------|---------------|--------------|
| Net pension liability - all employers | \$ 23,755,214 | \$ 15,548,439 | |
| Proportion of the net pension liability - university | 4.6% | 9.4% | |
| Proportionate share of net pension liability | \$ 1,081,053 | \$ 1,466,955 | \$ 2,548,009 |

The collective net OPEB liabilities of the retirement systems and the university's proportionate share of these liabilities as of June 30, 2018 are as follows:

| | STRS-Ohio | OPERS | Total |
|---|--------------|---------------|--------------|
| Net OPEB liability - all employers | \$ 3,901,631 | \$ 10,859,263 | |
| Proportion of the net OPEB liability - university | 4.6% | 9.7% | |
| Proportionate share of net OPEB liability | \$ 177,556 | \$ 1,055,239 | \$ 1,232,795 |

In addition, the university recognizes OPEB liability totaling \$16,276 primarily related to death benefits for retirees.

The collective net pension liabilities of the retirement systems and the university's proportionate share of these net pension liabilities as of June 30, 2017 are as follows:

| | STRS-Ohio | OPERS | Total |
|--|---------------|---------------|--------------|
| Net pension liability - all employers | \$ 33,473,014 | \$ 22,652,226 | |
| Proportion of the net pension liability - university | 4.5% | 9.1% | |
| Proportionate share of net pension liability | \$ 1,510,814 | \$ 2,054,548 | \$ 3,565,362 |

Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of June 30, 2018:

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

| | STRS-Ohio | OPERS | Total |
|--|-------------------|-------------------|-------------------|
| Deferred Outflows of Resources: | | | |
| Differences between expected and actual experience | \$ 41,745 | \$ 2,277 | \$ 44,022 |
| Changes in assumptions | 236,438 | 171,962 | 408,400 |
| Changes in proportion of university contributions | 1,036 | 4,061 | 5,097 |
| University contributions subsequent to the measurement date | 74,173 | 99,914 | 174,087 |
| Total | \$ 353,392 | \$ 278,214 | \$ 631,606 |
| Deferred Inflows of Resources: | | | |
| Differences between expected and actual experience | \$ 8,713 | \$ 34,978 | \$ 43,691 |
| Net difference between projected and actual earnings on pension plan investments | 35,676 | 332,347 | 368,023 |
| Changes in proportion of university contributions | - | 54 | 54 |
| Total | \$ 44,389 | \$ 367,379 | \$ 411,768 |

Deferred outflows of resources and deferred inflows of resources for OPEB were related to the following sources as of June 30, 2018:

| | STRS-Ohio | OPERS | Total |
|---|------------------|------------------|-------------------|
| Deferred Outflows of Resources: | | | |
| Differences between expected and actual experience | \$ 10,250 | \$ 822 | \$ 11,072 |
| Changes in assumptions | - | 76,832 | 76,832 |
| Total | \$ 10,250 | \$ 77,654 | \$ 87,904 |
| Deferred Inflows of Resources: | | | |
| Changes in assumptions | 14,303 | - | 14,303 |
| Net difference between projected and actual earnings on OPEB plan investments | 7,589 | 78,608 | 86,197 |
| Total | \$ 21,892 | \$ 78,608 | \$ 100,500 |

Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of June 30, 2017:

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

| | STRS-Ohio | OPERS | Total |
|--|-------------------|-------------------|-------------------|
| Deferred Outflows of Resources: | | | |
| Differences between expected and actual experience | \$ 61,044 | \$ 3,296 | \$ 64,340 |
| Changes in assumptions | - | 329,038 | 329,038 |
| Net difference between projected and actual earnings on pension plan investments | 125,438 | 306,350 | 431,788 |
| Changes in proportion of university contributions | 921 | 1,163 | 2,084 |
| University contributions subsequent to the measurement date | 70,306 | 94,003 | 164,309 |
| Total | \$ 257,709 | \$ 733,850 | \$ 991,559 |
| Deferred Inflows of Resources: | | | |
| Differences between expected and actual experience | \$ - | \$ 16,279 | \$ 16,279 |
| Changes in proportion of university contributions | - | 63 | 63 |
| Total | \$ - | \$ 16,342 | \$ 16,342 |

Net deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense during the years ending June 30 as follows:

| | STRS-Ohio | OPERS | Total |
|---------------------|-------------------|--------------------|-------------------|
| 2019 | 123,766 | 221,834 | 345,600 |
| 2020 | 96,547 | (35,226) | 61,321 |
| 2021 | 69,287 | (141,775) | (72,488) |
| 2022 | 19,404 | (132,700) | (113,296) |
| 2023 | - | (503) | (503) |
| 2024 and Thereafter | - | (796) | (796) |
| Total | \$ 309,004 | \$ (89,166) | \$ 219,838 |

Net deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense during the years ending June 30 as follows:

| | STRS-Ohio | OPERS | Total |
|---------------------|--------------------|-----------------|--------------------|
| 2019 | (2,573) | 17,475 | 14,902 |
| 2020 | (2,573) | 17,475 | 14,902 |
| 2021 | (2,573) | (16,251) | (18,824) |
| 2022 | (2,573) | (19,652) | (22,225) |
| 2023 | (676) | - | (676) |
| 2024 and Thereafter | (675) | - | (675) |
| Total | \$ (11,643) | \$ (953) | \$ (12,596) |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

The following table provides additional details on the benefit formulas, contribution requirements and significant assumptions used in the measurement of total pension and OPEB liabilities for the retirement systems (information below applies to both pensions and OPEB unless otherwise indicated).

| | STRS-Ohio | OPERS |
|----------------------------|---|---|
| Statutory Authority | Ohio Revised Code Chapter 3307 | Ohio Revised Code Chapter 145 |
| Benefit Formula | <p>Pensions -- The annual retirement allowance based on final average salary multiplied by a percentage that varies based on years of service. Effective August 1, 2015, the calculation is 2.2% of final average salary for the five highest years of earnings multiplied by all years of service. Members are eligible to retire at age 60 with five years of qualifying service credit, or at age 55 with 26 years of service, or 31 years of service regardless of age. Eligibility changes will be phased in until August 1, 2026, when retirement eligibility for unreduced benefits will be five years of service credit and age 65, or 35 years of service credit and at least age 60.</p> <p>OPEB – STRS Ohio provides access to health care coverage for eligible retirees who participated in the Defined Benefit or Combined Plans and their eligible dependents. Coverage under the current program includes hospitalization, physicians' fees and prescription drugs and reimbursement of a portion of the monthly Medicare Part B premiums. Medicare Part B premium reimbursements will be discontinued effective January 1, 2019. Pursuant to the Ohio Revised Code, the Retirement Board has discretionary authority over how much, if any, of the associated health care costs will be absorbed by the plan. All benefit recipients pay a portion of the health care costs in the form of a monthly premium. Benefit recipients contributed \$339.1 million or 60% of the total health care costs in fiscal 2017 (excluding deductibles, coinsurance and copayments).</p> | <p>Pensions -- Benefits are calculated on the basis of age, final average salary (FAS), and service credit. State and Local members in transition Groups A and B are eligible for retirement benefits at age 60 with 60 contributing months of service credit or at age 55 with 25 or more years of service credit. Group C for State and Local is eligible for retirement at age 57 with 25 years of service or at age 62 with 5 years of service. For Groups A and B, the annual benefit is based on 2.2% of final average salary multiplied by the actual years of service for the first 30 years of service credit and 2.5% for years of service in excess of 30 years. For Group C, the annual benefit applies a factor of 2.2% for the first 35 years and a factor of 2.5% for the years of service in excess of 35. FAS represents the average of the three highest years of earnings over a member's career for Groups A and B. Group C is based on the average of the five highest years of earnings over a member's career. The base amount of a member's pension benefit is locked in upon receipt of the initial benefit payment for calculation of annual cost-of-living adjustment.</p> <p>OPEB – The Ohio Revised Code permits, but does not require, OPERS to offer post-employment health care coverage. The ORC allows a portion of the employers' contributions to be used to fund health care coverage. The health care portion of the employer contribution rate for the Traditional Pension Plan and Combined Plan is comparable, as the same coverage options are provided to participants in both plans. Beginning January 1, 2015, the service eligibility</p> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

| | STRS-Ohio | OPERS |
|---|--|---|
| | <p>Medicare Part D is a federal program to help cover the costs of prescription drugs for Medicare beneficiaries. This program allows STRS Ohio to recover part of the cost for providing prescription coverage since all eligible STRS Ohio health care plans include creditable prescription drug coverage. For the year ended June 30, 2017, STRS Ohio received \$79.4 million in Medicare Part D reimbursements.</p> | <p>criteria for health care coverage increased from 10 years to 20 years with a minimum age of 60, or 30 years of qualifying service at any age. Beginning with January 2016 premiums, Medicare-eligible retirees could select supplemental coverage through the Connector, and may be eligible for monthly allowances deposited to an HRA to be used for reimbursement of eligible health care expenses. Coverage for non-Medicare retirees includes hospitalization, medical expenses and prescription drugs. The System determines the amount, if any, of the associated health care costs that will be absorbed by the System and attempts to control costs by using managed care, case management, and other programs. Additional details on health care coverage can be found in the Plan Statement in the OPERS 2017 CAFR.</p> <p>OPERS no longer participates in the Medicare Part D program as of December 31, 2016. OPERS will receive the final distribution of funds from the Medicare Part D program for calendar year 2016 in 2018. Total federal subsidies received for the year ended December 31, 2017 were \$812,170.</p> |
| Cost-of-Living Adjustments (COLAs) | <p>Effective July 1, 2017, the COLA was reduced to 0%.</p> | <p>Once a benefit recipient retiring under the Traditional Pension Plan has received benefits for 12 months, current law provides for an annual COLA. The COLA is calculated on the member's base pension benefit at the date of retirement and is not compounded. Members retiring under the Combined Plan receive a COLA on the defined benefit portion of their pension benefit. For those who retired prior to January 7, 2013, current law provides for a 3% COLA. For those retiring subsequent to January 7, 2013, beginning in calendar year 2019, current law provides that the adjustment will be based on the average percentage increase in the Consumer Price Index, capped at 3%.</p> |
| Contribution Rates | <p>Employer and member contribution rates are established by the State</p> | <p>Employee and member contribution rates are established by the OPERS Board and</p> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

| | STRS-Ohio | OPERS |
|------------------------------|--|--|
| | Teachers Retirement Board and limited by Chapter 3307 of the Ohio Revised Code. The statutory employer rate is 14% and the statutory member rate is 14% of covered payroll effective July 1, 2016. Under Ohio law, funds to pay health care costs may be deducted from employer contributions. For the year ended June 30, 2017, no employer allocation was made to the health care fund. | limited by Chapter 145 of the Ohio Revised Code. For 2016, employer rates for the State and Local Divisions were 14% of covered payroll (and 18.1% for the Law Enforcement and Public Safety Divisions). Member rates for the State and Local Divisions were 10% of covered payroll (13% for Law Enforcement and 12% for Public Safety). |
| Measurement Date | June 30, 2017 | December 31, 2017 (OPEB is rolled forward from December 31, 2016 actuarial valuation date) |
| Actuarial Assumptions | <p>Valuation Date: July 1, 2017 for pensions; June 30, 2017 for OPEB</p> <p>Actuarial Cost Method: Individual entry age</p> <p>Investment Rate of Return: 7.45%</p> <p>Inflation: 2.50%</p> <p>Projected Salary Increases: 12.50% at age 20 to 2.50% at age 65</p> <p>Cost-of-Living Adjustments: 0% effective July 1, 2017</p> <p>Payroll Increases: 3.00%</p> <p>Health Care Cost Trends: 6%-11% initial; 4.50% ultimate</p> | <p>Valuation Date: December 31, 2017 for pensions; December 31, 2016 for OPEB</p> <p>Actuarial Cost Method: Individual entry age</p> <p>Investment Rate of Return: 7.5% for pensions; 6.5% for OPEB</p> <p>Inflation: 3.25%</p> <p>Projected Salary Increases: 3.25% - 10.75%</p> <p>Cost-of-Living Adjustments: 3.00% Simple – for those retiring after January 7, 2013, 3.00% Simple through 2018, then 2.15% Simple.</p> <p>Health Care Cost Trends: 7.5% initial; 3.25% ultimate</p> |
| Mortality Rates | Post-retirement mortality rates for healthy retirees are based on the RP-2014 Annuitant Mortality Table with 50% of rates through age 69, 70% of rates between ages 70 and 79, 90% of rates between ages 80 and 84, and 100% of rates thereafter, projected forward generationally using mortality improvement scale MP-2016. Post-retirement disabled mortality rates are based on the RP2014 Disabled Mortality Table with 90% of rates for males and 100% of rates for females, projected forward generationally using mortality improvement scale MP-2016. Pre-retirement mortality rates are based on RP-2014 Employee Mortality Table, projected forward generationally using mortality improvement scale MP-2016. | Pre-retirement mortality rates are based on the RP-2014 Employees mortality table for males and females, adjusted for mortality improvement back to the observation period base year of 2006. The base year for males and females was then established to be 2015 and 2010, respectively. Post-retirement mortality rates are based on the RP-2014 Healthy Annuitant mortality table for males and females, adjusted for mortality improvement back to the observation period base year of 2006. The base year for males and females was then established to be 2015 and 2010, respectively. Post-retirement mortality rates for disabled retirees are based on the RP-2014 Disabled mortality table for males and females, adjusted for mortality improvement back to the observation period base year of 2006. The base year |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

| | STRS-Ohio | OPERS |
|--------------------------------------|--|---|
| | | for males and females was then established to be 2015 and 2010, respectively. Mortality rates for a particular calendar year are determined by applying the MP-2015 mortality improvement scale to all of the above described tables. |
| Date of Last Experience Study | June 30, 2016 | December 31, 2015 |
| Discount Rate | <p>Pensions -- The discount rate used to measure the total pension liability was 7.45% as of June 30, 2017. The projection of cash flows used to determine the discount rate assumes that member and employer contributions will be made at the statutory contribution rates in accordance with the rate increases described above. For this purpose, only employer contributions that are intended to fund benefits of current plan members and their beneficiaries are included. Based on those assumptions, STRS Ohio's fiduciary net position was projected to be available to make all projected future benefit payments to current plan members as of June 30, 2017. Therefore, the long-term expected rate of return on pension plan investments of 7.45% was applied to all periods of projected benefit payments to determine the total pension liability as of June 30, 2017.</p> <p>OPEB -- The discount rate used to measure the total OPEB liability was 4.13% as of June 30, 2017. The projection of cash flows used to determine the discount rate assumes STRS Ohio continues to allocate no employer contributions to the health care fund. Based on these assumptions, the OPEB plan's fiduciary net position was not projected to be sufficient to make all projected future benefit payments of current plan members. Therefore, a blended discount rate of 4.13%, which represents the long-term expected rate of return of 7.45% for the</p> | <p>Pensions -- The discount rate used to measure the total pension liability was 7.5% for the Traditional Pension Plan, the Combined Plan and the Member-Directed Plan. The projection of cash flows used to determine the discount rate assumed that contributions from plan members and those of the contributing employers are made at the statutorily required rates. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.</p> <p>OPEB – A single discount rate of 3.85% was used to measure the OPEB liability on the measurement date of December 31, 2017. Projected benefit payments are required to be discounted to their actuarial present value using a single discount rate that reflects (1) a long-term expected rate of return on OPEB plan investments (to the extent that the health care fiduciary net position is projected to be sufficient to pay benefits), and (2) tax-exempt municipal bond rate based on an index of 20-year general obligation bonds with an average AA credit rating as of the measurement date (to the extent that the contributions for use with the long-term expected rate are not met). This single discount rate was based on an expected rate of return on the health care investment portfolio of 6.50% and a municipal bond rate of 3.31%. The</p> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

| | STRS-Ohio | OPERS |
|---|--|---|
| | <p>funded benefit payments and the Bond Buyer 20-year municipal bond rate of 3.58% for the unfunded benefit payments, was used to measure the total OPEB liability as of June 30, 2017.</p> | <p>projection of cash flows used to determine this single discount rate assumed that employer contributions will be made at rates equal to the actuarially determined contribution rate. Based on these assumptions, the health care fiduciary net position and future contributions were sufficient to finance health care costs through 2034. As a result, the long-term expected rate of return on health care investments was applied to projected costs through the year 2034, and the municipal bond rate was applied to all health care costs after that date.</p> |
| <p>Changes in Assumptions Since the Prior Measurement Date</p> | <p>Pensions -- The Retirement Board approved several changes to the actuarial assumptions in 2017. The long term expected rate of return was reduced from 7.75% to 7.45%, the inflation assumption was lowered from 2.75% to 2.50%, the payroll growth assumption was lowered to 3.00%, and total salary increases rate was lowered by decreasing the merit component of the individual salary increases, in addition to a decrease of 0.25% due to lower inflation. The healthy and disabled mortality assumptions were updated to the RP-2014 mortality tables with generational improvement scale MP-2016. Rates of retirement, termination and disability were modified to better reflect anticipated future experience.</p> <p>OPEB -- The discount rate was increased from 3.26% to 4.13% based on the methodology defined under GASB Statement No. 74, <i>Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans (OPEB)</i> and the long term expected rate of return was reduced from 7.75% to 7.45%. Valuation year per capita health care costs were updated, and the salary scale was modified. The percentage of future retirees electing each option was updated based on current data and the percentage of future disabled retirees and terminated vested participants electing health coverage were</p> | <p>There has been no change in assumptions compared to prior year.</p> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

| | STRS-Ohio | | | OPERS | | |
|---|--|-------------------------|---------------------------|---|-------------------------|---------------------------|
| | decreased. The assumed mortality, disability, retirement, withdrawal and future health care cost trend rates were modified along with the portion of rebated prescription drug costs. | | | | | |
| Benefit Term Changes Since the Prior Measurement Date | Pensions – Effective July 1, 2017, the COLA was reduced to 0%. OPEB -- The subsidy multiplier for non-Medicare benefit recipients was reduced from 2.1% to 1.9% per year of service. Medicare Part B premium reimbursements were discontinued for certain survivors and beneficiaries and all remaining Medicare Part B premium reimbursements will be discontinued beginning January 2019. | | | Pensions -- For those retiring subsequent to January 7, 2013, beginning in calendar year 2019, current law provides that the COLA adjustment will be based on the average percentage increase in the Consumer Price Index, capped at 3%. | | |
| Sensitivity of Net Pension Liability to Changes in Discount Rate | 1% Decrease (6.45%) | Current Rate (7.45%) | 1% Increase (8.45%) | 1% Decrease (6.5%) | Current Rate (7.5%) | 1% Increase (8.5%) |
| | \$ 1,549,653 | \$ 1,081,053 | \$ 686,328 | \$ 2,621,235 | \$ 1,466,955 | \$ 505,528 |
| Sensitivity of Net OPEB Liability to Changes in Discount Rate | 1% Decrease (3.13%) | Current Rate (4.13%) | 1% Increase (5.13%) | 1% Decrease (2.85%) | Current Rate (3.85%) | 1% Increase (4.85%) |
| | \$ 238,366 | \$ 177,556 | \$ 129,496 | \$ 1,401,965 | \$ 1,055,239 | \$ 774,788 |
| Sensitivity of Net OPEB Liability to Changes in Medical Trend Rate | 1% Decrease in Trend Rate | Current Trend Rate | 1% Increase in Trend Rate | 1% Decrease in Trend Rate | Current Trend Rate | 1% Increase in Trend Rate |
| | \$ 123,358 | \$ 177,556 | \$ 248,886 | \$ 1,009,663 | \$ 1,055,239 | \$ 1,102,370 |

Defined Contribution Plans

ARP is a defined contribution pension plan. Full-time administrative and professional staff and faculty may choose enrollment in ARP in lieu of OPERS or STRS Ohio. Classified civil service employees hired on or after August 1, 2005 are also eligible to participate in ARP. ARP does not provide disability benefits, annual cost-of-living adjustments, post-retirement health care benefits or death benefits to plan members and beneficiaries. Benefits are entirely dependent on the sum of contributions and investment returns earned by each participant's choice of investment options.

OPERS also offers a defined contribution plan, the Member-Directed Plan (MD). The MD plan does not provide disability benefits, annual cost-of-living adjustments, post-retirement health care benefits or death benefits to plan members and beneficiaries. Benefits are entirely

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

dependent on the sum of contributions and investment returns earned by each participant's choice of investment options.

STRS Ohio also offers a defined contribution plan in addition to its long established defined benefit plan. All employee contributions and employer contributions at a rate of 9.5% are placed in an investment account directed by the employee. Disability benefits are limited to the employee's account balance. Employees electing the defined contribution plan receive no post-retirement health care benefits.

Combined Plans

STRS Ohio offers a combined plan with features of both a defined contribution plan and a defined benefit plan. In the combined plan, employee contributions are invested in self-directed investments, and the employer contribution is used to fund a reduced defined benefit. Employees electing the combined plan receive post-retirement health care benefits.

OPERS also offers a combined plan. This is a cost-sharing multiple-employer defined benefit plan that has elements of both a defined benefit and defined contribution plan. In the combined plan, employee contributions are invested in self-directed investments, and the employer contribution is used to fund a reduced defined benefit. Employees electing the combined plan receive post-retirement health care benefits. OPERS provides retirement, disability, survivor and post-retirement health benefits to qualifying members of the combined plan.

Summary of Employer Pension and OPEB Expense

Total pension and OPEB expense for the year ended June 30, 2018, including employer contributions and accruals associated with recognition of net pension liabilities, net OPEB liabilities and related deferrals, is presented below.

| | STRS-Ohio | OPERS | ARP | Total |
|--------------------------------|---------------------|-------------------|------------------|------------------|
| Employer Contributions | \$ 74,356 | \$ 201,072 | \$ 60,366 | \$ 335,794 |
| GASB 68 Pension Accruals | (481,055) | 219,081 | | (261,974) |
| GASB 75 OPEB Accruals | (54,180) | 74,701 | | 20,521 |
| Total Pension and OPEB Expense | <u>\$ (460,879)</u> | <u>\$ 494,854</u> | <u>\$ 60,366</u> | <u>\$ 94,341</u> |

Total pension expense for the year ended June 30, 2017, including employer contributions and accruals associated with recognition of net pension liabilities and related deferrals, is presented below.

| | STRS-Ohio | OPERS | ARP | Total |
|------------------------|-------------------|-------------------|------------------|-------------------|
| Employer Contributions | \$ 70,373 | \$ 188,762 | \$ 56,425 | \$ 315,560 |
| GASB 68 Accruals | 49,919 | 298,941 | | 348,860 |
| Total Pension Expense | <u>\$ 120,292</u> | <u>\$ 487,703</u> | <u>\$ 56,425</u> | <u>\$ 664,420</u> |

Pension and OPEB expenses are allocated to institutional functions on the Statement of Revenues, Expenses and Other Changes in Net Position.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

Both STRS Ohio and OPERS issue separate, publicly available financial reports that include financial statements and required supplemental information. These reports may be obtained by contacting the two organizations.

STRS Ohio

275 East Broad Street
Columbus, OH 43215-3371
(614) 227-4090
(888) 227-7877
www.strsoh.org

OPERS

277 East Town Street
Columbus, OH 43215-4642
(614) 222-5601
(800) 222-7377
www.opers.org/investments/cafr.shtml

OSU Physicians Retirement Plan

Retirement benefits are provided for the employees of OSUP through a tax-sheltered 403(b) and 401(a) program administered by an insurance company. OSUP is required to make nondiscretionary contributions of no less than 7.5% under the Interim Retirement Plan; however, some subsidiaries make an additional discretionary contribution of up to 17.5%, for a range of total employer contributions of 7.5% to 25%. Employees are allowed, but not required, to make contributions to the 403(b) plan. OSUP's share of the cost of these benefits was \$5,191 and \$4,619 for the years ended June 30, 2018 and 2017, respectively.

Employee contributions were \$1,893 and \$1,745 for the years ended June 30, 2018 and 2017.

NOTE 16 — CAPITAL PROJECT COMMITMENTS

At June 30, 2018, the university is committed to future contractual obligations for capital expenditures of approximately \$330,460.

These projects are funded by the following sources:

| | |
|----------------------------|-------------------|
| State appropriations | \$ 98,122 |
| Internal and other sources | 232,338 |
| Total | <u>\$ 330,460</u> |

NOTE 17 — CONTINGENCIES AND RISK MANAGEMENT

The university is a party in a number of legal actions. While the final outcome cannot be determined at this time, management is of the opinion that the liability, if any, for these legal actions will not have a material adverse effect on the university's financial position.

The university is self-insured for the Health System's professional malpractice liability, employee health benefits, workers' compensation and employee life, accidental death and dismemberment benefits. Additional details regarding these self-insurance arrangements are provided in Note 8. The university also carries commercial insurance policies for various

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

property, casualty and excess liability risks. Over the past three years, settlement amounts related to these insured risks have not exceeded the university's coverage amounts.

Under the terms of federal grants, periodic audits are required and certain costs may be questioned as not being appropriate expenditures under the terms of the grants. Such audits could lead to reimbursements to the grantor agencies. While questioned costs may occur, ultimate repayments required of the university have been infrequent in prior years.

NOTE 18 — PARKING LEASE AND CONCESSION AGREEMENT

On September 21, 2012, the university entered into a 50-year lease and concession agreement with QIC Global Infrastructure (QIC GI). CampusParc LP, a QIC GI affiliate, owns and operates the university's parking concession on QIC GI's behalf. Under the agreement, CampusParc operates, maintains and retains parking revenues from the university's parking lots and garages. This agreement also regulates the parking rates that may be charged and future increases in these rates. The university received lump-sum payments totaling \$483,000 from QIC GI and used the proceeds to establish endowment funds, with income distributions internally designated to support student scholarships, faculty initiatives and research, transportation and sustainability and the university arts district.

The lump-sum payment under this service concession arrangement is reported as a deferred inflow of resources and is being amortized to operating revenue over the life of the agreement. Deferred inflows related to the parking agreement were \$426,176 and \$435,807 at June 30, 2018 and 2017, respectively. The university reports the parking lots and garages as capital assets with a carrying amount of \$124,508 and \$124,417 at June 30, 2018 and 2017, respectively.

NOTE 19 — UTILITY SYSTEM LEASE AND CONCESSION AGREEMENT

On April 10, 2017, the university entered into a 50-year agreement to lease the university's utility system to Ohio State Energy Partners (OSEP) and grant it the exclusive right to operate the utility system and provide utility services to the Columbus campus. On July 6, 2017, the university received an upfront payment of \$1,089,914. The upfront payment is reported as an Advance from Concessionaire and is being amortized as a reduction to operating expense (Operation and Maintenance of Plant) on a straight-line basis over the term of the agreement.

Under the agreement, OSEP operates, maintains and makes capital investments in the utility system and charges the university a Utility Fee, which includes fixed, variable and operating and maintenance (O&M) components. OSEP capital investments in the utility system are recognized as capital assets and a related long-term payable to the concessionaire. The fixed and O&M components of the Utility Fee are recognized as operating expense. The variable component of the Utility Fee will be recognized as a reduction in the long-term payable to the concessionaire and interest expense. For the year ended June 30, 2018, the university recognized fixed and O&M utility fees totaling \$53,309. The carrying amounts of OSEP capital investments and related long-term payable to the concessionaire at June 30, 2018 were \$10,316.

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

Related to this transaction, the university entered into an interest-rate swap agreement with a bank on April 10, 2017 for a notional amount of \$397,000 to hedge interest-rate risk prior to the closing of utility lease and concession agreement. The university terminated the swap on May 26, 2017 and made a \$15,713 payment to Barclays on July 6, 2017. This payment was reflected in the university's June 30, 2017 financial statements as a non-operating loss and a corresponding current liability.

NOTE 20 – COMBINING INFORMATION FOR BLENDED COMPONENT UNITS

As indicated in the Basis of Presentation in Note 1, the university consolidates certain component units in a blended presentation. Condensed combining financial information for the years ended June 30, 2018 and 2017 is presented below.

Condensed Combining Information – Year Ended June 30, 2018

| | OSU Foundation | OSU Health Plan | Oval Limited |
|--|---------------------|--------------------|------------------|
| Condensed statements of net position: | | | |
| Current assets | \$ 61,573 | \$ 5,054 | \$ 50,081 |
| Capital assets, net | 3,137 | 114 | - |
| Other assets | 1,084,966 | 637 | - |
| Total assets | <u>\$ 1,149,676</u> | <u>\$ 5,805</u> | <u>\$ 50,081</u> |
| Current liabilities | \$ 3,177 | \$ 1,223 | \$ 43 |
| Noncurrent liabilities | 44,987 | 494 | 19,287 |
| Amounts payable to the university | 21,908 | - | - |
| Deferred inflows | 14,843 | - | - |
| Total liabilities and deferred inflows | <u>84,915</u> | <u>1,717</u> | <u>19,330</u> |
| Net investment in capital assets | 3,137 | - | - |
| Restricted: | | | |
| Nonexpendable | 877,276 | - | - |
| Expendable | 170,695 | - | - |
| Unrestricted | <u>13,653</u> | <u>4,088</u> | <u>30,751</u> |
| Total net position | <u>1,064,761</u> | <u>4,088</u> | <u>30,751</u> |
| Total liabilities, deferred inflows and net position | <u>\$ 1,149,676</u> | <u>\$ 5,805</u> | <u>\$ 50,081</u> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

| | OSU Foundation | OSU Health Plan | Oval Limited |
|--|-------------------|--------------------|-----------------|
| Condensed statements of revenues, expenses and changes in net position: | | | |
| Operating revenues: | | | |
| Other sales, services and rental income | \$ 1,713 | \$ 13,088 | \$ 143 |
| Total operating revenues | 1,713 | 13,088 | 143 |
| Operating expenses, excluding depreciation | 21,333 | 12,937 | 171 |
| Depreciation expense | 242 | 55 | - |
| Total operating expenses | 21,575 | 12,992 | 171 |
| Net operating income (loss) | (19,862) | 96 | (28) |
| Non-operating revenues and expenses: | | | |
| Gifts for current use | 167,843 | - | - |
| Net investment income (loss) | 79,809 | - | 2,084 |
| Other non-operating revenue (expense) | 2,087 | - | - |
| Net non-operating revenue (expense) | 249,739 | - | 2,084 |
| Capital contributions and additions to permanent endowments | 71,591 | - | - |
| Transfers from (to) the university | (223,325) | - | - |
| Change in net position | 78,143 | 96 | 2,056 |
| Beginning net position | 986,618 | 3,992 | 28,695 |
| Ending net position | \$ 1,064,761 | \$ 4,088 | \$ 30,751 |
| Condensed statements of cash flows: | | | |
| Net cash provided (used) by: | | | |
| Operating activities | \$ (21,219) | \$ (1,288) | \$ (2,187) |
| Noncapital financing activities | 25,033 | - | - |
| Capital and related financing activities | 15,904 | - | - |
| Investing activities | (1,222) | (51) | (39) |
| Net increase (decrease) in cash | 18,496 | (1,339) | (2,226) |
| Beginning cash and cash equivalents | 4,363 | 5,654 | 3,516 |
| Ending cash and cash equivalents | \$ 22,859 | \$ 4,315 | \$ 1,290 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

Condensed Combining Information – Year Ended June 30, 2017

| | OSU Foundation | OSU Health Plan | Oval Limited |
|--|---------------------|--------------------|------------------|
| Condensed statements of net position: | | | |
| Current assets | \$ 47,236 | \$ 6,252 | \$ 50,634 |
| Capital assets, net | 3,271 | 168 | - |
| Other assets | 1,002,456 | 585 | - |
| Total assets | <u>\$ 1,052,963</u> | <u>\$ 7,005</u> | <u>\$ 50,634</u> |
| Current liabilities | \$ 3,748 | \$ 2,546 | \$ 44 |
| Noncurrent liabilities | 48,025 | 467 | 21,895 |
| Amounts payable to the university | 1,853 | - | - |
| Deferred inflows | 12,719 | - | - |
| Total liabilities and deferred inflows | <u>66,345</u> | <u>3,013</u> | <u>21,939</u> |
| Net investment in capital assets | 3,271 | - | - |
| Restricted: | | | |
| Nonexpendable | 824,383 | - | - |
| Expendable | 146,014 | - | - |
| Unrestricted | <u>12,950</u> | <u>3,992</u> | <u>28,695</u> |
| Total net position | <u>986,618</u> | <u>3,992</u> | <u>28,695</u> |
| Total liabilities, deferred inflows and net position | <u>\$ 1,052,963</u> | <u>\$ 7,005</u> | <u>\$ 50,634</u> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

| | OSU Foundation | OSU Health Plan | Oval Limited |
|--|-------------------|--------------------|-----------------|
| Condensed statements of revenues, expenses and changes in net position: | | | |
| Operating revenues: | | | |
| Other sales, services and rental income | \$ 1,885 | \$ 10,730 | \$ 1,406 |
| Total operating revenues | 1,885 | 10,730 | 1,406 |
| Operating expenses, excluding depreciation | | | |
| Depreciation expense | 20,586 | 10,787 | 193 |
| Total operating expenses | 247 | - | - |
| | 20,833 | 10,787 | 193 |
| Net operating income (loss) | (18,948) | (57) | 1,213 |
| Non-operating revenues and expenses: | | | |
| Gifts for current use | 179,912 | - | - |
| Net investment income (loss) | 113,610 | - | 3,010 |
| Other non-operating revenue (expense) | 722 | - | - |
| Net non-operating revenue (expense) | 294,245 | - | 3,010 |
| Capital contributions and additions to permanent endowments | 79,229 | - | - |
| Transfers from (to) the university | (235,448) | - | - |
| Change in net position | 119,078 | (57) | 4,223 |
| Net Position - Beginning of Year | | | |
| Beginning of year, as previously reported | 879,763 | 4,049 | 24,472 |
| Cumulative effect of accounting change | (12,223) | - | - |
| Beginning of Year, as restated | 867,540 | 4,049 | 24,472 |
| Ending net position | \$ 986,618 | \$ 3,992 | \$ 28,695 |
| Condensed statements of cash flows: | | | |
| Net cash provided (used) by: | | | |
| Operating activities | \$ (19,578) | \$ 1,817 | \$ (1,264) |
| Noncapital financing activities | (6,519) | (2,081) | - |
| Capital and related financing activities | 26,771 | (138) | - |
| Investing activities | 1,195 | 62 | 3,023 |
| Net increase (decrease) in cash | 1,869 | (340) | 1,759 |
| Beginning cash and cash equivalents | 2,494 | 5,994 | 1,758 |
| Ending cash and cash equivalents | \$ 4,363 | \$ 5,654 | \$ 3,517 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

NOTE 21 – COMBINING INFORMATION FOR DISCRETELY PRESENTED COMPONENT UNITS

As indicated in the Basis of Presentation in Note 1, the university consolidates certain component units in a discrete presentation. Condensed combining financial information for the years ended June 30, 2018 and 2017 is presented below.

Condensed Combining Information – Year Ended June 30, 2018

| | OSU Physicians | Campus Partners | Transportation Research Center | Dental Faculty Practice Plan |
|--|-------------------|--------------------|--------------------------------------|------------------------------------|
| Condensed statements of net position: | | | | |
| Current assets | \$ 179,489 | \$ 5,331 | \$ 12,268 | \$ 1,810 |
| Capital assets, net | 27,209 | 93,867 | 13,185 | 298 |
| Other assets | 1,481 | 2,548 | - | - |
| Amounts receivable from the university | 12,853 | - | 4,133 | - |
| Deferred outflows | - | - | 56 | - |
| Total assets and deferred outflows | <u>\$ 221,032</u> | <u>\$ 101,746</u> | <u>\$ 29,642</u> | <u>\$ 2,108</u> |
| Current liabilities | \$ 18,599 | \$ 4,179 | \$ 4,500 | \$ 187 |
| Noncurrent liabilities | 13,046 | 26,328 | 5,076 | - |
| Amounts payable to the university | 20,011 | 81,741 | 8,420 | 372 |
| Deferred inflows | - | - | 52 | - |
| Total liabilities and deferred inflows | <u>51,656</u> | <u>112,248</u> | <u>18,048</u> | <u>559</u> |
| Net investment in capital assets | 13,282 | 90,382 | 8,188 | (73) |
| Unrestricted | 156,094 | (100,884) | 3,406 | 1,622 |
| Total net position | <u>169,376</u> | <u>(10,502)</u> | <u>11,594</u> | <u>1,549</u> |
| Total liabilities, deferred inflows and net position | <u>\$ 221,032</u> | <u>\$ 101,746</u> | <u>\$ 29,642</u> | <u>\$ 2,108</u> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

| | OSU Physicians | Campus Partners | Transportation Research Center | Dental Faculty Practice Plan |
|--|-------------------|--------------------|--------------------------------------|------------------------------------|
| Condensed statements of revenues, expenses and changes in net position: | | | | |
| Operating revenues: | | | | |
| Grants and contracts | \$ - | \$ 11,093 | \$ 47,096 | \$ - |
| Sales and services of OSU Physicians | 525,796 | - | - | - |
| Other sales, services and rental income | - | - | - | 9,466 |
| Total operating revenues | 525,796 | 11,093 | 47,096 | 9,466 |
| Operating expenses, excluding depreciation | | | | |
| Depreciation expense | 3,574 | 3,352 | 694 | 54 |
| Total operating expenses | 487,707 | 13,244 | 45,911 | 8,987 |
| Net operating income (loss) | 38,089 | (2,151) | 1,185 | 479 |
| Non-operating revenues and expenses: | | | | |
| Net investment income (loss) | 826 | 122 | 291 | - |
| Interest expense | (299) | (37) | (555) | - |
| Other non-operating revenue (expense) | (21,788) | 1,598 | 114 | (446) |
| Net non-operating revenue (expense) | (21,261) | 1,683 | (150) | (446) |
| Change in net position | 16,828 | (468) | 1,035 | 33 |
| Beginning net position, as previously reported | 152,548 | (10,034) | 10,701 | 1,516 |
| Cumulative effect of accounting change | - | - | (142) | - |
| Ending net position | \$ 169,376 | \$ (10,502) | \$ 11,594 | \$ 1,549 |
| Condensed statements of cash flows: | | | | |
| Net cash provided (used) by: | | | | |
| Operating activities | | | | |
| Operating activities | \$ 36,676 | \$ (562) | \$ 3,417 | \$ 550 |
| Noncapital financing activities | (21,790) | 5,444 | 2,404 | (448) |
| Capital and related financing activities | (7,509) | (9,909) | (3,686) | 105 |
| Investing activities | 5,331 | 122 | 291 | (65) |
| Net increase (decrease) in cash | 12,708 | (4,905) | 2,426 | 142 |
| Beginning cash and cash equivalents | 115,624 | 7,349 | 2,353 | 401 |
| Ending cash and cash equivalents | \$ 128,332 | \$ 2,444 | \$ 4,779 | \$ 543 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

Condensed Combining Information – Year Ended June 30, 2017

| | OSU | Campus | Transportation | Dental |
|--|-------------------|-------------------|------------------|-----------------------|
| | Physicians | Partners | Research Center | Faculty Practice Plan |
| Condensed statements of net position: | | | | |
| Current assets | \$ 164,004 | \$ 9,581 | \$ 11,319 | \$ 1,485 |
| Capital assets, net | 24,330 | 88,410 | 9,341 | 86 |
| Other assets | 1,602 | 2,612 | - | - |
| Amounts receivable from the university | 8,663 | - | 4,002 | - |
| Deferred outflows | - | - | 155 | - |
| Total assets and deferred outflows | <u>\$ 198,599</u> | <u>\$ 100,603</u> | <u>\$ 24,817</u> | <u>\$ 1,571</u> |
| Current liabilities | \$ 12,719 | \$ 7,370 | \$ 7,724 | \$ 55 |
| Noncurrent liabilities | 13,931 | 25,373 | 382 | - |
| Amounts payable to the university | 19,401 | 77,894 | 6,000 | - |
| Deferred inflows | - | - | 10 | - |
| Total liabilities and deferred inflows | <u>46,051</u> | <u>110,637</u> | <u>14,116</u> | <u>55</u> |
| Net investment in capital assets | 9,640 | 86,363 | 9,341 | 86 |
| Unrestricted | 142,908 | (96,397) | 1,360 | 1,430 |
| Total net position | <u>152,548</u> | <u>(10,034)</u> | <u>10,701</u> | <u>1,516</u> |
| Total liabilities, deferred inflows and net position | <u>\$ 198,599</u> | <u>\$ 100,603</u> | <u>\$ 24,817</u> | <u>\$ 1,571</u> |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017
(dollars in thousands)

| | OSU Physicians | Campus Partners | Transportation Research Center | Dental Faculty Practice Plan |
|--|-------------------|--------------------|--------------------------------------|------------------------------------|
| Condensed statements of revenues, expenses and changes in net position: | | | | |
| Operating revenues: | | | | |
| Grants and contracts | \$ - | \$ 12,693 | \$ 47,007 | \$ - |
| Sales and services of OSU Physicians | 496,364 | - | - | - |
| Other sales, services and rental income | - | - | - | 8,935 |
| Total operating revenues | 496,364 | 12,693 | 47,007 | 8,935 |
| Operating expenses, excluding depreciation | | | | |
| Depreciation expense | 444,362 | 10,779 | 46,417 | 6,079 |
| Total operating expenses | 3,740 | 3,121 | 250 | 27 |
| | 448,102 | 13,900 | 46,667 | 6,106 |
| Net operating income (loss) | 48,262 | (1,207) | 340 | 2,829 |
| Non-operating revenues and expenses: | | | | |
| Net investment income (loss) | 215 | 103 | 163 | - |
| Interest expense | (369) | (1,154) | (61) | - |
| Other non-operating revenue (expense) | (18,605) | (9,451) | - | (2,713) |
| Net non-operating revenue (expense) | (18,759) | (10,502) | 102 | (2,713) |
| Change in net position | 29,503 | (11,709) | 442 | 116 |
| Beginning net position | 123,045 | 1,675 | 10,259 | 1,400 |
| Ending net position | \$ 152,548 | \$ (10,034) | \$ 10,701 | \$ 1,516 |
| Condensed statements of cash flows: | | | | |
| Net cash provided (used) by: | | | | |
| Operating activities | \$ 58,225 | \$ 6,596 | \$ 174 | \$ 2,883 |
| Noncapital financing activities | (18,604) | (1,519) | 5,667 | (2,714) |
| Capital and related financing activities | (5,049) | (3,742) | (4,587) | (70) |
| Investing activities | 1,357 | 39 | 162 | (92) |
| Net increase (decrease) in cash | 35,929 | 1,374 | 1,416 | 7 |
| Beginning cash and cash equivalents | 79,695 | 5,975 | 937 | 394 |
| Ending cash and cash equivalents | \$ 115,624 | \$ 7,349 | \$ 2,353 | \$ 401 |

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

NOTE 22 – SEGMENT INFORMATION

A segment is an identifiable activity for which one or more revenue bonds are outstanding. A segment has a specific identifiable revenue stream pledged in support of revenue bonds or other revenue-backed debt and has related expenses, gains, losses, assets and liabilities that can be identified. The university has one segment that meets the GASB reporting requirements.

The Office of Student Life operates student housing, dining and recreational sports facilities on the university's main and regional campuses. In January 2013, the university issued \$337,955 of Special Purpose General Receipts Bonds, Series 2013A. These bonds are solely payable from, and secured by, a pledge of the gross revenues of Special Purpose Revenue Facilities. Special Purpose Revenue Facilities are defined in the Series 2013 Supplement as all housing and dining facilities and such auxiliary facilities as shall constitute recreation facilities owned by the university. Special Purpose Pledged Revenues include all revenues, fees, rentals, rates, charges, insurance proceeds and other moneys derived from the ownership or operation of these facilities. Special Purpose Pledged Revenues totaled \$214,631 and \$213,564 for the years ended June 30, 2018 and 2017, respectively.

Condensed financial information for the Special Purpose Revenue Facilities, before the elimination of certain intra-university transactions, as of and for the years ended June 30, 2018 and 2017 is as follows:

Notes to Financial Statements – Years Ended June 30, 2018 and 2017

(dollars in thousands)

Segment Disclosure Information – Year Ended June 30, 2018 and June 30, 2017

| | <u>2018</u> | <u>2017</u> |
|--|-------------------|-------------------|
| Condensed Statement of Net Position | | |
| Assets and deferred outflows: | | |
| Current assets | \$ 26,645 | \$ 26,022 |
| Capital assets | 724,651 | 725,840 |
| Other assets | - | 2,356 |
| Total assets | <u>\$ 751,296</u> | <u>\$ 754,218</u> |
| Liabilities and deferred inflows: | | |
| Current liabilities | \$ 7,751 | \$ 7,365 |
| Amounts payable to the university | 738,540 | 755,890 |
| Total liabilities | <u>746,291</u> | <u>763,255</u> |
| Net position: | | |
| Net investment in capital assets | (13,889) | (27,695) |
| Unrestricted | 18,894 | 18,658 |
| Total net position | <u>5,005</u> | <u>(9,037)</u> |
| Total liabilities and net position | <u>\$ 751,296</u> | <u>\$ 754,218</u> |

| | <u>2018</u> | <u>2017</u> |
|--|-----------------|-------------------|
| Condensed Statement of Revenues, Expenses and Changes in Net Position | | |
| Special-purpose pledged revenues - operating | \$ 214,631 | \$ 213,564 |
| Operating expenses, excluding depreciation | (145,243) | (141,323) |
| Depreciation expense | (34,103) | (32,604) |
| Operating income | <u>35,285</u> | <u>39,637</u> |
| Nonoperating revenues, net | (39,618) | (32,499) |
| Net income (loss) before transfers | (4,333) | 7,138 |
| Transfers from (to) other university units, net | 18,375 | (14,323) |
| Increase (decrease) in net position | 14,042 | (7,185) |
| Beginning net position | (9,037) | (1,852) |
| Ending net position | <u>\$ 5,005</u> | <u>\$ (9,037)</u> |

| | <u>2018</u> | <u>2017</u> |
|--|------------------|------------------|
| Condensed Statement of Cash Flows | | |
| Net cash provided (used) by: | | |
| Operating activities | \$ 85,641 | \$ 533,452 |
| Capital and related financing activities | (87,477) | (565,713) |
| Investing activities | 278 | 180 |
| Net increase (decrease) in cash | (1,558) | (32,081) |
| Beginning cash and cash equivalents | 27,161 | 59,242 |
| Ending cash and cash equivalents | <u>\$ 25,603</u> | <u>\$ 27,161</u> |

**The Ohio State University
Required Supplementary Information on GASB 68 Pension Liabilities (Unaudited)
Year Ended June 30, 2018**

The schedule of the university's proportionate shares of STRS-Ohio and OPERS net pension liabilities are presented below:

| <i>(dollars in thousands)</i> | 2018 | | 2017 | | 2016 | | 2015 | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | STRS-Ohio | OPERS | STRS-Ohio | OPERS | STRS-Ohio | OPERS | STRS-Ohio | OPERS |
| University's proportion of the net pension liability | 4.6% | 9.4% | 4.5% | 9.1% | 4.5% | 9.0% | 4.4% | 8.8% |
| University's proportionate share of the net pension liability | \$ 1,081,053 | \$ 1,466,955 | \$ 1,510,814 | \$ 2,054,548 | \$ 1,238,470 | \$ 1,556,156 | \$ 1,070,914 | \$ 1,059,519 |
| University's covered payroll | \$ 412,149 | \$ 1,381,054 | \$ 392,797 | \$ 1,289,346 | \$ 388,309 | \$ 1,236,914 | \$ 381,669 | \$ 1,188,828 |
| University's proportionate share of the net pension liability as a percentage of its covered payroll | 262% | 106% | 385% | 159% | 319% | 126% | 281% | 89% |
| Plan fiduciary net position as a percentage of the total pension liability | 75.3% | 84.9% | 66.8% | 77.4% | 72.1% | 81.2% | 74.7% | 86.5% |

The schedule of the university's contributions to STRS-Ohio and OPERS are presented below:

| <i>(dollars in thousands)</i> | 2018 | | 2017 | | 2016 | | 2015 | |
|--|------------|--------------|------------|--------------|------------|--------------|------------|--------------|
| | STRS-Ohio | OPERS | STRS-Ohio | OPERS | STRS-Ohio | OPERS | STRS-Ohio | OPERS |
| Contractually required contribution | \$ 74,356 | \$ 201,072 | \$ 70,373 | \$ 188,762 | \$ 66,975 | \$ 178,293 | \$ 65,738 | \$ 170,979 |
| Contributions in relation to the contractually required contribution | \$ 74,356 | \$ 201,072 | \$ 70,373 | \$ 188,762 | \$ 66,975 | \$ 178,293 | \$ 65,738 | \$ 170,979 |
| Contribution deficiency (excess) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| University's covered payroll | \$ 434,106 | \$ 1,421,367 | \$ 412,149 | \$ 1,334,350 | \$ 392,797 | \$ 1,260,366 | \$ 388,309 | \$ 1,208,710 |
| Contributions as a percentage of covered payroll | 17.1% | 14.1% | 17.1% | 14.1% | 17.1% | 14.1% | 16.9% | 14.1% |

**The Ohio State University
Required Supplementary Information on GASB 75 Net OPEB Liabilities (Unaudited)
Year Ended June 30, 2018**

The schedule of the university's proportionate shares of STRS-Ohio and OPERS net OPEB liabilities are presented below:

| <i>(dollars in thousands)</i> | 2018 | |
|---|------------------|--------------|
| | STRS-Ohio | OPERS |
| University's proportion of the net OPEB liability | 4.6% | 9.7% |
| University's proportionate share of the net OPEB liability | \$ 177,556 | \$ 1,055,239 |
| University's covered payroll | \$ 412,149 | \$ 1,381,054 |
| University's proportionate share of the net OPEB liability as a percentage of its covered payroll | 43% | 76% |
| Plan fiduciary net position as a percentage of the total OPEB liability | 47.1% | 54.1% |

The Ohio State University
Supplementary Information on the Long-Term Investment Pool (Unaudited)
Year Ended June 30, 2018

The following section of the financial report provides additional information on the university's Long-Term Investment Pool, including a summary of changes in market value, investment returns and related expenses. Additional details on university investments, including asset allocations, endowment distribution policies, investment by type and risk disclosures, are provided in Notes 1 and 3 to the Financial Statements.

In 2018, the market value of the university's Long-Term Investment Pool – which includes gifted endowments, long-term investments of university operating funds and other funds internally designated to function as endowments – increased \$958 million, to \$5.21 billion at June 30, 2018. The Long-Term Investment Pool activity for 2018 is summarized below:

Long-Term Investment Pool Activity (in thousands)

| | Gifted Endowments | | Quasi-Endowments | | Total |
|---------------------------------------|----------------------------|--------------------------|----------------------------|----------------------------|----------------------------|
| | University | Foundation | Operating | Designated | |
| Balance at June 30, 2017 | \$ 1,062,321 | \$ 877,261 | \$ 1,299,780 | \$ 1,014,097 | \$ 4,253,459 |
| Net Principal Additions (Withdrawals) | 9,038 | 54,158 | (130,490) | 877,783 | 810,489 |
| Change in Fair Value | 73,672 | 61,637 | 86,698 | 114,220 | 336,227 |
| Income Earned | 21,387 | 18,037 | 24,631 | 33,946 | 98,001 |
| Distributions | (44,120) | (37,111) | (51,049) | (71,699) | (203,979) |
| Expenses | <u>(18,062)</u> | <u>(15,232)</u> | <u>(20,801)</u> | <u>(28,668)</u> | <u>(82,763)</u> |
| Balance at June 30, 2018 | <u>\$ 1,104,236</u> | <u>\$ 958,750</u> | <u>\$ 1,208,769</u> | <u>\$ 1,939,679</u> | <u>\$ 5,211,434</u> |

Net principal additions (withdrawals) for gifted endowments include new endowment gifts and reinvestment of unused endowment distributions. **Change in fair value** includes realized gains and losses for assets sold during the year and unrealized gains and losses for assets held in the pool at June 30, 2018. **Income earned** includes interest and dividends and is used primarily to fund **distributions**. **Expenses** include investment management expenses (\$64 million), University Development related expenses (\$18 million) and other investment related expenses (\$1 million).

Investment Returns and Expenses:

The investment return for the Long-Term Investment Pool was 7.7% for fiscal year 2018. The annualized investment returns for the three-year and five-year periods were 6.0% and 7.2%, respectively. These returns -- which are net of investment management expenses as defined by Cambridge Associates for its annual survey -- are used for comparison purposes with other endowments and various benchmarks. In addition to the \$64 million of investment management expenses, which reduced the pool by 1.3% in fiscal year 2018, the \$18 million of University

Development expenses and \$1 million of other investment related expenses further reduced the pool by 0.4%.

Additional Information:

For more information on how the Long-Term Investment Pool is invested, please visit the Office of Investments website at: investments.osu.edu.

Additional details on university and foundation endowments, including balances for individual funds, are available on the Office of the Controller's website at:

go.osu.edu/EndowAdmin (click on the "Endowment Descriptions and Balances" link).



Report of Independent Auditors on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards

To the Board of Trustees of
The Ohio State University
Columbus, Ohio:

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the primary institution and of the aggregate discretely presented component units, which collectively comprise The Ohio State University (the "University"), appearing on pages 22 to 88, which consist of the statements of net position as of June 30, 2018, and the related statements of revenues, expenses and other changes in net position and of cash flows for the year then ended, and the related notes to the financial statements, which collectively comprise the University's basic financial statements, and have issued our report thereon dated November X, 2018, which included a matter of emphasis paragraph concerning the University's change in the manner in which it accounts for postemployment benefits other than pensions and irrevocable split-interest agreements. The University is a component unit of the State of Ohio.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the University's internal control over financial reporting ("internal control") to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. Accordingly, we do not express an opinion on the effectiveness of the University's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the University's basic financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance

with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the University's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the University's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

November X, 2018

Acknowledgements

The 2018 Financial Report and the included financial statements are prepared by the staff of the Office of the Controller.

| | |
|--------------------|----------------------|
| Erica N. Armstrong | Lisa A. Plaga |
| Natalie H. Darner | Patricia M. Privette |
| Christopher Davis | Wei Qu |
| Allison M. Dodson | Dawn M. Romie |
| Thomas F. Ewing | Julie L. Saunders |
| Rachel R. Ford | Katherine M. Seay |
| Robert L. Hupp, II | Jeffrey A. Smith |
| Gary L. Leimbach | Timothy A. Thibodeau |
| John C. Lister | Mary J. Wehner |

Michael Papadakis – Interim Senior Vice President and Chief Financial Officer, Treasurer

Kristine G. Devine – Vice President for Operations and Deputy Chief Financial Officer

Board of Trustees

The expiration date of each trustee's term is given in parentheses.

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Timothy P. Smucker, Vice Chair, Orrville (2020)

Abigail S. Wexner, Vice Chair, New Albany (2023)

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Janet Porter – Charter Trustee, Hilton Head, SC (2020)

Alan VanderMolen – Charter Trustee, Chicago, IL (2020)

James D. Klingbeil – Charter Trustee, San Francisco, CA (2021)

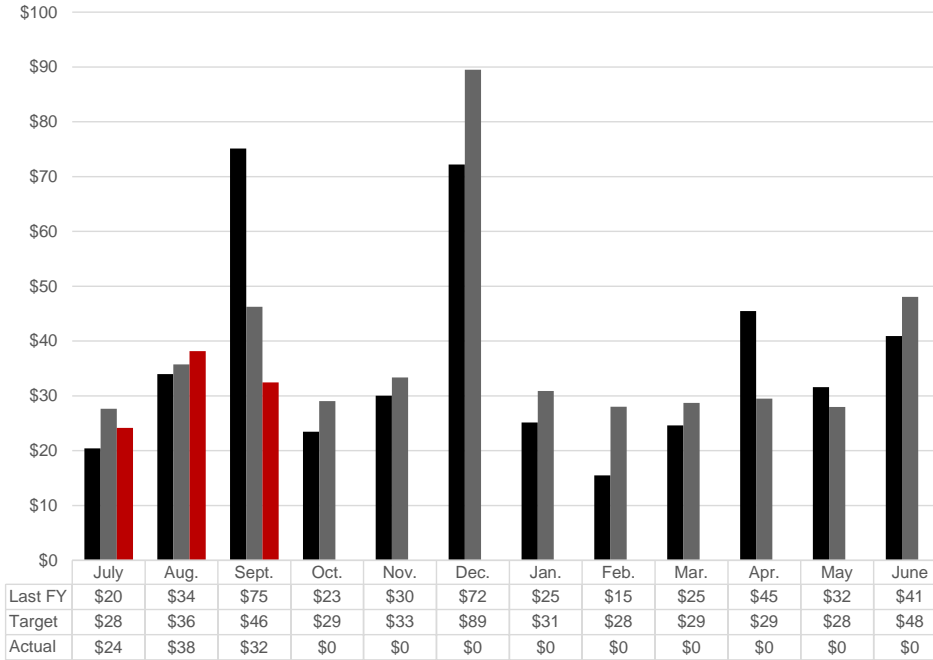
H. Jordan Moseley – Student Member, Albany (2019)

Janice M. Bonsu – Student Member, Pickerington (2020)

Jeff M.S. Kaplan, Galena - Secretary



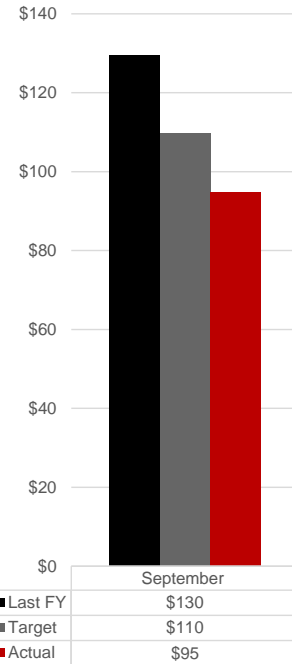
Monthly Receipts - Last FY vs. Target vs. Actual



■ Last FY ■ Target ■ Actual

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

Cumulative Totals



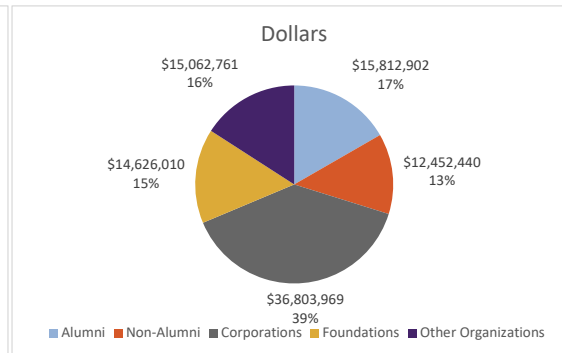
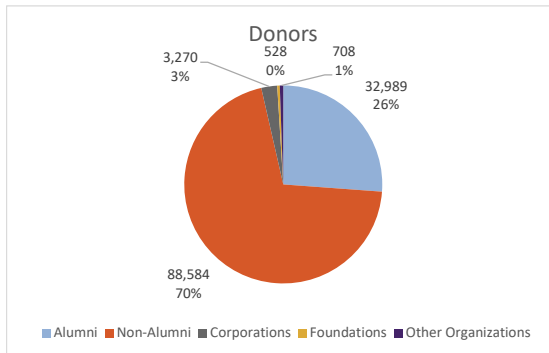
■ Last FY ■ Target ■ Actual



Receipts by Donor Type

7/1/2018 through 9/30/2018

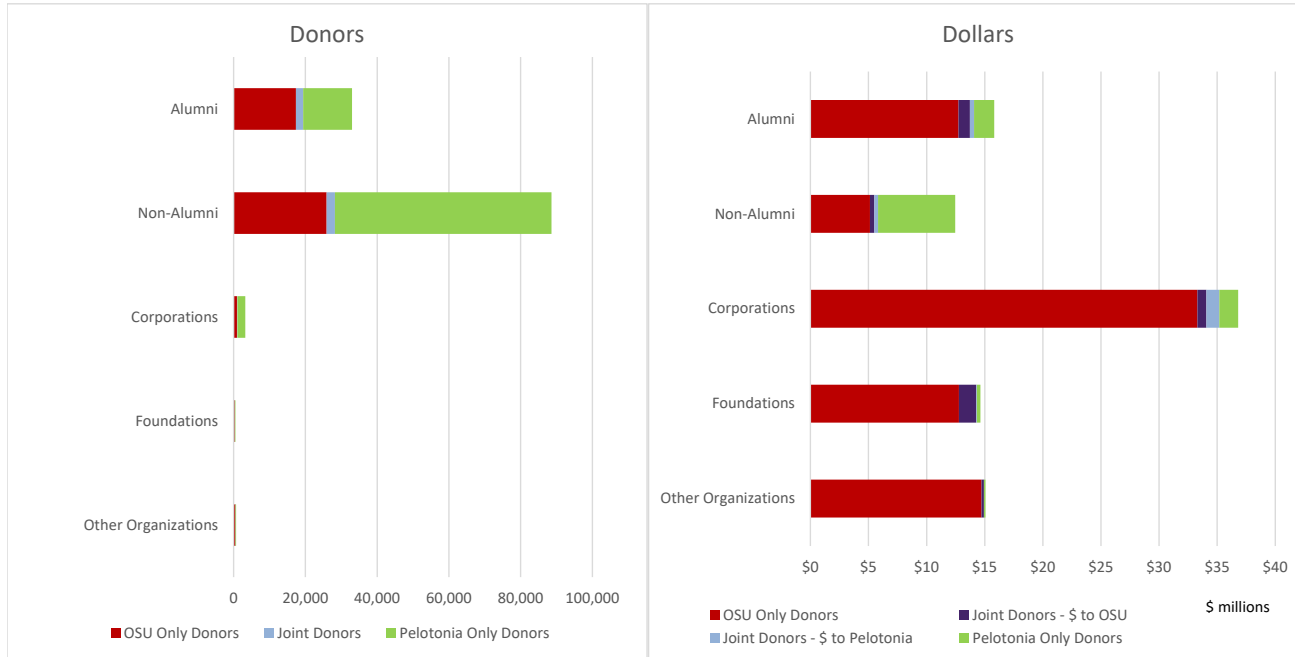
| | 7/1/2018 - 9/30/2018 | | 7/1/2017 - 9/30/2017 | | % Change | |
|----------------------|----------------------|---------------------|----------------------|----------------------|-------------|-------------|
| | Donors | Dollars | Donors | Dollars | Donors | Dollars |
| Individuals | | | | | | |
| Alumni | 32,989 | \$15,812,902 | 32,165 | \$10,614,966 | 3% | 49% |
| Non-Alumni | 88,584 | \$12,452,440 | 84,765 | \$13,312,474 | 5% | -6% |
| Individuals | 121,573 | \$28,265,342 | 116,930 | \$23,927,441 | 4% | 18% |
| Organizations | | | | | | |
| Corporations | 3,270 | \$36,803,969 | 4,134 | \$79,362,258 | -21% | -54% |
| Foundations | 528 | \$14,626,010 | 490 | \$9,291,057 | 8% | 57% |
| Other Organizations | 708 | \$15,062,761 | 626 | \$16,930,472 | 13% | -11% |
| Organizations | 4,506 | \$66,492,740 | 5,250 | \$105,583,787 | -14% | -37% |
| Grand Total | 126,079 | \$94,758,082 | 122,180 | \$129,511,227 | 3% | -27% |





Receipts by Donor Type - Pelotonia Impact

7/1/2018 through 9/30/2018



| | Non- | | | | Other |
|-----------------------|--------|--------|-------|------|-------|
| | Alumni | Alumni | Corps | Fnds | Orgs |
| OSU Only Donors | 17,361 | 25,903 | 924 | 290 | 486 |
| Joint Donors | 2,037 | 2,350 | 112 | 14 | 1 |
| Pelotonia Only Donors | 13,591 | 60,331 | 2,234 | 224 | 221 |

| | Non- | | | | | Other |
|--------------------------------|---------|--------|---------|---------|---------|-------|
| | Alumni | Alumni | Corps | Fnds | Orgs | Orgs |
| OSU Only Donors | \$12.75 | \$5.13 | \$33.31 | \$12.79 | \$14.73 | |
| Joint Donors - \$ to OSU | \$0.97 | \$0.36 | \$0.78 | \$1.48 | \$0.20 | |
| Joint Donors - \$ to Pelotonia | \$0.36 | \$0.32 | \$1.11 | \$0.06 | \$0.00 | |
| Pelotonia Only Donors | \$1.73 | \$6.64 | \$1.61 | \$0.30 | \$0.13 | |



| University | Unit | Other | | | | | Total | Goal | % Achieved | vs. Target |
|------------------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|------------|-------------|
| | | Alumni | Non-Alumni | Corporations | Foundations | Organizations | | | | |
| Colleges | | | | | | | | | | |
| | Arts and Sciences (College of) | \$1,060,576 | \$314,829 | \$10,245,216 | \$2,953,812 | \$2,211,295 | \$16,785,728 | \$40,000,000 | 42% | 18% |
| | Business (Fisher College of) | \$216,478 | \$54,432 | \$7,365,006 | \$1,038,947 | \$42,384 | \$8,717,247 | \$15,000,000 | 58% | 34% |
| | Education and Human Ecology (College of) | \$298,245 | \$8,935 | \$34,324 | \$1,892 | \$309,947 | \$653,343 | \$8,000,000 | 8% | -16% |
| | Engineering (College of) | \$406,633 | \$137,779 | \$4,358,746 | \$300,825 | \$3,624,080 | \$8,827,063 | \$50,000,000 | 18% | -6% |
| | Food, Agricultural and Enviro Sciences (College of) | \$1,327,577 | \$94,255 | \$1,241,556 | \$638,686 | \$1,090,407 | \$4,392,482 | \$28,000,000 | 16% | -8% |
| | Law (Michael E. Moritz College of) | \$196,540 | \$15,623 | \$56,125 | \$1,442 | \$6,325 | \$276,055 | \$4,600,000 | 6% | -18% |
| | Public Affairs (John Glenn College of) | \$141,300 | \$2,416 | \$4,650 | \$84 | \$6,731 | \$155,181 | \$1,200,000 | 13% | -11% |
| | Social Work (College of) | \$55,217 | \$6,920 | \$8,145 | \$284,430 | \$69,946 | \$424,657 | \$2,000,000 | 21% | -3% |
| | Colleges | \$3,701,565 | \$635,190 | \$23,313,769 | \$5,220,117 | \$7,361,115 | \$40,231,755 | \$148,800,000 | 27% | 3% |
| Regional Campuses | | | | | | | | | | |
| | OSU Lima | \$4,986 | \$2,110 | \$79,000 | \$750 | \$2,600 | \$89,446 | \$400,000 | 22% | -2% |
| | OSU Mansfield | \$3,237 | \$2,601 | \$26,604 | \$152,600 | \$157 | \$185,199 | \$1,600,000 | 12% | -13% |
| | OSU Marion | \$10,596 | \$162,863 | \$6,830 | \$188,500 | \$460 | \$369,249 | \$1,300,000 | 28% | 4% |
| | OSU Newark | \$15,948 | \$1,696 | \$0 | \$15,750 | \$0 | \$33,394 | \$1,500,000 | 2% | -22% |
| | Regional Campuses | \$34,767 | \$169,270 | \$112,434 | \$357,600 | \$3,217 | \$677,289 | \$4,800,000 | 14% | -10% |
| Academic Support Units | | | | | | | | | | |
| | Alumni Association | \$390,174 | \$39,575 | \$21,339 | \$14,690 | \$14,600 | \$480,379 | \$1,500,000 | 32% | 8% |
| | Athletics | \$231,589 | \$539,869 | \$364,884 | \$298,500 | \$81,350 | \$1,516,192 | \$25,000,000 | 6% | -18% |
| | Libraries | \$62,335 | \$1,131,658 | \$3,272 | \$578,712 | \$250 | \$1,776,227 | \$3,500,000 | 51% | 27% |
| | Scholarship and Student Support | \$6,968,582 | \$87,878 | \$40,186 | \$805,940 | \$403,483 | \$8,306,068 | \$17,000,000 | 49% | 25% |
| | Student Life | \$61,929 | \$227,956 | \$4,803 | \$111,698 | \$1,100 | \$407,486 | \$2,500,000 | 16% | -8% |
| | University-wide Fundraising | \$180,805 | \$195,463 | \$707,227 | \$11,368 | \$158,426 | \$1,253,289 | \$80,900,000 | 2% | -23% |
| | Wexner Center for the Arts | \$46,112 | \$80,903 | \$30,749 | \$188,258 | \$0 | \$326,023 | \$5,500,000 | 6% | -18% |
| | WOSU Public Stations | \$247,222 | \$451,029 | \$350,271 | \$78,456 | \$75,779 | \$1,202,757 | \$9,500,000 | 13% | -11% |
| | Academic Support Units | \$8,188,747 | \$2,734,332 | \$1,522,732 | \$2,087,623 | \$734,988 | \$15,268,421 | \$145,400,000 | 11% | -14% |
| | University | \$11,925,079 | \$3,538,792 | \$24,948,934 | \$7,665,340 | \$8,099,320 | \$56,177,465 | \$299,000,000 | 19% | -5% |
| Medical and Health Sciences | | | | | | | | | | |
| Wexner Medical Center | | | | | | | | | | |
| | Cancer (James / Solove) | \$2,468,068 | \$7,828,711 | \$4,130,374 | \$1,546,607 | \$937,102 | \$16,910,861 | \$66,000,000 | 26% | 2% |
| | Heart (Ross) | \$55,994 | \$31,127 | \$3,105,174 | \$500 | \$117,290 | \$3,310,084 | \$8,000,000 | 41% | 17% |
| | Medical Center (Wexner) | \$188,111 | \$231,152 | \$2,587,478 | \$412,072 | \$1,468,929 | \$4,887,741 | \$26,000,000 | 19% | -5% |
| | Medicine (College of) | \$148,417 | \$494,211 | \$951,188 | \$626,771 | \$1,903,182 | \$4,123,768 | \$13,000,000 | 32% | 8% |
| | Neurosciences | \$41,453 | \$29,689 | \$111,178 | \$3,164,839 | \$902,050 | \$4,249,209 | \$12,000,000 | 35% | 11% |
| | Wexner Medical Center | \$2,902,042 | \$8,614,890 | \$10,885,392 | \$5,750,788 | \$5,328,552 | \$33,481,664 | \$125,000,000 | 27% | 3% |
| Health Sciences Colleges | | | | | | | | | | |
| | Dentistry (College of) | \$491,478 | \$13,383 | \$137,942 | \$269,600 | \$251,389 | \$1,163,792 | \$4,000,000 | 29% | 5% |
| | Nursing (College of) | \$154,309 | \$9,480 | \$21,756 | \$5,100 | \$582,906 | \$773,551 | \$3,800,000 | 20% | -4% |
| | Optometry (College of) | \$31,903 | \$10,585 | \$160,370 | \$250 | \$150,250 | \$353,358 | \$1,700,000 | 21% | -3% |
| | Pharmacy (College of) | \$31,297 | \$42,697 | \$133,523 | \$455 | \$124,006 | \$331,977 | \$4,500,000 | 7% | -17% |
| | Public Health (College of) | \$19,561 | \$2,057 | \$0 | \$0 | \$365,736 | \$387,353 | \$3,000,000 | 13% | -11% |
| | Veterinary Medicine (College of) | \$257,234 | \$220,556 | \$516,052 | \$934,477 | \$160,603 | \$2,088,923 | \$14,000,000 | 15% | -9% |
| | Health Sciences Colleges | \$985,781 | \$298,758 | \$969,643 | \$1,209,882 | \$1,634,889 | \$5,098,954 | \$31,000,000 | 16% | -8% |
| | Medical and Health Sciences | \$3,887,823 | \$8,913,648 | \$11,855,035 | \$6,960,670 | \$6,963,441 | \$38,580,617 | \$156,000,000 | 25% | 1% |
| | Grand Total | \$15,812,902 | \$12,452,440 | \$36,803,969 | \$14,626,010 | \$15,062,761 | \$94,758,082 | \$455,000,000 | 21% | -3% |

Year to Date Target 24%

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



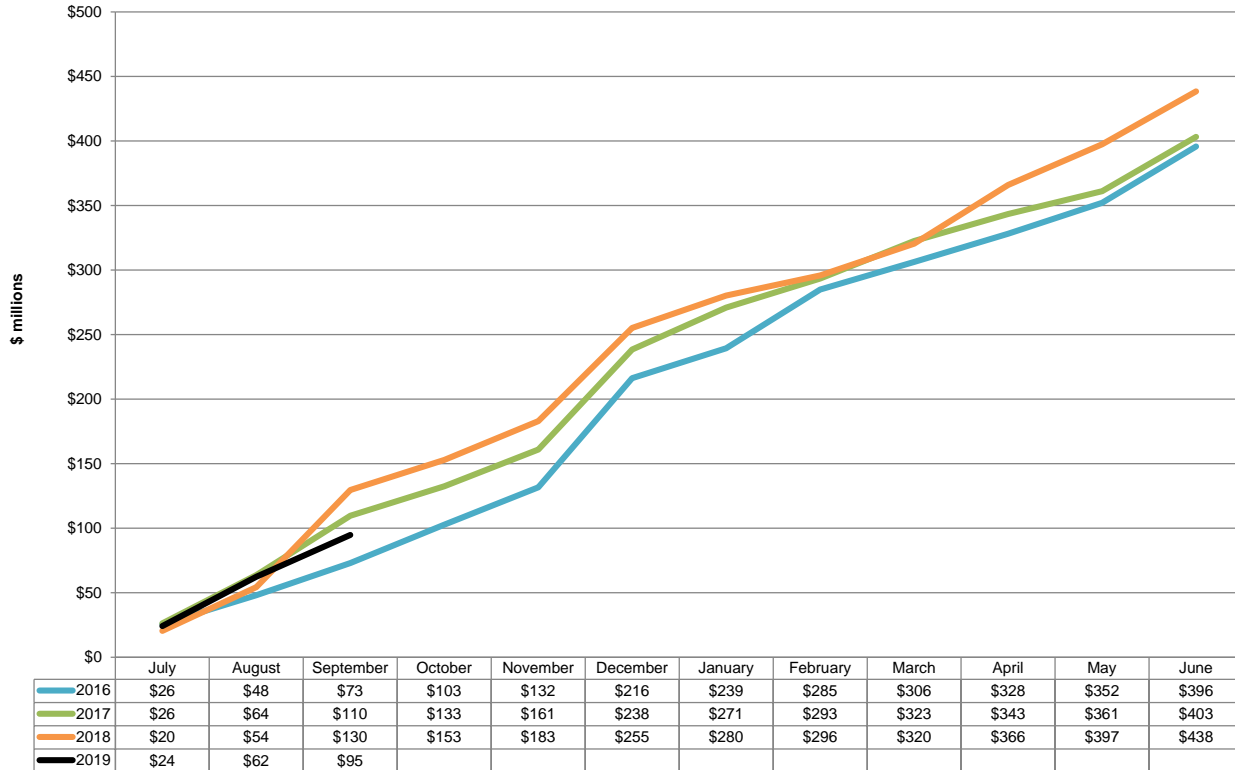
FY2019 Philanthropic Receipts Report
Receipts - Complex Giving
 7/1/2018 through 9/30/2018

| | 7/1/2018 - 9/30/2018 | | 7/1/2017 - 9/30/2017 | | % Change | |
|------------------------------------|----------------------|---------------------|----------------------|--------------------|-------------|-------------|
| | Donors | Dollars | Donors | Dollars | Donors | Dollars |
| Outright Gifts | | | | | | |
| Securities | 94 | \$760,310 | 81 | \$667,480 | 16% | 14% |
| Real Estate | 1 | \$1,960,000 | 0 | \$0 | | |
| Gifts-in-Kind | 322 | \$4,557,014 | 382 | \$2,201,609 | -16% | 107% |
| Total Receipts | 416 | \$7,277,324 | 460 | \$2,869,089 | -10% | 154% |
| Planned Gifts | | | | | | |
| Charitable Trusts & Gift Annuities | 9 | \$347,215 | 6 | \$752,458 | 50% | -54% |
| Binding Donor Advised Funds | 3 | \$206,000 | 0 | \$0 | | |
| Estate Commitments | 59 | \$8,803,132 | 61 | \$3,262,385 | -3% | 170% |
| Total Receipts | 71 | \$9,356,347 | 67 | \$4,014,843 | 6% | 133% |
| Grand Total | 487 | \$16,633,671 | 527 | \$6,883,932 | -8% | 142% |

NOTE: donors may give through multiple gift types but are only counted once in totals



FY2019 Philanthropic Receipts Report
Cumulative
 7/1/2018 through 9/30/2018

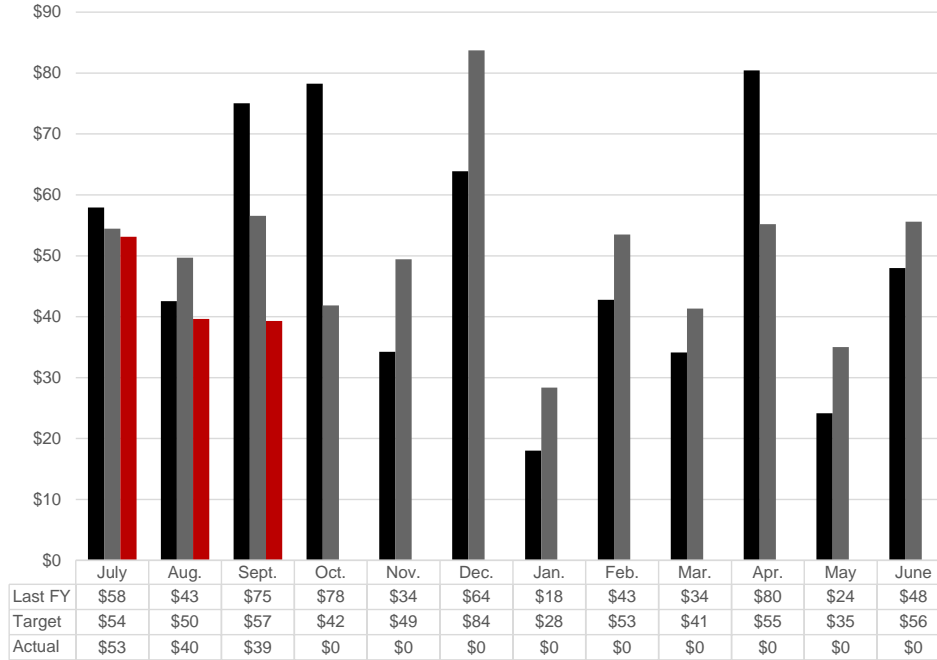




Monthly Activity

7/1/2018 through 9/30/2018

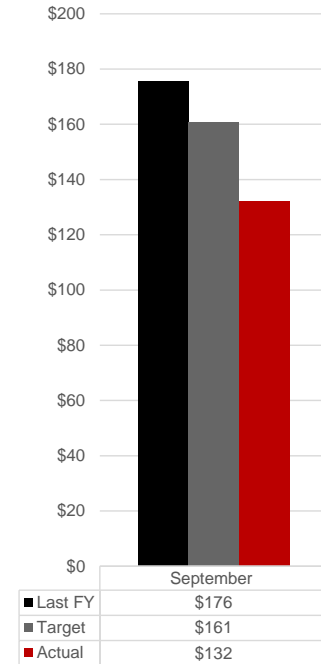
Monthly Activity - Last FY vs. Target vs. Actual



■ Last FY ■ Target ■ Actual

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

Cumulative Totals



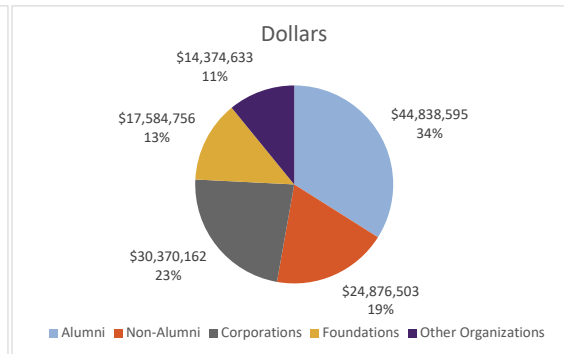
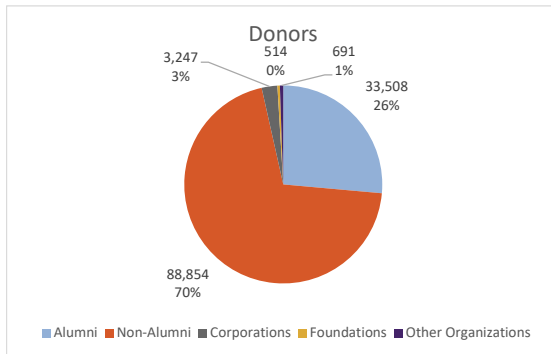
■ Last FY ■ Target ■ Actual

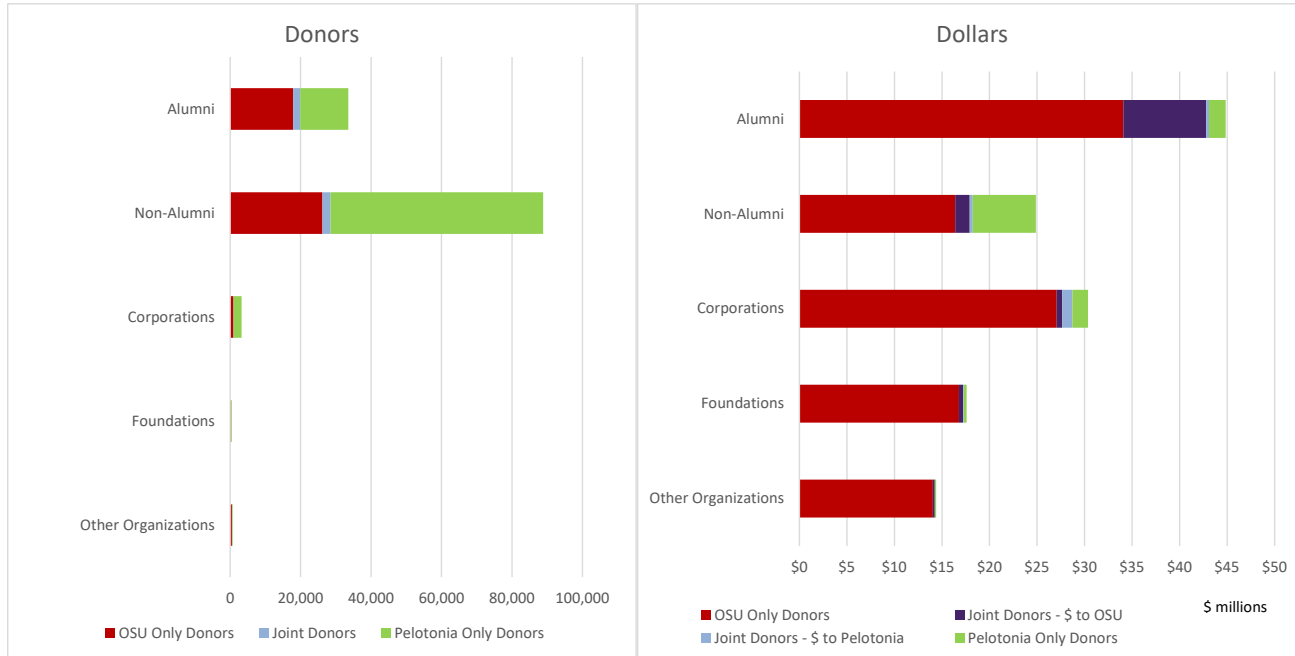


Activity by Donor Type

7/1/2018 through 9/30/2018

| | 7/1/2018 - 9/30/2018 | | 7/1/2017 - 9/30/2017 | | % Change | |
|----------------------|----------------------|----------------------|----------------------|----------------------|-------------|-------------|
| | Donors | Dollars | Donors | Dollars | Donors | Dollars |
| Individuals | | | | | | |
| Alumni | 33,508 | \$44,838,595 | 32,031 | \$35,750,469 | 5% | 25% |
| Non-Alumni | 88,854 | \$24,876,503 | 84,667 | \$21,401,462 | 5% | 16% |
| Individuals | 122,362 | \$69,715,098 | 116,698 | \$57,151,931 | 5% | 22% |
| Organizations | | | | | | |
| Corporations | 3,247 | \$30,370,162 | 4,120 | \$92,907,994 | -21% | -67% |
| Foundations | 514 | \$17,584,756 | 474 | \$7,911,878 | 8% | 122% |
| Other Organizations | 691 | \$14,374,633 | 611 | \$17,534,697 | 13% | -18% |
| Organizations | 4,452 | \$62,329,551 | 5,205 | \$118,354,569 | -14% | -47% |
| Grand Total | 126,814 | \$132,044,650 | 121,903 | \$175,506,500 | 4% | -25% |





| | Alumni | Non-Alumni | Corps | Fnds | Other Orgs |
|-----------------------|--------|------------|-------|------|------------|
| OSU Only Donors | 17,881 | 26,174 | 902 | 276 | 469 |
| Joint Donors | 2,033 | 2,344 | 107 | 13 | 1 |
| Pelotonia Only Donors | 13,594 | 60,336 | 2,238 | 225 | 221 |

| | Alumni | Non-Alumni | Corps | Fnds | Other Orgs |
|--------------------------------|---------|------------|---------|---------|------------|
| OSU Only Donors | \$34.08 | \$16.40 | \$27.07 | \$16.78 | \$14.04 |
| Joint Donors - \$ to OSU | \$8.72 | \$1.52 | \$0.59 | \$0.44 | \$0.20 |
| Joint Donors - \$ to Pelotonia | \$0.30 | \$0.32 | \$1.08 | \$0.06 | \$0.00 |
| Pelotonia Only Donors | \$1.73 | \$6.63 | \$1.64 | \$0.30 | \$0.13 |

| Unit | Alumni | Non-Alumni | Corporations | Foundations | Other Organizations | Total | Goal | % Achieved | vs. Target |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|------------|-------------|
| University | | | | | | | | | |
| Colleges | | | | | | | | | |
| Arts and Sciences (College of) | \$4,323,526 | \$260,369 | \$1,076,513 | \$9,435,669 | \$2,206,295 | \$17,302,371 | \$60,000,000 | 29% | 2% |
| Business (Fisher College of) | \$5,402,478 | \$8,879 | \$6,906,673 | \$1,028,947 | \$42,384 | \$13,389,361 | \$26,000,000 | 51% | 25% |
| Education and Human Ecology (College of) | \$795,611 | \$8,935 | \$34,324 | \$1,892 | \$309,897 | \$1,150,659 | \$7,500,000 | 15% | -11% |
| Engineering (College of) | \$3,157,949 | \$81,930 | \$4,286,745 | \$325,325 | \$3,620,555 | \$11,472,503 | \$60,000,000 | 19% | -7% |
| Food, Agricultural and Enviro Sciences (College of) | \$801,706 | \$273,955 | \$1,430,736 | \$623,686 | \$1,115,807 | \$4,245,891 | \$34,000,000 | 12% | -14% |
| Law (Michael E. Moritz College of) | \$367,083 | \$10,388 | \$81,050 | \$201,442 | \$25 | \$659,988 | \$6,700,000 | 10% | -17% |
| Public Affairs (John Glenn College of) | \$305,800 | \$2,416 | \$4,650 | \$84 | \$6,731 | \$319,681 | \$3,500,000 | 9% | -17% |
| Social Work (College of) | \$32,942 | \$6,920 | \$8,145 | \$500,000 | \$69,946 | \$617,953 | \$2,200,000 | 28% | 2% |
| Colleges | \$15,187,094 | \$653,793 | \$13,828,836 | \$12,117,044 | \$7,371,640 | \$49,158,407 | \$199,900,000 | 25% | -2% |
| Regional Campuses | | | | | | | | | |
| OSU Lima | \$3,891 | \$2,110 | \$29,000 | \$750 | \$100 | \$35,851 | \$600,000 | 6% | -21% |
| OSU Mansfield | \$73,772 | \$2,601 | \$1,604 | \$265,100 | \$157 | \$343,234 | \$700,000 | 49% | 22% |
| OSU Marion | \$8,086 | \$157,863 | \$6,830 | \$50,500 | \$460 | \$223,739 | \$900,000 | 25% | -2% |
| OSU Newark | \$11,646 | \$1,696 | \$0 | \$15,750 | \$0 | \$29,092 | \$1,800,000 | 2% | -25% |
| Regional Campuses | \$97,394 | \$164,270 | \$37,434 | \$332,100 | \$717 | \$631,916 | \$4,000,000 | 16% | -11% |
| Academic Support Units | | | | | | | | | |
| Alumni Association | \$790,699 | \$39,575 | \$21,339 | \$14,690 | \$14,600 | \$880,904 | \$2,200,000 | 40% | 13% |
| Athletics | \$6,406,440 | \$1,348,396 | \$335,669 | \$288,500 | \$31,350 | \$8,410,356 | \$50,000,000 | 17% | -10% |
| Libraries | \$54,967 | \$1,106,658 | \$3,272 | \$578,712 | \$250 | \$1,743,859 | \$6,000,000 | 29% | 3% |
| Scholarship and Student Support | \$1,360,457 | \$53,171 | \$65,086 | \$356,598 | \$190,140 | \$2,025,451 | \$20,000,000 | 10% | -16% |
| Student Life | \$55,244 | \$31,976 | \$4,803 | \$111,698 | \$1,100 | \$204,821 | \$3,100,000 | 7% | -20% |
| University-wide Fundraising | \$154,810 | \$195,393 | \$2,207,227 | \$11,368 | \$158,126 | \$2,726,924 | \$74,100,000 | 4% | -23% |
| Wexner Center for the Arts | \$46,187 | \$60,778 | \$30,749 | \$182,258 | \$0 | \$319,973 | \$6,000,000 | 5% | -21% |
| WOSU Public Stations | \$270,223 | \$583,374 | \$1,280,271 | \$106,117 | \$175,779 | \$2,425,765 | \$11,000,000 | 22% | -5% |
| Academic Support Units | \$9,139,027 | \$3,419,322 | \$3,958,417 | \$1,649,942 | \$571,345 | \$18,738,052 | \$172,400,000 | 11% | -16% |
| University | \$24,423,515 | \$4,237,385 | \$17,824,687 | \$14,099,086 | \$7,943,702 | \$68,528,375 | \$376,300,000 | 18% | -8% |
| Medical and Health Sciences | | | | | | | | | |
| Wexner Medical Center | | | | | | | | | |
| Cancer (James / Solove) | \$14,379,634 | \$17,471,215 | \$5,055,877 | \$1,046,607 | \$937,102 | \$38,890,433 | \$122,700,000 | 32% | 5% |
| Hear (Ross) | \$55,994 | \$31,127 | \$3,097,674 | \$500 | \$117,290 | \$3,302,584 | \$13,500,000 | 24% | -2% |
| Medical Center (Wexner) | \$225,462 | \$224,760 | \$2,905,601 | \$382,072 | \$1,477,719 | \$4,815,614 | \$25,000,000 | 19% | -7% |
| Medicine (College of) | \$2,954,562 | \$163,483 | \$951,188 | \$571,771 | \$1,403,207 | \$6,044,211 | \$13,000,000 | 46% | 20% |
| Neurosciences | \$41,678 | \$2,029,689 | \$136,178 | \$664,839 | \$890,800 | \$3,763,184 | \$11,000,000 | 34% | 8% |
| Wexner Medical Center | \$17,657,330 | \$19,920,274 | \$11,746,518 | \$2,665,788 | \$4,826,117 | \$56,816,026 | \$185,200,000 | 31% | 4% |
| Health Sciences Colleges | | | | | | | | | |
| Dentistry (College of) | \$345,988 | \$13,383 | \$125,902 | \$269,600 | \$251,389 | \$1,006,262 | \$8,500,000 | 12% | -15% |
| Nursing (College of) | \$336,222 | \$9,480 | \$21,756 | \$5,100 | \$682,906 | \$955,464 | \$5,600,000 | 17% | -9% |
| Optometry (College of) | \$16,440 | \$6,571 | \$18,375 | \$250 | \$150,250 | \$191,886 | \$2,200,000 | 9% | -18% |
| Pharmacy (College of) | \$48,759 | \$42,697 | \$132,623 | \$455 | \$124,006 | \$348,539 | \$5,000,000 | 7% | -20% |
| Public Health (College of) | \$14,711 | \$2,157 | \$0 | \$0 | \$365,686 | \$382,553 | \$2,200,000 | 17% | -9% |
| Veterinary Medicine (College of) | \$1,995,630 | \$644,556 | \$500,302 | \$544,477 | \$130,578 | \$3,815,544 | \$20,000,000 | 19% | -7% |
| Health Sciences Colleges | \$2,757,750 | \$718,844 | \$798,958 | \$819,882 | \$1,604,814 | \$6,700,249 | \$43,500,000 | 15% | -11% |
| Medical and Health Sciences | \$20,415,080 | \$20,639,118 | \$12,545,476 | \$3,485,870 | \$6,430,931 | \$63,516,275 | \$228,700,000 | 28% | 1% |
| Grand Total | \$44,838,595 | \$24,876,503 | \$30,370,162 | \$17,584,756 | \$14,374,633 | \$132,044,650 | \$605,000,000 | 22% | -5% |

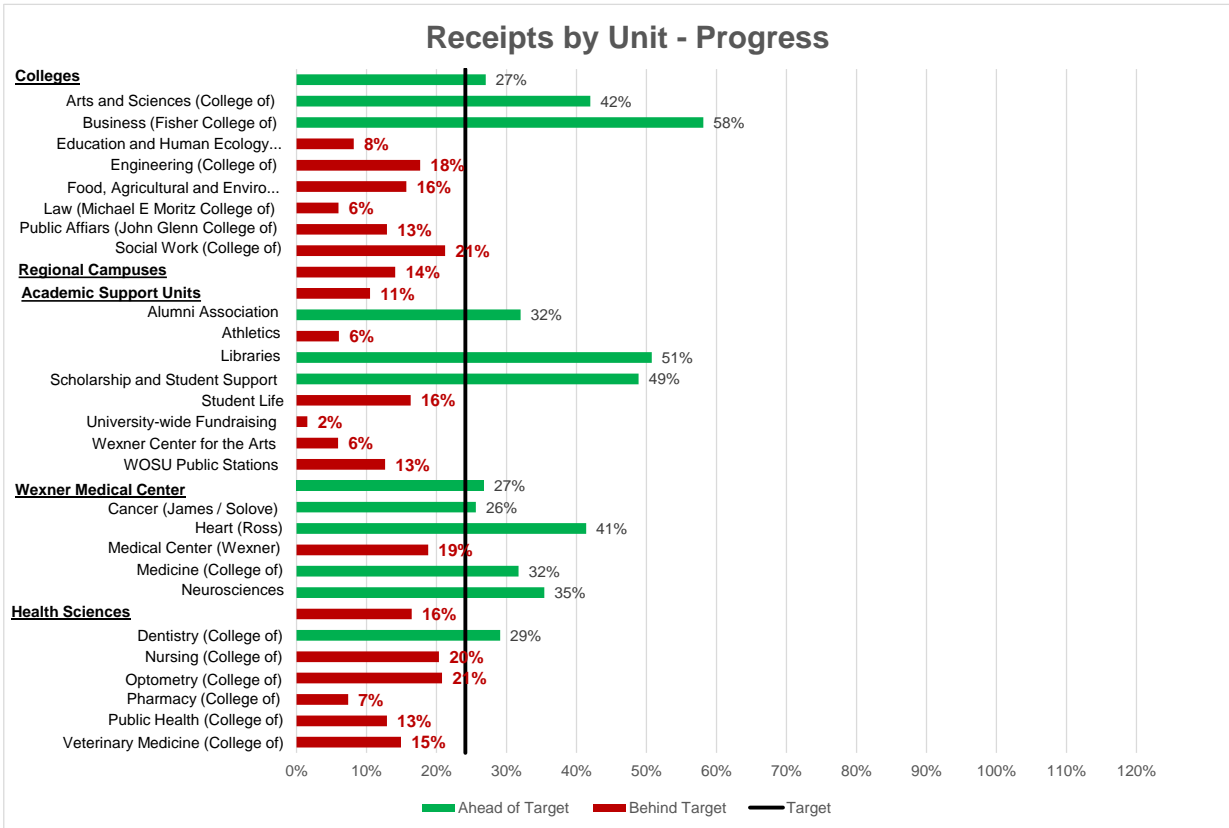
Year to Date Target 27%

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

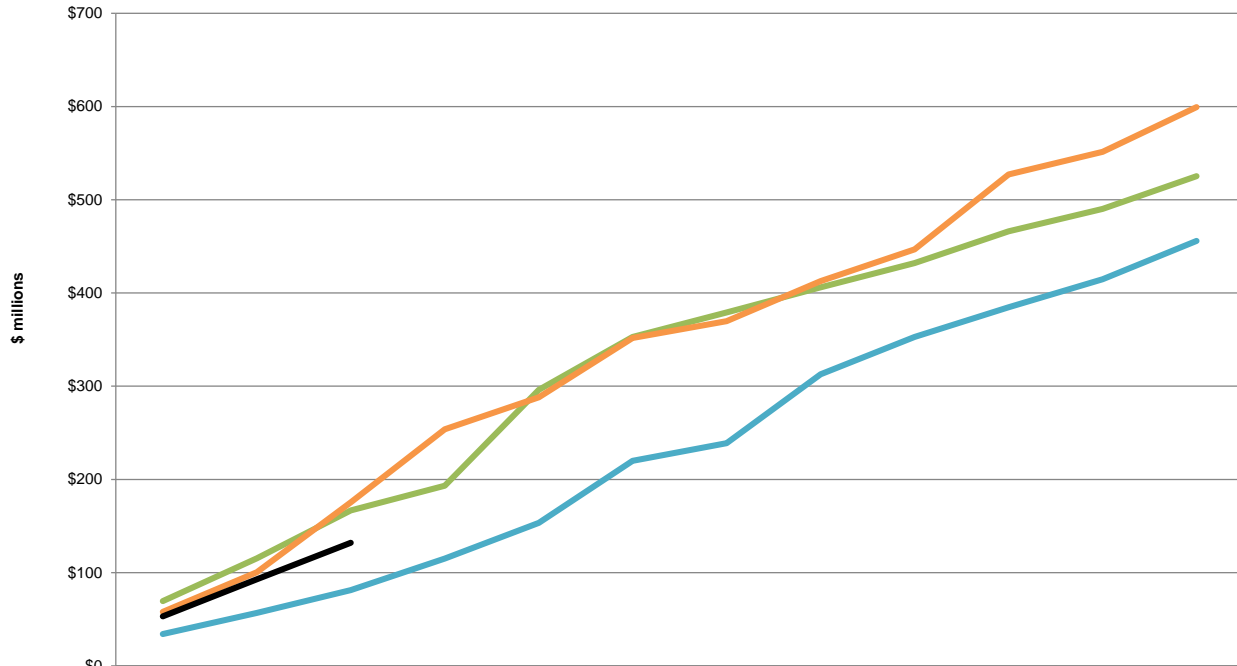


| | 7/1/2018 - 9/30/2018 | | 7/1/2017 - 9/30/2017 | | % Change | |
|------------------------------------|----------------------|---------------------|----------------------|---------------------|-------------|-------------|
| | Donors | Dollars | Donors | Dollars | Donors | Dollars |
| Outright Gifts | | | | | | |
| Securities | 94 | \$760,310 | 81 | \$667,480 | 16% | 14% |
| Real Estate | 1 | \$1,960,000 | 0 | \$0 | | |
| Gifts-in-Kind | 322 | \$4,557,014 | 382 | \$2,201,609 | -16% | 107% |
| Total New Activity | 416 | \$7,277,324 | 460 | \$2,869,089 | -10% | 154% |
| Planned Gifts | | | | | | |
| Charitable Trusts & Gift Annuities | 9 | 347,215 | 6 | 752,458 | 50% | -54% |
| Binding Donor Advised Funds | 7 | 250,107 | 3 | 16,979,506 | 133% | -99% |
| Estate Commitments | 97 | 50,282,445 | 116 | 35,347,525 | -16% | 42% |
| Total New Activity | 111 | \$50,879,767 | 125 | \$53,079,489 | -11% | -4% |
| Grand Total | 527 | \$58,157,091 | 584 | \$55,948,577 | -10% | 4% |

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)



| | July | August | September | October | November | December | January | February | March | April | May | June |
|------|------|--------|-----------|---------|----------|----------|---------|----------|-------|-------|-------|-------|
| 2016 | \$34 | \$57 | \$81 | \$115 | \$153 | \$220 | \$239 | \$313 | \$353 | \$385 | \$415 | \$456 |
| 2017 | \$69 | \$115 | \$167 | \$193 | \$296 | \$353 | \$379 | \$406 | \$432 | \$466 | \$490 | \$525 |
| 2018 | \$58 | \$100 | \$176 | \$254 | \$288 | \$352 | \$370 | \$413 | \$447 | \$527 | \$551 | \$599 |
| 2019 | \$53 | \$93 | \$132 | | | | | | | | | |

November 16, 2018, Board of Trustees Meeting

| | <u>Amount Establishing Endowment*</u> | <u>Total Commitment</u> |
|--|---|-----------------------------|
| <u>Establishment of Named Endowed Funds (University)</u> | | |
| The Betty Edwards Scholarship Fund Established November 16, 2018, with a fund transfer by Student Financial Aid of an unrestricted gift from the estate of Betty M. Edwards; used to provide one or more scholarships to students who demonstrate need and who maintain a satisfactory grade point average. Preference shall be given to residents of Licking County, Ohio. | \$6,000,000.00 | \$6,000,000.00 |
| The William G. Todd and Virginia L. Riggs-Todd Memorial Scholarship Fund Established November 16, 2018, with a fund transfer by Student Financial Aid of an unrestricted gift from the estate of William G. Todd; used to provide one or more scholarships to students. | \$578,148.55 | \$578,148.55 |
| Art of the Now Fund Established November 16, 2018, with a fund transfer by the Department of Theatre of proceeds from the sale of The Art of the Now: Introduction to Theatre & Performance; used to provide financial grants to students studying in the Department of Theatre to assist with travel expenses, conference fees, performance or exhibition support, job interviews or other extraordinary experiences. | \$70,000.00 | \$70,000.00 |
| Department of East Asian Languages & Literatures Endowment Fund Established November 16, 2018, with a fund transfer by the Department of East Asian Languages & Literatures of an estate gift from Toshiko K. Townley (MA 1981); used to support the Department of East Asian Languages & Literatures. | \$50,000.00 | \$50,000.00 |
| Veterinary General Practice Education Endowment Established November 16, 2018, with a fund transfer by the College of Veterinary Medicine; used to support general practice education at the College of Veterinary Medicine. | \$50,000.00 | \$50,000.00 |
| <u>Change in Description and Name of Named Endowed Fund (University)</u> | | |
| From: The Ohio Eminent Scholar in Literacy Studies To: The Ohio Eminent Scholar in Rhetoric, Composition, and Literacy | | |
| <u>Establishment of Named Endowed Funds (Foundation)</u> | | |
| The Mansel G. Blackford Student Travel Fund in the Department of History Established November 16, 2018, with an estate gift from Dr. Helen Rezabek Churella (BS 1946, MS 1956, PhD 1976); used to support graduate student activities in a manner that enhances the graduate students' educational experiences; expenses include, but are not limited to, study abroad and professional conferences, with approval of the chair of the Department of History. | \$100,000.00 | \$100,000.00 |
| Families For A Cure Research Endowment Fund Established November 16, 2018, with gifts from Families for a Cure, Inc.; used to support medical research projects on brain, prostate or skin cancers. | \$54,600.00 | \$54,600.00 |

November 16, 2018, Board of Trustees Meeting

| | | |
|--|-------------|-------------|
| <p>Physical Therapy Service Learning/Global Health Outreach Endowment Fund Established November 16, 2018, with gifts from Dale C. Deubler (BS 1972, MS 1980) and friends; used to support the participation of doctorate physical therapy students in global health outreach programs to underserved populations, mainly outside of United States, when part of the Doctorate of Physical Therapy program: required service learning course, practicum, or clinical education. To be eligible, students must be enrolled and in good standing with the Division of Physical Therapy.</p> | \$52,284.32 | \$52,284.32 |
| <p>The Dr. Richard R. Lanese Memorial Scholarship Fund Established November 16, 2018, with gifts from the Lanese Memorial Fund Steering Committee given in memory of Professor Emeritus Dr. Richard R. Lanese (BA 1955, MA 1961, PhD 1966); used to provide one or more merit-based scholarships to graduate students who are enrolled in the College of Public Health and are studying behavioral epidemiology.</p> | \$51,336.00 | \$51,336.00 |
| <p>The Cody Sweitzer Memorial Endowment Fund Established November 16, 2018, with gifts from family and friends of Cody Sweitzer (BS 2017); used to provide scholarships to students who are involved with Greek Life. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, students with epilepsy. If no recipients are identified, the scholarships shall be awarded to candidates who have expressed an interest in a career in the mental health field. If no recipients are identified scholarships shall be awarded to candidates who are majoring in Welding Engineering.</p> | \$50,804.15 | \$50,804.15 |
| <p>Art Friedel PhD 1968 Scholarship Fund Established November 16, 2018, with grants from a donor-advised fund by Dr. Arthur W. Friedel (PhD 1968); used to provide a scholarship to an undergraduate student enrolled in the College of Education and Human Ecology who is studying to become a secondary science teacher. First preference will be given to students who want to teach chemistry.</p> | \$50,444.90 | \$50,444.90 |
| <p>Alma L. Brill and Dr. Benjamin Caplan Scholarship Fund in Nursing and Medicine Established November 16, 2018, with lifetime gifts from the late Alma L. Brill (BS 1946) and with gifts from Carol Jordan of Beavercreek, Ohio; given in tribute to the dedicated career service of Alma L. Brill and the late Dr. Benjamin B. Caplan; used equally between the College of Nursing and the College of Medicine to support scholarships for students enrolled in said colleges based primarily on financial need with preference given to students who exemplify leadership ability, a high level of commitment to community service, and who are engaged in college activities serving the medical needs of the community.</p> | \$50,314.47 | \$50,314.47 |
| <p>Veterinary Medicine Class of 1982 Endowed Scholarship Fund Established November 16, 2018, with gifts from members of the Veterinary Medicine Class of 1982 and family, friends, and colleagues; used to provide scholarship support to students enrolled in the College of Veterinary Medicine who are third or fourth year DVM students. It is the donors' hope to provide scholarships in amounts that will provide significant financial support to the scholarship recipients.</p> | \$50,151.41 | \$50,151.41 |

November 16, 2018, Board of Trustees Meeting

| | | |
|--|--------------------|--------------------|
| <p>The John L. Allen Scholarship Fund in Sports Management Established November 16, 2018, with a gift from John L. Allen (MA 1991); used to provide scholarships to graduate students who are enrolled in the College of Education and Human Ecology, studying Sports Management and are participating in an internship program with the Columbus Clippers or successor organization. If no students meet the selection criteria, the scholarship(s) will be open to all graduate students studying Sports Management. It is the donor's intent to provide significant financial support to the scholarship recipients, rather than provide smaller scholarships to several recipients.</p> | <p>\$50,000.00</p> | <p>\$50,000.00</p> |
| <p>The Tricia A. Baker Endowment Fund in Electrical and Computer Engineering Established November 16, 2018, with gifts from Tricia A. Baker (BS 1994) and The Basis Foundation; used to provide one or more scholarships to undergraduate students ranked as juniors or seniors who are from Ohio, enrolled in the College of Engineering, and studying in the Department of Electrical and Computer Engineering. Candidates must have a minimum 3.0 grade point average. The donors desire that when awarding scholarship(s) special consideration be given to candidates who are members of The Women in Engineering Program.</p> | <p>\$50,000.00</p> | <p>\$50,000.00</p> |
| <p>The Hermanoff Endowment Fund for The Lantern Established November 16, 2018, with gifts from Michael J. and Sandra M. (BA 1965) Hermanoff; used to support The Lantern at the discretion of the director of the School of Communication. If at any time The Lantern ceases to exist, the fund shall be used to support the School of Communication.</p> | <p>\$50,000.00</p> | <p>\$50,000.00</p> |
| <p>The Craig Philips and Laurie Jarvis-Philips Scholarship Fund Established November 16, 2018, with a gift from Craig W. Philips (AA 1981, BSBA 1982, MBA 1984) and Laurie Jarvis-Philips (MBA 1984); used to provide scholarships to students enrolled at Ohio State Marion who do not qualify for need-based aid through the University and are not receiving merit-based aid at that time. Candidates must have graduated from a high school in Marion County, Ohio, or adjacent counties. Preference shall be given to students majoring in business.</p> | <p>\$50,000.00</p> | <p>\$50,000.00</p> |
| <p>Scott and Lee Family International Scholarship Fund Established November 16, 2018, with gifts from Ami G. Scott and matches from The Joseph A. Alutto Graduate Global Leadership Initiative; used to provide scholarship(s) to undergraduate or graduate students enrolled in the Max M. Fisher College of Business to support critical, action-based, learning experiences around the world.</p> | <p>\$50,000.00</p> | <p>\$50,000.00</p> |
| <p>The Geoffrey Stern BA '65, JD '68 Endowed Scholarship in Law Fund Established November 16, 2018, with gifts from Brett T. Buerck (BA 2005); used to provide renewable scholarship support to graduate students enrolled in the Michael E. Moritz College of Law.</p> | <p>\$50,000.00</p> | <p>\$50,000.00</p> |
| <p>The Dr. Stuart S. and Letitia Roberts Collaborative Research Award Established November 16, 2018, with gifts from Cynthia J. Roberts (MS 1986, PhD 1989); used to provide research support for at least one graduate student who is enrolled in the College of Engineering, Department of Biomedical Engineering and is working collaboratively with graduate students or residents who are enrolled in the College of Medicine.</p> | <p>\$50,000.00</p> | <p>\$50,000.00</p> |

November 16, 2018, Board of Trustees Meeting

| | | |
|--|--------------------|--------------------|
| <p>Walter G. Hack Fund Established November 16, 2018, with gifts given in memory of Walter G. Hack (PhD 1959) from his wife, Barbara Hack (MA 1966), family, friends, and colleagues; used at the discretion of the dean of the College of Education and Human Ecology. The fund may be revised in the future when the gifted endowment principal reaches the minimum funding level required at that date for a restricted endowment. Thereafter, the fund shall be named the Walter G. Hack Graduate Assistance Fund in Education Administration and the annual distribution shall provide annual assistance for doctoral students in the field of Education Administration.</p> | <p>\$25,000.00</p> | <p>\$25,000.00</p> |
|--|--------------------|--------------------|

Change in Description and Name of Named Endowed Fund (Foundation)

From: The Douglas Gula Endowed Scholarship Fund
 To: Gula Family Scholarship for the Sciences

Closure of Named Endowed Fund (Foundation)

James Stone Student-Alumni Council Program Endowment Fund

| | |
|-------|----------------|
| Total | \$7,583,083.80 |
|-------|----------------|

*Amounts establishing endowments as of September 30, 2018.

The Betty Edwards Scholarship Fund

The Board of Trustees of The Ohio State University shall establish The Betty Edwards Scholarship Fund, as a quasi-endowment, effective November 16, 2018, with a fund transfer by Student Financial Aid of an unrestricted gift from the estate of Betty M. Edwards.

The annual distribution from this fund provides one or more scholarships to students who demonstrate need and who maintain a satisfactory grade point average. Preference shall be given to residents of Licking County, Ohio. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Student Financial Aid.

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

The highest ranking official in Student Financial Aid or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of Student Financial Aid that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in Student Financial Aid or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The William G. Todd and Virginia L. Riggs-Todd Memorial Scholarship Fund

The Board of Trustees of The Ohio State University shall establish The William G. Todd and Virginia L. Riggs-Todd (BS 1959) Memorial Scholarship Fund, as a quasi-endowment, effective November 16, 2018, with a fund transfer by Student Financial Aid of an unrestricted gift from the estate of William G. Todd.

The annual distribution from this fund provides one or more scholarships to students. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Student Financial Aid.

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

The highest ranking official in Student Financial Aid or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of Student Financial Aid that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in Student Financial Aid or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Art of the Now Fund

The Board of Trustees of The Ohio State University shall establish the Art of the Now Fund as a quasi-endowment, effective November 16, 2018, with a fund transfer by the Department of Theatre of proceeds from the sale of *The Art of the Now: Introduction to Theatre & Performance*.

The annual distribution from this fund provides financial grants to students studying in the Department of Theatre to assist with travel expenses, conference fees, performance or exhibition support, job interviews or other extraordinary experiences. If no students meet the selection criteria, the grant(s) will be open to all students enrolled in the College of Arts and Sciences. Candidates shall be recommended by the chair of the department. Recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

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

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the Department of Theatre that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the department named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the department. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Department of East Asian Languages & Literatures Endowment Fund

The Board of Trustees of The Ohio State University shall establish the Department of East Asian Languages & Literatures Endowment Fund, as a quasi-endowment, effective November 16, 2018, with a fund transfer by the Department of East Asian Languages & Literatures of an estate gift from Toshiko K. Townley (MA 1981).

The annual distribution from this fund supports the Department of East Asian Languages & Literatures. Expenditures shall be recommended by the chair of the department and approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the Department of East Asian Languages & Literatures that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Veterinary General Practice Education Endowment

The Board of Trustees of The Ohio State University shall establish the Veterinary General Practice Education Endowment, as a quasi-endowment, effective November 16, 2018, with a fund transfer by the College of Veterinary Medicine.

The annual distribution from this fund supports general practice education at the College of Veterinary Medicine. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the College of Veterinary Medicine that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The Ohio Eminent Scholar in Rhetoric, Composition, and Literacy

The Ohio Eminent Scholar in Rhetoric and Composition was established May 7, 2004, by the Board of Trustees of The Ohio State University with a grant awarded by the General Assembly of Ohio and other gifts to the University. April 1, 2005, the fund name was revised to The Ohio Eminent Scholar in Literacy Studies. Effective November 16, 2018, 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 be used to provide salary and program support for an outstanding scholar-leader in the Rhetoric and Composition program in the Department of English in the College of Arts and Sciences. Appointment of the Ohio Eminent Scholar in Rhetoric, Composition, and Literacy will be recommended by the executive dean of the Colleges of Arts and Sciences, in consultation with the divisional dean of Humanities and provost, and approved by the Board of Trustees.

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 executive dean of the Colleges of Arts and Sciences and the divisional dean of Humanities. Any redirection of this endowment prior to ten years from the date established shall require the prior approval of the Ohio Board of Regents.

The Mansel G. Blackford Student Travel Fund in the Department of History

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Mansel G. Blackford Student Travel Fund in the Department of History effective November 16, 2018, with an estate gift from Dr. Helen Rezabek Churella (BS 1946, MS 1956, PhD 1976).

The annual distribution from this fund supports graduate student activities in a manner that enhances the graduate students' educational experiences; expenses include, but are not limited to, study abroad and professional conferences, with approval of the chair of the Department of History. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

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

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Families For A Cure Research Endowment Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Families For A Cure Research Endowment Fund effective November 16, 2018, with gifts from Families for a Cure, Inc.

The annual distribution from this fund shall be used to support medical research projects on brain, prostate or skin cancers. Expenditures shall be approved by the director of the Comprehensive Cancer Center, in consultation with the chief executive officer of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the dean of the College of Medicine.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Comprehensive Cancer Center, in consultation with the chief executive officer of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute.

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 chief executive officer of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and director of the Comprehensive Cancer Center or their designees. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Physical Therapy Service Learning/Global Health Outreach Endowment Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Physical Therapy Service Learning/Global Health Outreach Endowment Fund effective November 16, 2018, with gifts from Dale C. Deubler (BS 1972, MS 1980) and friends.

The annual distribution from this fund shall be used to support the participation of doctorate physical therapy students in global health outreach programs to underserved populations, mainly outside of United States, when part of the Doctorate of Physical Therapy program: required service learning course, practicum, or clinical education. To be eligible, students must be enrolled and in good standing with the Division of Physical Therapy. Students practicing with

underserved communities in the United States may be considered only if international territories are no longer part of the Division of Physical Therapy program. Selection of students shall be determined and approved by the director of the Division of Physical Therapy, in conjunction with lead global health course faculty member.

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 Physical Therapy 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 Physical Therapy 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 Dr. Richard R. Lanese 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 Dr. Richard R. Lanese Memorial Scholarship Fund effective November 16, 2018, with gifts from the Lanese Memorial Fund Steering Committee given in memory of Professor Emeritus Dr. Richard R. Lanese (BA 1955, MA 1961, PhD 1966).

The annual distribution from this fund provides one or more merit-based scholarships to graduate students who are enrolled in the College of Public Health and are studying behavioral epidemiology. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined by the dean of the college, in consultation with Student Financial Aid.

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

The highest ranking official in the College of Public Health or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Public Health or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Cody Sweitzer Memorial Endowment Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Cody Sweitzer Memorial Endowment Fund effective November 16, 2018, with gifts from family and friends of Cody Sweitzer (BS 2017).

The annual distribution from this fund shall be used to provide scholarships to students who are involved with Greek Life. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, students with epilepsy. If no recipients are identified, the scholarships shall be awarded to candidates who have expressed an interest in a career in the mental health field. If no recipients are identified scholarships shall be awarded to candidates who are majoring in Welding Engineering.

Recipients will be selected by the director of Greek Life and the chief financial officer of Student Life, in consultation with Student Financial Aid. Scholarships are renewable as long as the recipients meet the selection criteria and remain in good standing with the University.

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

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Greek Life and the chief financial officer of Student Life or their designees.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of Greek Life and the chief financial officer of Student Life or their designees. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Art Friedel PhD 1968 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 Art Friedel PhD 1968 Scholarship Fund effective November 16, 2018, with grants from a donor advised fund by Dr. Arthur W. Friedel (PhD 1968).

The annual distribution from this fund provides a scholarship to an undergraduate student enrolled in the College of Education and Human Ecology who is studying to become a secondary science teacher. First preference will be given to students who want to teach chemistry. Recipients will be selected by 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.

The highest ranking official in the College of Education and Human Ecology or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Education and Human Ecology or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications

to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Alma L. Brill and Dr. Benjamin Caplan Scholarship Fund in Nursing and Medicine

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Alma L. Brill and Dr. Benjamin Caplan Scholarship Fund in Nursing and Medicine effective November 16, 2018, with lifetime gifts from the late Alma L. Brill (BS 1946) and with gifts from Carol Jordan of Beavercreek, Ohio; given in tribute to the dedicated career service of Alma L. Brill and the late Dr. Benjamin B. Caplan.

The annual distribution from this fund shall be divided equally between the College of Nursing and the College of Medicine to support scholarships for students enrolled in said colleges. It is the donors' desire that the scholarships be awarded based primarily on financial need with preference given to students who exemplify leadership ability, a high level of commitment to community service, and who are engaged in college activities serving the medical needs of the community. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Nursing and the College of Medicine, in consultation with Student Financial Aid. Scholarships are renewable as long as the recipients are in good academic and professional standing.

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

The highest ranking officials in the College of Nursing and the College of Medicine their designees have the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking officials in the College of Nursing and the College of Medicine their designees to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Veterinary Medicine Class of 1982 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 Veterinary Medicine Class of 1982 Endowed Scholarship Fund effective November 16, 2018, with gifts from members of the Veterinary Medicine Class of 1982 and family, friends, and colleagues.

The annual distribution from this fund provides scholarship support to students enrolled in the College of Veterinary Medicine who are third or fourth year DVM students. It is the donors' hope to provide scholarships in amounts that will provide significant financial support to the scholarship recipients. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

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

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The John L. Allen Scholarship Fund in Sports Management

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The John L. Allen Scholarship Fund in Sports Management effective November 16, 2018, with a gift from John L. Allen (MA 1991).

The annual distribution from this fund provides scholarships to graduate students who are enrolled in the College of Education and Human Ecology, studying Sports Management and are participating in an internship program with the Columbus Clippers or successor organization. If no students meet the selection criteria, the scholarship(s) will be open to all graduate students studying Sports Management. It is the donor's intent to provide significant financial support to the scholarship recipients, rather than provide smaller scholarships to several recipients. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

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

The highest ranking official in the College of Education and Human Ecology or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Education and Human Ecology or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Tricia A. Baker Endowment Fund in Electrical and Computer Engineering

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Tricia A. Baker Endowment Fund in Electrical and Computer Engineering effective November 16, 2018, with gifts from Tricia A. Baker (BS 1994) and The Basis Foundation.

The annual distribution from this fund provides one or more scholarships to undergraduate students ranked as juniors or seniors who are from Ohio, enrolled in the College of Engineering, and studying in the Department of Electrical and Computer Engineering. Candidates must have a minimum 3.0 grade point average. The donors desire that when

awarding scholarship(s) special consideration be given to candidates who are members of The Women in Engineering Program. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate students who are studying in the department. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid. Scholarships shall be used for tuition and fees only.

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

The highest ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Hermanoff Endowment Fund for The Lantern

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 Hermanoff Endowment Fund for The Lantern effective November 16, 2018, with gifts from Michael J. and Sandra M. (BA 1965) Hermanoff.

The annual distribution from this fund supports The Lantern at the discretion of the director of the School of Communication. If at any time The Lantern ceases to exist, the annual distribution shall be used to support the School of Communication. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Craig Philips and Laurie Jarvis-Philips 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 Craig Philips and Laurie Jarvis-Philips

Scholarship Fund effective November 16, 2018, with a gift from Craig W. Philips (AA 1981, BSBA 1982, MBA 1984) and Laurie Jarvis-Philips (MBA 1984).

The annual distribution from this fund provides scholarships to students enrolled at Ohio State Marion who do not qualify for need-based aid through the University and are not receiving merit-based aid at that time. Candidates must have graduated from a high school in Marion County, Ohio, or adjacent counties. Preference shall be given to students majoring in business. Scholarships are renewable as long as the recipient remains enrolled at Ohio State Marion. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Ohio State Marion, in consultation with Student Financial Aid.

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

The highest ranking official at Ohio State Marion or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official at Ohio State Marion or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Scott and Lee Family International Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Scott and Lee Family International Scholarship Fund effective November 16, 2018, with gifts from Ami G. Scott and matches from *The Joseph A. Alutto Graduate Global Leadership Initiative*.

The Joseph A. Alutto Global Leadership Initiative was created in May 2013 by The Ohio State University to honor the interim president, longtime provost, and former dean of the Max M. Fisher College of Business for his deep commitment to advancing international educational opportunities.

The goal of this Initiative is to encourage donors to provide undergraduate and graduate business students with financial resources for global learning through scholarships, programs, and other opportunities thereby enabling them to engage in critical, action-based, learning experiences around the world.

The annual distribution from this fund shall be used to provide scholarship(s) to undergraduate or graduate students enrolled in the Max M. Fisher College of Business to support critical, action-based, learning experiences around the world. Recipients shall be selected by the Office of Global Business at the college, and Student Financial Aid.

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

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

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

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

The Geoffrey Stern BA '65, JD '68 Endowed Scholarship in Law 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 Geoffrey Stern BA '65, JD '68 Endowed Scholarship in Law Fund effective November 16, 2018, with gifts from Brett T. Buerck (BA 2005).

The annual distribution from this fund provide renewable scholarship support to graduate students enrolled in the Michael E. Moritz College of Law. Recipients will be recommended by the college's associate dean of admissions or his/her designee and approved by the college's dean or his/her designee, in consultation with Student Financial Aid. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

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

The highest ranking official in the Michael E. Moritz College of Law or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Michael E. Moritz College of Law or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Dr. Stuart S. and Letitia Roberts Collaborative Research Award

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Dr. Stuart S. and Letitia Roberts Collaborative Research Award effective November 16, 2018, with gifts from Cynthia J. Roberts (MS 1986, PhD 1989).

The annual distribution from this fund provides research support for at least one graduate student who is enrolled in the College of Engineering, Department of Biomedical Engineering, and is working collaboratively with graduate students or residents who are enrolled in the College of Medicine. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Engineering.

The highest ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Walter G. Hack 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 Walter G. Hack Fund effective November 16, 2018, with gifts given in memory of Walter G. Hack (PhD 1959) from his wife, Barbara Hack (MA 1966), family, friends, and colleagues.

The annual distribution from this fund shall be used at the discretion of the dean of the College of Education and Human Ecology. The fund may be revised in the future when the gifted endowment principal reaches the minimum funding level required at that date for a restricted endowment. Thereafter, the fund shall be named the Walter G. Hack Graduate Assistance Fund in Education Administration and the annual distribution shall provide annual assistance for doctoral students in the field of Education Administration. Award recipients, the number of recipients, and amount of each award shall be determined in accordance with the then current guidelines and procedures established by the college, in consultation with Student Financial Aid.

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

The highest ranking official in the College of Education and Human Ecology or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Education and Human Ecology or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Gula Family Scholarship for the Sciences

The Douglas Gula Endowed Scholarship Fund 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 Dr. Douglas Gula (BS 1976) and Mrs. Judith Gula in honor of his parents Charles and Ann Gula, who provided their sons with unending support to realize their aspirations, dreams, and goals, and to achieve their life ambitions. Effective November 16, 2018, the fund name and description shall be revised.

The annual distribution from this fund shall provide need-based scholarship support to students from northeastern Ohio who are majoring in a science. Scholarship recipients shall be selected by Student Financial Aid.

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

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 Student Financial Aid.

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 of the director of Student Financial Aid. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

James Stone Student-Alumni Council Program Endowment Fund

The James Stone Student-Alumni Council Program Endowment Fund was established April 4, 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 James Stone (BS 1986). Effective November 16, 2018, the fund shall be dissolved and the principal balance shall be transferred to Vanguard Charitable Endowment Program to be used for the same charitable purposes for which the fund was established.

Appendix XXI



Distinguished Service Awards Recommended Recipients for 2018

Deborah Ballam

In her service to the university, Dr. Deborah (Deb) Ballam was a catalyst for change, working to move the institution toward a place where *all* people could thrive and bring *all* of who they are to their contributions. As Director for The Women's Place, Dr. Ballam addressed how academic structures present special challenges for women. Ultimately, her leadership earned Ohio State recognition as a leader in supporting work-life balance. Dr. Ballam has been recognized with teaching awards from Mortar Board, Bucket and Dipper and Fisher College of Business Pace Setters; and service awards including the University's Distinguished Affirmative Action Award, Franklin County Women of Achievement Award and the Nettie Cronise Lutes Award – to name just a few. Dr. Ballam was also active within the University Senate and its steering committee, the 1999-2001 Committee on Retention of Women and Minority Faculty and Staff, The Council on Academic Excellence for Women and the President's Council on Women. A passionate Buckeye, Dr. Ballam retired from the university, but twice returned to work on prestigious National Science Foundation ADVANCE grants. She is a loyal donor to the university, with 30 years of giving.

The following individuals contributed to the award nomination: Tom Gregoire, MSW, PhD; Joan Herbers, PhD; Hazel A. Morrow-Jones, PhD; Judith (Fountain) Yesso

Valerie Lee

As a university-wide leader, Dr. Valerie Lee served as Vice Provost for Diversity and Inclusion, Chief Diversity Officer and Vice President for Outreach and Engagement. A professor of English, she holds courtesy appointments in the Department of African American and African Studies; the Department of Comparative Studies; the Department of Women's, Gender, and Sexuality Studies; the Center for Folklore Studies and the Center for Interdisciplinary Law and Policy Studies. During her time at Ohio State, Dr. Lee served as chair of three of the aforementioned departments, providing intellectual leadership, an expectation of excellence and an understanding of systems and operations to accomplish tremendous change. She initiated a cluster hire program in the English department that created cohorts in Latino/a Studies, Asian American Studies and African American and African studies, thereby enhancing the diversity of the faculty and curricular offerings in the university as a whole. Dr. Lee received both the Ohio State Alumni Award for Distinguished teaching and the Faculty Award for Distinguished University Service. Committed to the university and its students, Dr. Lee served on more than 100 masters and doctoral committees; and she is a loyal donor to the university with 23 years of giving.

The following individuals contributed to the award nomination: Frederick Luis Aldama, PhD; Simone C. Drake, PhD; Peter L. Hahn, PhD; Jacqueline J. Royster, DA; Susan S. Williams PhD; Rose A. Wilson-Hill

Appendix XXII

Approval to Restate the Pre-Approved Alternative Retirement Plan

Summary

Background on the Plan:

The university serves as the sponsor of a pre-approved defined contribution plan which may be adopted by Ohio public institutions of higher education as an alternative to the state retirement systems in which eligible employees would otherwise participate (the "Pre-Approved Alternative Retirement Plan", formerly referred to as the "Ohio Public Higher Education Institutions' Alternative Retirement Plan"). Each institution adopts its own alternative retirement plan, pursuant to the provisions of the Pre-Approved Alternative Retirement Plan and based on the institution's selected options within the document. The university is separately an adopting employer of the Pre-Approved Alternative Retirement Plan, and maintains its alternative retirement plan titled "The Ohio State University Alternative Retirement Plan."

The university must periodically restate the terms of the Pre-Approved Alternative Retirement Plan document to conform to changes in applicable laws, regulations and administrative authority. In addition, as the sponsor, the university must apply to the Internal Revenue Service ("IRS") for an Opinion Letter, whereby the IRS issues a written statement as to the qualification in form of the Pre-Approved Alternative Retirement Plan under Internal Revenue Code Section 401(a). Pursuant to this process, the university is required to submit the Pre-Approved Alternative Retirement Plan to the IRS for approval by December 31, 2018.

Summary of Changes:

Changes made by the university in restating the Pre-Approved Alternative Retirement Plan, include, but are not limited to, the following:

- The restatement has been reorganized;
- The restatement adds several new options to reflect the flexibility desired by adopting institutions, including increased choices with respect to vesting schedules for employer contributions, ability to restrict loans, additional options with respect to rollover contributions, when forfeitures of vesting service occur upon a break in service, and how "required beginning date" is defined for purposes of applying the required minimum distribution rules under the Internal Revenue Code;
- The restatement adds an appendix listing the adopting institution's approved providers available under the plan;
- The restatement makes clear that each adopting institution selects the providers and available investment options under the plan;
- The restatement includes revisions intended to more closely align with certain state law requirements applicable to alternative retirement plans and revisions intended to conform to changes under state law since the last restatement;
- The restatement provides that all reasonable expenses of administering the plan shall be charged against and paid from the applicable participants' accounts, subject to the terms of the funding vehicles, unless paid by the employer;
- To avoid confusion, the definition of Retirement has been removed from the plan, and the definition of "Normal Retirement Age" has been moved to the vesting provisions where it applies; and
- Further, to avoid confusion, the term "Annuity Contract" has been changed to "Investment Arrangement," which encompasses both annuities and custodial arrangements.

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The restatement has been reviewed by the Office of Human Resources, the Office of Legal Affairs, and outside legal counsel.

Purpose of the Resolution:

- Approve the restatement of the Pre-Approved Alternative Retirement Plan;
- Authorize the Senior Vice President for Business and Finance and Chief Financial Officer (“SVP for B&F”), in consultation with the Office of Human Resources and the Office of Legal Affairs, to make any changes to the restatement that are required or necessary to ensure compliance with applicable laws, regulations and administrative authority without further ratification or action by the Board of Trustees;
- Authorize the SVP for B&F, in consultation with the Office of Human Resources and the Office of Legal Affairs, to effectuate or carry out the purposes of the resolutions and to apply to the IRS for an Opinion Letter without further ratification or action by the Board of Trustees; and
- Authorize the SVP for B&F, in consultation with the Office of Human Resources and the Office of Legal Affairs, to sign any document necessary to effectuate the restatement and submission of the restatement to the IRS for approval by December 31, 2018.

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ALTERNATIVE RETIREMENT PLAN

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ARTICLE I. OPTIONS

Section 1.1. Plan Name

The name of the "Plan" is " _____ "
(e.g., [Employer Name] Alternative Retirement Plan).

(NOTE TO REVIEWER: The Plan Name chosen by each adopting Employer should reflect the Employer and appear on the title page of the adopted Plan.)

Section 1.2. Effective Date

Option 1

This is a new Plan effective as of _____, 20_____.

(NOTE TO REVIEWER: If this is a new Plan, then this Plan may not be effective any earlier than the first day of the Plan Year in which the Plan is adopted.)

Option 2

This is an amendment and restatement of the Plan which was originally effective _____, _____. The effective date of this amendment and restatement is _____, 20_____.

(NOTE TO REVIEWER: Complete the second blank in accordance with either the "retroactive method" or the "current year method." If the Employer elects the retroactive method, it should complete the second blank with the first day of the 2018 Plan Year, or if later, the first day of the Plan Year in which the Plan was originally adopted. Alternatively, if the Employer elects the current year method, it should complete the second blank with the first day of the Plan Year in which the restatement is adopted.)

Section 1.3. Employer

The "Employer" shall mean _____,
a public institution of higher education within the meaning of Section 2.9.

Section 1.4. Plan Year

(NOTE TO REVIEWER: Select Option 1 or 2; also select Option 3, if applicable.)

Option 1

A "Plan Year" shall mean the calendar year.

Option 2

- A "Plan Year" shall mean the 12-consecutive month period ending on _____ (e.g., June 30).

Option 3

- This is a Short Plan Year. A "Short Plan Year" shall mean a Plan Year of less than a 12-consecutive month period. The Short Plan Year shall begin on _____, 20____, and end on _____, 20____.

(NOTE TO REVIEWER: Select Option 3 and indicate the month/day/year of the Short Plan Year only if applicable to the year of adoption or restatement.)

Section 1.5. Full-time Employee

(NOTE TO REVIEWER: Select one option only.)

Option 1

- "Full-time Employee" shall mean an employee who is classified by the Employer as having an appointment of _____% or greater full-time equivalent (FTE). A person's service with the Employer as a "leased employee" as defined in IRC Section 414(n) shall not be included in determining whether such person is a "Full-time Employee."

Option 2

- "Full-time Employee" shall mean an employee who is classified by the Employer as having a full-time appointment which is sufficient to qualify for health care benefits (or whose employment with the Employer will qualify the employee for health care benefits upon the satisfaction of the applicable waiting period). A person's service with the Employer as a "leased employee" as defined in IRC Section 414(n) shall not be included in determining whether such person is a "Full-time Employee."

Option 3

- "Full-time Employee" shall mean for an Administrative Employee (as defined in Section 2.3), an employee whose employment with the Employer is anticipated to be at least _____ hours per week and for a duration of at least _____ or more months. "Full-time Employee" shall mean for an Academic Employee (as defined in Section 2.1), an employee whose regular service with the Employer constitutes full-time service within such person's academic area, consistent with uniform standards established by the Employer; provided, however, that an Academic Employee shall

- not include faculty hired on an academic term contract.

- include faculty hired on an academic term contract.

A person's service with the Employer as a "leased employee" as defined in IRC Section 414(n) shall not be included in determining whether such person is a "Full-time Employee."

Option 4

"Full-time Employee" shall mean for an Administrative Employee (as defined in Section 2.3), an employee whose employment with the Employer is anticipated to be _____% or more of normal full-time hours (calculated at _____ hours per week) and for a duration of at least _____ or more months. "Full-time Employee" shall mean for an Academic Employee (as defined in Section 2.1), an employee whose regular service with the Employer constitutes full-time service within such person's academic area, consistent with uniform standards established by the Employer; provided, however, that an Academic Employee shall

- not include faculty hired on an academic term contract.

- include faculty hired on an academic term contract.

A person's service with the Employer as a "leased employee" as defined in IRC Section 414(n) shall not be included in determining whether such person is a "Full-time Employee."

Option 5

"Full-time Employee" shall mean an employee who is classified by the Employer as having a 40-hour per week assignment or its equivalent for a duration of at least nine months. Full-time non-tenure track faculty who are appointed after the start of the academic year and have an appointment of less than nine months shall be deemed to have full-time status for the purpose of benefits eligibility if their offer of appointment explicitly includes a statement of the Employer's intent to offer a nine month appointment in the succeeding year. A person's service with the Employer as a "leased employee" as defined in IRC Section 414(n) shall not be included in determining whether such person is a "Full-time Employee."

Option 6

- "Full-time Employee" shall mean _____

(NOTE TO REVIEWER: Any definition of Full-time Employee under this Option 6 must meet the definitely determinable requirement of Treasury Regulation Section 1.401-1 and not be subject to employer discretion.)

Section 1.6. Compensation for Purposes of Section 5.3

(NOTE TO REVIEWER: Select one option only.)

Option 1

"Compensation" for purposes of Section 5.3 of the Plan shall mean wages as defined in IRC Section 3401(a) (for purposes of income tax withholding at the source) but determined without regard to any rules under IRC Section 3401(a) that limit the remuneration included in wages based on the nature or location of the employment or the services performed (such as the exception for agricultural labor in IRC Section 3401(a)(2)).

Option 2

"Compensation" for purposes of Section 5.3 of the Plan shall mean wages as defined in IRC Section 3401(a) and all other payments of compensation to an employee by the Employer (in the course of the Employer's trade or business) for which the Employer is required to furnish the employee a written statement under IRC Sections 6041(d), 6051(a)(3), and 6052. Compensation shall be determined without regard to any rules under IRC Section 3401(a) that limit the remuneration included in wages based on the nature or location of the employment or the services performed (such as the exception for agricultural labor in IRC Section 3401(a)(2)).

Option 3

"Compensation" for purposes of Section 5.3 of the Plan shall mean IRC Section 415 safe-harbor compensation, including wages, salaries, differential wage payments under IRC Section 3401(h), and fees for professional services and other amounts received (without regard to whether or not an amount is paid in cash) for personal services actually rendered in the course of employment with the Employer to the extent that the amounts are includible in gross income (including, but not limited to, commissions paid to salespersons, compensation for services on the basis of a percentage of profits, commissions on insurance premiums, tips, bonuses, fringe benefits, and reimbursements or other expense allowances under a nonaccountable plan (as described in Treasury Regulation Section 1.62-2(c)), and excluding the following:

- (i) Employer contributions (other than elective contributions described in IRC Section 402(e)(3), 408(k)(6), 408(p)(2)(A)(i), or 457(b)) to a plan of deferred compensation (including a simplified employee pension described in IRC Section 408(k) or a simple retirement account described in IRC Section 408(p), and whether or not qualified) to the extent such contributions are not includible in the employee's gross income for the taxable year in which contributed, and any distributions (whether or not includible in gross income when distributed) from a plan of deferred compensation (whether or not qualified),

other than amounts received during the year by an employee pursuant to a nonqualified unfunded deferred compensation plan to the extent includible in gross income. ***(NOTE TO REVIEWER: For the purpose of this Option 3,***

select this exclusion only if the Employer elects to include in Compensation distributions received from a nonqualified unfunded deferred compensation plan that are includible in gross income.)

- (ii) Amounts realized from the exercise of a nonstatutory stock option (that is, an option other than a statutory stock option as defined in Treasury Regulation Section 1.421-1(b)), or when restricted stock (or property) held by the employee either becomes freely transferable or is no longer subject to a substantial risk of forfeiture.
- (iii) Amounts realized from the sale, exchange or other disposition of stock acquired under a statutory stock option.
- (iv) Other amounts that receive special tax benefits, such as premiums for group-term life insurance (but only to the extent that the premiums are not includible in the gross income of the employee and are not salary reduction amounts that are described in IRC Section 125).
- (v) Other items of remuneration that are similar to any of the items listed in (i) through (iv).

Section 1.7. Rollover Contributions

(NOTE TO REVIEWER: Select one option only.)

Option 1

The Plan will accept a Rollover Contribution from a Participant, whether by indirect rollover or direct rollover, from the types of plans specified below, subject to the Provider's ability to account separately for such amounts.

Subject to the terms of the Investment Arrangement, a Participant may request a distribution of all or a portion of the Participant's Account attributable to his or her Rollover Contributions at any time.

A Participant's Rollover Contributions shall be subject to the same distribution restrictions applicable to the Participant's Account generally.

(NOTE TO REVIEWER: Select all plan types from which the Plan will accept a Rollover Contribution, subject to meeting the requirements of Section 4.5.)

Rollover Contributions from Other Employer Plans.

The Plan will accept a direct or indirect rollover of an eligible rollover distribution from:

A qualified plan described in IRC Section 401(a) or 403(a).

- An annuity contract described in IRC Section 403(b).
- An eligible plan under IRC Section 457(b) which is maintained by a state, political subdivision of a state, or any agency or instrumentality of a state or political subdivision of a state.

Rollover Contributions from IRAs. The Plan will accept an indirect rollover of the portion of a distribution from an individual retirement account or annuity described in IRC Section 408(a) or 408(b) that is eligible to be rolled over and would otherwise be includible in gross income.

Option 2

- The Plan does not accept Rollover Contributions.

Section 1.8. Employer Account Vesting Schedule

(NOTE TO REVIEWER: Select one option only, except that if the Employer applies separate vesting schedules to different groups of employees (e.g., Academic Employees vs. Administrative Employees), select each option that applies and specify the applicable group to which the option applies.)

The Vested portion of a Participant's Employer Account shall be determined in accordance with the following schedule(s); provided, however, that a Participant shall Vest in his or her Employer Account on such earlier date that his or her employment is terminated: (i) due to his or her death; (ii) due to his or her Disability; or (iii) on or after the Participant's attaining age _____ (*cannot be greater than age 65*) ("Normal Retirement Age").

Option 1

- A Participant's Employer Account shall be 100% Vested at all times.

Option 2

- 1 year cliff. Applies to _____

| <u>Total Service for Vesting</u> | <u>Vested Percentage of Employer Account</u> |
|----------------------------------|--|
| Less than 1 year | 0% |
| 1 year or more | 100% |

Option 3

- 5 year cliff. Applies to _____

| <u>Total Service for Vesting</u> | <u>Vested Percentage of Employer Account</u> |
|----------------------------------|--|
| Less than 5 years | 0% |

5 years or more 100%

Option 4

7 year graded. Applies to _____

| <u>Total Service for Vesting</u> | <u>Vested Percentage of Employer Account</u> |
|----------------------------------|--|
| Less than 3 years | 0% |
| 3 years | 20% |
| 4 years | 40% |
| 5 years | 60% |
| 6 years | 80% |
| 7 years or more | 100% |

Option 5

Other. Applies to _____

| <u>Total Service for Vesting</u> | <u>Vested Percentage of Employer Account</u> |
|----------------------------------|--|
| Less than 3 years | 0% |
| ____ years | ____% |
| ____ years | ____% |
| ____ years | ____% |
| ____ years | ____% |
| ____ years or more | 100% |

(NOTE TO REVIEWER: An alternative schedule under this Option 5 cannot be longer than a 7 year cliff vesting schedule.)

Section 1.9. Year of Service for Vesting

(NOTE TO REVIEWER: Select one option only; provided, however, that if Option 4 is selected, Option 5 may also be selected.)

Option 1

Not applicable; Participants vest immediately.

Option 2

An employee shall be credited with a "Year of Service for Vesting" for each Plan Year during which the employee remains continuously employed by the Employer for a period of _____ days (*cannot exceed 365 days*). For this purpose, service performed before the employee attains age 18

is counted.

is not counted.

Option 3

An employee shall be credited with a "Year of Service for Vesting" for each Plan Year during which the employee remains continuously employed by the Employer for a period of _____ months (*cannot exceed 12 months*). For this purpose, service performed before the employee attains age 18

is counted.

is not counted.

Option 4 (may be combined with Option 5)

An employee shall be credited with a "Year of Service for Vesting" on the first anniversary of the 12-consecutive month period beginning on

the employee's Employment Commencement Date, and each anniversary thereof.

the later of the employee's Employment Commencement Date or the date that the employee performs an Hour of Service after he or she attains age 18, and each anniversary thereof.

Option 5 (may be combined with Option 4)

Administrative Employees with nine-month contracts and Academic Employees shall be credited with a "Year of Service for Vesting" upon the earlier of: (a) the first anniversary of the 12-consecutive month period beginning on the employee's Employment Commencement Date; or (b) the completion of each nine-month academic year or nine-month contract.

Section 1.10. Years of Service for Vesting after Break

(NOTE TO REVIEWER: Select one option only.)

Option 1

If a Participant has a One Year Break in Service, all Years of Service for Vesting after such One Year Break in Service will be disregarded for the purpose of vesting the portion of the Employer Account that accrued before such break, and all pre-break service will be disregarded for the purpose of vesting the portion of the Employer Account that accrues after such break. If a Participant has a Period of Severance that is less than a One Year Break in Service, all Years of Service for Vesting after such Period of Severance will be counted for the purpose of vesting the portion of the Employer Account that accrued before such break, and all pre-break service will

be counted for the purpose of vesting the portion of the Employer Account that accrues after such break.

Option 2

In the case of a Participant who has any Period of Severance, all Years of Service for Vesting after such Period of Severance will be disregarded for the purpose of vesting the portion of the Employer Account that accrued before such break, and all pre-break service will be disregarded for the purpose of vesting the portion of the Employer Account that accrues after such break.

Option 3

In the case of a Participant who has a Period of Severance, the duration of which is:

Any length of time;

A period less than _____ (*enter applicable number*) One Year Breaks in Service; or

A period no greater than the length of employment prior to the Period of Severance;

all Years of Service for Vesting after such Period of Severance will be counted for the purpose of vesting the portion of the Employer Account that accrued before such break, and all pre-break service will be counted for the purpose of vesting the portion of the Employer Account that accrues after such break. If a Participant has a Period of Severance greater than the above elected duration, all Years of Service for Vesting after such Period of Severance will be disregarded for the purpose of vesting the portion of the Employer Account that accrued before such break, and all pre-break service will be disregarded for the purpose of vesting the portion of the Employer Account that accrues after such break.

Section 1.11. Participant Loans

(NOTE TO REVIEWER: Select one option only.)

Option 1

The Plan shall not permit loans.

Option 2

Plan loans shall be made available to:

all Participants.

- Participants who have earned at least _____ (*cannot exceed 3*) Years of Service for Vesting.

No loan to a Participant can be made to the extent that such loan when added to the outstanding balance of all other loans to the Participant from the Plan and from all plans of the Employer and any Related Employer would exceed the lesser of:

(a) \$50,000 reduced by the excess (if any), of the highest outstanding balance of loans during the one year period ending on the day before the loan is made over the outstanding balance of loans from the Plan on the date the loan is made; or

(b) one-half of the present value of the nonforfeitable accrued benefit of the Participant.

the greater of (i) one-half of the present value of the nonforfeitable accrued benefit of the Participant or (ii) the total accrued benefit up to \$10,000.

Section 1.12. Forms of Distribution

(NOTE TO REVIEWER: Select each option that applies.)

To the extent permitted by the Investment Arrangement and subject to ORC Section 3305.10, a Participant may elect to receive a distribution of his or her Vested Account in any of the following forms:

- An annuity:
- with a default option of a Joint and Survivor Annuity or Pre-Retirement Survivor Annuity as provided in Section 7.4, or
 - without a default option of a Joint and Survivor Annuity or Pre-Retirement Survivor Annuity.
- A lump sum distribution.
- Installment payments (subject to the limitations of Section 7.2).
- An optional survivor annuity.

Section 1.13. Required Beginning Date for Purposes of Section 7.5

(NOTE TO REVIEWER: Select one option only.)

Option 1

"Required Beginning Date" shall mean the April 1 of the calendar year following the later of the calendar year in which the Participant attains age 70½ or the calendar year in which the Participant has a Severance from Employment.

Option 2

"Required Beginning Date" shall mean the April 1 of the calendar year following the calendar year in which the Participant attains age 70½.

ARTICLE II. DEFINITIONS

Section 2.1. Academic Employee

"Academic Employee" shall mean any employee who is a member of the faculty of the Employer within the meaning of ORC Section 3305.05. In all cases of doubt, the Employer's Board of Trustees shall make a final determination as to whether an employee is an Academic Employee.

Section 2.2. Account

"Account" shall mean the amount credited to the Employer Account, the Participant Account and, if applicable, the Rollover Account of a Participant or Beneficiary.

Section 2.3. Administrative Employee

"Administrative Employee" shall mean any employee who is a member of the administrative staff of the Employer within the meaning of ORC Section 3305.05. In all cases of doubt, the Employer's Board of Trustees shall make a final determination as to whether an employee is an Administrative Employee.

Section 2.4. Applicable Form

"Applicable Form" shall mean the appropriate form as designated and furnished by the Employer and/or the Provider to make an election or provide a notice required or permitted by the Plan, provided that the Applicable Form required to enroll in the Plan shall be furnished by the Employer, or at the direction of the Employer, only. In those circumstances where the electronic disclosure requirements of Treasury Regulation 1.401(a)-21 are satisfied, the Employer and/or Provider may provide for the transmission of elections or notices in electronic form.

Section 2.5. Beneficiary

"Beneficiary" shall mean any person, estate or trust who by operation of law, or under the terms of the Plan, or otherwise, is entitled to receive the Account of a Participant under the Plan. A "designated Beneficiary" shall mean any individual designated or determined in accordance with Section 5.4, excluding any person who becomes a beneficiary by virtue of the laws of inheritance or intestate succession.

Section 2.6. Compensation for Purposes Other Than Section 5.3

"Compensation" for purposes other than Section 5.3 of the Plan shall mean:

(a) If the Participant would be subject to the Ohio Public Employees Retirement System had the Participant not made an election pursuant to ORC Section 3305.05 or 3305.051 to participate in this Plan, all salary, wages, and other earnings paid to the Participant by reason of the Participant's employment. The salary, wages, and other earnings shall be determined prior to determination of the amount required to be contributed by the Participant under Section 4.1 and without regard to whether any of the salary, wages, or other earnings are treated as deferred income for federal income tax purposes.

(1) Compensation includes the following:

(i) Payments made by the Employer in lieu of salary, wages, or other earnings for sick leave, personal leave, or vacation used by the Participant;

(ii) Payments made by the Employer for the conversion of sick leave, personal leave, and vacation leave accrued, but not used if the payment is made during the year in which the leave is accrued, except that payments made pursuant to ORC Section 124.383 or ORC Section 124.386 are not Compensation;

(iii) Allowances paid by the Employer for maintenance, consisting of housing, laundry, and meals, as certified to the public employees retirement board by the Employer or the head of the department that employs the Participant;

(iv) Fees and commissions paid under ORC Section 507.09;

(v) Payments that are made under a disability leave program sponsored by the Employer and for which the Employer is required by ORC Section 145.296 to make periodic employer and employee contributions; and

(vi) Amounts included pursuant to former Divisions (K)(3) and (Y) of ORC Section 145.01 and ORC Section 145.2916.

(2) Compensation does not include any of the following:

(i) Fees and commissions, other than those paid under ORC Section 507.09, paid as sole compensation for personal services and fees and commissions

for special services over and above services for which the Participant receives a salary;

(ii) Amounts paid by the Employer to provide life insurance, sickness, accident, endowment, health, medical, hospital, dental, or surgical coverage, or other insurance for the Participant or the Participant's family, or amounts paid by the Employer to the Participant in lieu of providing the insurance;

(iii) Incidental benefits, including lodging, food, laundry, parking, or services furnished by the Employer, or use of the Employer's property or equipment, or amounts paid by the Employer to the Participant in lieu of providing the incidental benefits;

(iv) Reimbursement for job-related expenses authorized by the Employer, including moving and travel expenses and expenses related to professional development;

(v) Payments for accrued but unused sick leave, personal leave, or vacation that are made at any time other than the year in which the sick leave, personal leave, or vacation was accrued;

(vi) Payments made to or on behalf of the Participant that are in excess of the annual compensation that may be taken into account by the Plan under IRC Section 401(a)(17);

(vii) Payments under Division (B), (C) or (E) of ORC Section 5923.05, Section 4 of Substitute Senate Bill No. 3 of the 119th Ohio General Assembly, Section 3 of Amended Substitute Senate Bill No. 164 of the 124th Ohio General Assembly, or Amended Substitute House Bill No. 405 of the 124th Ohio General Assembly;

(viii) Anything of value received by the Participant that is based on or attributable to retirement or an agreement to retire;

(ix) Effective March 24, 2013, payments made under Ohio Administrative Code Section rules at 145-1-26(G); and

(x) The portion of any amount included in ORC Section 145.2916 that represents employer contributions.

(b) If the Participant would be subject to the State Teachers Retirement System of Ohio had the Participant not made an election pursuant to ORC Section 3305.05 or 3305.051 to participate in this Plan, all salary, wages, and other earnings paid to the Participant by reason of the Participant's employment, including compensation paid pursuant to a supplemental contract. The salary, wages, and other earnings shall be determined prior to determination of the amount required to be contributed by the Participant under Section 4.1 and without regard to whether any of the salary, wages, or other earnings are treated as deferred income for federal income tax purposes.

(1) Compensation includes amounts paid by the Employer as a retroactive payment of earnings, damages, or back pay pursuant to a court order, court-adopted settlement agreement, or other settlement agreement if the Plan receives amounts equal to those described in ORC Sections 3307.01(L)(1)(b)(i) and (ii), except to the extent that any portion of such amount is described in Paragraph (b)(2) below.

(2) Compensation does not include any of the following:

(i) Payments for accrued but unused sick leave or personal leave, including payments made under a plan established pursuant to ORC Section 124.39 or any other plan established by the Employer;

(ii) Payments made for accrued but unused vacation leave, including payments made pursuant to ORC Section 124.13 or a plan established by the Employer;

(iii) Payments made for vacation pay covering concurrent periods for which other salary, compensation, or benefits under ORC Chapter 145, 3307 or 3309 are paid;

(iv) Amounts paid by the Employer to provide life insurance, sickness, accident, endowment, health, medical, hospital, dental, or surgical coverage, or other insurance for the Participant or the Participant's family, or amounts paid by the Employer to the Participant in lieu of providing the insurance;

(v) Incidental benefits, including lodging, food, laundry, parking, or services furnished by the Employer, use of the Employer's property or equipment, and reimbursement for job-related expenses authorized by the Employer, including moving and travel expenses and expenses related to professional development;

(vi) Payments made by the Employer in exchange for the Participant's waiver of a right to receive any payment, amount, or benefit described in ORC Section 3307.01(L)(2);

(vii) Payments by the Employer for services not actually rendered;

(viii) Any amount paid by the Employer as a retroactive increase in salary, wages, or other earnings unless the increase is described in ORC Section 3307.01(L)(2)(h);

(ix) Payments made to or on behalf of the Participant that are in excess of the annual compensation that may be taken into account by the Plan under IRC Section 401(a)(17);

(x) Payments made to the Participant under Division (B), (C) or (E) of ORC Section 5923.05, Section 4 of Substitute Senate Bill No. 3 of the 119th Ohio General Assembly, Section 3 of Amended Substitute Bill No. 164 of the 124th

Ohio General Assembly or Amended Substitute House Bill No. 405 of the 124th Ohio General Assembly; and

(xi) Anything of value received by the Participant that is based on or attributable to retirement or an agreement to retire.

(c) If the Participant would be subject to the School Employees Retirement System had the Participant not made an election pursuant to ORC Section 3305.05 or 3305.051 to participate in this Plan, all salary, wages, and other earnings paid to a Participant by reason of employment. The salary, wages, and other earnings shall be determined prior to determination of the amount required to be contributed by the Participant under Section 4.1 and without regard to whether any of the salary, wages, or other earnings are treated as deferred income for federal income tax purposes.

(1) Compensation does not include any of the following:

(i) Payments for accrued but unused sick leave or personal leave, including payments made under a plan established pursuant to ORC Section 124.39 or any other plan established by the Employer;

(ii) Payments made for accrued but unused vacation leave, including payments made pursuant to ORC Section 124.13 or a plan established by the Employer;

(iii) Payments made for vacation pay covering concurrent periods for which other salary or compensation is also paid or during which benefits are paid under ORC Chapter 3309;

(iv) Amounts paid by the Employer to provide life insurance, sickness, accident, endowment, health, medical, hospital, dental, or surgical coverage, or other insurance for the Participant or the Participant's family, or amounts paid by the Employer to the Participant in lieu of providing the insurance;

(v) Incidental benefits, including lodging, food, laundry, parking, or services furnished by the Employer, use of the Employer's property or equipment, and reimbursement for job-related expenses authorized by the Employer, including moving and travel expenses and expenses related to professional development;

(vi) Payments made to or on behalf of the Participant that are in excess of the annual compensation that may be taken into account by the Plan under IRC Section 401(a)(17);

(vii) Payments made under Division (B), (C) or (E) of ORC Section 5923.05, Section 4 of Substitute Senate Bill No. 3 of the 119th Ohio General Assembly, Section 3 of Amended Substitute Senate Bill No. 164 of the 124th Ohio General Assembly, or Amended Substitute House Bill No. 405 of the 124th Ohio General Assembly; and

(viii) Anything of value received by the Participant that is based on or attributable to retirement or an agreement to retire.

Notwithstanding the foregoing, Compensation shall not be reduced by the amount of exclusions that are not currently includible in the Participant's gross income by reason of the application of IRC Sections 125, 132(f), 402(e)(3), 403(b), 414(h)(2), and 457.

An employee who has satisfied the eligibility requirements for Employer Contributions and Nonelective Contributions during a Plan Year shall be entitled to such contributions only with respect to Compensation earned on or after the date he or she becomes a Participant.

The annual Compensation of each Participant taken into account in determining allocations shall not exceed \$200,000, as adjusted for cost-of-living increases in accordance with IRC Section 401(a)(17)(B). Annual Compensation means Compensation during the Plan Year. The cost-of-living adjustment in effect for a calendar year applies to annual Compensation for the Plan Year that begins with or within such calendar year.

Section 2.7. Disabled or Disability

"Disabled" or "Disability" shall mean the inability to engage in any substantial gainful activity by reason of any medically determinable physical or mental impairment that can be expected to result in death or to be of long continued and indefinite duration, provided that such Disability occurs while the Participant is an Eligible Employee of the Employer and satisfies the definition under IRC Section 72(m)(7). A Participant shall be considered Disabled only if the permanence and degree of such impairment is supported by medical evidence. Such determinations shall be made by each Provider.

Section 2.8. Eligible Employee

"Eligible Employee" shall mean any Full-time Employee as defined in Section 1.5; provided, however, Eligible Employee shall include: (a) any employee who participated in an alternative retirement plan (as described in ORC Chapter 3305) in the employee's last employment position with the Employer (and who has not incurred a One Year Break in Service) and who transfers, or is transferred, to an employment position with the Employer for which an alternative retirement plan (as described in ORC Chapter 3305) is not available from that Employer; (b) any employee whose employment with the Employer terminates while the employee is participating in an alternative retirement plan (as described in ORC Chapter 3305) and the employee recommences employment with the Employer before the employee has had a One Year Break in Service regardless of the employee's employment position with the Employer upon the employee's return; and (c) any Full-time Employee whose previous employment with the Employer terminated before the employee had completed 120 days of service with the Employer and such employee had not, or had not been deemed to have, elected to participate in a State Retirement System during such employee's previous employment with the Employer.

Section 2.9. Employer

"Employer" shall mean the public institution of higher education identified in Section 1.3 that is: (a) a state university or a state institution of higher education, in each case as defined in

ORC Section 3345.011; (b) the Northeast Ohio Medical University, formerly known as the Northeastern Ohio Universities College of Medicine; or (c) a university branch, technical college, state community college, community college, or municipal university established or operating under ORC Chapter 3345, 3349, 3354, 3355, 3357, or 3358.

Section 2.10. Employer Account

"Employer Account" shall mean the separate account maintained for each Participant to which all Employer Contributions shall be allocated.

Section 2.11. Employer Contributions

"Employer Contributions" shall mean those contributions made by the Employer pursuant to Section 4.2.

Section 2.12. Employment Commencement Date

"Employment Commencement Date" shall mean the date that the employee first performs an Hour of Service with the Employer.

Section 2.13. EPCRS

"EPCRS" shall mean the Employee Plans Compliance Resolution System or any successor thereto.

Section 2.14. Forfeiture

"Forfeiture" shall mean the amount of the non-Vested portion of a Participant's Employer Account following a Participant's Severance from Employment with the Employer.

Section 2.15. Forfeiture Account

"Forfeiture Account" shall mean the separate account maintained under the Plan to which all Forfeitures shall be allocated.

Section 2.16. Former Provider

"Former Provider" shall mean any provider that was approved by the Employer to offer Investment Arrangements under the Plan, but that ceases to be eligible to receive new contributions under the Plan, to the extent that the Former Provider continues to hold Plan assets only. A Former Provider shall retain all responsibilities of a Provider under the Plan for so long as it continues to hold Plan assets, provided, however, that in no event shall contributions under Article IV or intra-plan transfers under Section 5.2 be made to a Former Provider.

Section 2.17. Hour of Service

"Hour of Service" shall mean each hour for which an employee is paid or entitled to payment for the performance of duties for the Employer.

Section 2.18. Investment Arrangement

"Investment Arrangement" shall mean any annuity contract or custodial account that satisfies the provisions of IRC Section 401(f) and that is offered by the Provider. The terms of any Investment Arrangement purchased and distributed by the Plan to a Participant or Beneficiary shall comply with the requirements of this Plan.

Section 2.19. Investment Options

"Investment Options" shall mean the investment funds available under the Investment Arrangements offered by the Providers and specifically approved by the Employer, in its sole and absolute discretion, for use under this Plan in accordance with Article V.

Section 2.20. IRC

"IRC" shall mean the Internal Revenue Code of 1986, as amended.

Section 2.21. Joint and Survivor Annuity

"Joint and Survivor Annuity" shall mean an immediate annuity for the life of the Participant with a survivor annuity for the life of the Participant's Beneficiary which is not less than 50% and not more than 100% of the amount of the annuity which is payable during the joint lives of the Participant and the Participant's Beneficiary and which is the actuarial equivalent of the Participant's Vested Account. The percentage of the survivor annuity under the Plan shall be elected by the Participant subject to the annuity options available under the Investment Arrangement.

Section 2.22. Nonelective Contributions

"Nonelective Contributions" shall mean those contributions made by the Participant pursuant to Section 4.1.

Section 2.23. One Year Break in Service

"One Year Break in Service" shall mean a Period of Severance of at least 365 consecutive days.

Section 2.24. ORC

"ORC" shall mean the Ohio Revised Code, as amended.

Section 2.25. Participant

"Participant" shall mean every employee or former employee who has met the applicable participation requirements of Article III.

Section 2.26. Participant Account

"Participant Account" shall mean the account to which all Nonelective Contributions and Voluntary Contributions by the Participant shall be allocated, if applicable. Separate accounts within the Participant Account will be maintained for the Nonelective Contributions and the Voluntary Contributions of each Participant.

Section 2.27. Period of Severance

"Period of Severance" shall mean a continuous period of time, beginning on the employee's Severance from Employment, during which the employee is not employed by the Employer.

Section 2.28. Plan

"Plan" shall mean this Plan. For purposes of the IRC, this Plan shall be considered and administered as a profit sharing plan under IRC Section 401(a) and a governmental plan under IRC Section 414(d).

Section 2.29. Pre-Retirement Survivor Annuity

"Pre-Retirement Survivor Annuity" shall mean a survivor annuity for the life of the surviving Beneficiary of the Participant which is the actuarial equivalent of the Participant's Vested Account.

Section 2.30. Provider

"Provider" shall mean the entities that provide Investment Arrangements pursuant to Section 5.1 and in conformance with ORC Section 3305.03. The Employer shall select the Providers approved to offer Investment Arrangements under the Plan in accordance with ORC Section 3305.04, and in the Employer's sole and absolute discretion. The approved Providers under the Plan shall be set forth in Appendix A, which may be modified from time to time, provided that any such modification shall not constitute an amendment to the Plan. With respect to an individual Participant, "Provider" shall mean the entity selected by the Participant to provide the Participant's Investment Arrangement. A Provider's responsibilities under the Plan, as to any Participant, shall be limited to the Accounts of those Participants investing in Investment Arrangements offered by that Provider.

Section 2.31. Related Employer

"Related Employer" shall mean the Employer and any other entity that is required to be aggregated with the Employer under IRC Section 414(b), (c) or (m) based on a reasonable good faith standard and taking into account the special rules applicable under Notice 89-23, 1989-1 C.B. 654.

Section 2.32. Rollover Account

"Rollover Account" shall mean the separate account maintained for each Participant to which all Rollover Contributions shall be allocated.

Section 2.33. Rollover Contribution

"Rollover Contribution" means those amounts transferred to this Plan as described in Sections 1.7 and 4.5.

Section 2.34. Severance from Employment

"Severance from Employment" shall mean the complete termination of the Eligible Employee's employment with the Employer for any reason, including death, Disability, or retirement.

Section 2.35. Spouse

"Spouse" shall mean the individual whose marriage to a Participant is recognized by the Internal Revenue Service for federal income tax purposes.

Section 2.36. State Retirement System

"State Retirement System" shall mean, as applicable, the Ohio Public Employees Retirement System (as codified under ORC Chapter 145), the State Teachers Retirement System of Ohio (as codified under ORC Chapter 3307), or the School Employees Retirement System (as codified under ORC Chapter 3309).

Section 2.37. Total Service for Vesting

"Total Service for Vesting" shall mean the sum of each separate Year of Service for Vesting (as defined in Section 1.9) credited to the Participant.

Section 2.38. USERRA

"USERRA" shall mean the Uniformed Services Employment and Reemployment Rights Act of 1994, as amended.

Section 2.39. Vested

"Vested" shall mean the interest of the Participant or Beneficiary in his or her Account which is unconditional, legally enforceable, and nonforfeitable.

Section 2.40. Voluntary Contribution

"Voluntary Contribution" shall mean those contributions made by the Participant pursuant to Section 4.3.

ARTICLE III. ELIGIBILITY TO PARTICIPATE

Section 3.1. Initial Entry

All Eligible Employees as of the date the Board of Trustees of the Employer establishes the Plan shall have a period of 120 days from such date in which to elect on the Applicable Form to participate in the Plan. Each other Eligible Employee shall have a period of 120 days from his or her Employment Commencement Date in which to elect on the Applicable Form to participate in the Plan, as provided under ORC Sections 3305.05 and 3305.051. Such election shall be effective on the Eligible Employee's Employment Commencement Date and shall be irrevocable when made. An Eligible Employee who fails to elect participation in the Plan on the Applicable Form may not subsequently elect participation unless he or she has a Severance from Employment and is reemployed as an Eligible Employee following a One Year Break in Service. For existing employees who became Eligible Employees due to a change in position, references in this Section 3.1 to Employment Commencement Date shall mean the date upon which the employee became an Eligible Employee.

Section 3.2. Continued Participation

A Participant shall continue to participate in the Plan as long as the Participant remains an employee of the Employer.

Section 3.3. Resumption of Participation

In the event a Participant is reemployed prior to incurring a One Year Break in Service, such employee shall participate in the Plan immediately upon becoming an Eligible Employee of the Employer.

Section 3.4. Eligibility Determinations and Employer Powers

(a) The Employer shall have full power to: (1) interpret and construe this Plan in a manner consistent with its terms and provisions and with IRC Section 401 and other applicable qualified plan provisions of the IRC, and to establish rules and procedures conforming to those provisions; (2) determine all questions of eligibility and of the status and rights of Participants; (3) determine the amounts to be contributed to each Participant's Account; and (4) employ such agents, attorneys, actuaries, accountants, auditors, investment counsel, and clerical assistants as it may deem necessary. In all such cases the Employer's determination shall be final and conclusive upon all persons. It is recognized that unusual circumstances may occur and questions may arise that are not specifically covered by any provision of this Plan, and the Employer shall have the right to resolve all such questions.

(b) Notwithstanding the above, the Employer's power and responsibility under this Plan shall not extend to, nor have any control over, those responsibilities and duties of the Provider.

ARTICLE IV. CONTRIBUTIONS

Section 4.1. Nonelective Contributions

(a) An Eligible Employee who becomes a Participant under this Plan in accordance with the provisions of Article III shall be deemed to have authorized the Employer to deduct from such Participant's Compensation, prior to its payment, a specified percentage of such Participant's Compensation, as a Nonelective Contribution to the Plan. Such contributions shall be credited to the Participant Account.

(b) The Nonelective Contribution percentage shall equal the percentage of the Participant's Compensation earned during the year which, but for the election to participate in this Plan, would have otherwise been contributed to the State Retirement System that applies to the Participant's position(s); provided that the Nonelective Contribution percentage shall not be less than three percent.

(c) The amount of the Nonelective Contribution shall be picked up by the Participant's Employer as provided for in IRC Section 414(h)(2). The Employer may choose to apply for approval from the National Office of the Internal Revenue Service concerning the applicability of IRC Section 414(h)(2). The Participant shall not have the option to receive this picked up contribution directly and such contributions shall be paid by the Employer directly to the Provider selected by the Participant.

Section 4.2. Employer Contributions

(a) An Eligible Employee who becomes a Participant under this Plan in accordance with the provisions of Article III shall receive a specified percentage of such Participant's Compensation as an Employer Contribution to the Plan. Such contributions shall be credited to the Employer Account.

(b) The Employer Contribution percentage shall equal the percentage of the Participant's Compensation earned during the year which, but for the election to participate in this Plan, the Employer would have otherwise contributed to the State Retirement System that applies to the Participant's position(s), less the mitigating rate percentage contributed by the Employer to such State Retirement System pursuant to ORC Section 3305.06(D).

(c) Each Participant will share in Employer Contributions for the period beginning on the date the Participant commences participation under the Plan and ending on the date on which such Participant severs employment with the Employer or is no longer an Eligible Employee.

Section 4.3. Voluntary Contributions

Effective April 1, 2001, voluntary non-deductible employee contributions to the Plan shall no longer be permitted. Voluntary non-deductible employee contributions made prior to April 1, 2001, shall be held and administered in accordance with the terms of the Plan.

Section 4.4. Social Security Replacement Plan

Notwithstanding Sections 4.1 and 4.2, in no event shall the amount contributed under Sections 4.1 and 4.2, when combined with the amount contributed under any other qualified defined contribution retirement plan maintained by the Employer on behalf of a Participant, if any, be less than the amount necessary to qualify the Plan as a state retirement system with respect to such Participant pursuant to IRC Section 3121(b)(7) and the Treasury Regulations adopted thereunder.

Section 4.5. Rollover Contributions

A Participant may make a Rollover Contribution to this Plan if permitted by Section 1.7 and subject to this Section 4.5.

(a) Rollover Contributions will be permitted to the Plan if the plan from which the funds are to be transferred permit the transfer to be made, and the Provider is reasonably satisfied that such transfer will not jeopardize the tax exempt status of this Plan or create adverse tax consequences for the Employer. Rollover Contributions shall be made by delivery of such amount to the respective Provider. All Rollover Contributions must be in cash only.

(b) The Plan will not accept any portion of a Rollover Contribution that includes after-tax employee contributions or Roth contributions.

(c) A Rollover Contribution that is not made by direct rollover must be transferred within 60 days of the date the Participant received the eligible rollover distribution; provided, however, that a Participant may make a Rollover Contribution after the 60-day rollover deadline if the Participant certifies to the Provider on an Applicable Form that the reason for the late contribution qualifies the Participant for a waiver of the 60-day rollover deadline pursuant to Revenue Procedure 2016-47.

(d) If the Provider accepts a Rollover Contribution, it shall allocate it to a separate Rollover Account. The funds shall be invested separately, and any appreciation, depreciation, gain, or loss with respect to the Rollover Account, and any related expenses, shall be allocated to such Rollover Account.

(e) Rollover Contributions shall not be considered to be Participant Contributions for the purpose of calculating the limitations under Section 5.3.

(f) Any amount that is credited to a Participant's Account pursuant to a Rollover Contribution under this Section 4.5 shall be 100% Vested and nonforfeitable at all times.

Section 4.6. Transfers from a Plan of the Employer

(a) Any Participant who has participated in a plan under IRC Section 401(a) or 403(a) attributable to such Participant's current employment with the Employer may elect to transfer all or a portion of the amount accumulated under such other plan to this Plan, provided such transfer is effected in a manner consistent with the terms of such other plan as well as the terms of this Plan. Such transfer shall only be permitted if such transfer qualifies as a tax-free

transfer under generally accepted interpretations of the IRC. The portion of a Participant's Account attributable to such a transfer shall be subject to the terms of this Plan as if the contributions from which the transferred amount are derived were made under this Plan.

(b) Any amount that is credited to a Participant's Account pursuant to a transfer under this Section 4.6 shall be 100% Vested and nonforfeitable at all times. In all other respects, the portion of a Participant's Account attributable to such transfer shall be subject to the terms of this Plan.

Section 4.7. Plan Expenses

All reasonable expenses of administering the Plan shall be charged against and paid from Participants' Accounts, subject to the terms of the Investment Arrangements, unless paid by the Employer.

Section 4.8. Paid Leave of Absence

Nonelective Contributions and Employer Contributions shall continue to be made to the Plan during a paid leave of absence based on the Compensation actually paid to the Participant.

ARTICLE V. ADMINISTRATION OF ACCOUNTS

Section 5.1. Plan Investments

(a) The amounts allocated to a Participant's Account shall be invested in the Investment Arrangements offered by the Provider selected by the Participant in accordance with ORC Section 3305.053. The Participant shall direct the investment of his or her Account in one or more of the Investment Options available under such Investment Arrangements. The Participant may make or change his or her investment selections pursuant to the terms and conditions of the Investment Arrangements by filing the Applicable Form with the Provider. If any provision of an Investment Arrangement conflicts with the Plan, the terms of the Plan shall control.

(b) The Investment Options available to Participants under the Plan shall be selected by the Employer and communicated to Participants. The Employer's current selection of Investment Options available from a Provider is not intended to limit future additions or deletions of Investment Options available from such Provider.

(c) If a Participant does not have a valid and complete investment election on file with a selected Provider, or if a Participant fails to select a Provider, the Participant's Account shall be invested in the default fund designated by the Employer in its sole and absolute discretion, until such time that the Participant makes an affirmative election regarding the investment of his or her Account.

Section 5.2. Intra-Plan Transfers

(a) Subject to a Provider's rules for transfers and ORC Section 3305.053, a Participant may direct that all or part of his or her Account be transferred from an Investment

Option offered under the Provider's Investment Arrangements to another Investment Option under the Provider's Investment Arrangements at any time.

(b) Subject to any terms and conditions established by the Employer and ORC Section 3305.053, a Participant may elect to change the Provider at any time during the Plan Year. If a Participant makes an election to change Providers, the Participant may specify at any time that all or part of such Participant's Account be transferred to the new Provider; provided, however, that a Provider is not required to immediately transfer any part of the Participant's Account invested at the Participant's election in a fixed annuity account if the contract with the Participant under which the investment was made permits the Provider to make such a transfer over a period of time not exceeding ten years and the contract was filed with and approved by the Ohio Department of Insurance or any successor.

(c) Notwithstanding anything in this Section 5.2 to the contrary, in no event may a Participant elect to transfer any part of his or her Account to a Former Provider.

Section 5.3. Limitations on Allocations to each Participant

(a) If a Participant does not participate in, and has never participated in, another qualified defined contribution plan maintained by the Employer, or a welfare benefit fund, as defined in IRC Section 419(e), maintained by the Employer, or an individual medical benefit account, as defined in IRC Section 415(1)(2), maintained by the Employer, or a simplified employee pension, as defined in IRC Section 408(k), maintained by the Employer, which provides an annual addition (defined in Paragraph (c) below), the amount of annual additions which can be credited to the Account of a Participant for any limitation year (defined in Paragraph (c) below) will not exceed the lesser of the maximum permissible amount (defined in Paragraph (c) below), or any other limitation contained in this Plan. If the Employer Contribution that would otherwise be contributed or allocated to the Account of a Participant would cause the annual additions for the limitation year to exceed the maximum permissible amount, such Employer Contribution will be reduced so that the annual additions for the limitation year will equal the maximum permissible amount. If the limits under IRC Section 415 are exceeded for any taxable year, then the Participant's Account may be corrected as set forth in EPCRS.

(b) This Paragraph (b) applies if, in addition to this Plan, the Participant is covered under another qualified defined contribution plan maintained by the Employer, or a welfare benefit fund, as defined in IRC Section 419(e), maintained by the Employer, or an individual medical benefit account, as defined in IRC Section 415(1)(2), maintained by the Employer, or a simplified employee pension, as defined in IRC Section 408(k), maintained by the Employer, which provides an annual addition during any limitation year. The annual additions which can be credited to the Account of a Participant under the other qualified defined contribution plans, individual medical benefit accounts, welfare benefit funds, and simplified employee pension for the same limitation year will not exceed the maximum permissible amount reduced by the annual additions credited to the Account of a Participant under this Plan for such limitation year. If the annual additions with respect to the Participant under this Plan are equal to or greater than the maximum permissible amount, no amount will be contributed or allocated to the account(s) of the Participant under such other qualified defined contribution plans, individual medical benefit

accounts, welfare benefit funds, and simplified employee pension for the limitation year. If the limits under IRC Section 415 are exceeded for any taxable year, then the Account of the Participant may be corrected as set forth in EPCRS.

(c) For purposes of this Section 5.3, the following definitions shall apply:

(1) An "annual addition" is the sum of the following credited to the Account of a Participant for the limitation year:

(i) Employer Contributions;

(ii) Participant contributions (Nonelective Contributions and Voluntary Contributions);

(iii) Forfeitures;

(iv) amounts allocated to an individual medical benefit account, as defined in IRC Section 415(1)(2), which is part of a pension or annuity plan maintained by the Employer, are treated as annual additions to a defined contribution plan. Also, amounts derived from contributions paid or accrued which are attributable to post-retirement medical benefits, allocated to the separate account of a key employee, as defined in IRC Section 419A(d)(3), under a welfare benefit fund, as defined in IRC Section 419(e), maintained by the Employer are treated as annual additions to a defined contribution plan; and

(v) allocations under a simplified employee pension, as defined in IRC Section 408(k).

(2) "Compensation" is defined in Section 1.6 of the Plan, but for purposes of applying the limitations described in this Section 5.3, the following applies:

(i) Compensation shall be based on the amount actually paid or made available to the Participant (or, if earlier, includible in the gross income of the Participant) during the limitation year.

(ii) Compensation paid or made available during a limitation year shall include amounts that would otherwise be included in compensation but for an election under IRC Section 125(a), 132(f)(4), 402(e)(3), 402(h)(1)(B), 402(k), or 457(b).

(iii) Back pay, within the meaning of Treasury Regulation Section 1.415(c)-2(g)(8), shall be treated as compensation for the limitation year to which the back pay relates to the extent the back pay represents wages and compensation that would otherwise be included under this definition.

(iv) Compensation shall include amounts paid by the later of 2½ months after the Participant's Severance from Employment or the end of the

limitation year that includes the date of the Participant's Severance from Employment, if:

(A) the payment is for unused accrued bona fide sick, vacation, or other leave (but only if the Participant would have been able to use the leave if employment had continued); or

(B) the payment is received by the Participant pursuant to a nonqualified unfunded deferred compensation plan, but only if the payment would have been paid to the Participant at the same time if the Participant had continued in employment with the Employer and only to the extent that the payment is includible in the Participant's gross income; or

(C) the payment is regular compensation for services during the Participant's regular working hours, or compensation for services outside the Participant's regular working hours (such as overtime or shift differential), commissions, bonuses, or other similar payments, and, absent a severance from employment, the payments would have been paid to the Participant while the Participant continued in employment with the Employer.

Any payments not described above shall not be considered Compensation if paid after Severance from Employment, even if they are paid by the later of 2½ months after the date of Severance from Employment or the end of the limitation year that includes the date of Severance from Employment.

(v) Compensation shall include amounts earned during the limitation year but not paid during that limitation year solely because of the timing of pay periods and pay dates, provided:

(A) such amounts are paid during the first few weeks of the next limitation year;

(B) such amounts are included on a uniform and consistent basis with respect to all similarly situated Participants; and

(C) no such amounts are included in more than one limitation year.

(vi) Compensation for purposes of this Section 5.3 shall not reflect compensation for a year greater than the limit under IRC Section 401(a)(17) that applies to that year.

(3) The "limitation year" is the Plan Year. If a short limitation year is created because of an amendment changing the limitation year to a different 12-consecutive month period, the maximum permissible amount will not exceed the defined contribution dollar limit under Subparagraph (4) multiplied by the following fraction:

$$\frac{\text{Number of months in the short limitation year}}{12}$$

If the Plan is terminated as of a date other than the last day of the limitation year, the Plan is deemed to have been amended to change its limitation year and the maximum permissible amount shall be prorated for the resulting short limitation year.

(4) The "maximum permissible amount" is the lesser of (a) 100% of the Participant's Compensation for the limitation year, or (b) \$40,000 as adjusted for increases in the cost-of-living under IRC Section 415(d).

Section 5.4. Designation of Beneficiary

(a) Each Participant may, pursuant to the Applicable Form provided by the Provider, designate from time to time in writing one or more Beneficiaries, who will receive the Participant's Vested Account balance in the event of the Participant's death. Designation of one or more Beneficiaries shall become effective upon receipt of the fully completed Applicable Form by the Provider and shall supersede all prior designations made by the Participant. If the Participant dies without having made a Beneficiary designation, the Provider shall distribute such benefits as provided in the Investment Arrangement or, if not so provided, to the Participant's estate.

(b) Notwithstanding Paragraph (a), in accordance with ORC Section 3305.10, in the event of the death of a married Participant, the surviving Spouse must be the sole Beneficiary unless the surviving Spouse has consented in writing to a different election, has acknowledged the effect of such election, and the consent and acknowledgement are witnessed by a duly authorized Provider representative or notary public. The election may not be changed without spousal consent, unless the consent of the Spouse expressly permits designations by the Participant without any requirement of further consent by the Spouse. Spousal consent shall not be necessary if it is established to the satisfaction of the Provider that there is no Spouse, the Spouse cannot reasonably be located, or for such other reasons as the Treasury Regulations may prescribe. The Participant is responsible for notifying the Provider if the Spouse of a Participant is located or if a Participant remarries. If the Participant so notifies the Provider, the Provider shall then, if applicable, make available to such Spouse the spousal consent procedures described in this Section. Any consent, or lack of consent where a Spouse cannot reasonably be located, is effective only with respect to that Spouse.

Section 5.5. Loans to Participants

If the Plan permits loans under Section 1.11, the following shall apply:

(a) Loans shall be made available to all Participants on a reasonably equivalent basis.

(b) Loans must be adequately secured and bear a reasonable interest rate.

(c) The repayment of the loan shall be made with payments that provide for a substantially level amortization of principal and interest over the term of the loan. Such payments shall be required to be made not less frequently than quarterly, over a period not extending beyond five years from the date of the loan, unless such loan is used to acquire a dwelling unit which within a reasonable time (determined at the time the loan is made) will be used as the principal residence of the Participant.

(d) In the event of default, foreclosure on the note and attachment of security will not occur until a distributable event occurs in the Plan.

(e) The minimum loan amount shall be set forth in the Investment Arrangement.

(f) A Participant must obtain the consent of his or her Spouse, if any, to use the Account as security for the loan. Spousal consent shall be obtained no earlier than the beginning of the 180-day period that ends on the date on which the loan is to be so secured. The consent must be in writing, must acknowledge the effect of the loan, and must be witnessed by the Provider or notary public. Such consent shall thereafter be binding with respect to the consenting Spouse or any subsequent Spouse with respect to that loan. A new consent shall be required if the Account is used for renegotiation, extension, renewal, or other revision of the loan.

(g) Loan repayments may be suspended under this Plan as permitted under IRC Section 414(u)(4).

(h) The foregoing provisions shall be the standard loan provisions of the Plan. However, the provisions of this Section 5.5 may be supplemented by more specific written provisions adopted by the Provider as part of the Plan's loan policy, so long as applied on a uniform and nondiscriminatory basis.

ARTICLE VI. VESTING

Section 6.1. Participant Account and Rollover Account 100% Vested

Participant Accounts and Rollover Accounts shall be 100% Vested at all times.

Section 6.2. Employer Account Vesting on Death, Disability or Normal Retirement Age

If a Participant's employment is terminated due to his or her death, due to his or her Disability, or on or after the Participant's attaining Normal Retirement Age (defined in Section 1.8), 100% of the Participant's Employer Account shall be Vested.

Section 6.3. Employer Account Vesting on Severance from Employment

Except as provided in Section 6.2, a Participant's Employer Account shall be Vested in accordance with Section 1.8. Employer Accounts that are not Vested on Severance from

Employment shall be forfeited as provided under Section 1.10. Any such Forfeitures shall be allocated to a Forfeiture Account and used to reduce future Employer Contributions.

ARTICLE VII. DISTRIBUTIONS

Section 7.1. Distribution of Benefits

(a) A Participant may request distribution of all or a portion of his or her Vested Account at any time after the Participant's Severance from Employment or, if earlier, Disability.

(b) Notwithstanding Paragraph (a), if permitted under Section 1.7, a Participant may request a distribution of all or part of his or her Rollover Account at any time.

Section 7.2. Forms of Payment

(a) Subject to Section 7.4, a Participant may elect on the Applicable Form to receive a distribution of his or her Vested Account in one of the forms permitted under Section 1.12. If the Participant is married at the time he or she requests a distribution, the Participant's Spouse must consent to the form of payment selected by the Participant before the Provider may make any payment. The consent must be in writing, must acknowledge the form of payment, and must be witnessed by the Provider or notary public. Spousal consent shall not be necessary if it is established to the satisfaction of the Provider that there is no Spouse, the Spouse cannot reasonably be located, or for such other reasons as the Treasury Regulations may prescribe.

(b) If distributions are made in installments, the amount of the installment to be distributed each year must be at least an amount equal to the quotient obtained by dividing the Participant's entire interest by the life expectancy (defined in Section 7.5(e)) of the Participant or the joint and last survivor expectancy of the Participant and his or her designated Beneficiary. Life expectancy and joint and last survivor expectancy are computed by the use of the return multiples contained in Treasury Regulation Section 1.72-9, Table V and VI or, in the case of payments under a contract issued by an insurance company, by use of the life expectancy tables of the insurance company. For purposes of this computation, a Participant's life expectancy may be recalculated no more frequently than annually, but the life expectancy of a non-Spouse Beneficiary may not be recalculated.

(c) The Provider shall be responsible for distributing a Participant's Account and for making such distributions pursuant to the provisions of the Plan.

Section 7.3. Death Benefits

(a) In the event of the death of a Participant after distribution of the Participant's Vested Account has begun, but prior to completion of such payments, the full amount of such unpaid Vested Account shall continue to be paid in the form elected by the Participant, provided that the Beneficiary may request that the remaining Account be paid in a lump sum.

(b) In the event of the death of the Participant prior to the commencement of payment of his or her Account, distributions shall be made in the form and at the time or times selected by the Beneficiary pursuant to Sections 7.2, 7.4 and 7.5.

(c) In the event of the death of a Beneficiary (or a contingent Beneficiary, if applicable) prior to the completion of payment of benefits due the Beneficiary from the Plan, the full amount of such unpaid Vested Account shall become the property of the estate of said Beneficiary.

Section 7.4. Joint and Survivor Annuity or Pre-Retirement Survivor Annuity

(a) The provisions of this Section 7.4 shall apply only to the extent that the Employer has elected the Joint and Survivor Annuity or Pre-Retirement Survivor Annuity option as the default form of payment under Section 1.12.

(b) Unless an optional form of benefit is selected within the 180-day period ending on the annuity starting date (as defined in Paragraph (e) below), a married Participant's Vested Account will be paid in the form of a Joint and Survivor Annuity with the Participant's Spouse, and an unmarried Participant's Vested Account will be paid in the form of a single life annuity (defined in Paragraph (e) below).

(c) Unless an optional form of benefit is selected, if a Participant dies before the annuity starting date (defined in Paragraph (e) below), then the Participant's Vested Account shall be applied toward the purchase of a Pre-Retirement Survivor Annuity. The surviving Beneficiary may elect to have such annuity distributed within a reasonable period after the Participant's death, subject to Section 7.5.

(d) A Participant who elects to waive the Joint and Survivor Annuity form of benefit is entitled to elect an optional survivor annuity (as defined in Paragraph (e) below) at any time during the applicable election period. Furthermore, the written explanation of the Joint and Survivor Annuity shall explain the terms and conditions of the optional survivor annuity.

(e) For purposes of this Section 7.4, the following definitions shall apply:

(1) The "annuity starting date" is the first day of the first period for which an amount is paid as an annuity or any other form.

(2) The "applicable percentage" is based on the survivor annuity percentage (*i.e.*, the percentage which the survivor annuity under the Plan's Joint and Survivor Annuity bears to the annuity payable during the joint lives of the Participant and the Spouse). If the survivor annuity percentage is less than 75%, the "applicable percentage" is 75%. If the survivor annuity percentage is greater than or equal to 75%, the "applicable percentage" is 50%.

(3) An "optional survivor annuity" is an immediate annuity (i) for the life of the Participant with a survivor annuity for the life of the Spouse which is equal to the applicable percentage (defined above) of the amount of the annuity which is payable during the joint lives of the Participant and the Spouse, and (ii) which is the amount of the benefit that can be purchased with the Participant's Vested Account. An optional survivor annuity also includes any annuity in a form having the effect of an annuity described in the preceding sentence.

(4) A "single life annuity" is an annuity payable in equal installments for the life of the Participant that terminates upon the Participant's death.

(f) Notice Requirements.

(1) In the case of a Joint and Survivor Annuity, the Provider shall, no less than 30 days and no more than 180 days prior to the annuity starting date, provide each Participant a written explanation of: (i) the terms and conditions of the Joint and Survivor Annuity and the optional survivor annuity; (ii) the Participant's right to make and the effect of an election to waive the Joint and Survivor Annuity form of benefit; (iii) the rights of a Participant's Spouse; and (iv) the right to make, and the effect of, a revocation of a previous election to waive the Joint and Survivor Annuity. The written explanation shall comply with the requirements of Treasury Regulation Section 1.417(a)(3)-1. The description of a Participant's right, if any, to defer receipt of a distribution also will describe the consequences of failing to defer receipt of the distribution.

(2) In the case of a Pre-Retirement Survivor Annuity, the Provider shall provide each Participant within the applicable period (as defined below) for such Participant a written explanation of the Pre-Retirement Survivor Annuity in such terms and in such manner as would be comparable to the explanation provided for meeting the requirements of Paragraph (f)(1) applicable to a Joint and Survivor Annuity. The written explanation shall comply with the requirements of Treasury Regulation Section 1.417(a)(3)-1. The applicable period for a Participant is a reasonable period ending after the individual becomes a Participant.

Section 7.5. Required Distribution Rules

(a) General Rules

(1) The requirements of this Section 7.5 will take precedence over any inconsistent provisions of the Plan. Key terms used throughout this Section 7.5 are defined in Paragraph (e) below.

(2) All distributions required under this Section 7.5 will be determined and made in accordance with the Treasury Regulations under IRC Section 401(a)(9) and the minimum distribution incidental benefit requirement of IRC Section 401(a)(9)(G).

(3) Spousal consent is not required if a distribution is required under the Plan to satisfy the rules in this Section 7.5.

(b) Time and Manner of Distribution

(1) Required Beginning Date. The Participant's entire interest will be distributed, or begin to be distributed, to the Participant no later than the Participant's Required Beginning Date, as defined in Section 1.13.

(2) Death of Participant After Distributions Begin. If the Participant dies after distributions begin, any remaining portion of the Account will continue to be distributed at least as rapidly as under the method of distribution in effect at the time of the Participant's death.

(3) Death of Participant Before Distributions Begin. If the Participant dies before distributions begin, the Participant's entire interest will be distributed, or begin to be distributed, no later than as follows:

(i) If the Participant's surviving Spouse is the Participant's sole designated Beneficiary, distributions to the surviving Spouse will begin by December 31 of the calendar year immediately following the calendar year in which the Participant died, or by December 31 of the calendar year in which the Participant would have attained age 70½, if later.

(ii) If the Participant's surviving Spouse is not the Participant's sole designated Beneficiary, distributions to the designated Beneficiary will begin by December 31 of the calendar year immediately following the calendar year in which the Participant died.

(iii) If there is no designated Beneficiary as of September 30 of the year following the year of the Participant's death, the Participant's entire interest will be distributed by December 31 of the calendar year containing the fifth anniversary of the Participant's death.

(iv) If the Participant's surviving Spouse is the Participant's sole designated Beneficiary and the surviving Spouse dies after the Participant but before distributions to the surviving Spouse begin, this Paragraph (b)(3) (other than Paragraph (b)(3)(i)), will apply as if the surviving Spouse were the Participant.

For purposes of this Paragraph (b)(3), unless Paragraph (b)(3)(iv) applies, distributions are considered to begin on the Participant's Required Beginning Date. If Paragraph (b)(3)(iv) applies, distributions are considered to begin on the date distributions are required to begin to the surviving Spouse under Paragraph (b)(3)(i). If distributions under an annuity purchased from an insurance company irrevocably commence to the Participant before the Participant's Required Beginning Date (or to the Participant's surviving Spouse before the date distributions are required to begin to the surviving Spouse under Paragraph (b)(3)(i)), the date distributions are considered to begin is the date distributions actually commence.

(c) Required Minimum Distributions During Participant's Lifetime

(1) Amount of Required Minimum Distribution for Each Distribution Calendar Year. During the Participant's lifetime, the minimum amount that will be distributed for each distribution calendar year is the lesser of:

(i) the quotient obtained by dividing the Participant's Account balance by the distribution period in the Uniform Lifetime Table set forth in Treasury Regulation Section 1.401(a)(9)-9, Q&A-2, using the Participant's age as of the Participant's birthday in the distribution calendar year; or

(ii) if the Participant's sole designated Beneficiary for the distribution calendar year is the Participant's Spouse who is more than 10 years younger than the Participant, the quotient obtained by dividing the Participant's Account balance by the number in the Joint and Last Survivor Table set forth in Treasury Regulation Section 1.401(a)(9)-9, Q&A-3, using the Participant's and Spouse's ages as of the Participant's and Spouse's birthdays in the distribution calendar year.

(2) Lifetime Required Minimum Distributions Continue Through Year of Participant's Death. Required minimum distributions will be determined under this Paragraph (c) beginning with the first distribution calendar year and up to and including the distribution calendar year that includes the Participant's date of death.

(d) Required Minimum Distributions After Participant's Death

(1) Death On or After Date Distributions Begin.

(i) Participant Survived by Designated Beneficiary. If the Participant dies on or after the date distributions begin and there is a designated Beneficiary, the minimum amount that will be distributed for each distribution calendar year after the year of the Participant's death is the quotient obtained by dividing the Participant's Account balance by the longer of the remaining life expectancy of the Participant or the remaining life expectancy of the Participant's designated Beneficiary, determined as follows:

(A) The Participant's remaining life expectancy is calculated using the age of the Participant in the year of death, reduced by one for each subsequent calendar year.

(B) If the Participant's surviving Spouse is the Participant's sole designated Beneficiary, the remaining life expectancy of the surviving Spouse is calculated for each distribution calendar year after the year of the Participant's death using the surviving Spouse's age as of the Spouse's birthday in that year. For distribution calendar years after the year of the surviving Spouse's death, the remaining life expectancy of the surviving Spouse is calculated using the age of the surviving Spouse as of the Spouse's birthday in the calendar year of the Spouse's death, reduced by one for each subsequent calendar year.

(C) If the Participant's surviving Spouse is not the Participant's sole designated Beneficiary, the designated Beneficiary's remaining life expectancy is calculated using the age of the Beneficiary in the year

following the year of the Participant's death, reduced by one for each subsequent calendar year.

(ii) No Designated Beneficiary. If the Participant dies on or after the date distributions begin and there is no designated Beneficiary as of September 30 of the year after the year of the Participant's death, the minimum amount that will be distributed for each distribution calendar year after the year of the Participant's death is the quotient obtained by dividing the Participant's Account balance by the Participant's remaining life expectancy calculated using the age of the Participant in the year of death, reduced by one for each subsequent calendar year.

(2) Death Before Date Distributions Begin.

(i) Participant Survived by Designated Beneficiary. If the Participant dies before the date distributions begin and there is a designated Beneficiary, the minimum amount that will be distributed for each distribution calendar year after the year of the Participant's death is the quotient obtained by dividing the Participant's Account balance by the remaining life expectancy of the Participant's designated Beneficiary, determined as provided in Paragraph (d)(1) above.

(ii) No Designated Beneficiary. If the Participant dies before the date distributions begin and there is no designated Beneficiary as of September 30 of the year following the year of the Participant's death, distributions of the Participant's entire interest will be completed by December 31 of the calendar year containing the fifth anniversary of the Participant's death.

(iii) Death of Surviving Spouse Before Distributions to Surviving Spouse Are Required to Begin. If the Participant dies before the date distributions begin, the Participant's surviving Spouse is the Participant's sole designated Beneficiary, and the surviving Spouse dies before distributions are required to begin to the surviving Spouse under Paragraph (c)(3)(i), this Paragraph (d)(2) will apply as if the surviving Spouse were the Participant.

(e) For purposes of this Section 7.5, the following definitions shall apply:

(1) A Participant's "Account balance" is his or her Account balance as of the last valuation date (defined below) in the calendar year immediately preceding the distribution calendar year (valuation calendar year) increased by the amount of any contributions made and allocated or Forfeitures allocated to the Account balance as of dates in the valuation calendar year after the valuation date and decreased by distributions made in the valuation calendar year after the valuation date. The Account balance for the valuation calendar year includes any amounts rolled over or transferred to the Plan either in the valuation calendar year or in the distribution calendar year if distributed or transferred in the valuation calendar year.

(2) A "designated Beneficiary" is an individual who is designated as a Beneficiary under Section 5.4 of the Plan and is a designated beneficiary under IRC Section 401(a)(9) and Treasury Regulation Section 1.401(a)(9)-4.

(3) The "distribution calendar year" is a calendar year for which a minimum distribution is required. For distributions beginning before the Participant's death, the first distribution calendar year is the calendar year immediately preceding the calendar year which contains the Participant's Required Beginning Date. For distributions beginning after the Participant's death, the first distribution calendar year is the calendar year in which distributions are required to begin under Paragraph (b)(3). The required minimum distribution for the Participant's first distribution calendar year will be made on or before the Participant's Required Beginning Date. The required minimum distribution for other distribution calendar years, including the required minimum distribution for the distribution calendar year in which the Participant's Required Beginning Date occurs, will be made on or before December 31 of that distribution calendar year.

(4) "Life expectancy" means life expectancy as computed by use of the Single Life Table in Treasury Regulation Section 1.401(a)(9)-9, Q&A-1.

(5) The "valuation date" is the last day of each Plan Year and any other day determined by the Employer.

Section 7.6. Transfers from Plan

The Employer, in its sole discretion, may permit a plan-to-plan transfer of part or all of the Vested Account of a Participant or a group of Participants to a qualified retirement plan under IRC Section 401(a) or Section 403(a).

Section 7.7. Inability to Locate Participant or Beneficiary

(a) If the Provider cannot locate the Participant or Beneficiary to whom the Vested Account is to be distributed, and reasonable efforts have been made to find such a person, the Participant's Vested Account may be forfeited, subject to state law, and used to reduce Employer Contributions; provided that, if the Participant is subsequently located, such Forfeiture shall be restored and the restoration shall be made first out of Forfeitures, if any, and then by additional Employer Contributions.

(b) For purposes of this Section 7.7, a Provider will be deemed to have exhausted reasonable efforts to locate a Participant or Beneficiary if the Provider has taken the following steps:

(1) Attempted contact via United States Postal Service certified mail to the last known mailing address and through appropriate means for any address or contact information (including email addresses and telephone numbers);

(2) Searched Plan related records and publicly available records or directories for alternative contact information;

(3) Requested the Employer to review its Plan and/or employment records for alternative contact information; and

(4) Attempted to locate the Participant or Beneficiary by use of a commercial locator service, a credit reporting agency, or a proprietary internet search tool for locating individuals.

Section 7.8. Division of Marital or Separate Property

(a) Notwithstanding any other provisions of Article VII, any Account of a Participant may be apportioned between the Participant and an alternate payee pursuant to an order for division of marital or separate property that satisfies the requirements of ORC Section 3305.21 and that is a qualified domestic relations order within the meaning of IRC Section 414(p).

(b) The Provider shall comply with an order received under Paragraph (a) at the following times as appropriate:

(1) If the Participant is already receiving distributions of his or her Account or has applied for but has not yet received a lump sum distribution of his or her Account, as soon as practicable; or

(2) If the Participant has not received a distribution of his or her Account, on application by the Participant for a distribution under the Plan.

Notwithstanding the preceding, the Plan may make an immediate distribution to an alternate payee pursuant to the qualified domestic relations order.

(c) The Provider shall adopt reasonable procedures (1) to determine whether the order received under Paragraph (a) meets all applicable requirements of ORC Section 3305.21, which incorporates by reference the requirements of ORC Sections 3105.80 to 3105.90, (2) to determine whether a domestic relation order is qualified under IRC Section 414(p), and (3) to administer the distributions under the order in compliance with those provisions of the ORC and IRC.

Section 7.9. Direct Rollover

(a) Notwithstanding any other provision of the Plan, the Provider shall advise any distributee entitled to receive an eligible rollover distribution, at the same time as the notice required to be given pursuant to the IRC (or such other time as is permitted by law) of his or her right to elect a direct rollover to an eligible retirement plan, pursuant to the provisions of this Section 7.9. To elect a direct rollover the distributee must request in writing to the Provider that all or a specified portion of the eligible rollover distribution be transferred directly to one or more eligible retirement plans. If more than one direct rollover distribution will be made, the notice specified in the first sentence of this Paragraph (a) must state that the distributee's initial election to make or not to make a direct rollover will remain in effect unless he or she gives the Provider written instructions on the Applicable Form to change the election, in which case the new election will remain in effect until changed.

(b) The distributee shall not be entitled to elect a direct rollover pursuant to this Section 7.9 unless he or she has obtained a waiver of any applicable Joint and Survivor Annuity, if required pursuant to Section 7.4.

(c) For purposes of this Section 7.9, the following definitions shall apply:

(1) A "direct rollover" is a payment of an eligible rollover distribution that is made by the Plan directly to an eligible retirement plan for the benefit of the distributee.

(2) A "distributee" is a Participant, the Spouse of a Participant, or the Participant's former Spouse who is the alternate payee under a qualified domestic relations order, as defined in IRC Section 414(p), any of whom are eligible to receive a distribution from the Plan. In addition, a Participant's non-Spouse Beneficiary shall be a distributee as limited by Subparagraph (3).

(3) An "eligible retirement plan" is an eligible plan under IRC Section 457(b) which is maintained by a state, political subdivision of a state, or any agency or instrumentality of a state or political subdivision of a state and which agrees to separately account for amounts transferred into such plan from this Plan, an individual retirement account described in IRC Section 408(a), an individual retirement annuity described in IRC Section 408(b), a SIMPLE IRA described in IRC Section 408(p), a Roth individual retirement account or annuity described in IRC Section 408A ("Roth IRA"), an annuity plan described in IRC Section 403(a), an annuity contract described in IRC Section 403(b), or a qualified plan described in IRC Section 401(a), that accepts the distributee's eligible rollover distribution.

The definition of an eligible retirement plan for a non-Spouse Beneficiary is limited to an individual retirement account or annuity described in IRC Section 408(a) or (b) or a Roth IRA established for the purpose of receiving the distribution and treated as an inherited individual retirement account or annuity within the meaning of IRC Section 408(d)(3)(C).

(4) An "eligible rollover distribution" is any distribution from this Plan of all or any portion of the Account balance to the credit of the distributee, except for distributions (or portions thereof) which are:

(i) One of a series of substantially equal periodic payments (not less frequently than annually) made over the life of the Participant (or the joint lives of the Participant and the Participant's designated Beneficiary), the life expectancy of the Participant (or the joint life and last survivor expectancy of the Participant and the Participant's designated Beneficiary), or for a specified period of 10 years or more;

(ii) Required under IRC Section 401(a)(9) (relating to the minimum distribution requirements); or

(iii) Any hardship distributions described in IRC Section 401(k)(2)(B)(i)(IV) and Treasury Regulation Section 1.401(k)-1(d)(3).

A portion of a distribution shall not fail to be an eligible rollover distribution merely because the portion consists of after-tax employee contributions which are not includible in gross income. However, such portion may be transferred only to (1) an individual retirement account

or annuity described in IRC Section 408(a) or (b) or a Roth IRA, or (2) a qualified defined contribution plan described in IRC Section 401(a) or 403(a) that agrees to separately account for amounts so transferred, including separately accounting for the portion of such distribution which is includible in gross income and the portion of such distribution which is not so includible.

Section 7.10. Withholding Orders

(a) Withholding Orders Upon Theft in Office or Sex Offenses

(1) In accordance with ORC Section 3305.09, any payment that is to be made to the Participant or his or her Beneficiary(ies) under this Plan shall be subject to any withholding order issued pursuant to ORC Section 2907.15 or Division (C)(2)(b) of ORC Section 2921.41. The Provider of the Investment Arrangement shall comply with that withholding order in making the payment.

(2) If a Provider receives notice pursuant to ORC Section 2907.15 or Division (D) of ORC Section 2921.41 that a Participant is charged with a violation of ORC Section 2907.02, 2907.03, 2907.04, 2907.05, or 2921.41, no payment shall be made to the Participant or his or her Beneficiary(ies) under this Plan prior to whichever of the following is applicable:

(i) If the Participant is convicted of or pleads guilty to the charge and no motion for a withholding order for purposes of restitution has been filed under ORC Section 2907.15 or Division (C)(2)(b)(i) of ORC Section 2921.41, 30 days after the date on which final disposition of the charge is made;

(ii) If the Participant is convicted of or pleads guilty to the charge and a motion for a withholding order for purposes of restitution has been filed under ORC Section 2907.15 or Division (C)(2)(b)(i) of ORC Section 2921.41, the date on which the court decides the motion; or

(iii) If the charge is dismissed or the Participant is found not guilty of the charge or not guilty of the charge by reason of insanity, the date on which final disposition of the charge is made.

(b) Withholding Orders for Support

Any payment that is to be made to the Participant or his or her Beneficiary(ies) under the Plan shall, to the extent required by Ohio law, be subject to any withholding order for spousal or child support issued pursuant to the provisions of the ORC. To the extent required by law, payments shall also be subject to ORC Sections 3111.23 and 3305.21.

(c) Provider Responsibility

The Provider shall be solely responsible for compliance with any withholding orders issued under Section 7.10(a) or (b) above.

ARTICLE VIII. AMENDMENT AND TERMINATION

Section 8.1. Rights to Suspend or Terminate Plan

It is the present intention of the Employer to maintain this Plan throughout its existence. Nevertheless, the Employer reserves the right, at any time, to the extent permitted by ORC Chapter 3305, to discontinue or terminate the Plan, to terminate the Employer's liability to make further contributions to this Plan, and/or to suspend contributions for a fixed or indeterminate period of time. In any event, the liability of the Employer to make contributions to this Plan shall automatically terminate upon its legal dissolution or termination, upon its adjudication as bankrupt, upon the making of a general assignment for the benefit of creditors, or upon its merger or consolidation with any other entity. The Employer's liability to make contributions to any Provider shall terminate upon the Provider ceasing to be a designated provider.

Section 8.2. Successor Organizations

In the event of the termination of the liability of the Employer to make further contributions to this Plan, the Employer's liability may be assumed by any other organization which employs a substantial number of the Participants of this Plan. Such assumption of liability shall be expressed in an agreement between such other organization and the Employer under which such other organization assumes the liabilities of the Plan with respect to the Participants employed by it.

Section 8.3. Amendment

(a) To provide for contingencies which may require the clarification, modification, or amendment of this Plan, the Employer reserves the right to amend this Plan at any time.

(b) The Ohio State University (hereinafter referred to as the "Pre-Approved Plan Provider" in this Section 8.3) shall have the authority to amend the Plan on behalf of the Employer for changes in the IRC, Treasury Regulations, Revenue Rulings, other statements published by the Internal Revenue Service, including model, sample or other required good faith amendments, but only if their adoption shall not cause the Plan to be individually designed, and for corrections of prior approved plans. These amendments shall be applied to all employers that have adopted a pre-approved plan of the Pre-Approved Plan Provider.

(c) The Pre-Approved Plan Provider shall no longer have the authority to amend the Plan on behalf of the Employer as of the date the Plan is considered an individually designed plan. A Plan will be treated as individually designed if the Employer makes amendments to the Plan other than those permitted by section 8 of Revenue Procedure 2017-41. If the Plan is treated as individually designed, the Employer may not file for a determination letter using Form 5307; provided, however, if the Employer is otherwise eligible to file a determination letter pursuant to section 4 of Revenue Procedure 2016-37, the Employer may file for a determination letter on Form 5300.

(d) The Pre-Approved Plan Provider shall maintain, or have maintained on its behalf, a record of the employers that have adopted the approved specimen plan, and the Pre-Approved Plan Provider shall make reasonable and diligent efforts to ensure that adopting employers,

including the Employer, have actually received and are aware of all plan amendments and that such employers adopt new documents when necessary. The Pre-Approved Plan Provider will also inform the employers in the event of a discontinuance or abandonment of the approved specimen plan. This Paragraph (d) supersedes other provisions of the Plan to the extent those other provisions are inconsistent with this Paragraph. The Pre-Approved Plan Provider may be contacted at: The Ohio State University, 1590 North High Street, Suite 500, Columbus, Ohio 43201 (614-292-0611).

Section 8.4. Vesting and Distributions on Termination of Plan

Upon termination or partial termination of the Plan by formal action of the Employer for any reason, or if Employer Contributions to the Plan are permanently discontinued for any reason, each Participant directly affected by such action shall be 100% Vested in his or her Accounts. Notwithstanding any other provision of the Plan, on termination of the Plan, the Participant's Account shall, without the Participant's or his or her Spouse's consent, be distributed to the Participant in a lump sum.

Section 8.5. Plan Merger or Consolidation

In the case of any merger or consolidation with, or transfer of any assets or liabilities to, any other plan, each Participant in this Plan must be entitled to receive (if the surviving plan is then terminated) a benefit immediately after the merger, consolidation, or transfer which is equal to or greater than the benefit he or she would have been entitled to receive immediately before the merger, consolidation, or transfer (if this Plan had terminated).

ARTICLE IX. MISCELLANEOUS

Section 9.1. Exclusive Benefit

This Plan has been executed for the exclusive benefit of the Participants and their Beneficiaries. This Plan shall be interpreted in a manner consistent with this intent and with the intention of the Employer that this Plan satisfies the pertinent provisions of IRC Section 401(a) and IRC Section 414(d). Under no circumstances shall funds ever revert to or be used or enjoyed by the Employer, except as provided in Section 9.6.

Section 9.2. No Rights of Employment Granted

The establishment of this Plan shall not be considered as giving any employee the right to be retained in the service of the Employer.

Section 9.3. Laws of Ohio to Apply

This Plan shall be construed according to the laws of Ohio, to the extent Federal laws do not control.

Section 9.4. Military Service

(a) Notwithstanding any provision of this Plan to the contrary, contributions, benefits and service credit with respect to qualified military service will be provided in accordance with USERRA, IRC Section 414(u), and IRC Section 401(a)(37). For purposes of this Section 9.4, qualified military service means any service in the uniformed services as defined in USERRA by any individual, if such individual is entitled to reemployment rights under USERRA with respect to such service.

(b) If a Participant whose employment is interrupted by qualified military service under IRC Section 414(u) timely resumes employment with the Employer in accordance with USERRA as an Eligible Employee, the Participant may elect to make the Nonelective Contributions upon resumption of employment with the Employer that would have been required (at the same level of Compensation) without the interruption of qualified military service. Except to the extent provided under IRC Section 414(u), this right applies for five years following the resumption of employment (or, if sooner, for a period equal to three times the period of the interruption). Such Nonelective Contributions may only be made during such period and while the Participant is reemployed by the Employer.

(c) If a Participant whose employment is interrupted by qualified military service under IRC Section 414(u), timely resumes employment with the Employer in accordance with USERRA as an Eligible Employee, the Employer shall make the Employer Contributions that would have been made if the Participant had remained employed during the Participant's qualified military service. Contributions must be made no later than 90 days after the date of reemployment or when the Employer Contributions are normally due for the year in which the qualified military service was performed, if later.

(d) To the extent provided under IRC Section 401(a)(37), in the case of a Participant whose employment is interrupted by qualified military service and who dies while performing qualified military service, the survivor of such Participant shall be entitled to any additional benefit (other than benefit accruals) provided under the Plan as if the Participant timely resumed employment in accordance with USERRA and then, on the next day, terminated employment on account of death.

(e) Differential wage payments within the meaning of IRC Section 414(u)(12)(D) shall be treated as Compensation under the Plan for purposes of Section 5.3.

Section 9.5. Participant Cannot Transfer or Assign Benefits

Except as provided in Section 7.10, none of the benefits, payments, proceeds, claims, or rights of any Participant hereunder shall be subject to any claim of any creditor of the Participant, nor shall any Participant have any right to transfer, assign, encumber, or otherwise alienate, any of the benefits or proceeds which he or she may expect to receive, contingently or otherwise under this Plan.

Section 9.6. Reversion of Contributions Under Certain Circumstances

(a) No Investment Arrangement will be purchased under the Plan unless such Investment Arrangement or a separate definite written agreement between the Employer and the Provider states that no value under Investment Arrangements providing benefits under the Plan or credits determined by the Provider (on account of dividends, earnings, or other experience rating credits, or surrender or cancellation credits) with respect to such Investment Arrangements may be paid or returned to the Employer or diverted to or used for other than the exclusive benefit of the Participants or their Beneficiaries. However, if any contribution is made by the Employer because of a mistake of fact, these amounts may be returned by the Provider to the Employer within one year of contribution.

(b) If this Plan is funded by individual Investment Arrangements that provide a Participant's benefit under the Plan, such individual Investment Arrangements shall constitute the Participant's Account balance. If this Plan is funded by group Investment Arrangements, premiums or other consideration received by the Provider must be allocated to Participant Accounts under the Plan.

Section 9.7. Filing Tax Returns and Reports

The Provider shall prepare, or cause to have prepared, all tax returns, reports, and related documents, except as otherwise specifically provided in this Plan.

Section 9.8. No Discrimination

Neither the Employer nor any Provider shall take any action that would result in benefiting one Participant or group of Participants at the expense of another, or discriminating between Participants similarly situated, or applying different rules to substantially similar sets of facts.

Section 9.9. Number and Gender

When appropriate the singular as used in this Plan shall include the plural and vice versa; and the masculine shall include the feminine.

Section 9.10. Records and Information

Each Provider shall keep a complete record of all its proceedings and all data necessary for the determination of Account balances.

Section 9.11. Information to Participants

Each Provider shall maintain separate Accounts for the Participants. It shall give each Participant, at least once every year, information as to the balance of his or her Employer Account and Participant Account, if applicable.

Section 9.12. Powers

The Employer shall have the power to determine all questions that may arise hereunder as to the eligibility of employees to participate in the Plan and as to the vesting of Participants. The Employer shall have the power to interpret and construe the Plan. Any such actions shall be final and conclusive upon all persons.

Section 9.13. Reliance

If the Employer adopts a pre-approved plan, the Employer may rely on the pre-approved plan's opinion letter as described in section 7 of Revenue Procedure 2017-41 as to the qualification in form of the Plan under IRC provisions if the Employer's Plan is identical to an approved specimen plan with a currently valid opinion letter, the Employer has not amended the Plan other than to choose options provided under the approved plan or to make amendments as described in section 8.03 of Revenue Procedure 2017-41, and the Employer has followed the terms of the Plan.

IN WITNESS WHEREOF, the Employer has caused the Plan to be executed as of the date written below.

EMPLOYER

By: _____

Print: _____

Its: _____

Date: _____

APPENDIX A

APPROVED PROVIDERS

The current selection of Providers is not intended to limit future additions or deletions of Providers. The Employer from time to time may add or delete Providers which shall be effective on the date adopted by the Employer, and shall be reflected in a revised Appendix A, without the need of a Plan amendment.

I. Current Providers

The following providers are approved Providers under the Plan as of the date of this Appendix A:

- A. [_____]
- B. [_____]
- C. [_____]
- D. [_____]

II. Former Provider(s)

The following providers are Former Providers under the Plan as of the date of this Appendix A:

- A. [_____]

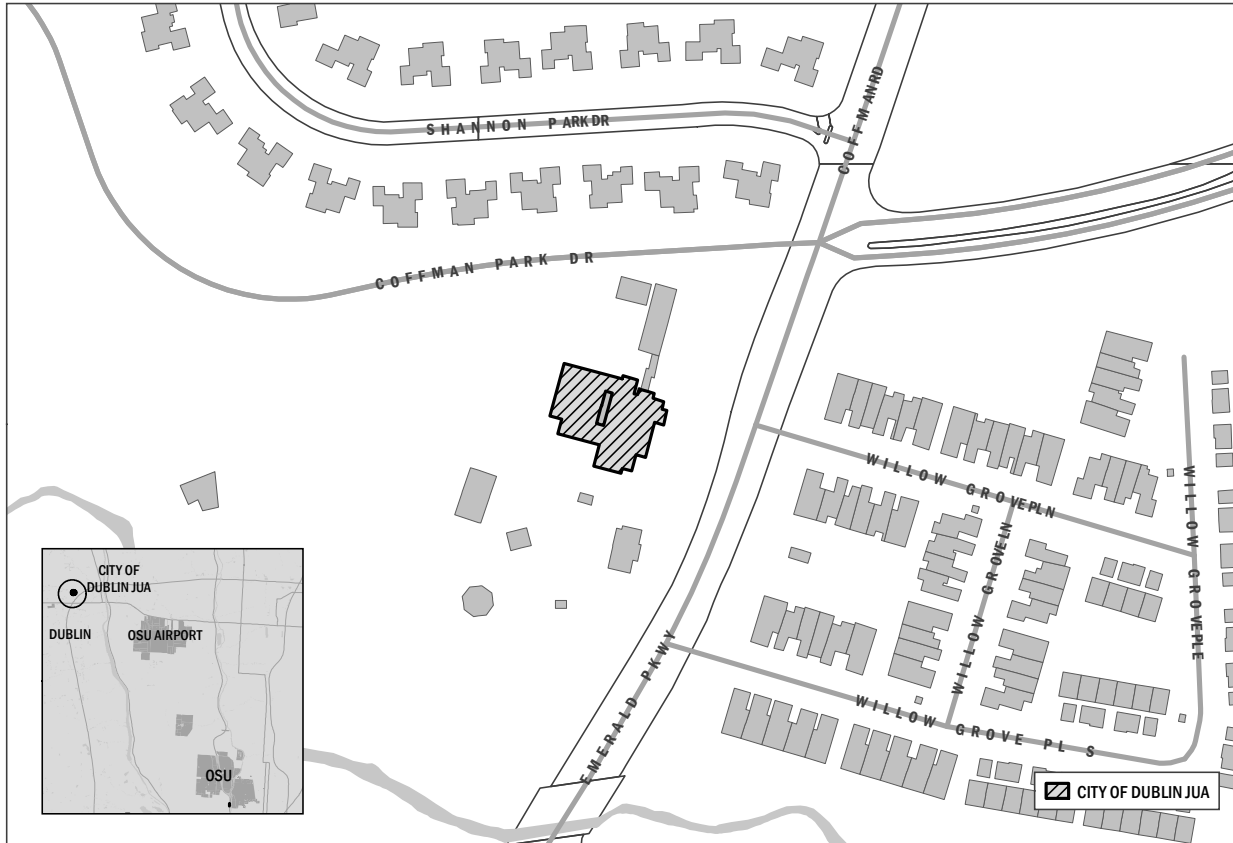
EMPLOYER

By: _____

Print: _____

Its: _____

Date: _____



Appendix XXIV



THE OHIO STATE UNIVERSITY

Board of Trustees

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

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

November 15, 2018

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

Dear Michael:

As you know, each year the Board of Trustees conducts an annual review of the university president's performance over the previous year, which is consistent with best practice across higher education. The board understands the importance of strong leadership, strategic vision and community presence in advancing the mission of the university and recognizes the constant demands that come with leading a large and complex university like Ohio State.

You have demonstrated your ability to devote significant attention to the execution of our strategic plan while still managing the diverse operations of our university. As a board, we want to confirm our continued support and alignment with your guidance and achievement of our strategic goals.

Your commitment to institutional excellence and your passion for promoting a high-quality, affordable education is commendable. We would like to call attention to a few areas of achievement and opportunities in each of the pillars of the strategic plan over the past year.

Pillar 1: Teaching and Learning

As our president, you ensured the quality of teaching in ways unique to a large research-driven institution. The university experienced improvement in our four-year graduation rate at 62.4 percent and a first-year retention rate of 94.2 percent, well above the national average for four-year colleges and universities. You identified the linkage between quality of teaching and student success, which will result in better on-time graduation rates and lower overall costs to degree completion. Last year, 200 newly hired faculty participated in programs offered through the University Institute for Teaching and Learning. Data on student progress and teaching outcomes is being collected and analyzed. Since 2016, faculty and graduate students have engaged in more than 2,000 professional courses and other offerings sponsored by the University Institute for Teaching and Learning. A review of the general education curriculum was completed, and recommendations are currently being reviewed by all 12 undergraduate colleges while a fiscal subcommittee is developing scenarios to address any enrollment shifts that may occur.

The university-wide digital learning initiative in collaboration with Apple is the largest learning-technology deployment in university history. This contributed to the university's recognition as No. 8 among all public universities for *U.S. News & World Report's* "Best Undergraduate Teaching" designation. Our online bachelor's programs ranked No. 1 in the nation, while the online graduate nursing program ranked No. 2 in the nation. Additionally, the number of students with a military connection to 2,300, up 8 percent from last year, earning the university the No. 1 ranking for "Top Colleges for Veterans" for a second consecutive year by College Factual/*USA Today*.

Pillar 2: Access, Affordability and Excellence

The university again made substantial progress in offering Ohioans an affordable education. The number of first-year minority students has increased by 6.4 percent to 1,542, and enrollment of minority students at all campuses rose 6.1 percent with new highs for Hispanic, Asian and African American students. The number of Land Grant Opportunity Scholarships doubled with the offering 176 scholarships representing all 88 Ohio counties. These grants were expanded to cover the total cost of attendance. The number of completion grants significantly increased, allowing more seniors nearing graduation to complete their degrees by providing assistance for their unpaid financial obligations.

You have remained steadfast in your commitment to need-based aid by appropriating \$40 million this past year, and the university has already surpassed the \$100 million aid goal that was set for 2020. The development and implementation of the Affordable Learning Exchange provided an innovative method of employing low-cost or open educational course materials, resulting in \$3 million in savings and benefitting 1,200 students. A campus-wide predictive analytics tool was also introduced to determine how best to improve the student experience from matriculation to graduation. The ultimate outcome is a shortened path to graduation and a reduction in overall cost for each student.

The Ohio State Scarlet and Gray Financial Program earned the Gold Award from the National Association of Student Personnel Administrators in Higher Education. This award recognized our peer-to-peer program that assists our students with budgeting and financial goal setting.

The university again welcomed the most talented and diverse class of incoming students with a record 65 percent graduating in the top 10 percent of their high school classes, up from 63 percent last year. Graduation and persistence rates continue to be high with a 94.2 percent first-year retention rate. Spring commencement marked the largest graduating class in university history with over 11,907 degrees awarded. Graduates included 1,700 first-generation college students, up from 1,500 last year.

We commend all of these efforts and hope that they, and other efforts yet to be implemented, will lead to a significantly higher *U.S. News & World Report* ranking among national universities.

Pillar 3: Research and Creative Expression

The university made significant strides in obtaining top talent in research leadership through the recruitment of Morley Stone as the senior vice president for research. Dr. Stone is a recognized international leader in human performance and biometrics who brings a wealth of experience in research and development. Recognizing the criticality of research integrity, you also recruited an assistant vice president for research compliance to ensure the university continues to maintain its high standards for ethical research. To date, 25,000 members of our research community received intensive training on responsible conduct in research.

The university also named a director and program manager for the Office of Postdoctoral Affairs, as well as implemented a President's Postdoctoral Scholars Program to recognize outstanding scientists and help recruit postdoctoral fellows. The inaugural cohort of 11 scholars was selected from a highly competitive international pool. Your commitment to research is also reflected in strong commercialization results of a record 458 invention disclosures and a doubling of licensing revenue to nearly \$8 million.

Reuters rated The Ohio State University one of the most innovative universities in the world, which has contributed to the positive track record of obtaining research funding. Overall, scientists were awarded \$575.5 million with \$444 million coming from federal sources, including National Institutes of Health funding at \$198.4 million for FY18. Ohio State faculty scientists received citations of excellence or were elected to at least 145 national or international learned societies. The university is No. 4 in the nation for Fulbright Scholars with nine individuals being awarded grants.

The continuing work on the Smart Columbus initiative, as well as the university's support for research on the opioid crisis, are examples of ways Ohio State has helped to rapidly mobilize our expertise to generate positive societal impact. In particular, we commend your partnership with NIH Director Francis Collins and the dedication of \$1 million in awards from Ohio State's Opioid Innovation Fund to foster multi-disciplinary efforts. Automated vehicle research and testing has been identified as one of the university's focus areas, and we have received significant support and collaboration from the auto industry, as well as state and federal governments. Another major focus area is energy and sustainability. The university's partnership with ENGIE Services includes a forthcoming \$50 million to develop an Energy Advancement and Innovation Center for energy research and technology commercialization.

Five Ohio State doctoral candidates have been awarded the Fulbright-Hays Doctoral Dissertation Research Abroad Fellowship from the U.S. Department of Education, ranking the university No. 3 out of 41 schools for total number of students to receive this funding. This is notable, as in past years the university has only had one award recipient. In addition, the Wexner Center for the Arts received two National Endowment for the Arts awards, which supported several artists and their work.

Pillar 4: Academic Health Care

Overall medical center financial performance was outstanding in FY18. The operating margin was \$328 million, representing a year-over-year increase of 8.4 percent. Cash reserves improved by \$238 million since FY17. The medical center was awarded \$118.6 million in NIH funding to further enhance patient care. Dr. Rebecca Jackson received an NIH Clinical and Translational Science grant of \$25 million. For the first time, three colleges at a single university – the College of Medicine, the College of Nursing and the College of Veterinary Medicine – were named recipients of the Higher Education Excellence in Diversity Award. The medical center received national recognition for the 26th consecutive time as a *U.S. News & World Report* Best Hospital, with 10 specialties ranked, up from seven specialties last year. Fewer than one-half of 1 percent of hospitals in the nation were ranked in 10 specialties or more.

We must acknowledge that the medical center has experienced some turnover in leadership. We are pleased with the performance of Dr. Raphael Pollock as director of the Ohio State's Comprehensive Cancer Center and Dr. William Farrar as interim CEO of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute. As newly appointed senior leaders, both have contributed to the stability and advancement of cancer research and treatment. As we all agree, the national search for an exceptional executive vice president and chancellor is a top priority for the coming year and we look to you to provide regular communications on the status of this search and potential candidates.

We are impressed by the growing number of College of Medicine faculty who are involved in research, including 90 new researchers, many of whom are nationally renowned. You have also worked with the dean of the College of Medicine in the creation of a Faculty Experience Group, which has identified 18 faculty experience initiatives that will improve engagement.

In addition, the plan for a new hospital and ambulatory center to enhance a unified Wexner Medical Center complex, as well as the creation of ambulatory locations in northeast Columbus and Delaware, will further increase the ability to deliver care in a more localized manner.

Pillar 5: Operational Excellence and Resource Stewardship

The university has seen record-breaking fundraising activity at \$601.8 million in FY18, up 14 percent from last year. The endowment has generated a 7.4 percent investment return and the endowment balance increased from \$4.3 billion to \$5.2 billion in a one-year period. A new Coca-Cola pouring rights agreement was signed for FY19 that adds \$84.7 million over the 15-year contract life.

The university captured \$42.4 million in central and support unit efficiency savings to help fund strategic priorities, including access, affordability and excellence initiatives. An additional \$33.8 million in capital savings was realized, which included 11 percent in savings identified for major framework projects. In addition to finalizing best-in-class pricing for five standard computer hardware packages, the furniture contract negotiation yielded an upfront payment of \$4 million,

including \$1.4 million in scholarships and \$1 million in student internships. The university-wide travel program was launched on August 1, and plans are in development for the implementation of shared services among the offices of finance, information technology and human resources.

Your contributions to the advancement of the pillars of our Time and Change strategic plan are significant and define the standards for a flagship public research university in the 21st century. We are impressed with your advocacy for students and the university. Key examples of this include your service as chair of the Association of American Universities, as well as your work with congressional leaders to educate on Tax Act implications for graduate students and the ultimate removal of that provision from the final legislation. While you have established great relationships on a national level, there is an opportunity for our university to strengthen important connections locally and across Ohio with members of the business community and state officials, including our incoming governor.

Michael, we continue to appreciate your drive to advance the university's land-grant mission, and we support the work you are doing to build a strong team at the university and medical center. We look forward to serving as a resource for you in the coming year and encourage you to engage with us on important issues and matters impacting the university.

Pursuant to the terms of your contract, you are eligible for an annual increase of your base compensation. As part of Ohio State's Annual Merit Compensation Process (AMCP), the university established a salary increase framework for faculty and staff that set forth a 2.5 percent aggregate increase. Consistent with that process, you will receive a 2.5 percent adjustment to your base salary in the amount of \$21,225.

Additionally, you are eligible for an annual performance award of up to 25 percent of your base compensation for achieving mutually agreed upon performance measures. As such, you will receive a performance award of \$212,242, which amounts to 25 percent of your base salary.

On behalf of the entire Board of Trustees, we would like to thank you and Brenda for your continued service and dedication to our great university.

Sincerely,



Michael J. Gasser
Chairman
Board of Trustees



Hiroyuki Fujita
Chair, Talent and Compensation Committee
Board of Trustees



THE OHIO STATE UNIVERSITY

Summary: Divestment Impact Report

Michael Papadakis, SVP and CFO | John Lane, CIO

Finance Committee | November 2018



Background: USG divestment proposal

- Nov. 2017: Undergraduate Student Government adopts Resolution 50-R-24
- Key point: “Divest from Duke Energy, Energy Transfer Partners, and the top 200 fossil fuel companies as reported by the Fossil Free Index.”
 - “Carbon Underground 200” is an annual ranking of 200 public companies
 - Rank determined by potential carbon emissions content of reserves
 - List includes 100 coal companies and 100 oil and gas companies
- USG approval triggers process described in university Investments Policy:
 - Senior VP for Business and Finance must produce an impact report
 - The Board of Trustees must vote on divestment proposal



Financial impact review

The university evaluated the following in developing an impact report:

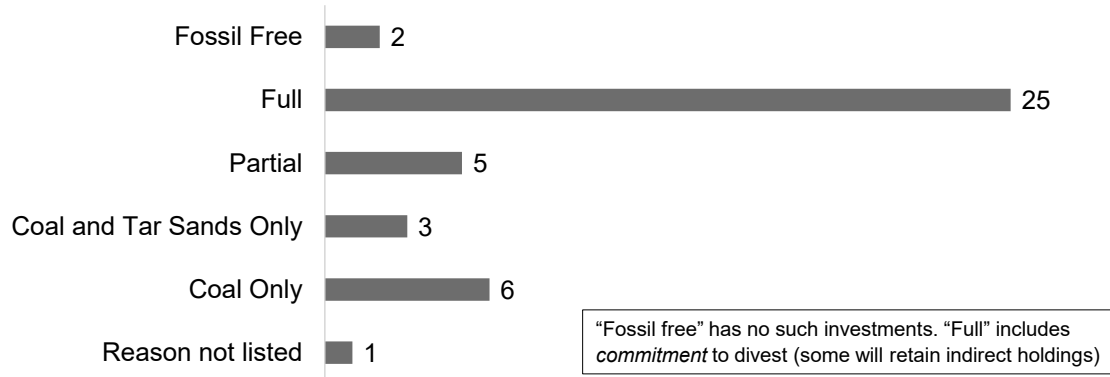
- Fossil fuel divestment trends
- Case studies in higher education
- Review of Ohio State investment portfolio
- Discussions with industry experts
- Engagement with student leaders (5 meetings in 2017-18 and fall 2018)



Overview: Fossil fuel divestment

- The United States has ~7,000 higher education institutions
- 42 have approved some kind of divestment, according to Fossil Free group
 - Many distinguish between direct vs. indirect investments
 - Actions vary in how they define the type of investments
- Advocates' list captures only divestment decisions; does not include denials

Fossil fuel divestment in U.S. education



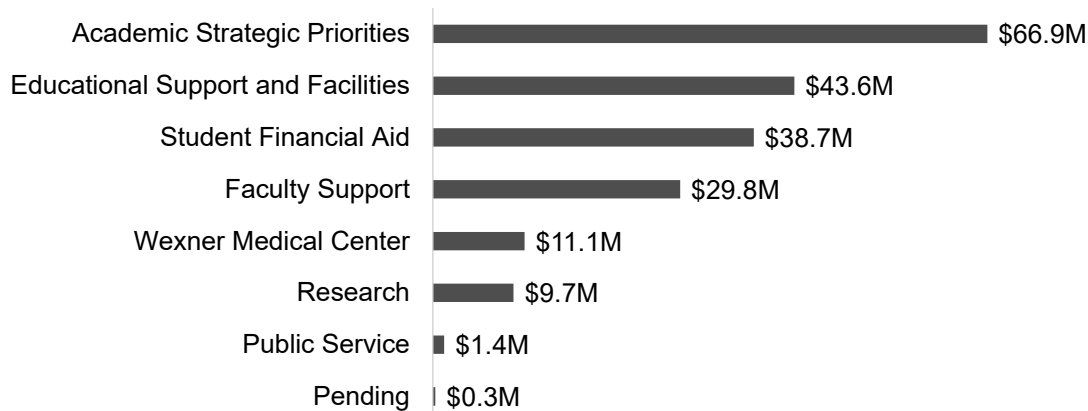
Source: Fossil Free, July 2018



Overview: Long-Term Investment Pool

- Every dollar we invest in the LTIP supports our key mission without expanding our reliance on tuition or tax dollars
- The LTIP contains more than 5,900 endowments funded by private gifts, strategic investments by the university, and long-term savings to protect the financial health of the university and Wexner Medical Center.

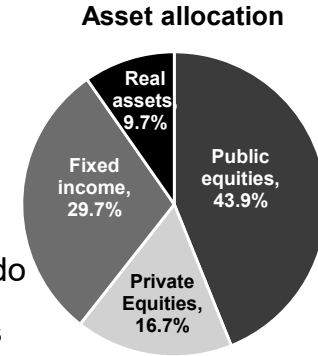
LTIP distributions for FY18: \$201.5 million





How LTIP is invested

- \$2.3 billion invested in public equities (43.9% of LTIP)
 - Ohio State does not pick stocks; outside managers do
- We could not dictate choice of stocks in ~80% of equities
 - \$1.06 billion is in co-mingled accounts with multiple investors
 - \$792 million is in passive indexes or ETFs
- The other 20 percent (\$438 million) is managed externally but directly owned by the university in separate accounts



ENERGY INVESTMENTS

- Economic trends, including in energy, are reflected in investment strategy
- Invested \$60M in infrastructure fund that includes wind farms, solar projects
- Winding down illiquid investments in oil and gas exploration/production
 - No new investments in more than three years
 - Natural resources is a declining percentage of the portfolio



Key findings of impact review

- USG proposal would require a broad change in strategy beyond fossil fuels
 - Proposal would affect ~80% of public equities in co-mingled/index funds
- Other approaches (fossil free indexes, restrictions on managers) pose risks
 - University would be excluded from some high-performing funds
 - Investment pool would be less diverse/more susceptible to market factors
 - Managers would likely charge higher fees to meet our preferences
- Underperformance would mean less funding available for academic priorities
 - Over 10 years, underperforming budget by 1% would have big impact
 - Market value would be \$690M less
 - Annual funding for university priorities would be \$30.5M less
- Divestment would not advance the sustainability of the Ohio State campuses



Recommendation

- Maintain current investment strategy
 - Make adjustments based on economic considerations
 - Pursue financially viable opportunities for sustainable investments
- Continue to focus on other avenues to enhance sustainability
 - Energy efficiency projects (example: lighting and building retrofits)
 - Renewable energy sources (example: 15-year wind purchase agreement)
 - Research (example: Energy Advancement and Innovation Center)
 - Smart mobility (example: electric vehicles)
 - Recycling (example: Zero Waste)
 - Other opportunities for innovation



IMPACT REVIEW REPORT

POTENTIAL FINANCIAL IMPACT
OF USG RESOLUTION ON FOSSIL FUEL DIVESTMENT

OFFICE OF BUSINESS AND FINANCE

NOVEMBER 2018

EXECUTIVE SUMMARY

On Nov. 29, 2017, the Undergraduate Student Government adopted Resolution 50-R-24, which calls on the university's Office of Investments to "divest from Duke Energy, Energy Transfer Partners, and the top 200 fossil fuel companies as reported by the Fossil Free Index."

University policy establishes a process for considering divestment proposals for non-economic reasons. The Office of Business and Finance is required to prepare a financial impact report to inform the Board of Trustees, which in turn will decide on a response to the proposal.

The advocacy group Fossil Free says 894 institutions worldwide, including 42 U.S. educational institutions, had taken some kind of divestment action as of July 2018. These reflect a variety of policies — from commitments to action — that target various companies, ranging from coal companies to ones with broader holdings. There does not appear to be an authoritative accounting of institutions that have declined divestment requests.

Ohio State and our third-party investment managers already adjust the university's portfolio based on economic reasons, including the factors affecting particular industries. For example, the university ceased making new investments in oil and gas exploration and production three years ago and ramped up a \$60 million investment in sustainable energy projects.

A shift toward making investment decisions for non-economic reasons would be a broad departure from our current investment strategy.

The university's financial analysis shows that the USG proposal would have implications far beyond the "fossil fuel" companies identified in Resolution 50-R-24. About 80 percent of the university's holdings in public equities are invested through co-managed funds or broad market indices. The university does not determine the particular stocks within these funds or indices.

To exclude particular companies or sectors from the portfolio would therefore require the university to choose an alternative investment strategy in which Ohio State either micromanages individual holdings or selects broader funds that exclude certain companies or sectors. These options pose the following risks to the performance of the Long-Term Investment Pool.

- Ohio State would be excluded from some high-performing funds that have supported the university's investment strategy.
- Our investment pool would be less diverse, and therefore more susceptible to market fluctuations.
- The university would likely incur higher management fees to obtain more control over individual investments within our portfolio.

The Long-Term Investment Pool exists to support the university's academic mission, so any weakening of performance would reduce the resources available for priorities such as student scholarships and faculty positions.

The university typically budgets an 8 percent annual return, net of management fees, based on the performance of the portfolio since the establishment of the Office of Investments. If the LTIP's performance declined to 7 percent annually, the university would lose out on more than \$690 million

in growth over a decade. That equates to \$30.5 million less per year in distributions that would be available to support university priorities.

It is impossible to forecast how divestment would affect Ohio State's portfolio given that the university already responds to economic factors that affect the performance of different industries, "fossil fuel divestment" has a relatively short history and there is wide variation in how other institutions have addressed these issues.

One of the broadest studies of non-economic divestment — across a variety of issues — involves the California Public Employees' Retirement System, the largest public pension fund in the United States. CalPERS determined that six divestment actions since 1998 (none of which targeted fossil fuels) cost that portfolio about \$8 billion through Dec. 31, 2014. In light of the study, CalPERS is rethinking its approach to divestment.

Research suggests that divestment in fossil fuels might have a symbolic impact but is unlikely to produce environmental benefits.

"Divestment campaigns, considered on their own, have not been especially effective as a means of significantly reducing CO₂ emissions, and they are not likely to become more effective over time," wrote Tyler Hansen and Robert Pollin of the Political Economy Research Institute at the University of Massachusetts Amherst.

Taken together, these findings lead to the following conclusions about the potential fiscal impact of the USG divestment proposal on Ohio State's investments:

- Divestment for non-economic reasons would require a broad shift in our investment strategy that could depress our performance and/or increase management costs.
- Over a decade, missing our 8 percent performance target by 1 percentage point would cost the university \$30 million in annual support for student scholarships, faculty positions and other academic priorities.
- Divestment actions are unlikely to provide environmental benefits.

Recommendation: Ohio State should continue our current investment strategy, which allows the university to respond to economic trends in the energy sector and sustainability. For example, the university has already ceased new investments in oil and gas exploration and ramped up investments in sustainable energy projects. The USG proposal should be declined.

Note: This analysis focuses on how the USG proposal would affect the Long-Term Investment Pool.

With more than 500 Ohio State researchers and nearly 100 student organizations focused on sustainability and/or energy use, a divestment decision could have implications for many other areas of the university. Likewise, our approach to this issue could affect support from donors and research sponsors.

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IMPACT REVIEW REPORT – FOSSIL FUEL DIVESTMENT

THE USG RESOLUTION

On Nov. 29, 2017, the Undergraduate Student Government adopted a Resolution 50-R-24, which concluded:

- Therefore, Let it Be Resolved that The Ohio State University Undergraduate Student Government asks The Ohio State University administration and the Office of Investments to divest from Duke Energy, Energy Transfer Partners, and the top 200 fossil fuel companies as reported by the Fossil Free Index, and
- Let it Further Be Resolved that the Undergraduate Student Government encourages The Ohio State University to invest in corporations not immediately complicit in the destruction of our environment via involvement in fossil fuel extraction, production, and transfer.

The university's investment policy (5.90) establishes the university's fiduciary responsibility as well as a process for considering divestment requests for non-economic reasons:

- **Section II J2:** "To meet its fiduciary responsibility to its academic programs and its donors, the university seeks to maximize its investment returns within appropriate levels of risk under guidelines established by the Board of Trustees as granted by the Ohio Revised Code. As a public institution, the university also recognizes a duty to support larger societal objectives as well."
- **Section II J3:** "Divestment for non-economic reasons should be recommended through the governance process, i.e. student government, University Senate, or an appropriate committee or decision-making body. That recommendation must be brought forward for a vote by the Board of Trustees, accompanied by an impact review report from the senior vice president for business and finance regarding the potential impact of the proposed divestment on the LTIP."

The Office of Business and Finance has produced this impact report to inform the Board of Trustees' discussion of this topic.

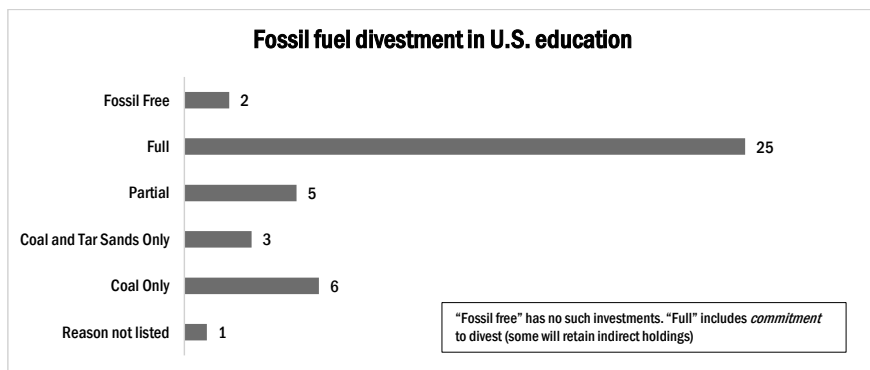
FOSSIL FREE DIVESTMENT

The USG resolution calls on the university to divest “the top 200 fossil fuel companies” (as reported the advocacy group Fossil Free¹, plus two companies — Duke Energy and Energy Transfer Partners.

Fossil Free supports divestment campaigns in communities worldwide. The group compiles its Carbon Underground 200 list based on the following definition: “the top 100 public coal companies globally and the top 100 public oil and gas companies globally, ranked by the potential carbon emissions content of their reported reserves.”²

There are about 7,000 colleges and universities in the United States. Fossil Free says 42 U.S. educational institutions are among 894 institutions (in all industry sectors) worldwide that had taken some kind of divestment action as of July 5, 2018. Most of the schools listed are small, private and/or have made targeted divestment decisions.

In many cases, educational institutions have developed policies that distinguish between *direct* investments (in which they hold ownership in a stock) vs. *indirect* investments through funds or indexes. These divestment actions also vary in how they define the type of investments that are acceptable.



The University of Maryland is the only Big Ten school listed. In 2017, Maryland announced that it would not directly invest in Carbon Underground 200 companies and would encourage third-party managers to make sustainable investments. At the time, Maryland did not directly hold any stocks from the Carbon Underground 200 list.

The University of Dayton, a private Catholic school, is the only Ohio university on the Fossil Free list.

THE LONG-TERM INVESTMENT POOL

¹ <https://gofossilfree.org/divestment/commitments/>

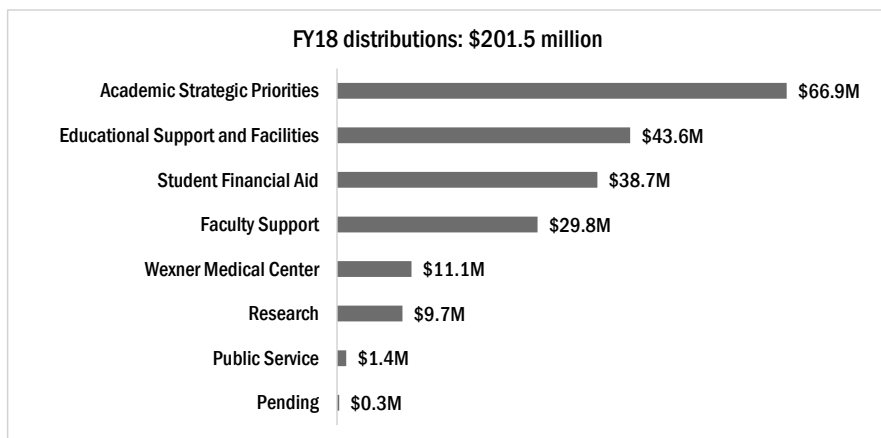
² <https://gofossilfree.org/top-200/>

Ohio State utilizes our Long-Term Investment Pool (LTIP) to provide ongoing, stable support for our mission as a national flagship public research university.

The LTIP contains thousands of endowments funded by private gifts, strategic investments by the university, and strategic savings that protect the financial health of the university and Wexner Medical Center.

The LTIP had a market value of \$5.2 billion as of June 30, 2018.

The university makes distributions each year to support student financial aid, faculty positions, research and the other priorities reflected in our endowments. These distributions totaled \$201.5 million in fiscal 2018. The university distributes funds based on 4.5 percent of the 7-year rolling average of the market value per share.



The university has few examples of divestment for non-economic reasons. Ohio State has previously divested from investments in South Africa (1985) and the Sudan (2008) based on human rights concerns. Other than those exceptions, the university has followed an investment strategy that prioritizes generating returns to benefit the academic mission.

The USG resolution related to fossil fuels is the first divestment initiative to be approved through the campus governance system in recent years.

FINANCIAL IMPLICATIONS OF THE USG PROPOSAL

Although the USG resolution is focused on “fossil fuel” investments, it would prompt a much broader change to the way Ohio State manages the Long-Term Investment Pool.

The Office of Investments establishes the university’s overall investment strategy — including the asset allocation mix and tactics to mitigate downside risk — and selects fund managers with proven records of success. The university does not pick individual stocks in which to invest. Instead, these outside fund managers make decisions about individual investments based on their financial assessments and strategies.

This practice, which is common among large endowments, allows the university’s Office of Investments to focus on broad growth and risk-mitigation strategies for the LTIP while relying on outside experts to implement those strategies on a daily basis.

As of June 30, 2018, \$2.3 billion of the LTIP was invested in public equities, representing 43.9 percent of the LTIP’s total market value.

The USG resolution, if adopted, would require the university not only to divest from the named companies — it would require the university to exit the vast majority of our current public equity investments. That is because about 80 percent of these investments are either in “co-mingled” funds — where there are multiple investors participating — or in broad public indexes such as the S&P 500. In both cases, Ohio State could not dictate the selection of stocks.

The S&P 500, Russell 2000 and ACWI all include companies that are part of the Carbon Underground 200 list, representing 0.75% to 5.74% of those indices. Ohio State does not reveal specifics of our holdings to protect our competitive position, but the university’s public equities fall within a similar range for Carbon Underground stocks.

There are “fossil free” indexes available that exclude companies based on various definitions. These funds, by definition, are narrower than the broad indexes and would therefore limit the university’s ability to diversify our investments to fully maximize returns and reduce volatility.

There is conflicting research about the economic benefits and risks of eliminating “fossil fuel” stocks from an investment portfolio.

A March 2017 study by NEPC³ reported that comparisons between the ACWI index and an ACWI index that excludes fossil fuel stocks is “largely dependent on changes in oil prices.” The study notes that a sharp decline in oil prices since June 2014 has resulted in stronger performance for the fossil free index in recent years.

The NEPC report cautions that “future performance may be different than the last five years and the time period analyzed is relatively short.” Over a longer span, the energy sector has outperformed the broader market for some periods and underperformed in other periods.

³ <http://www.nepc.com/insights/fossil-fuel-divestment-considerations-for-institutional-portfolios>

Notably, a discussion of the financial pros and cons of investing in this sector of the economy does not inform the university's consideration of the USG proposal because it would base a divestment decision on non-economic reasons.

Under the university's current investment policy and strategy, Ohio State adjusts our investment strategies based on economic trends and the relative strengths of different sectors over time. Therefore, the financial performance of this sector is already part of the university's investment approach.

For example, the university ceased making new investments in oil and gas exploration and production three years ago and ramped up a \$60 million investment in sustainable energy projects. Ohio State continues to pursue other investments in renewable energy or other sustainable projects.

The university's long-standing investment strategy is designed to maximize the performance of the LTIP to support Ohio State's core academic mission. Strong, steady growth generates support for teaching, learning and research. If the university were to narrow the scope of acceptable investments based on non-economic factors, the university could harm the performance of the LTIP and thereby reduce the funds available for these academic priorities.

The university typically budgets an 8 percent annual return, net of management fees, based on the performance of the portfolio since the establishment of the Office of Investments. If the LTIP's performance declined to 7 percent annually, the university would lose out on more than \$690 million in growth over a decade. That equates to \$30.5 million less per year in distributions that would be available to support university priorities.

It is impossible to forecast how divestment would affect Ohio State's portfolio given that the university already responds to economic factors that affect the performance of different industries, "fossil fuel divestment" has a relatively short history and there is wide variation in how other institutions have addressed these issues.

One of the broadest studies of non-economic divestment — across a variety of issues — involves the California Public Employees' Retirement System, the largest public pension fund in the United States. CalPERS determined that six divestment actions since 1998 (none of which targeted fossil fuels) cost that portfolio about \$8 billion through Dec. 31, 2014. In light of the study, CalPERS is rethinking its approach to divestment.

OTHER CONSIDERATIONS

Ohio State's investment pool is, of course, not the primary expression of the university's purpose and mission.

As a leading national public research institution, the university has academic programs that involve students, faculty and researchers in a broad array of fields, including ones related to energy use and sustainability.

More than 500 Ohio State researchers explore subjects such as cleaner energy sources, innovations to feed a growing population, and solving other sustainability challenges, locally and globally. In addition, nearly 100 student organizations focus on and conduct sustainability activities.

A divestment decision could potentially affect students and faculty in those fields by sparking reactions from companies that provide career opportunities, fund student support programs and contribute to the university. For example, a corporate supporter told the University of Cincinnati in 2016⁴ that a divestment proposal there would send the message that "We are not welcome on campus." Of course, a divestment decision could also attract increased support from people or organizations that would view the policy positively.

Likewise, it is impossible to know whether a divestment decision would have any impact — positive or negative — on donors' willingness to contribute to Ohio State. About \$2 billion of the LTIP's market value are in gifted endowments — those originally funded by donors — and there is no clear indication of how these stakeholders would weigh the idea of limiting the investment strategy based on non-economic factors.

In terms of environmental impact, a study⁵ by researchers at the Political Economy Research Institute at the University of Massachusetts Amherst found that divestment actions are unlikely to affect the targeted companies or produce environmental benefits.

"Divestment campaigns, considered on their own, have not been especially effective as a means of significantly reducing CO₂ emissions, and they are not likely to become more effective over time," wrote researchers Tyler Hansen and Robert Pollin.

Through a regression analysis, Hansen and Pollin attempted to determine the effects of divestment actions on the targeted companies. They found that divestment simply shifts ownership of company shares but is "strongly insignificant" in terms of the targeted companies' share prices.

⁴ <https://www.citybeat.com/news/article/13000155/divesting-debate>

⁵ https://www.peri.umass.edu/publication/item/download/776_f2ebdf4d75d893485f584oba8a28d53c

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50-R-24

**A Resolution to Remove Investments from Top 200 Fossil Fuel Corporations,
Energy Transfer Partners, and Duke Energy**

Savannah Sockwell (for herself, Vikas Munjal, Kinza Sami, Farhan Quadri, Nate Smith, Safiyo Mohamud, Em Meersman, Shukri Ahmed, Halima Mohamed, and Alexis McKenzie) introduced the following legislation to the Steering Committee, where it passed.

* * *

Whereas the Undergraduate Student Government represents all undergraduate students at The Ohio State University, and

Whereas The Ohio State University prides itself, according to the Ohio State Sustainability Goals, for being “a recognized leader in developing durable solutions to the pressing challenges of sustainability, and in evolving a culture of sustainability through collaborative teaching, pioneering research, comprehensive outreach, and innovative operations, practices, and policies”¹ and

Whereas The Ohio State University seeks to achieve carbon neutrality by 2050 per the American College and University Presidents Climate Commitment, and reduce carbon footprint of university fleet by 25% by 2025,² and

Whereas it is counterproductive for the University to invest in businesses that are destroying the environment that students and faculty are committed to conserving, and

Whereas The Ohio State University is currently invested in companies that do not align with the values and goals indicated in the Sustainability Goals, companies that are accelerating climate change by virtue of the extraction, production, and transfer of fossil fuels, such as many of the top-200 carbon-emitting companies as listed by the Fossil Free Index,³ Energy Transfer Partners (ETP), and Duke Energy, and

Whereas we must align our investments with our values, and

Whereas Energy Transfer Partners is responsible for the construction of the Rover Pipeline through Ohio which has already spilled millions of gallons of drilling fluids into Ohio wetlands and is being sued by the State of Ohio as of early November,⁴ and is also

¹ <https://www.osu.edu/SustGoals%20FINAL%20updated%20030817.pdf>

² <http://reporting.secondnature.org/institution/detail/3097/##3097>

³ <http://fossilfreeindexes.com/2017/10/26/ffi-the-carbon-underground-200-2017/>

⁴ <https://www.pbs.org/newshour/nation/two-weeks-rover-pipeline-leaked-drilling-fluid-ohio-wetlands>

Appendix A: USG resolution

40 responsible for the construction of the Dakota Access Pipeline which has been the subject
41 of mass protest due to its threat to Standing Rock Sioux Tribe sacred land and water, and
42
43 **Whereas** Duke Energy has a 40 percent ownership stake in the Atlantic Coast Pipeline,⁵
44 and since 2010 has spilled 12.8 billion cubic feet of natural gas in almost 700 incidents of
45 leakage, leading to natural habitat destruction⁶ while exacerbating the dangers of climate
46 change, and
47
48 **Whereas** the effects of climate change manifest unevenly, and working class
49 communities, communities of color, and communities in the Global South are
50 disproportionately affected by fossil fuel extraction and the resulting changes of the
51 natural environment, and
52
53 **Whereas** among these effects are severe health issues, drought and/or lack of access to
54 clean water, disruptions in natural agricultural and ecological cycles, and devastating
55 natural disasters, and
56
57 **Whereas** these effects present these communities with hardships affecting social and
58 cultural relations, health, financial stability, and survival, and
59
60 **Whereas** furthermore, these disenfranchised communities have historically been
61 excluded from global processes to address environmental destruction,⁷ and
62
63 **Whereas** investment in the fossil fuel industry is equated to complicity in the destruction
64 of the environment, and its catastrophic social, cultural, political, and existential effects,
65 and
66
67 **Whereas** other public land-grant universities such as the University of Massachusetts at
68 Amherst⁸ and universities in Ohio such as the University of Dayton⁹ have divested from
69 fossil fuels, and 40 Catholic Institutions have vowed to lead the largest faith-based
70 divestment from the fossil fuel industry,¹⁰ contributing to the global divestment
71 movement already worth over \$5.5 trillion,¹¹ and
72

⁵ <http://www.sooga.org/uploads/2015-11-12%20Insider.pdf>

⁶ <http://www.hcn.org/articles/natural-gas-pipeline-incidents-scary-exacerbate-climate-change-methane>

⁷ <http://www.indiaresource.org/issues/energyc/2003/baliprinciples.html>

⁸ <https://www.umass.edu/newsoffice/article/umass-becomes-first-major-public>

⁹ https://udayton.edu/news/articles/2014/06/dayton_divests_fossil_fuels.php

¹⁰ <https://www.theguardian.com/environment/2017/oct/03/catholic-church-to-make-record-divestment-from-fossil-fuels>

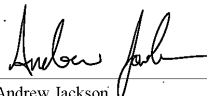
¹¹ <https://www.theguardian.com/environment/2016/dec/12/fossil-fuel-divestment-funds-double-5m-in-a-year>

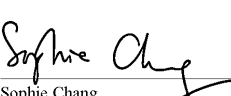
Appendix A: USG resolution

73 **Whereas** The Ohio State University has the 25th largest endowment of any university in
 74 North America,¹² and is positioned to set trends for how universities invest their money,
 75 and would thus encourage other institutions across the country to divest from fossil fuels,
 76 and
 77
 78 **Whereas** divestment from fossil fuel corporations is financially sensible, as portfolios
 79 free of fossil fuel investments have been shown to outperform those with assets in coal,
 80 oil, and gas companies,¹³ and
 81
 82 **Whereas** the financial activities of the Office of Investments are neither transparent nor
 83 accountable to the student body, and thus students can only speculate as to which
 84 business interests OSU currently holds;
 85
 86 **Therefore, Let it Be Resolved** that The Ohio State University Undergraduate Student
 87 Government asks The Ohio State University administration and the Office of Investments
 88 to divest from Duke Energy, Energy Transfer Partners, and the top 200 fossil fuel
 89 companies as reported by the Fossil Free Index,¹⁴ and
 90
 91 **Let it Further Be Resolved** that the Undergraduate Student Government encourages The
 92 Ohio State University to invest in corporations not immediately complicit in the
 93 destruction of our environment via involvement in fossil fuel extraction, production, and
 94 transfer.
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Floor Vote: Passed

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 Andrew Jackson
 President

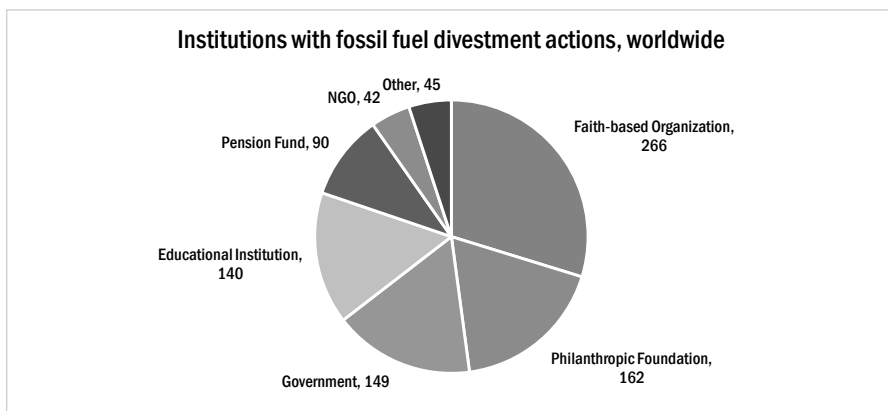

 Sophie Chang
 Vice President

111 Date Adopted: November 29, 2017 Date Terminated: _____

¹² <http://www.nacubo.org/Documents/EndowmentFiles/2016-Endowment-Market-Values.pdf>
¹³ <https://www.theguardian.com/environment/2015/apr/10/fossil-fuel-free-funds-out-performed-conventional-ones-analysis-shows>
¹⁴ <http://fossilfreeindexes.com/fossil-free-indexes-us/>

Appendix B: Fossil Fuel Divestment Trends

The advocacy group Fossil Free promotes fossil fuel divestment and tracks institutions that have participated. As of July 5, 2018, the group listed 894 institutions that had committed or acted on some kind of fossil fuel divestment. Nearly half were faith-based or philanthropic organizations.



How Fossil Free defines different kinds of divestment actions:

- **Fossil Free:** An institution or corporation that does not have any investments (direct ownership, shares, commingled mutual funds containing shares, corporate bonds) in fossil fuel companies (coal, oil, natural gas) and especially, those in “The Carbon Underground: The World’s Top 200 Companies, Ranked by the Carbon Content of their Fossil Fuel Reserves” and committed to avoid any fossil fuel investments in the future
- **Full:** An institution or corporation that made a binding commitment to divest (direct ownership, shares, commingled mutual funds containing shares, corporate bonds or any assets classes) from any fossil fuel company (coal, oil, natural gas) and especially, those in “The Carbon Underground: The World’s Top 200 Companies, Ranked by the Carbon Content of their Fossil Fuel Reserves.”
- **Partial:** An institution or corporation that made a binding commitment to divest across asset classes from some fossil fuel companies (coal, oil, natural gas), and especially those in “The Carbon Underground: The World’s Top 200 Companies, Ranked by the Carbon Content of their Fossil Fuel Reserves”, or to divest from all fossil fuel companies (coal, oil, natural gas), and especially those in “The Carbon Underground: The World’s Top 200 Companies, Ranked by the Carbon Content of their Fossil Fuel Reserves”, but only in specific asset classes (e.g. direct investments, domestic equity)
- **Coal and Tar Sands:** An institution or corporation that made a binding commitment to divest (direct ownership, shares, commingled mutual funds containing shares, corporate bonds or any assets classes) from any coal and tar sands companies.
- **Coal only:** An institution or corporation that made a binding commitment to divest (direct ownership, shares, commingled mutual funds containing shares, corporate bonds or any assets classes) from any coal companies.

CASE STUDIES (Market value as of June 30, 2017⁶)

Beyond the Fossil Free database, there does not appear to be a publicly available dataset about divestment decisions. The following case studies provide examples of some other institutions of note.

- **University of California** (\$9.8B) – Has sold off coal and oil sands investments and increased investments in renewable energy; the university has declined any blanket divestment. In June 2017⁷, the university stated, “It is our intention to shift our holdings to cleaner energy investments over time based on market trends and opportunities rather than to give ourselves an arbitrary deadline that might put our financial stakeholders at risk. By doing so, we hope to strike a harmonious balance between our commitment to clean energy and our fiduciary responsibility to our endowment and our retirees.”
- **University of Maryland** (\$1.1B) – Listed as fully divested. In August 2017⁸, Maryland announced that it had made no direct investments in Carbon Underground 200 companies and had stated a preference to investment managers for “investments in renewable energy over fossil fuel, all else being equal.”
- **University of Massachusetts** (\$819M) — Listed as fully divested. In May 2016⁹, Massachusetts announced that it was the first major public university to divest from direct holdings in fossil fuels.
- **University of Michigan** (\$10.9B) — Decided against fossil fuel divestment policy. In December 2015¹⁰, Michigan’s president stated, “At this moment, there is no viable alternative to fossil fuels at the necessary scale. In addition, most of the same companies that extract or use fossil fuels are also investing heavily in a transition to natural gas or renewables, in response to market forces and regulatory activity. I do not believe that a persuasive argument has been made that divestment by the U-M will speed up the necessary transition from coal to renewable or less polluting sources of energy.”
- **New York City Retirement Systems** (\$182.3B) — Study underway after commitment to divest. In January 2018¹¹, The New York mayor and other leaders declared that all five city employee pension plans would divest from fossil fuel reserve owners within five years. In April¹², the city began work to develop a Request for Proposals to conduct a study of divestment for three of the funds (representing civilian employees, teachers and the board

⁶ <https://www.nacubo.org/Research/2009/Public-NCSE-Tables>

⁷ <https://www.ucop.edu/investment-office/sustainable-investment/statement-on-fossil-fuels-climate-change-and-ucs-investment-strategy.html>

⁸ <http://www.usmf.org/files/resources/statement-from-the-ad-hoc-committee-for-socially-r.pdf>

⁹ <https://www.umass.edu/newsoffice/article/umass-becomes-first-major-public>

¹⁰ <https://president.umich.edu/news-communications/on-the-agenda/addressing-climate-change-as-a-powerful-community/>

¹¹ <https://comptroller.nyc.gov/newsroom/climate-action-mayor-comptroller-trustees-announce-first-in-the-nation-goal-to-divest-from-fossil-fuels/>

¹² <https://comptroller.nyc.gov/newsroom/mayor-de-blasio-comptroller-stringer-pension-fund-trustees-launch-next-step-in-comprehensive-effort-to-divest-from-fossil-fuels/>

Appendix C: Case studies

of education). Two others (representing police and fire) oppose divestment and are not taking part.

- **Stanford University** (\$24.8B) — Listed as divested from coal; declined further divestment. In April 2016¹³, Stanford's board of trustees issued a statement saying, "We believe the long-term solution is for all of us to reduce our consumption of fossil fuel resources and develop effective alternatives. Because achieving these goals will take time, and given how integral oil and gas are to the global economy, the trustees do not believe that a credible case can be made for divesting from the fossil fuel industry until there are competitive and readily available alternatives. Stanford will remain a leader in developing such alternatives."

¹³ <https://news.stanford.edu/2016/04/25/stanford-climate-change-statement-board-trustees/>



Investment, 5.90 University Policy

Applies to: All fiduciaries, including the Board of Trustees, Finance Committee members, staff, investment managers, investment consultants and custodians for oversight of the university's investment.

Responsible Office

Office of Business and Finance

POLICY

Issued: 08/30/2013
Revised: 07/01/2016

Standards and disciplines adopted so that the Board of Trustees and its Finance Committee can effectively evaluate the performance and operations of the investment portfolios.

Purpose of the Policy

To establish the overall goals, management responsibilities, investment strategies and discipline for the investment portfolios of The Ohio State University (university). This Investment Policy is intended to permit sufficient flexibility to capture investment opportunities, yet provide parameters that ensure prudence and care in the execution of the investment program.

Policy Details

I. Background

The Long-Term Investment Pool (LTIP) was established to provide financial support for the long-term use and benefit of the university in support of its mission. The goal is to manage LTIP assets with prudence and discipline to achieve that purpose. The LTIP will be invested using a total return objective to meet its goals. Funds in the LTIP will be invested in a manner that over the long term will preserve and maintain the real purchasing power of the principal while allowing for an annual distribution as described below.

II. Policy

A. Components of the long-term investment pool

1. The LTIP consists of endowments, quasi-endowments, term endowments and those funds held for the benefit of others.
2. Endowment funds are funds received from donors or other sources with a restriction that the original principal is not expendable, and distributed income is to be used as prescribed.
3. Quasi-endowment funds are funds in which the principal can be spent at the discretion of the university's Board of Trustees. Quasi-endowment funds may include funds derived from sources described in Ohio Revised Code Section 3345.05, including tuition. Quasi-endowment funds also may include operating funds of the university available for long-term investment, as described below in Sections E(3) (Asset Allocation and Rebalancing) and G (Operating Fund Limitations) under Operating and Agency Funds Portfolio.
4. Term endowment funds are funds for which there is a stipulation that the principal may be expended after a stated period of time or upon the occurrence of a certain event.

B. Fiduciary standards

1. The Board of Trustees, Finance Committee members, staff, investment managers, consultants and custodians are fiduciaries. Accordingly, these individuals are required to:
 - a. Act solely in the interest of the university, for the purposes of providing income and maintaining the real purchasing power of the principal.
 - b. Act with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.



Investment, 5.90

University Policy

Applies to: All fiduciaries, including the Board of Trustees, Finance Committee members, staff, investment managers, investment consultants and custodians for oversight of the university's investment.

- c. Diversify the investments of the LTIP to minimize overall risk, and to provide investment returns to achieve the LTIP's stated goals.
- C. Duties and responsibilities
 1. Board of Trustees. The university Board of Trustees has overall responsibility for this LTIP Investment Policy and approval of Finance Committee members. The Board of Trustees votes on items brought forth by the Finance Committee.
 2. Finance Committee of the Board of Trustees. The Finance Committee has strategic oversight responsibility for the investment program and operations of the LTIP. The committee must work with the senior vice president for business and finance and the chief investment officer to ensure the LTIP is well managed, in accordance with this LTIP Investment Policy. The Finance Committee must meet at least quarterly.
 3. Senior vice president for business and finance. The senior vice president for business and finance has oversight responsibility for the LTIP's investment operations and reporting. The senior vice president for business and finance must review operations and reporting within the Office of Investments to ensure compliance with established policies and procedures.
 4. Chief investment officer. The chief investment officer is responsible for managing the LTIP's investment operations and reporting. The chief investment officer must review and recommend policies and procedures that are consistent with the investment objectives of the LTIP. The chief investment officer must report to the senior vice president for business and finance and the Finance Committee, at least quarterly.
 5. Investment Managers. The university uses external investment managers approved by the chief investment officer and senior vice president for business and finance to provide portfolio management services. The investment managers may be given discretion, consistent with specified objectives and guidelines, to manage LTIP assets. Investment managers operate under a formal contract with the university that delineates responsibilities, risk parameters, administration requirements and compensation. The investment management contracts may be terminated by the chief investment officer and/or the senior vice president for business and finance.
 6. Consultants. The university may use the services of one or more investment consultants to assist the chief investment officer in the areas of: policy development, asset allocation, investment structure analysis, investment manager selection, performance review and other specialized investment topics. Consultants operate under a formal contract with the university that delineates responsibilities, risk parameters and performance expectations, administration requirements and compensation. Consulting contracts may be entered into and terminated by the chief investment officer and/or the senior vice president for business and finance.
 7. Custodians. The university retains one or more custodian banks or trust institutions to custody and report on the assets of the LTIP. Custodial contracts may be entered into and terminated by the chief investment officer and/or the senior vice president for business and finance.
- D. Distribution policy
 1. Each component fund of the LTIP has a separate distribution account. Distributions will be credited to a fund's distribution account at the beginning of each fiscal year according to a formula approved by the Board of Trustees as follows:
 - a. The aggregate distribution amount is calculated on a seven-year moving average of the market value per unit of the LTIP, except as set forth in Section H below.
 - b. The distribution rate is 4.5%.
 2. Distributions may be reinvested into principal; however, any reinvested distribution cannot be redistributed or withdrawn at another time except as stated above.
- E. Asset allocation and guidelines



Investment, 5.90

University Policy

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1. Time Horizon. The LTIP's investment horizon is perpetual; therefore interim performance fluctuations should be viewed with this perspective. Similarly, the underlying capital market assumptions of the university's asset allocation plan for the LTIP are based on this long-term perspective.
2. Risk Tolerance. The Board of Trustees, the Finance Committee, and staff recognize the challenge of achieving the LTIP's investment objectives in light of the uncertainties and complexities of investment markets. They also recognize that prudent levels of investment risk are necessary to achieve the stated investment goals.
3. Asset Allocation and Rebalancing. Asset allocation is thought to be the largest contributor to overall LTIP return performance and risk characteristics. The Finance Committee and the Board of Trustees will periodically evaluate the LTIP's asset class strategies and opportunities, and establish a long-term asset allocation plan. After a thorough study of the available asset class opportunities, return objectives and risk tolerance, the Board of Trustees and Finance Committee approved the following asset classes and allocations for the LTIP:

| <u>Asset Class</u> | <u>Range</u> |
|--------------------|--------------|
| Global Equities | 40-80% |
| Global Credit | 10-50% |
| Real Assets | 5-20% |

4. Futures, options, forward contracts, and swap agreements may be used in a manner that is consistent with the policies and objectives contained within this LTIP Investment Policy. Such instruments should be used to hedge risk in the LTIP portfolio or to implement investment strategies more efficiently and at a lower cost than would be possible in the cash market. Such instruments should not be used for purely speculative purposes.
 - a. Investment manager guidelines. The investment guidelines incorporated into each manager's contract documents the risk parameters of the manager's investment approach. The guidelines also specify the typical characteristics of the portfolio. These characteristics are used to monitor a manager's investment style adherence to insure that the manager is continuously fulfilling its investment role in the LTIP.
 - b. Benchmarks. The Board of Trustees is responsible for approving performance benchmarks to evaluate the performance of the LTIP portfolio. The chief investment officer will review the benchmarks annually and recommend changes, if any, to the senior vice president for business and finance. Based on such recommendations by the chief investment officer, the senior vice president for business and finance may recommend to the Finance Committee changes to the benchmarks. If the Finance Committee approves such recommendations, then the Finance Committee will bring the recommendations forward for a vote by the Board of Trustees.
- F. Investment monitoring process
 1. The LTIP's investment managers and consultants will be monitored for consistency of investment philosophy, return relative to objectives, and investment risk. The Office of Investments will monitor the overall LTIP results and investment portfolios, but results will be evaluated on a long-term basis. The following manager issues will be considered potential causes for termination by the chief investment officer:
 - a. Failure to comply with the applicable investment style, guidelines, performance objectives, and fees;
 - b. A material change in ownership or personnel; or
 - c. A violation or potential violation of the terms of the investment manager agreement or other applicable laws and regulations.
- G. Account valuation
 1. LTIP funds invested in the LTIP are allocated a number of units. At the end of each month LTIP investments are valued and a unit value calculated based on the aggregate number of units assigned to each LTIP fund. The unit value calculation also takes into account earnings, investment expenses and fees. New LTIP funds and additions/withdrawals from established funds are processed at the end of each month. Additions will be allocated units only with the addition of cash. Non-marketable gifts will be liquidated first,



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and units allocated based on cash proceeds. Withdrawals may be made only from invadable funds upon the written request of the applicable dean or vice president.

2. Notwithstanding the foregoing, the president, provost and senior vice president for business and finance, in consultation with the chair of the Finance Committee of the Board of Trustees, may direct that certain LTIP funds that are transferred to the LTIP from operating funds as further described in Section II(E)(3)(b), up to a maximum amount of \$100 million, be invested at their discretion in compliance with this policy, other than the Asset Allocation and Rebalancing and Benchmarks provisions and as expressly set forth in this paragraph. Such LTIP funds will not be allocated units in the LTIP and any investments made using such funds will not be included in the unit value calculation referred to above. Such LTIP funds will constitute a separate component fund of the LTIP and will receive distributions in the amount of and only to the extent of distributions on the underlying investments made using such funds. Investment expenses and fees will be assessed on such funds to the extent applicable.
- H. Exercise of shareholder rights
1. The university recognizes that publicly traded securities and other assets of the LTIP may include certain ancillary rights, such as the right to vote on shareholder resolutions at companies' shareholders' meetings, and the right to assert claims in securities class action lawsuits or other litigation. The university requires of itself and its external managers the prudent management of these LTIP assets for the exclusive purpose of enhancing the value of the LTIP. The chief investment officer has the authority to delegate proxy voting to external managers to maximize fund value, reserving the right to direct the voting on specific issues as needed. The chief investment officer will make best efforts to implement this policy in a socially and environmentally responsible manner.
- I. Review and modification of investment policy statement
1. This LTIP Investment Policy is in effect until modified by the Board of Trustees. While material changes are expected infrequently, the chief investment officer will review the LTIP Investment Policy at least annually for continued appropriateness and recommend any changes to the senior vice president for business and finance. Based on such recommendations by the chief investment officer, the senior vice president for business and finance may recommend such changes to the Finance Committee. If the Finance Committee approves such recommendations, then the Finance Committee will bring the recommendations forward for a vote by the Board of Trustees.
- J. Exceptions
1. Modifications and exceptions to this LTIP Investment Policy must be authorized by resolution of the Board of Trustees or as provided herein. The terms and conditions of this LTIP Investment Policy as to endowment funds may be waived to accept and administer donated funds or property with donor restrictions and approved by the Board of Trustees.
 2. To meet its fiduciary responsibility to its academic programs and its donors, the university seeks to maximize its investment returns within appropriate levels of risk under guidelines established by the Board of Trustees as granted by the Ohio Revised Code. As a public institution, the university also recognizes a duty to support larger societal objectives as well.
 3. Divestment for non-economic reasons should be recommended through the governance process, i.e. student government, University Senate, or an appropriate committee or decision-making body. That recommendation must be brought forward for a vote by the Board of Trustees, accompanied by an impact review report from the senior vice president for business and finance regarding the potential impact of the proposed divestment on the LTIP.
- K. Conflicts of interest
1. It is critical that there be no conflicts of interest or perceptions of conflicts of interest when making investment decisions related to the management of the LTIP. Therefore, if a member of the Board of Trustees, Finance Committee or the OSU Foundation Board is connected to an investment firm, the university will not invest in any funds managed by that firm. In addition, no employee of the Office of Investments will invest her/his personal monies in funds in which the LTIP is invested.



Investment, 5.90

University Policy

Applies to: All fiduciaries, including the Board of Trustees, Finance Committee members, staff, investment managers, investment consultants and custodians for oversight of the university's investment.

III. Operating and agency funds portfolio

A. Goals

The operating and agency funds (operating funds) will be invested in diversified portfolios with the intention of obtaining a reasonable yield, balanced with a component invested for appreciation, while adhering to a prudent level of risk, and retaining sufficient liquidity to meet cash flow requirements of the university. Certain of the agency portfolios may have additional goals and policies specific to their use. These goals and policies will be in writing and approved by the senior vice president for business and finance.

B. Components of the operating and agency funds

The funds consist of the short-term operating fund, gift annuity and trust funds, student loan funds, and other non-LTIP funds which are under the control and supervision of the vice president and treasurer. The short-term operating fund consists of two pools: the short-term pool and the intermediate-term pool, as described below.

C. Fiduciary standards

1. The Board of Trustees, Finance Committee members, staff, investment managers, consultants and custodians are fiduciaries. Accordingly, these individuals are required to:
 - a. Act solely in the interest of the university, for the purposes of providing income and preserving principal.
 - b. Act with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.
 - c. Diversify the investments of the operating funds to minimize overall risk, and to provide investment returns to achieve the operating funds' stated goals.

D. Duties and responsibilities

1. Board of Trustees. The university Board of Trustees has overall responsibility for this Operating and Agency Funds Investment Policy and approval of Finance Committee members. The Board of Trustees votes on items brought forth by the Finance Committee.
2. Finance Committee of the Board of Trustees. The Finance Committee has strategic oversight responsibility for the investment program and operations of the funds. The Committee must work with the senior vice president for business and finance and the vice president and treasurer to ensure the operating funds are managed, in accordance with this Operating and Agency Funds Investment Policy. The Finance Committee must meet at least quarterly.
3. Senior vice president for business and finance. The senior vice president for business and finance has oversight responsibility for the operating funds' investment operations and reporting. The senior vice president for business and finance must review operations and reporting within the Office of the Treasurer to ensure compliance with established policies and procedures.
4. Vice president and treasurer. The vice president and treasurer is responsible for managing the operating funds' investment operations and reporting. The vice president and treasurer must review and recommend policies and procedures that are consistent with the investment objectives of the funds. The vice president and treasurer must report to the senior vice president for business and finance and the Finance Committee at least quarterly.
5. Investment Managers. The university uses external investment managers approved by the vice president and treasurer and the senior vice president for business and finance to provide portfolio management services. The investment managers may be given discretion, consistent with specified objectives and guidelines, to manage assets of the operating funds. Investment managers operate under a formal contract with the university that delineates responsibilities, risk parameters administrative requirements and compensation. The Investment Management contracts may be terminated by the vice president and treasurer and/or the senior vice president for business and finance.
6. Consultants. The university may use the services of one or more investment consultants to assist the vice president and treasurer in the areas of: policy development, asset allocation, investment structure analysis, investment manager selection, risk parameters, performance review and other specialized investment



Investment, 5.90

University Policy

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topics. Consultants operate under a formal contract with the university that delineates responsibilities, and performance expectations, administration requirements and compensation. Consulting contracts may be entered into and terminated by the vice president and treasurer and/or the senior vice president for business and finance.

7. Custodians. The university retains one or more custodian banks or trust institutions to custody and report on the assets of the funds. Custodial contracts may be entered into and terminated by the vice president and treasurer and/or the senior vice president for business and finance.

E. Asset allocation and guidelines

1. **Time Horizon.** The university's Short-Term Operating Fund is divided into two pools: Short-Term Pool, which represents at least thirty days of total university expenditures, and has an investment horizon of less than one year; and the Intermediate-Term Pool, which represents the remainder of the Short-Term Operating Fund and has an investment horizon of one to five years.
2. **Risk Tolerance.** The Board of Trustees, the Finance Committee, and staff recognize the challenge of achieving the operating funds' investment objectives in light of the uncertainties and complexities of investment markets. They also recognize that prudent levels of investment risk are necessary to achieve the stated investment goals.
3. **Asset Allocation and Rebalancing.** Asset allocation is thought to be the largest contributor to overall return performance and risk characteristics of the operating funds. The Short-Term Operating Fund serves as the working cash balance to provide necessary liquidity for the university's operations. The Board of Trustees and Finance Committee will periodically evaluate the allocation between the LTIP and the Short-Term Operating Fund for appropriateness.
4. **Market fluctuations, cash flows and liquidity issues will cause the actual asset allocations to fluctuate. The vice president and treasurer will rebalance the portfolio to policy as follows:**
 - a. **Short- and Intermediate-Term Pools.** The Short-Term Pool must cover at least thirty (30) days of university cash flow. At least 25% of the Short-Term Operating Fund should be in the Short-Term Pool, as a reserve, in accordance with Section G below. The amount of the Short-Term Operating Fund must be enough to cover at least sixty days cash flow and must be greater than or equal to 110% of all variable rate debt including commercial paper.
 - b. **LTIP.** After the amount of each of the Short- and Intermediate-Term Pools is determined, monies may be transferred to the LTIP. Operating funds available for transfer to the LTIP should be net of bond construction funds. No more than 60% of operating funds may be transferred to the LTIP.
 - c. **General.** The allocation amounts will be reviewed periodically by the vice president and treasurer but at least semi-annually. The number used to calculate days of university cash flow will be based on the Board of Trustees approved university budget.
 - d. **Other Funds.** Operating funds other than the Short-Term Operating Fund will be managed according to this Operating and Agency Funds Investment Policy with asset allocations approved by the vice president and treasurer.
5. **Investment Manager Guidelines.** The investment guidelines incorporated into each manager's contract documents the risk parameters of the manager's investment approach. The guidelines also specify the typical characteristics of the portfolio. These characteristics are used to monitor a manager's investment style adherence to insure that the manager is continuously fulfilling its investment role in the operating funds.
6. **Benchmarks.** The Board of Trustees is responsible for approving performance benchmarks to evaluate the performance of the operating funds portfolio. The vice president and treasurer will review the benchmarks annually and recommend changes, if any, to the senior vice president for business and finance. Based on such recommendations by the vice president and treasurer, the senior vice president for business and finance may recommend to the Finance Committee changes to the benchmarks. If the Finance Committee approves such recommendations, then the Finance Committee will bring the recommendations forward for a vote by the Board of Trustees.



Investment, 5.90

University Policy

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- F. Investment monitoring process
1. The operating funds' investment managers will be monitored for consistency of investment philosophy, return relative to objectives, and investment risk. The vice president and treasurer and the senior vice president for business and finance will monitor the overall results and investment portfolios of the operating funds, but results will be evaluated on a long-term basis. The following manager issues will be considered potential causes for termination:
 - a. failure to comply with the applicable investment style, guidelines, performance objectives, and fees;
 - b. a material change in ownership or personnel; or
 - c. a violation or potential violation of the terms of the investment manager agreement or other applicable laws and regulations.
- G. Operating fund limitations
- Ohio Revised Code Section 3345.05(c)(i) requires that investment of at least twenty-five percent of the average amount of the operating funds portfolio over the course of the previous fiscal year be invested in securities of the United States government or of its agencies or instrumentalities, the treasurer of state's pooled investment program, obligations of this state or any political subdivision of this state, certificates of deposit of any national bank located in this state, written repurchase agreements with any eligible Ohio financial institution that is a member of the federal reserve system or federal home loan bank, money market funds, or bankers acceptances maturing in two hundred seventy days or less which are eligible for purchase by the federal reserve system, as a reserve. Eligible funds above the funds that meet the foregoing condition may be pooled with other university funds, including LTIP, and invested in accordance with Ohio Revised Code Section 1715.52.
- H. Exercise of shareholders rights
- The university recognizes that publicly traded securities and other assets of the Fund may include certain ancillary rights, such as the right to vote on shareholder resolutions at companies' shareholders' meetings, and the right to assert claims in securities class action lawsuits or other litigation. The university requires of itself and its external managers the prudent management of these assets for the exclusive purpose of enhancing the value of the operating funds. The vice president and treasurer has the authority to delegate proxy voting to external managers to maximize fund value, reserving the right to direct the voting on specific issues as needed. The vice president and treasurer will make best efforts to implement this policy in a socially and environmentally responsible manner.
- I. Review and modification of investment policy statement
- This Operating and Agency Funds Investment Policy is in effect until modified by the Board of Trustees. While material changes are expected infrequently, the vice president and treasurer will review this Operating and Agency Funds Investment Policy at least annually for continued appropriateness and recommend any changes to the senior vice president for business and finance. Based on such recommendations by the vice president and treasurer, the senior vice president for business and finance may recommend such changes to the Finance Committee. If the Finance Committee approves such recommendations, then the Finance Committee will bring the recommendations forward for a vote by the Board of Trustees.
- J. Exceptions
- Modifications and exceptions to this Operating and Agency Funds Investment Policy must be authorized by resolution of the Board of Trustees or as provided herein. The terms and conditions of this Operating and Agency Funds Investment Policy may be waived to accept and administer donated funds or property with donor restrictions and approved by the Board of Trustees.
- K. Conflicts of interest
- It is critical that there be no conflicts of interest or perceptions of conflicts of interest when making investment decisions related to the management of the operating funds. Therefore, if a member of the Board of Trustees, Finance Committee, or the OSU Foundation Board is connected to an investment firm, the university will not invest in any funds managed by that firm. In addition, no employee of the Office of the Treasurer involved



Investment, 5.90

University Policy

Applies to: All fiduciaries, including the Board of Trustees, Finance Committee members, staff, investment managers, investment consultants and custodians for oversight of the university's investment.

with investments will invest her/his personal monies in funds in which the operating funds are invested.

Responsibilities

| Position or Office | Responsibilities |
|--|---|
| Board of Trustees (BOT) | <ol style="list-style-type: none"> 1. Assume overall responsibility for the Investment policy. 2. Evaluate the LTIP's asset class strategies and opportunities, and establish a long-term asset allocation plan periodically. 3. Approve performance benchmarks to evaluate the LTIP portfolio. 4. Authorize modifications and exceptions to the LTIP policy. 5. Approve changes to the divestment policy. 6. Evaluate the allocation between the LTIP and short-term operating fund for appropriateness periodically. |
| Fiduciaries (BOT, Finance Committee members, staff, investment managers, consultants and custodians) | <ol style="list-style-type: none"> 1. Act solely in the interest of the university, for the purposes of providing income and maintaining the real purchasing power of the principal. 2. Act with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims. 3. Diversify the investments of the LTIP and operating funds to minimize overall risk, and to provide investment returns to achieve the LTIP's and operating funds' stated goals. |
| Finance Committee | <ol style="list-style-type: none"> 1. Provide strategic oversight for the investment program, the funds, and LTIP operations. 2. Work with the SVP-B&F to ensure the LTIP is well managed. 3. Work with the SVP-B&F and VP/treasurer to ensure the operating funds are managed consistent with this policy. 4. Meet at least quarterly. 5. Evaluate the LTIP's asset class strategies and opportunities, and establish a long-term asset allocation plan periodically. 6. Approve changes to LTIP performance benchmarks to bring to the BOT for a vote. 7. Review and approve changes to the LTIP policy; bring to the BOT for a vote. 8. Evaluate the allocation between the LTIP and short-term operating fund for appropriateness periodically. |
| Senior VP for Business and Finance (SVP-B&F) | <ol style="list-style-type: none"> 1. Provide oversight for the LTIP and operating funds investment operations and reporting. 2. Review operations and reporting in the Office of Investments to ensure compliance with established policies and procedures. 3. Review operations and reporting in the Office of the Treasurer to ensure compliance with established policies and procedures. 4. Terminate investment management contracts as appropriate. 5. Enter into and terminate consulting and custodial contracts as appropriate. 6. Recommend changes to LTIP performance benchmarks to the Finance Committee as needed. 7. Recommend changes to the LTIP investment policy to the Finance Committee based upon recommendations by the chief investment officer. 8. Approve agency portfolio goals and policies as described in "Operating and agency funds portfolio-A-Goals." |
| Chief investment officer | <ol style="list-style-type: none"> 1. Manage the LTIP investment operations and reporting. 2. Review and recommend policies and procedures consistent with the investment objectives. 3. Report to the SVP-B&F and the Finance Committee at least quarterly. 4. Terminate investment management contracts as appropriate. 5. Enter into and terminate consulting and custodial contracts as appropriate. 6. Review LTIP performance benchmarks and recommend changes, if any, annually to the SVP-B&F. 7. Consider termination of LTIP investment managers and consultants based on criteria outlined in this policy. 8. Delegate proxy voting as appropriate. 9. Make best efforts to implement the investment policy in a socially and environmentally responsible manner. 10. Review the LTIP investment policy at least annual and recommend changes to the SVP-B&F. 11. Refrain from investing in any funds managed by an investment firm to which a member of the Board of Trustees, Finance Committee, or OSU Foundation Board is connected. 12. Invest in diversified portfolios as described in this policy. |



Investment, 5.90

University Policy

Applies to:

| Position or Office | Responsibilities |
|---|--|
| Office of Investments | Monitor the overall LTIP results and investment portfolios. |
| Vice president and treasurer (VP/treasurer) | <ol style="list-style-type: none"> 1. Manage the operating funds investment operations and reporting. 2. Review and recommend policies and procedures consistent with the investment objectives. 3. Report to the SVP-B&F and the Finance Committee at least quarterly. |
| Office of Investments employees | Refrain from investing personal monies in funds in which the LTIP is invested. |
| Dean/VP | Make written requests for withdrawals from invadable funds as appropriate. |
| President, provost, SVP-V&F, Finance Committee char | Consult to invest LTIP funds as directed in "Account valuation #2." |

Resources

Contacts

| Subject | Office | Telephone | E-mail/URL |
|----------------------|--|-----------------------------------|--|
| Policy questions | Office of Business and Finance | 614-292-7970 TTY: 614-292-7327 | busfin@osu.edu busfin.osu.edu/ |
| Investment questions | Office of Business and Finance, Office of Investment | 614-292-7887 | prospects@osu.edu busfin.osu.edu/investments |

History

Investments

- Issued: 09/04/1981 Approved by BOT, 09/04/1981, Resolution #82-24
- Revised: 06/07/1985 Approved by BOT, 06/07/1985, Resolution #85-147
- Revised: 04/07/1989 Approved by BOT, 04/07/1989, Resolution #89-91
- Revised: 06/01/1990 Approved by BOT, 06/01/1990, Resolution #90-125 (Revision of Comprehensive, Endowment and Non-endowment policy)
- Revised: 11/04/1994 Approved by BOT, 11/04/1994, Resolution #95-56
- Revised: 03/03/1995 Approved by BOT, 03/03/1995, Resolution #95-93 (Revision of Endowment Fund Income Distribution" section)
- Revised: 09/02/1998 Approved by BOT, 09/02/1998, Resolution #99-34 (Revision of Endowment Funds Investment, Total Return Operating Fund Investments, and Operating Funds Investments policies)

Endowment Fund Investments

- Revised: 03/01/2002 Approved by BOT, 03/01/2002, Resolution #2002-93
- Revised: 07/11/2003 Approved by BOT, 07/11/2003, Resolution #2004-18
- Revised: 11/03/2006 Approved by BOT, 11/03/2006, Resolution #2007-55
- Revised: 12/07/2007 Approved by BOT, 12/07/2007, Resolution #2008-71
- Revised: 06/06/2008 Approved by BOT, 06/06/2008, Resolution #2008-122, Renamed to Long-Term Investment Pool

Long-Term Investment Pool

- Edited: 11/01/2008
- Revised: 04/03/2009 Approved by BOT, 04/03/2009, Resolution #2009-77, Revision of Distribution Policy section
- 04/03/2009 Approved by BOT, 04/03/2009, Resolution #2009-78, Revision of Asset Allocation and Guidelines section)
- Revised: 06/05/2009 Approved by BOT, 06/05/2009, Resolution #2009-94
- Revised: 08/30/2013 Approved by BOT, 08/30/2013, Resolution #2014-10, Combined with Operating and Agency Funds



Investment, 5.90

University Policy

Applies to:

Investment, Policy 5.30 into Investment, Policy 5.90

Non-Endowment Investments

| | |
|---------------------|---|
| Revised: 05/02/1997 | Approved by BOT, 05/02/1997, Resolution #97-119 |
| Revised: 12/05/1997 | Approved by BOT, 12/05/1997, Resolution #98-79 |
| Revised: 05/03/2002 | Approved by BOT, 05/03/2002, Resolution #2002-124, Operating Fund Investment and Total Return Operating Fund Investment policies combined into Non-Endowment Investments policy |
| Revised: 07/11/2003 | Approved by BOT, 07/11/2003, Resolution #2004-16, Revision of Authorized Investments section |
| Revised: 06/06/2008 | Approved by BOT, 06/06/2008, Resolution #2008-123, Renamed to Operating and Agency Funds Investment |

Operating and Agency Funds Investment

| | |
|---------------------|---|
| Revised: 06/05/2009 | Approved by BOT, 06/05/2009, Resolution #2009-98 |
| Revised: 08/30/2013 | Approved by BOT, 08/30/2013, Resolution #2014-10, Combined with Long-Term Investment Pool, policy 6.10 into Investment, policy 5.90 |

Investment, policy 5.90

| | |
|---------------------|---|
| Issued: 08/30/2013 | Approved by BOT, 08/30/2013, Resolution #2014-10, Combined Long-Term Investment Pool, policy 6.10 and Operating and Agency Funds Investment, policy 5.30 into Investment, policy 5.90 |
| Revised: 07/01/2014 | Approved by BOT, 08/29/2014, Resolution #2015-12 |
| Revised: 07/01/2016 | Approved by BOT, 04/08/2016, Resolution #2016-108 |
| Revised: 06/03/2016 | Approved by BOT, 06/03/2016, Resolution #2016-130 |

Appendix XXVI

APPROVAL TO ENTER INTO A CONTRACT FOR PROFESSIONAL SERVICES TO REVIEW AND UPDATE THE COLLEGE OF FOOD, AGRICULTURE AND ENVIRONMENTAL SCIENCES MASTER PLAN

The College of Food, Agriculture and Environmental Sciences (CFAES) seeks to develop a master plan to guide the development of 2.4 million-square-feet of facilities and more than 10,000 acres of land across the state of Ohio. The college's previous master plan, completed in 2014, built upon the university's Framework Plan. It also challenged some of the assumptions made in that plan, including the relocation of CFAES programs and facilities from the Midwest campus to the St. John parcel, and the usage of Waterman Laboratory. Since 2014, the university has updated the campus master plan, Framework 2.0, and completed a new strategic plan. The college has embarked on strategic planning exercises and implemented several projects envisioned in the previous master plan, including the Kunz-Brundige Franklin County Extension Building, Wooster Lab Building and the design of the Controlled Environment Food Production Research Complex.

The updated CFAES master plan will provide a roadmap for the college to guide both near-term and long-term capital improvements and agricultural operations. The university is seeking approval to re-engage stakeholders in a 12- to 15-month process to update the CFAES master plan. The plan will evaluate land use, animal facilities, classroom and laboratory needs across the state to develop facility recommendations that support the teaching, research and outreach missions of the college.

Specific deliverables include:

- Columbus Campus: Update planning strategies based on ideas developed in Framework 2.0, Waterman Laboratory Task Force planning and CFAES pre-strategic planning
- Waterman Laboratory: Recommend strategies for facilities that provide expanded opportunities for experiential learning, display cutting-edge research while maintaining bio-secure protocols, and enhance public engagement
- Wooster Campus: Develop a plan for upgraded facilities that continue the integration and collaboration between OARDC and ATI
- Identify capital projects and funding strategies for each focus area
- Update graphics, tools and collateral materials

Project Data Sheet for Board of Trustees Approval

Instructional Science Buildings Deferred Maintenance

OSU-190264 (CNI# 18000170)

Project Location: *Mendenhall Laboratory*

Bolz Hall

Howlett Hall

Parks Hall

- **approval requested and amount**
professional services \$2.0M
- **project budget**
construction w/contingency \$23.0M
professional services \$2.0M

total project budget \$25.0M



- **project funding**
 university debt
 development funds
 university funds
 auxiliary funds
 state funds
- **project schedule**
BoT professional services approval 11/18
design/bidding 02/19 – 01/20
construction 01/20 – 01/22



- **project delivery method**
 general contracting
 design/build
 construction manager at risk
- **planning framework**
 - the project is a result of an internal review/study of deferred maintenance resulting in a recommendation to invest in Instructional Science Buildings
 - this project is included in the FY 2019 Capital Investment Plan
- **project scope**
 - the project will renew mechanical, electrical and plumbing services in the selected buildings
 - detailed scope for each of the buildings will be determined during design
- **approval requested**
 - approval is requested to enter into professional services contracts

-
- **project team**
University project manager: Bill Holtz
AE/design architect:
CM at Risk:

Project Data Sheet for Board of Trustees Approval

WMC West Campus Ambulatory Facilities

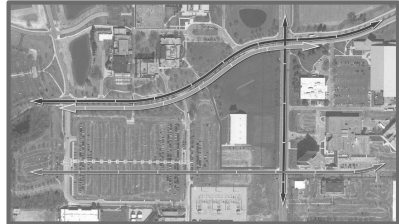
OSU-180390 (CNI# 18000156)

Project Location: *Kenny Road and Carmack Road*

- **approval requested and amount**
 professional services \$23.0M

- **project budget**
 professional services TBD
 construction w/contingency TBD

 total project budget TBD



- **project funding**
 university debt
 development funds
 university funds
 auxiliary funds (health system)
 state funds

- **project schedule**
 BoT professional services approval 11/18
 design 12/18 – 08/20
 construction 09/20 – 12/22

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

- **planning framework**
 - consistent with the strategic plans of the university and Wexner Medical Center to provide medical services within ambulatory facilities
 - a portion of design for the project is included in the FY 2019 Capital Investment Plan; the Capital Investment Plan will be amended to include design through design development
 - total project cost will be validated during design

- **project scope**
 - construct a new ambulatory facility on west campus
 - the ambulatory center will be approximately 395,000 square feet and will include outpatient operating rooms, an endoscopy unit, an urgent care, a pre-anesthesia center, an outpatient diagnostic imaging center, and patient and building support spaces

- **approval requested**
 - approval is requested to amend the FY 2019 Capital Investment Plan
 - approval is requested to enter into professional services contracts through the design development phase

-
- **project team**
 University project manager: Mitch Dollery
 Study/Planning AE: Perkins & Will
 AE/design architect: (selected)
 CM at Risk:

Project Data Sheet for Board of Trustees Approval

Lincoln – 11th and 13th Floor Office Renovations

OSU-190192 (CNI# 180000154)

Project Location: Lincoln Tower

- **approval requested and amount**
 prof serv and constr w/contingency \$5.0M

- **project budget**
 professional services \$0.6M
 construction w/contingency \$4.4M
 total project budget \$5.0M

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

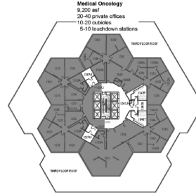
- **project schedule**
 BoT prof svc/cons approval 11/18
 design/bidding 12/18 – 03/19
 construction 04/19 – 07/19

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

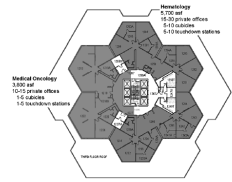
- **planning framework**
 o this project is included in the FY 2019 Capital Investment Plan

- **project scope**
 o the project will renovate the 11th and 13th floors for Wexner Medical Center faculty and staff offices

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



13th Floor



11th Floor

- **project team**
 University project manager: Lance Timmons
 AE/design architect:
 General contract:

Project Data Sheet for Board of Trustees Approval

Ohio Union – Infrastructure Upgrades

OSU-130504 (CNI# 12000717, 17000029)

Project Location: Ohio Union

- **approval requested and amount**
prof serv and constr w/contingency \$5.3M

- **project budget**

| | |
|-----------------------------|---------------|
| professional services | \$0.8M |
| construction w/contingency | \$4.5M |
| total project budget | \$5.3M |

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



- **project schedule**

| | |
|---------------------------|---------------|
| BoT construction approval | 11/18 |
| design/bidding | 01/19 – 04/19 |
| construction | 04/19 – 10/19 |

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

- **planning framework**
 - with over 3.3 million visitors and 22,000 events per year, the Ohio Union provides a facility welcoming all students and visitors to experience the essence of Ohio State University
 - a portion of this project is included in the FY 2017 Capital Investment Plan; the FY 2019 Capital Investment Plan will be amended to include the total project cost

- **project scope**
 - to support the high utilization rates and promote the longevity of the building, upgrades will be made to the building infrastructure
 - the project schedule is being developed to minimize the disruption to planned events and routine activities in the building

- **approval requested**
 - approval is requested to amend the FY 2019 Capital Investment Plan
 - approval is requested to enter into professional services and construction contracts

-
- **project team**

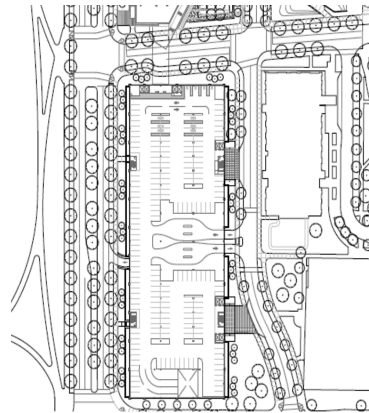
| | |
|-----------------------------|-----------------------------|
| University project manager: | Pat Purtee |
| AE/design architect: | Ford & Associates Architect |
| General Contractor: | |

Project Data Sheet for Board of Trustees Approval

Wexner Medical Center Inpatient Hospital Garage (Infrastructure & Road Work)

OSU-180391-1 (CNI# 18000171)

Project Location: Wexner Medical Center



- **approval requested and amount**

| | |
|----------------------------|---------|
| professional services | \$0.5M |
| construction w/contingency | \$21.5M |

- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds (health system)
 - state funds

- **project schedule**

| | |
|-------------------------------------|---------------|
| BoT professional services approval | 02/18 |
| design | 06/18 – 12/18 |
| BoT construction approval (partial) | 11/18 |
| construction | 01/19 – 11/20 |

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

- **planning framework**
 - consistent with the strategic plans of the university and Wexner Medical Center to provide parking adjacent to medical facilities
 - the garage infrastructure and road work is included in the FY2019 Capital Investment Plan
 - \$6.1M of professional services was included in the February 2018 approval for the Wexner Medical Center Inpatient Hospital project

- **project scope**
 - construct a 1,870-space parking garage west of McCampbell Hall and provide adjacent site utilities; garage construction will be phased
 - construct a street to connect 10th Avenue with Medical Center Drive and King Avenue

- **approval requested**
 - approval is requested to increase professional services and enter into construction contracts for site, civil, street connection and foundations

-
- **project team**

| | |
|-----------------------------|---------------------------------|
| University project manager: | Kristin Poldemann |
| AE/design architect: | Henningson, Durham & Richardson |
| CM at Risk: | selected |

Project Data Sheet for Board of Trustees Approval

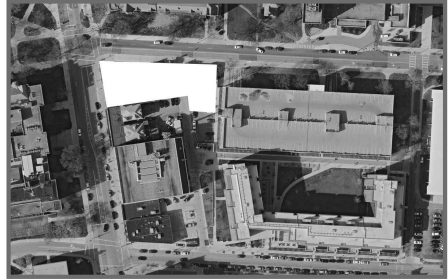
Health Sciences Faculty Office and Optometry Clinic Building

OSU-180356 (CNI# 180000074, 18000019, 18000158)

Project Location: West 11th Ave & Neil Ave

o **approval requested and amount**

| | Orig | Incr | Total |
|---------------|---------|--------|---------|
| prof services | \$2.9M | \$1.3M | \$4.2M |
| construction | \$25.4M | \$6.3M | \$31.7M |



o **project budget**

| | |
|-----------------------------|----------------|
| professional services | \$4.2M |
| construction w/contingency | \$31.7M |
| total project budget | \$35.9M |

o **project funding**

- university debt
- development funds
- university funds
- auxiliary funds
- state funds

o **project schedule**

| | |
|--------------------------------------|--------------|
| BoT prof serv appr (criteria design) | 11/17 |
| design/bidding | 4/18 – 5/19 |
| BoT construction approval | 11/18 |
| construction | 12/18 – 8/20 |

o **project delivery method**

- general contracting
- design/build
- construction manager at risk

o **planning framework**

- o the project is included in the FY 2018 and FY 2019 Capital Investment Plans
- o the FY 2019 Capital Investment Plan will be amended to include the increase in total project cost

o **project scope**

- o demolish three existing buildings at the corner of W. 11th Ave and Neil Ave
- o construct approximately 106,000 GSF for optometry clinics, retail, faculty offices and support spaces
- o key enabling project for the Interdisciplinary Health Sciences Center
- o project scope was increased for a basement and an additional floor

o **approval requested**

- o approval is requested to amend the FY 2019 Capital Investment Plan
- o approval is requested to increase professional services and construction contracts

• **project team**

University project manager: Evan Gardiner
 Criteria architect: Acock Associates
 Design-builder: TBD

Project Data Sheet for Board of Trustees Approval

Interdisciplinary Health Sciences Center (Anatomy Lab)

OSU-180354 (CNI# 18000021)

Project Location: Hamilton Hall



- **approval requested and amount**
construction \$4.4M

- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds (health system)
 - state funds

- **project schedule**

| | |
|------------------------------------|---------------|
| BoT professional services approval | 11/17 |
| design | 8/18 – 11/18 |
| construction | 01/19 – 08/19 |

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

- **planning framework**
 - consistent with the strategic plans of the university and Wexner Medical Center to provide transformational research and learning environments
 - this project is included in the FY 2018 Capital Investment Plan for design; the FY 2019 Capital Investment Plan will be amended to include \$4.4M for enabling construction work

- **project scope**
 - the interdisciplinary health sciences project scope includes renovating existing facilities and constructing a new building to create a collaborative campus for interprofessional education throughout the health sciences
 - anatomy lab work includes renovating 18,000 square feet in Hamilton Hall and installing a chiller, boiler and generator

- **approval requested**
 - approval is requested to amend the FY 2019 Capital Investment Plan
 - approval is requested to enter into construction contracts

-
- **project team**

| | |
|-----------------------------|--------------------------|
| University project manager: | Evan Gardiner |
| Study/planner: | CO Architects |
| AE/design architect: | Acock Associates |
| Construction Manager: | Gilbane Building Company |

Appendix XXVII

CORRECTED COPY

AUTUMN
COMMENCEMENT



THE OHIO STATE UNIVERSITY
DECEMBER 16, 2018

POMP, CIRCUMSTANCE, AND OTHER SONGS OF A LIFETIME

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(continued on inside back cover)

THE OHIO STATE UNIVERSITY 420TH COMMENCEMENT

AUTUMN 2018 • DECEMBER 16, 2018 • 2 P.M. • JEROME SCHOTTENSTEIN CENTER

Presiding Officer

Michael V. Drake
President

Prelude—1:30 to 2 p.m.

The Symphonic Band
Scott A. Jones, Conductor

Welcome

Javaune Adams-Gaston
Senior Vice President for Student Life

Processional

National Anthem

Nadia L. Marshall
Graduate Student
School of Music

Invocation

Cathy L. Disher
Chaplain
Department of Chaplaincy and
Clinical Pastoral Education
Wexner Medical Center

Commencement Address

Patrick J. Tiberi
President and CEO
Ohio Business Roundtable

Conferring of Distinguished Service Awards

Recipients presented by
Michael J. Gasser
Chair, Board of Trustees

Deborah A. Ballam
Valerie B. Lee

Conferring of Degrees in Course

Colleges presented by
Bruce A. McPheron
Executive Vice President and Provost

Awarding of Diplomas

Welcome to New Alumni

Kristin L. Watt
Chair, Board of Directors
The Ohio State University
Alumni Association

Alma Mater—Carmen Ohio

Graduates and guests led by
Nadia L. Marshall

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

Recessional



Excerpts from the commencement ceremony will be broadcast on WOSU-TV, Channel 34, on Monday, Dec. 17, at 5 p.m.

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

COMMENCEMENT ADDRESS

Patrick J. Tiberi

A lifelong resident of central Ohio and an alumnus of The Ohio State University, Patrick J. Tiberi has dedicated his life to public service. Throughout two-and-a-half decades as a policymaker at the state and federal levels, he has consistently advocated for bipartisan solutions to create jobs and grow the economy.

Mr. Tiberi has deep roots in the greater Columbus community. A first-generation college student and the son of Italian immigrants, he earned a bachelor's degree in journalism at Ohio State and played trumpet in The Ohio State University Marching Band.

Following graduation, Mr. Tiberi worked for then Congressman John Kasich, and, in 1992, he was elected to the Ohio House of Representatives

where he quickly rose through the ranks to become majority leader. During this time, Mr. Tiberi also became a realtor. In 2000, he left the Ohio House and was elected to represent Ohio's 12th Congressional District in the U.S. House of Representatives.

He became an influential member of the Committee on Ways and Means and, most recently, chaired the Subcommittee on Health. He also served as chair of the Tax Policy and Trade subcommittees and led the Joint Economic Committee, which focuses on policies to foster job creation.

In Congress, Mr. Tiberi championed a diverse slate of issues to improve the lives of Ohioans,

including tax and health care reform, government accountability and veterans' employment. He introduced legislation to make it easier for returning military veterans to seek federal employment and to provide more federal aid to caregivers of incapacitated adults. Both bills were passed and signed into law in 2006.

After nearly nine terms in Congress, Mr. Tiberi departed the House in January 2018 to serve as president and CEO of the Ohio Business Roundtable, where he works to leverage the state's assets to drive economic development. He and his wife, Denice, have four daughters.

RECIPIENTS OF HONORS

Deborah A. Ballam

DISTINGUISHED SERVICE AWARD

With more than 30 years of dedicated service to The Ohio State University, Dr. Deborah A. Ballam has enhanced the lives of countless Buckeyes in the classroom and beyond — leading efforts to improve gender equity and inspiring positive change.

Dr. Ballam is a four-time Ohio State alumna, having earned her bachelor's and master's degrees, Juris Doctor and PhD at the university. Following her graduation from the Moritz College of Law and five years of practicing law, she returned to the university in 1982 as a faculty member at Fisher College of Business.

She has since taught business law and served as associate provost for Women's Policy Initiatives, director

of the Undergraduate Business Administration Honors Program, a member of the President's Council on Women's Issues and director of The Women's Place. Dr. Ballam's numerous transformative initiatives include the President and Provost's Leadership Institute and the Staff Leadership Series — both of which encourage women and others from underrepresented groups to pursue roles in academic leadership. She also worked diligently to expand maternity leave for women faculty members at Ohio State.

Her research on employment law, business and government has been widely published in peer-reviewed journals, and she has served in many editorial positions, including editor-in-chief at *The American Business*

Law Journal. She is a recipient of the Senior Faculty Award of Excellence from the Academy of Legal Studies in Business, Fisher College of Business Pace Setters Outstanding Undergraduate Teaching Award, the university's Distinguished Affirmative Action Award, the Franklin County Women of Achievement Award and many others.

Dr. Ballam's steadfast dedication to expanding opportunities for women at Ohio State has profoundly improved the university — strengthening the education it provides and ensuring that every Buckeye has a pathway to success. She and her wife, Judy Nantau, have two wonderful children in their lives — their son, David Ballam, and granddaughter, Anya Nelson.

Valerie B. Lee

DISTINGUISHED SERVICE AWARD

Dr. Valerie B. Lee's career in higher education spans more than four decades, two institutions and numerous roles in the classroom and academic administration. Through her thoughtful and inspiring mentorship — and dedicated advocacy for equity and justice — she has created new pathways of opportunity for generations of students and scholars.

After earning her PhD at The Ohio State University, Dr. Lee taught for 15 years at Denison University in Granville, Ohio. She returned to Ohio State in 1991 to join the Department of English, where she quickly established a reputation as a committed mentor of students and new faculty. Her unparalleled commitment to teaching was quickly

noted, and she was awarded the Alumni Award for Distinguished Teaching just two years after arriving on campus.

The first African American woman to chair the departments of Women's Studies and English, Dr. Lee worked to broaden faculty diversity and promote the recruitment and retention of underrepresented, low-income students. She later served as vice provost, chief diversity officer and vice president for Outreach and Engagement, where she significantly advanced inclusive excellence at Ohio State. In recognition of these and many other contributions, she received the Faculty Award for Distinguished University Service in 2006.

Nationally, Dr. Lee has chaired the Association of Departments of English, authored several books and contributed numerous journal articles on African American literature and theory, critical race theory, folklore and multicultural pedagogies. In particular, her work has highlighted the need for more culturally grounded frameworks for reading and teaching African American literature.

After a brief retirement in 2015, Dr. Lee returned to the university to serve as interim chair of the Department of African American and African Studies — leading once again with wisdom and excellence.

A MESSAGE FROM PRESIDENT DRAKE



Dear Graduates:

Congratulations on earning the diploma soon to be in your hands. Few things are as satisfying as earning an education that is truly yours. This is a milestone achievement — one that gives the green light to begin your next chapter. While you anticipate what is ahead, also consider how much you have gained as an Ohio State student.

During your time on campus, you absorbed a great deal of knowledge, the true currency of today's society. I hope that you were inspired inside a classroom, through a leadership position or by way of a research endeavor, and that we played a role in helping you discover your passion. As the years roll on, regardless of where life takes you, remember to cherish the friends you made here and the wisdom you gained.

Today is your day to celebrate, but it is also a day of gratitude — a time to thank your instructors, mentors, friends and family who helped you reach this pivotal moment. Whether they are sitting in the stands or congratulating you from afar, they have contributed to your success in many ways. So thank your loved ones for the brown-bag lunches that fueled you, and thank teachers for the resources that guided you. Much of what you have accomplished can be traced back to their support.

Many of you chose to attend Ohio State because you wanted to solve problems, change lives or make our world a better place — perhaps all three. Now, more than ever, our world needs ambitious, lifelong learners. Your unique ideas and diverse experiences will shape our future, and your accomplishments will be a positive force for change in communities around the globe. Congratulations, again, on becoming a Buckeye for life!

Sincerely,

Michael V. Drake, MD
President

CONGRATULATIONS AND WELCOME TO THE ALUMNI ASSOCIATION

Congratulations! We are honored to celebrate you, the Class of 2018.

This is the first of many times you will make your extended Ohio State alumni family proud. Each milestone you reach on your journey, and every life you touch along the way, brings credit to our university and your fellow alumni. One Buckeye's success is shared by all.

Today, during commencement, take time to fully enjoy your accomplishment, but also recognize the people who have supported you — including those at Ohio State who expanded your view of the world while preparing you to go out into it. Take comfort in knowing that Buckeyes will be wherever you go. You'll find alumni clubs and societies in more than 100 cities, organizing everything from game watch parties to scholarship fundraisers.

Whether we are coming to you with one of our regional gatherings or inviting you to come home to campus, your alumni association has many ways to keep you connected to your beloved alma mater. As you begin your career path, or later down the road, consult the association's Bill and Susan Lhota Office of Alumni Career Management. And, because Buckeyes are passionate about paying forward in service to others, we offer many volunteer opportunities.

Ours is a diverse, vibrant and compassionate community, and the alumni association is at the very heart of it. Your alumni association exists to continue inspiring you to be an engaged citizen, forever upholding our university motto: "Education for Citizenship."

With your diploma in hand, you are now a Buckeye for life, and you are officially a member of the Ohio State Alumni Association. Visit osu.edu/alumni to learn more about the benefits available to you.

Again, congratulations on this great achievement. Welcome to our Buckeye alumni family!

In firm friendship,



Kristin Watt
Chair, Board of Directors
The Ohio State University Alumni Association



Jim Smith
President and CEO
The Ohio State University Alumni Association



TURN YOUR TASSEL

AND STAY CONNECTED

THROUGH THE OHIO STATE UNIVERSITY ALUMNI ASSOCIATION



UPDATE YOUR INFO

so we can let you know when we have exclusive events near you!



FOLLOW US

on social to learn about great opportunities and earn some fun swag!



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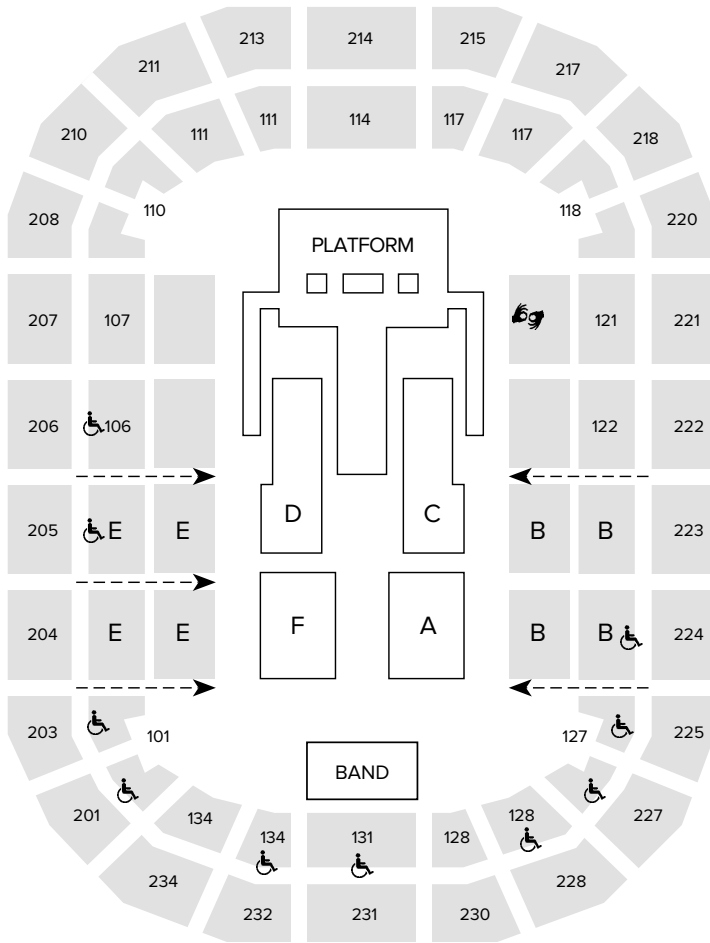
to find out all of the services we have for you, from career assistance to helping you find other Buckeyes to connect with!



THE OHIO STATE UNIVERSITY



ALUMNI ASSOCIATION

ARENA SEATING



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

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

| | |
|--------------------|---|
| ASL interpreter |  |
| Wheelchair seating |  |

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Autumn Semester 2018, as of 5:00 p.m., December 5, 2018, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

The Graduate School

Dean: Alicia L. Bertone

Doctor of Musical Arts

Zachary Jacob Friedland, West Kingston, RI
B.Music (University of Rhode Island)
M.Music (Longy School of Music of Bard College)
Dr. Thomas Wells

Doctor of Philosophy

Siti Shuhaidah Binti Abdul Latir, Gemas, Malaysia
B.Educ., M.S. (Universiti Putra Malaysia)
Agricultural and Extension Education
Dr. Melena Whittington

Timothy Marcus Ayodele Adesanya, Columbus
B.A. (University of Chicago)
Integrated Biomedical Science Graduate Program
Dr. Jianjie Ma

Eshafa Hassan Ahmed, Columbus
Bachelor's (University of Khartoum)
M.S. (Purdue University)
M.Pub.Hlth.
Comparative and Veterinary Medicine
Dr. Michael Caligiuri
Dr. Robert Baiocchi

Muhammad Swilam Abdelhaleem Ahmed, Cairo, Egypt
B.S., M.S. (Ain Shams University)
M.S.
Electrical and Computer Engineering
Dr. Ayman Fayed

Ksenafu Akulli, Westerville
Bachelor's, Master's (Evangelical Theological Seminary)
M.A.
Education
Dr. Bryan Warnick

Douglas Steven Alt, Comstock Park, MI
B.S. (Michigan State University)
M.S. (University of Georgia)
Horticulture and Crop Science
Dr. Laura Lindsey

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B.S. Physics, Bachelor's (University of Utah)
M.S.
Nuclear Engineering
Dr. Tunc Aldemir
Dr. Richard Christensen

Surewan Bangwan, Phrae, Thailand
B.S. (Chulalongkorn University)
M.S.
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B.S. (University of Wisconsin)
Ohio State University Nutrition
Dr. Martha Belury

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M.S. (University of South Florida)
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M.S. (University of Mumbai)
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Dr. Charles Daniels

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M.A. (Indiana University)
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M.A.
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Dr. Joshua Hawley

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M.S. (East Carolina University)
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Dr. James Onate

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M.A.Teach. (University of Southern California)
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Dr. Andrew Michel

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Business Logistics Engineering

Kang Peng, Chengdu, China
B.S.Bus.Adm.
Business Logistics Engineering

Shiqi Ren, Wuhan, China
Bachelor's (University of Shanghai for
Science and Technology)
B.S. (Otterbein University)
Business Logistics Engineering

Xinyue Shi, Beijing, China
Bachelor's (Jilin University)
Business Logistics Engineering

Visakh Venkitaraman, Trivandrum, India
B.Tech. (University of Kerala)
Business Logistics Engineering

Yinan Wan, Shuangliu, China
B.A. (Beloit College)
Business Logistics Engineering

Yumo Wang, Lanzhou, China
Bachelor's (Shanghai University of Finance
and Economics)
Business Logistics Engineering

Ting Wen, Changchun, China
Bachelor's (Jilin University)
Business Logistics Engineering

Yuechen Wu, Shanghai, China
B.Engr. (Shanghai Maritime University)
Business Logistics Engineering

Master of Business Operational Excellence

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Business Operational Excellence

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Upstate Medical University)
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D.Nurs.Pr. (University of Minnesota)
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Amy Denise Francis, Troy
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Business Operational Excellence

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B.S. (North Carolina State University)
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Dental Hygiene

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Design

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Human Resource Management

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Bachelor's (Miami University)
Human Resource Management

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Education

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B.S.Agr.
Education

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Music

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Plant Health Management

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Plant Health Management

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Public Policy and Management

Jared Tyler Jodrey, Columbus
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M.Music (Carnegie Mellon University)
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Public Policy and Management

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Public Policy and Management

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Leon, Mexico
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- Tianyi Hu**, Jiangyin, China
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Mechanical Engineering
- Yunjie Hu**, Wuxi, China
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Bachelor's (Shanghai Jiao Tong University)
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Aeronautical and Astronautical Engineering

Matthew Parker Whalen, Columbus
B.A. (Baldwin Wallace University)
D.Phys.Thor.
Anatomy

Traeseara Michelle Whelan, Galloway
B.S.Educ. (Bowling Green State University)
Evolution, Ecology and Organismal Biology

Benjamin Douglas Wibking, Columbus
B.A. (Vanderbilt University)
Astronomy

Wijayalath Pedige Wijesinghe, Dankotuwa, Sri Lanka
B.S. (University of Peradeniya)
M.S. (North Dakota State University)
Agricultural, Environmental, and Development Economics

Shanka Nirmal Wijesundara, Columbus
B.S. (University of Massachusetts Amherst)
Electrical and Computer Engineering

Lauren Michelle Wise, Powell
B.S. (Florida State University)
Biomedical Engineering

Renee Michelle Woodtke, Columbus
B.S. (Cleveland State University)
Human Sciences

Fei Wu, Columbus
Bachelor's, Master's (Zhejiang University)
Computer Science and Engineering

Guanzhong Wu, Taiyuan, China
B.S. (Beihang University)
Physics

Wenna Xi, Chongqing, China
M.S. (Northwest Normal University)
M.S. (University of Science and Technology of China)
M.S.
Statistics

Han Xie, Huainan, China
B.S. (Southern University of Science & Technology)
Chemistry

Xin Xu, Suzhou, China
B.S. (Nanjing University of Posts and Telecommunications)
Computer Science and Engineering

Yan Xu, Columbus
Bachelor's (Zhejiang University)
M.S. (National University of Ireland)
Computer Science and Engineering

Hao Yan, Taiyuan, China
B.Eng. (Northwestern Polytechnical University, Xi'an)
Electrical and Computer Engineering

Zi Yang, Anshan, China
B.S.Mat.Sci.Eng.
Materials Science and Engineering

Feiran Yu, Tianjin, China
B.S. (California State University, Fresno)
B.S. (Tianjin University Sci & Tech)
Food Science and Technology

Shengjie Yue, Columbus
B.S.Elec.Cptr.Eng.
Electrical and Computer Engineering

Christina Zachariadou, Thessaloniki, Greece
D.D.S. (Aristotle University of Thessaloniki)
Dentistry

Kaden Lea Zachmann, Marion
B.S.Biomed.Eng.
Mechanical Engineering

Brent Richard Zahn, Kalamazoo, MI
B.S. (Western Michigan University)
Pharmacology

Jose Rigoberto Enrique Zelada Cifuentes, Guatemala City, Guatemala
B.S. (Universidad del Valle de Guatemala)
Mathematics

November 16, 2018, Board of Trustees Meeting

Boyang Zhang, Taiyuan, China
B.S.Agr. (Northeast Agricultural University)
Animal Sciences

Yilong Zhang, Columbus
B. Engr., B.S. (Harbin Institute of Technology)
Mathematics

Yitao Zhang, Zigong, China
B.S.Chem.Eng. (Tsinghua University)
Chemical Engineering

Yihao Zhao, Jiande, China
B. Engr. (University of Nottingham Ningbo
China)
Civil Engineering

Jiaqi Zheng, Xiamen, China
B.S. (Shandong University)
M.S. (Emory University)
Electrical and Computer Engineering

Li Zhou, Taizhou, China
B.S. (Huazhong University of Science and
Technology)
Computer Science and Engineering

Linrui Zhu, Yangzhou, China
B. Engr. (Nanjing University of Posts and
Telecommunications)
Electrical and Computer Engineering

Zhaoxuan Zhu, Columbus
B.S.Mech.Eng.
Mechanical Engineering

Master of Social Work

Emily Morgan Burton, Columbus
Bachelor's (University of Cincinnati)
Social Work

Sophia Fisher, Dayton
B.S. (Georgia Institute of Technology)
Social Work

Lakeisha Nicole Jackson, Columbus
B.S.Soc.Work
Social Work

Ashley Jade Kirby, Ontario
B.S.Soc.Work
Social Work

Tomasena Bernice MacAfee, Columbus
B.S.Soc.Work
Social Work

Mark Griff Ross, Reynoldsburg
B.A. (Ohio Christian University)
Social Work

Samuel Robert Rowe, Columbus
B.A.
Social Work

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Autumn Semester 2018, as of 5:00 p.m., December 5, 2018, 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

Interim Executive Dean:

Janet M. Box-Steffensmeier

**Peter L. Hahn, Divisional Dean
Arts and Humanities**

**Luis G. Casian, Divisional Dean
Natural and Mathematical Sciences**

**Morton E. O'Kelly, Divisional Dean
Social and Behavioral Sciences**

Bachelor of Arts

Hadiyo Abdiwahid Abdullahi, Columbus
Ardo Abdulcadir Aden, Boston, MA
Kyle Robert Adkins, Mason
Rudolph Jamal Atzal IV, Cleveland
Aryell A. Alkire, Columbus
Mary Elaine Alieger, Pickerington
Elizabeth Cathryn Allen, Gulfport, MS
Mustafa Ali Abrahim, Orange Village
Sahal Amer Hamzah, Alor Setar, Malaysia
Amir Ali Amir Ebrahimi, Columbus
Jamie Lee Annis, Westerville
Magna Cum Laude

Ryan P. Anstine, Upper Arlington
Audra Jean Appold, Perrysburg
Olivia Arant, Granville
Micah Allan Arbogast, Westerville
Diego Andres Arellano, Queens, NY
Cum Laude
with Research Distinction

Samantha Renee Armola, Toledo
Cameron Fulker Armstrong, Troy
Magna Cum Laude

Kelly Kathleen Armstrong, La Quinta, CA
Josephine Asare, Columbus
Joseph Timothy Atkinson, Olmsted Falls
Cum Laude

Manar Maher Awwad, Columbus
Emily Carolyn Bais, Fairview Park
Cum Laude

Arshveer Singh Bajwa, Dublin
Allison Kay Baker, Cincinnati
Emily Christina Balzer, Jackson

Daniel Lee Bandagski, Mansfield
Yimeng Bao, Beijing, China
Magna Cum Laude

Amber Nichole Barnes, Columbus
Magna Cum Laude

Eddy Eduardo Baro, Santiago, Dominican Republic
Margaret Vanessa Barrie, Columbus
Katalyn Amy Rose Bash, Cedarville
Lea Grace Bastulli, Avon Lake
Kyle Duane Battle, Xenia
Michael James Beatty, Springboro
David Scott Bedee, Toledo
Stephen Carlin Bennett, Columbus
Anna Monseur Berlon, Cincinnati
Cum Laude

Justin Solomon Bernstein, Shaker Heights
Summa Cum Laude

Timothy Paul Bernstrom, Waterloo
Summa Cum Laude

Joshua Alexander Berry, Cincinnati
Michael Anthony Bianco, Beavercreek
Tyler Bliiter, Grove City
Kevin Wodle Blackwood, Trench Town, Kingston, Jamaica
Sean Michael Blanch, Brecksville
Samuel Philip Bletner, Bellville
Jackson Trent Blevins, Columbus
Adam Nicholas Boeck, Waynesville
Jasmine Nakato Bogere, Panama City, FL
Phrieda Babirye Bogere, Panama City, FL
Nathan Bonofiglio, Delaware
Magna Cum Laude

Hannah Rae Bradley, Fredericktown
with Research Distinction in German
Katherine Mackenzie Brailer, Upper Arlington
Eric Makani-Michael Bridgett, Columbus
Lisa Marie Brigner, Columbus

Holly Christine Brillhart, Wadsworth
David Anthony Broadus, Columbus
Amanda Dawn Brown, Columbus
Alyssa Rheann Bryant, Gahanna
Lindsey Marie Burch, Newport News, VA
Rachel Glen Burk II, Columbus
Samantha Kaylon Burns, Morral
Rachel Naima Burns-Watson, Columbus
Erin Anne Busalacchi, Granville
Aris Justin Cachuella, Thorncille
Jordan Elizabeth Cahill, Columbus
Cara Lynne Caldwell, Columbus
Chelsea Ann Campbell, Akron
Parris Campbell, Akron
Lauren Ann Capaci, Granville
Magna Cum Laude

Maria Camila Cardenas, Worthington
Kyle Daniel Carlie, North Royalton
Nathan Carl, Honolulu, HI
Zachery Carr, Grove City
Alyssa Marie Carroll, Lebanon
Brandon Nolan Carter, Salt Lake City, UT
Paichence Mary Carter, Westerville
Gloria Maria Castillo, Cuyahoga Falls
Jack Chadbourne, Houston
Cum Laude

Caileigh Chadwick, Sterling, VA
Nicole Lorene Chain, Knoxville
Magna Cum Laude

Hana Marie Chandoul, Gahanna
Francisco Christian Chavez, Defiance
Min You Cheah, Kuala Lumpur, Malaysia

Makayla Whitley Cherry, Gahanna
Magna Cum Laude

Bettyna Cherry, Columbus
Zoe Lillian Chirikos, Grandview Heights
Cum Laude

Da-Yeon Chung, Columbus
Alexis Lynn Clark, Wadsworth
Magna Cum Laude

Cheyenne Clark, Ross
Sarah Cline, Penfield, NY
Cum Laude

Marcus Antijuan Coachman, Toledo
Mason Reed Coleman, Bellefontaine
Alex Brian Collins, Kenton
Jason Conley, Dover
Cum Laude

Ashley Robin Conn, Columbus
David Joshua Coon, Woodhaven, MI
Chelsea Allyn Coppler, Arlington
Austen Jacob Corder, Baltimore
Jayvon Marquise Council, Columbus
Emma Jane Cronin, Westerville
Lindsay Cronin, Cincinnati
Curtiss York Cropper, Columbus
Cum Laude

Rowan Marie-Crow Crosswell, Mount Vernon
Cum Laude

Caitlin Elyse Crouse, Baltimore, MD
Danielle Culpepper, Columbus
Cum Laude

Elizabeth Ann Cunningham, Cleveland
Natalie Isabella D'Eramo, Columbus
Bethany Victoria Darby, Marion
Aubrie Anna Dauginikas, Pittsburg, PA
Kristopher Leroy William Davies, Columbus
Franklin Wesley Davis, Washington, DC
Lee Valentine Davis, Harrison
Cum Laude

Mackenzie Meredith Davis, Grove City
Anthony Daniel DeCarlo, Springfield
Cheryl Ann Denman-Dranichak, Dublin
Summa Cum Laude

Katherine Marie Denune, Columbus
Summa Cum Laude
Grace Elizabeth DeNunzio, Pickerington
Havovi F. Desai, Fairfield
Magna Cum Laude

with Research Distinction in Psychology

Katie Elizabeth Dickert, Loveland
Danielle Lee DiFrancesco, Galena
Justin Erich Dillhoff-Carr, Okeana
Johnnie Dixon, West Palm Beach, FL
Justin William Doepker, Lima
Stephanie Dotson, St. Cloud, FL
Dana Marie Dreher, Baltimore, MD
Cum Laude

Jordan David Droll, Ashland
Andrew Regan Dudukovich, Avon
Cum Laude

Garrett James Dunn, Bellefontaine
Echo Gail Durant, Gahanna
Summa Cum Laude

Dylan Jeremy Dusza, Oregon
Michael Dominique Edwards, Groveport
Timothy Marcus Edwards, Columbus
Demetria Fanchon Ellison, Waterboro, SC
Summa Cum Laude

Byron James Elmore, Sherrodsville
Natalie Paige Epps, Columbus
Kyle Dean Erickson, Waynesville
Magna Cum Laude

Melina Amada Esquivel, Toledo
Cum Laude

LaDwynna Elise Evans, Columbus
Jill Ann Evers, Maria Stein
Mackenzie Scott Ewing, Martins Ferry
Elijah Michael Eynon, Dublin
Kyle Alan Fada, Powell
Sean Michael Farrell, Barrington, RI
Anthony William Fasano, Dayton
Cum Laude

Emily Lynne Feltz, Coldwater
Magna Cum Laude

Andrew Everett Ferguson, Frankfort
Christopher Robert Ferguson, Gahanna
Danielle Patricia Ferguson, Grove City
Thomas Ian Ferguson, Urbana
Benjamin Fershtman, Wyoming
Michael Finegan, Madison
Scott William Firsdon, Dayton
Kassidy Sue Flora, Johnstown
Cum Laude

Demetri Lee Flowers-Blevins, Plain City
Wright Jeff Fong, Cleveland
Patrick John Roudy Ford, Rosewood
Magna Cum Laude

Ronald Michael Fornaro III, Highland Heights
Summa Cum Laude

with Honors in the Arts and Sciences
Korey Joshua Fourman, Bucyrus
Dominic Michael Francis, Westerville
Cum Laude

Kristoffer Francisco, North Royalton
Cory Allen Frankart, McCutchenville
Cody Freshour, Springfield
Kelsey Catherine Frustere, Mentor
Cum Laude

Gabriel Lee Fruth, New Albany
Xiuping Fu, Cheng Du, China
Curtis Fuller, Jr., Columbus
John William Gaines III, Columbus
Megan Renee Gallaher, Ashville
David Vincent Gallick IV, Columbus
Carli Rose Gambino, Chagrin Falls
Tyler Alan Gantzer, Columbus
Cum Laude

Angela Elizabeth Garcia, Pickerington
Zhengchang Geng, Changzhou, China
Dimitrios Nikolas Georgantonis, Cincinnati
Sara Elizabeth George, Lancaster
Micaela Marie Gerace, Dayton
Hope Moriah Gerald, Shaker Heights
Erin Michael German, Upper Arlington
Courtney Gilbert, Columbus
Anthony Raymond Gillespie, Gahanna
Madeleine McDonald Gledhill, Chicago, IL
Cum Laude

with Honors in the Arts and Sciences

Elayna Glover, Pataskala
Cum Laude

Jacob Andrew Gloyd, Grove City
William Gordon, Bethesda, MD
Megan Manya Gradus, Milwaukee, WI
Erican Elizabeth Gray, Powell
Magna Cum Laude

Halie Nicole Greenslait, Columbus
Magna Cum Laude

Sarah Jeanne Greulich, Gahanna
Cum Laude

Alexander Thomas Griffin, Upper Arlington
Tori Nichole Griffith, Hanover

November 16, 2018, Board of Trustees Meeting

- Jason Thomas Grissom, Newark
 Amanda Rebekah Gruenhagen, Napoleon
Magna Cum Laude
 Ethan Edward Gunn, Powell
Cum Laude
 Malcolm Van Guy IV, Canton
 Yeonsung Ha, Busan, South Korea
 Brittany Habbart, Oxford, PA
Cum Laude
 Brooke Elizabeth Haberkamp, New Lexington
 Kayla Nicole Hafner, Sandusky
Magna Cum Laude
 Mariah Bailey Haitz, Ripley
 Summer R. Hamilton, Shelby
Cum Laude
 Alexandra Hammersla, Mount Airy, MD
 Brianna Nichole Hampton-Britton, Columbus
 Allison Marie Hansen, Long Beach, CA
Summa Cum Laude
with Research Distinction in International Studies
 Arjin Deonte Harris, Richmond, VA
 Allison Marie Haskins, West Jefferson
 Dale Lee Hathaway, Wauseon
 Andrew Michael Hawthorn, Baltimore
 Britannia Alexis Hayman, Canal Winchester
 Nicholas Matthew Heald, Beaumont, TX
 Brynna Elizabeth Heaton, New Albany
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 Larry Cadwalder Heaton III, Powell
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 Alexa Heller, Lewis Center
Cum Laude
 Madalynn Taylor Helmig, Lima
Cum Laude
 Jesse Allen Henderson, Chesterland
 Beatrice Joyce Hereford, Bedford
Cum Laude
 Miguel Adolfo Hernandez, New York, NY
 Natalie Elena Hettle, Salem, OR
Cum Laude
 Rebecca Anne Highfill, Marion
Magna Cum Laude
 Zaid Hightower, Cleveland
 Elen Marie Hill, Delaware
Magna Cum Laude
with Honors in the Arts and Sciences
 Grace Adriana Hinslea-Burke, Cleveland
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 Trevor Allen Hoff, Lima
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 Nicholas Donald Holland, Sparta, WI
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 Ana Patrice Hoosier, Gahanna
Magna Cum Laude
 Aseel M. Housseis, Columbus
 Jalisa Patrice Howard, Columbus
 Madison Marie Hribar, Amherst
Magna Cum Laude
 Qinyi Hu, Shanghai, China
 Jian Huang, Chongqing, China
Cum Laude
 Manli Huang, Sylvania
 Olivia Kathleen Huffman, Mechanicsburg
 Blaine Brycen Hunkins III, Gahanna
 Natalie Anne Jaikalen, North Olmsted
 Varun Jambunath, Beachwood
 Roxanna Nicole Jandarian, Columbus
 Kyle Matthew Jarc, Loveland
 Curren Douglas Jardim, Lake Forest, CA
 Brandon Christopher Jeffi, North Olmsted
Magna Cum Laude
 Emily Jimmerson, Louisville, KY
 Justin Lamar Johnson, Westerville
 Karen Nicole Johnson, Dalton
 Aaron Caleb Jones, Los Angeles, CA
Cum Laude
 DreMont Marsand DeVaughn Jones, Cleveland
 Nicole Ann Joseph, Lima
 Jessica Morgan Jourdan, Englewood
Summa Cum Laude
 Mariyah Adrianna Jordan, Lorain
 Joelle Jura, Lenox, MA
Cum Laude
 Max Andrew Juszczec, Akron
 Jonathan Tyler Kabat, Willoughby
 Harrison Bennett Kaib, Columbus
 Krunwalai Kamtui, Bangkok, Thailand
 Carla Jane Kaneski, Brecksville
 Yuvraj Kapoor, Columbus
 Emily Anne Kapp, Warren
 Rachel Elizabeth Keating, Dublin
 Elizabeth Anne Kellogg, Marion
 Darlene Kay Kelson, Columbus
 Haley Jo Kendrick, Fort Mill, SC
 Courtney Kennedy, San Diego, CA
 Donovan Lewis Kennedy, Goshen
Summa Cum Laude
 Naomi Lin Kennedy, Cleveland
Magna Cum Laude
with Research Distinction in Arts Management
 Danielle Ariene Kesling, Westerville
 Usman Khan, New Albany
 Kathryn Marie Kiggins, Columbus
 Eunsol Kim, Seoul, South Korea
 HanBee Kim, Columbus
 Martha K. Kinch, Columbus
 Alexandra Danielle King, Wheelersburg
Cum Laude
 Michael Conrad King, Weston, FL
 Tiffani Dawn King, Wellston
 Stephanie Nicole Kirk, Oviedo, FL
 Joshua Jordan Kirkpatrick, Johnstown
 Cassidy Aileen Kirven, Wadsworth
Cum Laude
 Christopher Alan Klesta, Jr., Elyria
 Tingfong Ko, Jiangyin, China
Magna Cum Laude
 Andrea M. Koebel, Mount Gilead
 Charlie Marco Kolp, Westerville
Cum Laude
 Rylee Elizabeth Komminsk, Worthington
 Elise L. Kontras, Columbus
Cum Laude
 David Martin Krauss, Springfield
 Jared Joseph Krein, Powell
 Morgan Rae Krystek, Newark
 Glisten B. Kuhn, Newark
 Brian Yohan Kurukulasuriya, Columbia, MO
 Janelle Nicole Kyle, Jackson, TN
 Paul Stephen Lacher, Centerville
Magna Cum Laude
 Sandra Elizabeth Lackmann, Apex, NC
Magna Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in International Studies
 Christopher Andrew Lady, Pickerington
 Brooke Nicole Lambert, Cincinnati
 Nate Roy Lancaster, Hilliard
 Andrew Joseph Langen, Mason
 Tyler Wayne Langford, Kingsland, GA
 Kelsey Simone Lawrence, Youngstown
 Cameron Aaron Robert Laws, Napoleon
Magna Cum Laude
 James Patrick Ledenko, Girard
 Claudia Alexandra Lee, Westerville
 Jonathan Lee, Pearlland
Summa Cum Laude
 Sangheun Lee, Seoul, South Korea
 Zach Haines Lee, Cardington
Summa Cum Laude
 George Gray Leeseberg, Dublin
 Brooke Delaney Leonard, Wadsworth
Cum Laude
 Anna Caroline Leopold, Gahanna
 Graham Samuel Lescalette, Burgetstown, PA
 Kathryn Nicole Lesiak, Olmsted Falls
Summa Cum Laude
with Honors in the Arts and Sciences
 Nadav Yoseph Levi, Bexley
 Roni Gal Levine, Bexley
 Ryan Thomas Lewis, Columbus
 Shiqi Lin, Hubei, China
Magna Cum Laude
 Joanna Grace Chu Linderman, Cleveland
 Natalie D. Lindsay, Freehold, NJ
 Katelyn Lintz, Fredericksburg, VA
 Nicholas David Lippert, Chardon
 Samantha Nichole Lisy, Parma
 Yunhan Liu, Beijing, China
 Daniel Stephen Luden, Columbus
 Joshua Kyle Lundgren, Columbus
 Erika Marie Lynn, Cincinnati
 Kimmy Lyon, Mason
Cum Laude
with Honors in the Arts and Sciences
 Mingyang Ma, Shanghai, China
 Emma Marie Macesich, Dublin
 Michele Nicole Magoteaux, Lima
Magna Cum Laude
 Lauren Elizabeth Mahoney, Chagrin Falls
 Alina Aleksandra Maksimov, Sidney
 Logan Franklin Malone, West Chester
 Hanna Marie Mandernach, Brownstown, MI
 Baillie Rae Mangan, Jamestown
 Abigail Marie Manning, Galena
Cum Laude
 Carter James Marsch, Sunbury
 Brian Andrew Marsh, Dublin
 Dominique Izell Marshall, Portsmouth, VA
 Carlos Alfredo Martinez, Jr., Bronx, NY
 Joaquin Alberto Martinez, Chickasha, OK
 Maria Luiza Marzarotto de Souza, Curitiba, Brazil
 Elizabeth Anne Maselli, Columbus
 Carly Mason, Canal Winchester
 Savannah Marie Matthews, Columbus
 Camille Karen McBrayer, Chagrin Falls
Magna Cum Laude
 Patrick Joseph McCarthy, Dublin
 Tayler Jane'l McCleese, Mansfield
 Fiona Beatrice McCullough, Bartlett, IL
 Jordan Rose McCullough, Jamestown
 Derek John McGee, Leesburg, VA
 Catrina R. McHugh, Cuyahoga Falls
Magna Cum Laude
 Alec Edward McLaughlin, Canal Winchester
 Joshua Thomas McMurray, Grove City
 Jorge Robert Mendez, Columbus
 Kodi Michael Mercurio, Trenton
 Elizabeth Sue Merrill, Pataskala
 Quinten D. Michael, Hicksville
Cum Laude
 Scott Samuel Michael, South Euclid
 *William Joseph Miller II, Loveland
 Taylor Miotke, Aurora
Magna Cum Laude
 Eric Keith Mitchell, Gaithersburg, MD
 Seth Curtis Mitchell, Bellefontaine
 Zachary Russell Mizer, New Albany
 Siti Nur Husna Binti Mohd Arif, Selangor, Malaysia
 Jamarla Antwanette Montague, Reynoldsburg
 Yejung Moon, North Ridgeville
 Kelly Aaron Moore, Newark
 Jack Orval Morehouse, Marengo
 Alyssa Truelove Moss, Columbus
 Emily Anne-Marie Mossor, Bexley
 Alex William Mowrey, Lewis Center
 Kaitlynn Marie Mullins, Columbus
 Sean Thomas Murphy, Powell
Summa Cum Laude
 Hannah Elizabeth Muzzarelli, West Chester
Summa Cum Laude
 Paden Daley Nagle, Cleveland
 Gabrielle Taylor Nakasian, Powell
Cum Laude
 Michael Paul Nelms, Pickerington
 Derek Howard Nelson, Plymouth, MN
 Cody Dallas Nicholson, Grove City
 Kelsey Nolan, Lancaster, PA
Summa Cum Laude
 Katherine Ellen Null, Dayton
 Joel David Nunez, Santo Domingo, Dominican Republic
 Megan Brook Oder, Mount Gilead
Summa Cum Laude
 Michael David Osterle, Concord
 Hanna-Hope Chinonso Okorogo, Sacramento, CA
 Blake Edward Olding, Dublin
 Abigail Elyse Olshevsky, Brunswick
Cum Laude
 Abigail Leah Ophir, Cleveland
Magna Cum Laude
with Honors in the Arts and Sciences
 Natalie Ordenes, Miami, FL
 Shana Dianne Orr, Mobile, AL
 Deqa Al Osman, Columbus
 Izzati Farzana Binti Othman, Selangor, Malaysia
 Paul Ouedraogo, Columbus
 Moe Oyagi, Worthington
 Eric Victor Padilla, Columbus
 Danielle Catherine Pajkos, Orland Park, IL
Magna Cum Laude
 Jazmine Nicole Palmer, Atlanta, GA
 Joy Pan, Cincinnati
 Nicole Elizabeth Parish, Maineville
 Hyung Woo Park, Seoul, South Korea
 Jisoo Park, Hudson
 Jesus Ricardo Portada Ponce, Columbus
 Victoria Lynn Partyka, Laguna Beach, CA
 Maria Guadalupe Pasillas, Columbus
 Eric Lelio Passaglia, Wayne, NJ

*awarded posthumously

November 16, 2018, Board of Trustees Meeting

Stephen Gerard Pastor, Sagamore Hills
Neil Patel, Mahwah, NJ

Summa Cum Laude

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Phaedra Evelyn Paul, Columbus
Jack Barrett Paulsen, Cincinnati
Michael Joseph Peeples, Edon
Kendra Simone Penn, Annapolis, MD
Shayla Mae Pennington, Columbus
Luz Mercedes Perez Castillo,
Santo Domingo, Dominican Republic
David Perfect, Columbus

Cum Laude

Delaney Shea Perl, Flossmoor, IL
Brett Robert Pittsley, Buffalo, NY

Magna Cum Laude

Kelsey Marie Pool, Wintersville
Akasha Porche, Chicago, IL
Elizabeth M. Potts, Lakewood

Magna Cum Laude

Samuel A. Pritchard, Utica
Nicholas William Proccacini,
North Ridgeville
Haotian Pu, Suining, China
Ashley Elena Purdy-Goodwin, Riverside, CA
Azziz Mian Qadri, Hudson
Kristina Yu Quach, Reynoldsburg
Jason David Quintana, Bogota, Colombia
Julia Suzanne Raffa, Cleveland

Magna Cum Laude

Ben James Raisanen, Cleveland
Genevieve A. Ramsey, Corbin, KY

Cum Laude

Morgan Aleese Roney, Holland

Summa Cum Laude

Makayla M. Rasberry, Cleveland
Kaitlyn Nicole Register, Galion
Rachel Marie Rettger, Monroeville, PA

Magna Cum Laude

Aaron Michael Rice, Columbus
Maggie Rose Rich, Berlin Center
Pavel Rich, Columbus
Lauren Elizabeth Richardson, Belpre
Joseph Carey Ridings, Westfield, NJ
Dustin Shea Riley, Dublin

Summa Cum Laude

Emily Anne Roberts, Cuyahoga Falls
Kevin Joseph Roberts, Westerville
Kera Lynne Robinson, Chillicothe

Cum Laude

Soledad Rodríguez, Columbus

Cum Laude

Patricia Lee Roederer, Westerville

Cum Laude

Justin Scott Rogers, Columbus
Nikolas Alexander Rojas, Miami, FL
Mattea Lyn Rolsten, Mendon
Sydney Linae Rose, Gallipolis

Summa Cum Laude

David Spencer Ross, Medina
Michael Ryan Ross, Massillon

Summa Cum Laude

Miranda Rae Ross, Louisville

Cum Laude

Harrison Spencer Roth, Plainview, NY
Madalyn Elizabeth Roth, Marion
Clayton James Rusch, North Royalton
Joseph Daniel Sadoski, Toledo
Melody Anne Saepae, Honolulu, HI

Cum Laude

Byan Mahmoud Saleh, Hilliard
Nakeisha Raine Salmons, Williamson, WV

22

Eric Sampsel, Chagrin Falls

Cum Laude

Bianca Margarita Sandoval, Westerville
Viktoria Elyse Sargeant, Akron
Alexandra Michelle Scantland, Aurora
Alexis Rose Scharrer, North Royalton

Summa Cum Laude

with Research Distinction in Spanish

Alexis Nicole Schillig, Louisville
Emily Ann Schmidt, Hilliard

Cum Laude

Gabrielle Abriana Scholl, Pataskala
Amy Beth Schoonover, Ashland

Magna Cum Laude

Kristin Denae Schwartz, Zanesville
Blake Allen Seaman, Chesterland
John Steven Seidenschmidt, Jr., Westerville
William Harrison Seward III, New Albany
Erika Renee Shane, Cuyahoga Falls

Summa Cum Laude

Jafar Shehadh, Columbus
Carson Joseph Showe, Upper Arlington
Megan Lynn Shroyer, Wapakoneta

Summa Cum Laude

Kennedy Nicole Shull, Gahanna
Chenyenne Shvorob, Willoughby Hills
Amy Lynn Siler, Delaware
Ellen Anne Simens, Rocky River
Rachael Simons, Columbus
Nathan Lyle Sims, Zanesville
Paige Renee Sims, Marion

Cum Laude

Maddysun Maree Sinnette, Columbus
Kimberly April Siphengpheth, Columbus

Cum Laude

Kirsten Rose Sippola, West Chester

Summa Cum Laude

with Honors in the Arts and Sciences

with Honors Research Distinction in Spanish

Michael Domenic Skunda, Westerville
David Smilges, Powell
Arthur Allen Smith, Columbus
Madison Catherine Smith, Toledo
Sabrina Catherine Smith, Bowling Green
Stuart Pearson Smith, Jr., Centerport, NY
Zachary Michael Smith, Grove City
Marissa Noelle Smithinsky, San Angelo, TX

Cum Laude

Claire Lillian Snode, Columbus

Magna Cum Laude

Cameron Snow, Cleveland
Dustin Michael Snyder, Springfield
Janelle Marie Snyder, Kirby
Preston Terrance So, Dublin
Sarah Leigh Solomon, Orient

Magna Cum Laude

Richelie Sosa Saldana,
Monterrey, Nuevo Leon, Mexico
Michael Sowa, Bo, Sierra Leone
Nicholas Richard Spence, Dublin

Cum Laude

Caroline Grace Spencer, Buffalo, NY
Andrew D. Stahl, Celina
Jane Kathryn Stahl, Alliance

Cum Laude

Paul Robert Stammen, St. Henry

Cum Laude

Andrea Stanic, Canfield

Summa Cum Laude

with Honors in the Arts and Sciences

Jacob A. Stark, Amherst
Maggie Virginia Steadham, Canton

Alex Steckman, Westerville

Kyle John Stephenson, Moreland Hills

Cum Laude

Casey Robert Stevens, Mansfield
William Anthony Stevens, Westerville
Sandra Alane Stires, London
Abby Noel Stoutenborough, Washington, IL

Magna Cum Laude

Ashleigh Margaret Straughter, Dublin
Rachel Alise Streib, Columbus
Theresa Kathleen Strohm, Hilliard
Caroline Alyssa Strumbly, Cleveland
Thomas William Stump, Columbus
Spencer Christopher Stutsman, Botkins
Maxwell Suddendorf, Loveland

Nicholas Wayne Sullivan, Columbus
Jingci Sun, Sichuan, China

Leah Caroline Svoboda, Medina
Leah Marie Svoboda, Reynoldsburg

Magna Cum Laude

Mitchell Dean Swonger, Waldo
Jesse Andrew Sykes, Arlington Heights, IL
Hannah Louise Sylvester, Powell
Ermas Tefera Tadesse, Columbus
Eugene Dominic Tecce III, Pleasantville, NJ
Nicole Elizabeth Tecce, Medina

Magna Cum Laude

with Honors in the Arts and Sciences

Emily M. Teeters, Leesburg

Magna Cum Laude

Vincent G. Telles, Columbus
Alan Michael Terranova II, Columbus
Selam Tesfagi, Columbus
Emma Thaci, Westerville

Magna Cum Laude

with Research Distinction in Sociology

Daniel Theodore Tharp, Mount Vernon
Gretchen Elizabeth Theil, Huber Heights

Magna Cum Laude

Paleeza Noel Thomas, Marengo
Ashley Marie Thompson, Columbus
Terryyn Kyle Thompson, Yucaipa, CA

Cum Laude

Tyler William Tilbury, Churubusco, IN
Charles Edward Timmer, Bethesda, MD
Brittany Marie Torres, Akron
Olivia Marie Tortorella, North Canton

Magna Cum Laude

Alexander David Tracy, Akron
Zoe Anna Tracy, Continental
Jasmina Elizabeth Trapasso, Hilliard
Kendra Carley Trewant, Brooklyn, NY
Fengying Tu, Hangzhou, China

Cum Laude

Steven David Chavous Turner, Westerville
Kristen Tzagournis, Dublin
Rosa Elena Lisa Ubaldo, Marysville

Cum Laude

Jordan Renee Ungashick, Radnor
Thomas Scott Urban, Hilliard
Jessica Marina Va, Cincinnati
Abigail Marie Voda, Liberty Township

Cum Laude

Julia Rose Vogel, Lewis Center
Monica Yuuka Vonil,
Nishihara, Okinawa, Japan
Jillian Noelle Wagenbrenner, Columbus

Magna Cum Laude

Seth Andrew Wagner, Hudson
Chanterell Walker, Trotwood
Charlotte Thomas Walkey, Yellow Springs
Alec D. Walter, Hilliard
Cheyenne Marie Walton, Columbus

Yiting Wang, Taiyuan, Shanxi, China

Magna Cum Laude

Ayanle Abdullahi Warsame, Columbus
Becca Nicole Washburn, Mansfield

Cum Laude

Michael Washbush, Dublin

Summa Cum Laude

with Honors in the Arts and Sciences

Alyssa Washington, West Chester

Cum Laude

Trace Watkins, Columbus
Elizabeth Rain Watson, Pickerington
Stephen Richard Waugaman, Grove City, PA
Bradley Wendell Webster, Gahanna

Magna Cum Laude

Kyle Ray Weddington, Sabina
Alex Charles Westerlund, Lewis Center
Joseph Alan Wheeler, North Canton
Aleah Marie Whitacre, Columbiana
Tierra Nashae Whitfield, Columbus
Dillon Sabatino Wilhelm, Lorain
Brin Coulter Wilk, Sugar Grove, IL
Jacob M. Williams, Westerville

Cum Laude

Kyle Julien Williams, Huron
Rachel Ilana Williams, New Albany

Cum Laude

Selina Rosemarie Williams, Lorain

Cum Laude

Madison Ann Wilming, Clintonville
Kristina Elaine Wilson, Delaware
Shelby Wilson, Plain City
Chelsea Ann Wintzer, Westerville
Nicholas Joseph Withers, Fairfax, VA
Michael Edward Wolowiecki, Hudson
Jarod Emmitt Wood, Dayton
Gabriele Shekiah Woodberry, Boston, MA
Alyssa Samorn Woods, Cincinnati

Magna Cum Laude

Henry Kenton Worster, Columbus

Cum Laude

Yu Wu, Shenzhen, China

Summa Cum Laude

Kuan Xu, Mianyang, China

Cum Laude

Jie Xu, Hefei, China

Magna Cum Laude

Blaine Yaffe, Columbus
Malorie Yagelski, Montpelier
Maria Nana Yamamuro, Columbus
Ao Yang, Toledo
Lingxuan Yang, Chengdu, China
Kelsey Caroline Yappel, Brecksville
Kristofer Derius Yarborough, Akron
Jamie Elizabeth Yoder, Westerville

Summa Cum Laude

Michelle Younklin, Columbus

Summa Cum Laude

Daniel Louis Yudkovitz, New Canaan, CT
Mireya Zamudio, Archibald

Cum Laude

Sophie Marie Zapata, Los Angeles, CA
Peng Zhang, Yancheng, China
Tianyu Zhang, Shanghai, China
Tong Zhang, Zhuji, Zhejiang, China

Magna Cum Laude

Xiangxiang Zhang, Columbus
Zhaojie Zhang, Beijing, China

Magna Cum Laude

Weisheng Zhao, Shenzhen, China
Jiangning Zhou, Beijing, China
Hongjiang Zhu, Chengdu, China

Blake Robert Ziegler, New Albany
Kathryn E. Zinn, Columbus
Chadwick Aaron Zubeck, Medina
Devon Zurouchak, Worthington
Cum Laude

Bachelor of Arts in Journalism

John Paul Brooks, Dayton
Mackenzie Gignac, Knoxville, TN
Magna Cum Laude
Emily Roxanne Hetterscheidt, Blacklick
Cum Laude
Andrew Nicholas Joseph, Marion
Mara Elizabeth Mason, Tipp City
Cum Laude

Bachelor of Fine Arts

Laura Anne Black, Westerville
Cum Laude
Tyler Douglas Colón, Amherst
Jacob William Devlin, Willard
Nick Scott Durham, Fayetteville
Cristina Lorraine Feret, Detroit, MI
Jacob David Halas, Hubbard
Ashley Nicole Haley, Findlay
Candice Renée Hinesley Hall, Bassett, VA
Magna Cum Laude
with Distinction in Art
Christopher Jason Lam, West Chester
Shelby Marie Lowe, Gahanna
Madeline Elise Mazzola, Copley
Cum Laude
Avery Violet McGrail, Delaware
Magna Cum Laude
Kelsey Aileen McShane, Hilliard
Magna Cum Laude
Alyssa Shae Moore, Worthington
Forrest Xavier Roberts, Westerville
Abigail Grace Robinson, Brandenburg, KY
Magna Cum Laude
Katherine Louise Sprudz, Leesburg, VA
Summa Cum Laude
with Distinction in Dance
Colin Umeki, Oakland, CA
Emily Anne Van Bramer, Pickerington
Magna Cum Laude
Ziqi Zhou, Wuhan, China
Cum Laude

Bachelor of Music

Elizabeth Jane Blanquera, Columbus
Magna Cum Laude
Yiting Wang, Taiyuan, Shanxi, China
Magna Cum Laude

Bachelor of Music Education

Elizabeth Jane Blanquera, Columbus
Magna Cum Laude
Michael McMasters, Gahanna
Scott Glenn Turner, Van Wert
Cum Laude
with Distinction in Music
Armond Vance Wimberly, Toledo
Cum Laude

Bachelor of Science in Atmospheric Sciences

Eric David Hegedus, Westerville
Summa Cum Laude

Bachelor of Science in Geographic Information Sciences

David Patrick Corey, Columbus
Philip Anthony DeGennaro, Pickerington
Jacob Miles Dubin, Franklin, TN
Monica Renee Duncan, Sylvania
Cole Gilmore, Westerville
Annie Hsiao, Kaosiung, Taiwan
Chase F. Meyers, Norwalk
Charmi Patel, Ahmedabad, Gujarat, India
Patrick Tighe, Cleveland
Cory Thomas Whitaker, Gahanna
Wyatt Robert Wortkoetter, Newark
Nathaniel Paul Zahnsier, Columbus

Bachelor of Science

Anwar Aiman Bin Abdul Kahar,
Shah Alam, Malaysia
Ameer Abdulrahman,
Majd al-Krum, Palestine
Siti Faizura Ahmad Zulkifli,
Dungun, Terengganu, Malaysia
Cum Laude
with Research Distinction in Earth Sciences
Rishat Ahmed, Columbus
Francisco Ramon Ahumada, Gahanna
Utku Yunus Akbay, Ankara, Turkey
Cum Laude
Sydney Nicole Alda, Rochester, MI
Magna Cum Laude
Sydney Paige Allbeckoff, Rocky River
Magna Cum Laude
with Research Distinction in Microbiology
Sophie Margaret Emelie Aller, Delaware
Aissatou Bah, Columbus
Taylor Victoria Ball, Lima
Nathan Joseph Baltzer, Dublin
Nicole Ellen Beck, Springfield, VA
Cum Laude
with Honors in the Arts and Sciences
Alexa Marie Behringer, Defiance
Ian Douglas Best, Fitchburg, WI
Courtney Marie Bevel, Cleveland
William James Beyer, Dayton
with Research Distinction in Economics
Rekha Bhupatiraju, Aurora
Cum Laude
Emily Louise Blubaugh, Hebron
Chad Michael Boak, Delaware
Andrew Reid Brady, Pickerington
Patrick Steven Brennan, Worthington
Magna Cum Laude
Jordan Matthew Bretner, Gaithersburg, MD
Taylor Jade Bryan, Lebanon
Anthony John Bucceri, Mayfield Heights
Grayson Andrew Burrigge, Wadsworth
Madison Taylor Cahill, Elyria
Brooke Jenna Cahn, Pepper Pike
Mohamed Camara, Conakry, Guinea
Alexis Erin Cameron, Upper Sandusky

Carif Wu Cao, Fairlawn
Alana Janece Carter, Cleveland
Zackary Andrew Chamberlin, Springfield
Jamie Scott Champlin, Meadville, PA
Zhehao Chang,
Guangzhou, Guangdong, China
Yujin Chen, Chongqing, China
Cum Laude
Emily Cheng, Canal Fulton
Xilin Cheng, Hefei, Anhui, China
Cum Laude
Akram Tahil Cheniad, Columbus
Shengyu Chi, Daqing, China
Cum Laude
Molly Ciszewski, Holmen, WI
Elizabeth Ann Colchin, Dublin
Magna Cum Laude
Austin Michael Cole, Mansfield
Adam Christopher Conger, Painesville
Mackenzie Michael Conley, Lancaster
Nicholas Bryan Courtney, Powell
Alexandra Jean Covault, Troy
with Research Distinction in Earth Sciences
Michael Alexander Culkar, North Royalton
Golda Nana Danquah, Reynoldsburg
Matthew Thomas De Libero,
Port Jefferson Station, NY
Cum Laude
Katherine Marie Denune, Columbus
Summa Cum Laude
with Research Distinction
Kayleigh Nicole Dill, Columbus
Brooklyne Leigh Dillon, Grove City
Kevin Daniel Dorocak, Columbia Station
Yanbo Du, Inner Mongolia, China
Magna Cum Laude
Evan Michael Durkin, Zanesville
Blake Anthony Eagle, Chagrin Falls
Joseph Arnold Ebert, Bellbrook
Kaitlin Nicole Eipel, Clark, NJ
Salma Adel El-Barrad, Canal Winchester
Nader Sam Elkurd, Avon Lake
Magna Cum Laude
Zane Michael Esch, Urbana
Kelsey Ann Esterline, Dublin
Stephanie Ann Faller, Cincinnati
Cum Laude
Luke Daniel Fannin, Sharon Center
Summa Cum Laude
with Research Distinction
Anthony William Fasano, Dayton
Cum Laude
Alexandra Marie Ferkany, Hilliard
Livia Fitzgerald, Columbus
Cum Laude
with Honors in the Arts and Sciences
Cole Daniel Flaute, Celina
Alexander Forshey, Pickerington
Dwayne Lee Fries, Columbus
Cody Allen Fritch, Grove City
Amanda Ann Fritsch, Columbus
Mohamad Irfan Fuad,
Kepala Batas, Penang, Malaysia
with Research Distinction in Earth Sciences
Zedeeka Fulay, Hilliard
Morgan Grace Furness, Laurelville
Magna Cum Laude
Eleanor Jeanne Gabriel, Louisville, KY
Gregory Jordan Gafford, Snyder, TX
Yingfei Gao, Beijing, China
Alan Mark Garber, Westlake

Gina Marie Gbur, Toledo
Jamie Lee Geitner, Bargsersville, IN
Max Franklin Gilliland, Burton
Cum Laude
Kelsey Lynn Glaze, Dayton
Jessica Marie Gogan, Elyria
Zhehui Gong, Nantong, Jiangsu, China
Alexandra Lynn Goss, Dublin
Cum Laude
Charles Thomas Green, Columbus
Sangram Singh Grewal, Herndon, VA
Michael Scott Griswold, Cincinnati
Alicia Putri Gunawan, Columbus
Chad Matthew Gustenhoven, Southbury, CT
Alexandra Noelle Haeflein, Perkasio, PA
Summa Cum Laude
Yerim Hahm, Scarsdale, NY
Abdulaziz Bazi Hamid, Hilliard
Magna Cum Laude
with Research Distinction
Christian Alexander Harris, Grove City
Magna Cum Laude
Rebecca Bryn Hart, Albuquerque, NM
Benjamin Aaron Haut, Canton
Justin Tyler Heer, South Bloomfield
Benjamin Paul Hepler,
Crescent Springs, KY
Cum Laude
Richard Matthew Hersch, Columbus
Cum Laude
Anis Hidayah Hishammudin,
Selangor, Malaysia
Cum Laude
Derek James Hixenbaugh, Pickerington
Grant Gerhard Hoel, Redlands, CA
Mary Hofferberth, Liberty Township
Harry Chase Hoffman, Dublin
Gina Holland, Hudson
Andrea L. Hooks, Pickerington
Brandon Christopher Hopp, Pickerington
Caitlyn Rose Horn, Mentor
Elizabeth Marie Howard, Lima
Rachel Lynn Houser, Delaware
Chenzhang Hu, Shanghai, China
Magna Cum Laude
Jonathon Wei Huang, Solon
Magna Cum Laude
with Honors in the Arts and Sciences
Tao Huang, Zhenjiang, Jiangsu, China
Eric Robert Huff, Cincinnati
Magna Cum Laude
Callum Humphrey, Hillsborough, NJ
Brittany Renee Hurley, Columbus
Sarah Hwang, Lewis Center
Sumer Idries, Centerville
Connor Stephen Iffland, Longview, TX
Anthony Joseph Ignozzi, Dayton
Summa Cum Laude
with Honors in the Arts and Sciences
Alyson Marie Jackson, Port Deposit, MD
Asiya M. Jawad, Cleveland
Adriana Jurich, Washington Court House
Corrine Alexandra Kanable, Findlay
Carla Jane Kanieski, Brecksville
Gavin William Kelly, Cleveland
Cum Laude
Thomas Joseph Kemmet, New Hyde Park, NY
Summa Cum Laude
Kyu Hong Kim, Seoul, South Korea
Katelyn Susan King, Kirtland
Cum Laude

November 16, 2018, Board of Trustees Meeting

Kayla Shelby Kingseed, Worthington
Joshua James Klisuric, Mentor

Magna Cum Laude

Andi Kosova, Naperville, IL
Tonya Krider, East Canton
Eric Anthony Kulas, Columbus
Haerim Kwon, Dublin
Cindy Jin Ju La, Columbus
Jessica Marie Laman, Wapakoneta
Megan Jean Lambert, Ottoville
Daniel Lan, Traverse City, MI

Magna Cum Laude

Elizabeth Nicole Lauer, Plymouth, MI
Janny Lee, Columbus
Nicholas Lee, Wooster

Cum Laude

Jacqui Anne Levine, Marlboro, NJ

Magna Cum Laude

Gongzheng Li, Hefei, China

Cum Laude

Rui Li, Dezhou, Shandong, China

Summa Cum Laude

Yuening Liang, Zuhai, China
Claire Limbert, Cincinnati

Halle Marian Lintner, Powell
Madeline Little, Edmond, OK

Magna Cum Laude

with Honors in the Arts and Sciences

Matthew Locaputo, Cleves
Olivia Mae Long, Grove City

Cum Laude

William Reid Lorton, Columbus
Danni Lu, Ningbo, Zhejiang, China

Shiyang Lu, Shanghai, China
Yifan Lu, Beijing, China

Jennifer Marie Lucas, Toledo

Summa Cum Laude

Yilan Ma, Langfang, China

Yash Jit Maniyya, Surat, India

Summa Cum Laude

with Honors in the Arts and Sciences

Antonio Micheal Marcum, Columbus

Cum Laude

Aleksandar Markovic, Bexley
Landon Keith Mason, Wilmington

Michael Thomas Maxwell, Avon
Jelani Tarik Mays, Cincinnati

Braden Ross McClure, Carrollton
Scott Joseph McClure, Novi, MI

Elizabeth Lee McGarry, Hampstead, MD

Cum Laude

with Honors in the Arts and Sciences

James Stanton McGrew, Lake Forest, IL

Cum Laude

Zach Jordan Meadows, Lewis Center
Gyan Mehta, Pittsburgh, PA

Ariel Manuel Mendoza, Cleveland
Nicholas James Miner, Dayton

Abena Oforiwa Minta, Lewis Center

Cum Laude

Brett Harrison Mitchell, Johns Creek, GA

Magna Cum Laude

Ayanda Chantelle Mkhize, San Ramon, CA

Justin Alan Moeller, Columbus
Deeqa Said Mohamed, Columbus

Ahmad Farhan Mohd,
Kuala Lumpur, Malaysia

with Research Distinction in Earth Sciences

Ariff Izzuddin Mohd Amin,
Kuantan, Malaysia

Elysia Montgomery, Portsmouth

Cum Laude

Callie Loretta Moore, Mount Vernon
Woodrow Moore IV, Columbus

William James Moran, Cincinnati
Megan Patricia Mortimer, Cleveland

Alexander Andrew Mosheim,
Mayfield Heights

Tyler Wayne Mullikin, Xenia
Badawi Sharif Munye, Columbus

Fariha Sharif Noor Munye, Columbus
Megan Nicole Napier, Lebanon

Rebekah L. Naylor, Dallas, TX
Aminata Ndiaye, Columbus

Javin Gage Neff, Grove City
Braedon Eric Nelson, Dublin

Ian Andrew Neuhart, Cincinnati

Cum Laude

Nadisha Kayvon Nezhad, Springfield
Phuong-Nghi Hoang Nguyen, Ashtabula

Michael David O'Malley, Dayton
Alena Joy Oates, Dublin

Magna Cum Laude

Elena Cecilia Ochoa, Kalamazoo, MI
Jeremiah David Ockunzki, Brooklyn

Makenzie Schmidt Padgett, Cincinnati
Cara Renee Paolucci, Cincinnati

Sugene Park, Seoul, South Korea
Stephen Gerard Pastor, Sagamore Hills

Parth Patel, Hilliard
Kathryn Elizabeth Pekarik, Brecksville

Jacob Meade Penrod, Lebanon

Cum Laude

John Gia Phan, Austintown
Merna Hany Philip, Columbus

Cum Laude

Thien Phuoc Phung, Columbus
Michael Charles Piasick, Cuyahoga Falls

Raymond Jack Pikus, Chardon
Erin J. Place, Wapakoneta

Cum Laude

with Research Distinction in Biology

Nadezda S. Plyasova,
Zelenogorsk, St. Petersburg, Russia

Bashu Dev Pokhrel, Goldhap, Jhapa, Nepal
Ilan Eric Ponsky, Cleveland

Cum Laude

Devante Lee Potter, Fremont
Andrew Jacob Powell, Berea

Corey Allen Price, Westerville
Iman Syeda Qamar, Dublin

Li Qiu, Kunming, Yunnan, China
Rajiv Raja Ramdat, Riverside

Brandon Conor Raymond, Pittsburgh, PA
Ali Abbas Razvi, Vernon Hills, IL

Jonathan Ross Reed, Columbus
Emily Elizabeth Rhodes, Columbus

Blake Alexander Ricketts, Eureka, MO
Nicholas Martin Rodgers, Vienna, VA

Gabrielle Bianca Rohn, Jacksonville, NC
Juliana Lea Ruben, Chesterland

Verner Roy Rudder III, Macedonia
Richard Sami Salloum, Sayville, NY

Keyon Daniel Sanaei, Powell
Bianca Margarita Sandoval, Westerville

Vincent Paul Bergonia Sansait,
Lewis Center

Nurmadira Sazali, Selangor, Malaysia
with Research Distinction in Earth Sciences

Sydney Omega Schlessman, Milan

Jacob Thomas Schmeltzer, Pickerington

Summa Cum Laude

Nickolas Jeffrey Sedlock, Columbus

Cum Laude

Aatur Tushar Shah, Cincinnati

Summa Cum Laude

Morgan Shaw, Columbus
Hanna Shin, Seoul, South Korea

Vanessa Elizabeth Siebert, Fairport, NY
Brandon Sienkiewicz, Parma Heights

Cory Blake Sims, Wapakoneta

Cum Laude

Vijay Singaraju, Dublin
Gursimer Singh, Columbus

Rishabh Sinha, Rochester, MI
Brock Sokevit, Willard

Sarah Leigh Solomon, Orient

Magna Cum Laude

Katherine Laura Spencer, Westerville
Byron James Spruill, Granville

Alexis Noell Stamper, Cincinnati
Meredith Anne Stautberg, Cincinnati

Steven Benjamin Steiner, Deerfield, IL

Magna Cum Laude

Lindsay Danielle Strehle, Springboro

Cum Laude

with Honors in the Arts and Sciences

Morgan Taylor Sturgeon, Fairfield
Yiqing Sun, Beijing, China

Caroline Curran Swain, Cincinnati
Alan Michael Terranova II, Columbus

Prasad Sharad Thakkar, Strongsville
Shravan Thaploo, Powell

Magna Cum Laude

with Honors in the Arts and Sciences

Spencer G. Thodiyil, Hilliard
Sarah Elizabeth Todd, Somerville, NJ

Thomas Eugene Trace III, Columbus
Kevin Andrew Turner, Grafton

Miles Daniel Turner, Columbus

Cum Laude

Avanti Sameer Vaidya, Powell
Devon Jacob Vanstone, Cincinnati

with Honors in the Arts and Sciences

Derek Theodore Verhoff, Kalida
Najiy Wan Muhammad, Ampang, Malaysia

Nasra Warsame, Columbus
Corey Watkins, Delaware

Magna Cum Laude

Alysha Welch, Sylvania
Courtney Lynn Werner, Pickerington

Adam Whitehead, Holland
Sara Louise Wilkins, Frederick, MD

Ethan Michael Willitzer, Defiance
Nicole Gabrielle Wohlfort, Fallston, MD

Magna Cum Laude

Rachel Ann Wozniak, Westerville
Alexus Wright, Pleasantville

Gingting Wu, Wuhan, China
Haoyan Xiang, Shanghai, China

Chunhui Xiong, Wuxi, Jiangsu, China
Dawei Xu, Xiamen, Fujian, China

Haina Yan, Xi'an, Shaanxi, China

Cum Laude

Hua Yang, Zhengzhou, Henan, China
Xuan Yang, Beijing, China

Yuhao Yao, Nanjing, China
Kaitlyn Elizabeth Yatson, Strongsville

Magna Cum Laude

Jiewen Yu, Wuxi, China

Cum Laude

Hanyan Yuan, Beijing, China

Magna Cum Laude

Cheng Zeng, Fuzhou, Fujian, China

Summa Cum Laude

Eli Toby Zettler, Huron

Magna Cum Laude

with Honors in the Arts and Sciences

Jessica Zhao, Huludao, China
Jinghan Zhao, Shandong, China

Magna Cum Laude

with Research Distinction in Molecular Genetics

Hai En Zhou, Hilliard
Patrick Ross Zonfa, Canton

Associate of Arts

Adil Mohammedberhan Abdulkadir,
Canal Winchester

Youssef Abouhashish, Columbus
Deritus Achaleke, Columbus

Federico Daniel Acheampong, Columbus
Kieran Adamo, Upper Arlington

Robert Blake Algire, Fredericktown
Mina-Alia M. Alnakhaleh, Blacklick

Jordan Sydney Apple, Westerville
Ruth Araya, Columbus

Olubunmi Deborah Temitayo Aribisala,
Temple Hills, MD

Carmen Arredondo, Columbus
Eyrusalem Gebeyhu Assefa, Ethiopia

Hannah Jessalyn Avila, Russells Point
Joseph Rami Aziz, Columbus

Tyler Joseph Bagley, Van Wert

Cum Laude

Isatu Bah, Columbus
Taylor Victoria Ball, Lima

Steven John-Jeffrey Banis, Richfield

Cum Laude

Kevin Barber, Elida
Rachel Renee Barlage, Chillicothe

Idil Abdikarim Barre, Delaware
Tyler Bradley Barta, Dublin

Samantha Renea Barton, Harrod
Levi Colton Bass, Ada

Joshua Troy Bauman, Centerburg
Katherine Michelle Baur, Westerville

Dahria April Beaver, Columbus
Taylor Madisyn Beeson, Middletown

Kaitlynn Mercedes Begley, New Albany
Emily Bell, Middletown

Kidest Beyene, Westerville

Cum Laude

Quentin Zane Binkley, Louisville
John Wangira Birenge, Gahanna

Brooke Marie Blackburn, Westerville
Aaron Bloodworth, Columbus

Katherine Lanell Boley, New Albany

Cum Laude

Matthew Norman Bollinger, Johnstown
Kaitlyn Ambur Bookout, Reynoldsburg

Jason Jeffrey Boothman, Powell
Nettie Lynn Borders, Marion

Maria Kathryn Bowen, Pataskala
Kristan Jane Bowers, Tiffin

Broce Arlan Boyd, Wilmington
Jacob Matthew Bradley, Columbus

Magna Cum Laude

Savannah Olivia Brandon, Mount Blanchard

November 16, 2018, Board of Trustees Meeting

John Spencer Brower, Cincinnati
Cum Laude

Alyssa Ann Marie Brown, Lima
Summa Cum Laude

Jaret Joseph Brown, Lima
Taylor Morgan Brown, Marysville
Morgan Jo Brunschwick, Anna
Mitchell David Bumb, Bryan

Abdul Rahman Bundu,
Freetown, Sierra Leone
Matthew James Burleson, Westerville
Zachary Burley, Zanesville

Pierce Allen Burris, Baltimore
Brittany May Butler, Newark
Kyle J. Buurma, Willard

Devin Brianne Calabrese, Beavercreek
Kira Renee Camino, Broadview Heights
Cum Laude

Emily Rose Campbell, Elida
Katelyn Ann Campbell, East Liberty
Cum Laude

Savannah Raye Cannon, Newark
Alexis Anne Caracollo, Columbus
Erin Carter, Pickerington
Tyler Carter, Oregonia
Kylie Rene Casimir, Baltimore

Steven Lloyd Cayton, Piqua
Magna Cum Laude

Wedly Doriney Cazy, Columbus
Danielle Therese Chance, Ashland
Ching Yee Cheung, Marion

Jacob Alan Chobany, Gahanna
Bailey Jeanne Church, Springboro
Michael Joseph Ciaramarito, Dayton
Magna Cum Laude

Abigail Grace Clark, Westerville
Kelsey Ann Clark, Lima
Michael Christopher Clement, West Chester
Meagan Nichole Cline, Raymond
Savannah Isabella Cline, Ashland
Emmanuel Kwesi Fandoh Cobbold,
Columbus

Brooke Elizabeth Cole, Columbus
Cum Laude

Briley Ann Collier, Continental
Addison R. Colopy, Pleasantville
Cum Laude

Mitchell Vincent Colyer, Cincinnati
Evan Lincoln Conley, Perrysburg
Owen Lewis Conn, Canton

Kylie Marie Conrad, Lima
Lainnie Elizabeth Cook, Powell
Cum Laude

Emily Katherine Cowan, Granville
Rachel Mae Creighton, Marion
Brooke Nicole Crockett, Maumee
Luz Cruz, Pataskala

Nikala Ann Curtiss, Newark
Magna Cum Laude

Tanner Galen Darnes, Heath
Loryn Ashli Dave, Powell
Jessie Rena Davis, Columbus
Michael Allen Davis II, Marion

Tyra Alexis Decatur, Akron
Samantha Skye-Yheng Deeds, Johnstown
Andrew Steven Defelice, New Albany
Haley Lynn Demmitt, LaRue
Magna Cum Laude

Angela M. Devaney, Bucyrus
Cum Laude

Jackson Manser Dickman, Troy
Sharmake A. Diriyee, Columbus
Cyera Rose Dixon, Lancaster
Cum Laude

Brittney Danielle Dodrill, Buckeye Lake
Magna Cum Laude

Emiliana Doepker, Fairfield
Raegan Nicole Donchess, Newark
Jeyun Kenth Drake, Richwood
Magna Cum Laude

Megan Marie Drake, Marion
Dana Marie Dreher, Westerville
Cum Laude

Sarah Jean Duckworth, Akron
Amanda Nicole Dudgeon, Newark
Claire Kathryn Dues, Loveland

Kristen Nicole Eblin, Chillicothe
Victoria Anne Edelbrock, Columbus Grove
Alyssa Marie Edwards, Gahanna
Lance Dwight Edwards, Lyndhurst

Taylor Dawn Edwards, Mount Gilead
Dylan Robert Egle, Columbus
Ronald Lee Elswick II, Amanda
Jaimee McKenna Emming,
Painesville Township

Jeffrey Cortlynd Emmons, Columbus
Magna Cum Laude

Amanda Marie English, Johnstown
Jasmine Rennee English, Columbus
Valerie Kay Engwall, Marion

Bailey Ernst, Cincinnati
Sarah Amberly Evans, Hilliard
Summer Fagan, Columbus
Magna Cum Laude

Jordan Michael Fairburn, Newark
James William Farris, Jr., Columbus
Dalton DeVerle Faulder, Jackson Center
Magna Cum Laude

Nicole Julia Favale, Wapakoneta
Madison Lynn Fellows, Pataskala
Morgan Marie Felver, St. Marys
Cody Matthew Ferguson, Carey
Alexa Kay Ferko, Hilliard

Sarah Anne Figlik, Lewis Center
Magna Cum Laude

Ashley Marie Fincham, Norwalk
Marcus Domiconic Fortney, Delaware
Summa Cum Laude

Shelby Lynn Francis, Newark
Cum Laude

Georgia Michelle Frericks, Columbus
Angela Renee Friedrich, Fort Jennings
Julie Ann Gable, Mount Vernon
Amelia Louise Gearheart, Columbus

Mikalayla Kalika Ginyard, Columbus
Michaela Lynn Goins, Richwood
Dionna Lynae Goley, Reynoldsburg
Katie Mae Gordon, Thornville
Summa Cum Laude

Collin Christopher Gormley, Newark
Chance Everett Gough, Mansfield
Magna Cum Laude

Austin Lee Graf, Blacklick
William Nicholas Grawe, Columbus
Caitlin Ann Gray, Ashland
Cassidy Ryanne Green, Pataskala

Kayla Dawn Griggs, Lexington
Summa Cum Laude

Cody Ryan Grove, Westerville
Tyler Douglas Guminski, Duncan Falls
Dilys Gyimah, Columbus
Breanne Elizabeth Halcker II,
Columbus Grove

Matthew Thomas Hammer, Mentor
Hannah Kay Hancock, Columbus
Keanna D. Hanefeld, Ottawa
Summa Cum Laude

Larisa Mary Hardbarger, Newark
Avery Nicole Harlow, Frazeesburg
Magna Cum Laude

Alexis Nicole Harris, Reynoldsburg
Hannah Hartley, Centerville
Magna Cum Laude

Cameron Emma Harvey, Columbus
Reganne Hefefflinger, Jeromesville
Elizabeth Michelle Heneman, Dublin
Victoria Elizabeth Heyob, Loveland

Hunter Coleman Highley, Canal Winchester
Elaysia Ja'vonne Hill, Reynoldsburg
Spencer Robert Hina, Sidney
Amanda Renee Hinds, Newark
Sandra Hoang, Columbus
Cum Laude

Vjolicca Balliu Holley, Baltimore
Terah Lindsay Hollinger, Mansfield
John Michael Holstein, Pickerington
Olivia Margaret Holzmacher, Mason
Ashley Elizabeth Hoover, Sunbury
McKenzie Rae Householder, Frazeesburg

Hanna Marie Houseman, Dublin
Magna Cum Laude

Madelyn Elaine Hower, Jeromesville
Clayton Douglas Huber, Granville
Cum Laude

Rachel Marie Huestis, Cincinnati
Tori Lea Hummel, Pataskala
Alexis Lynn Hutchison, Lakeville

Frank Isabelle III, Hilliard
Reiona Taneli Jacox, Columbus
Hamzeh Jahesh, Lima
Summa Cum Laude

Mohamed Abdullah Jama,
Mogadishu, Somalia
Andrew Christopher James, Westerville
Marcellus Damani Jenkins,
Cleveland Heights

Jennifer Jacqueline Jewell, Centerburg
Abdul Karim Kaba, Conakry, Guinea
Paul Joseph Kabec, New Albany
Konstandinos Evangelos Kalkavakis, Dublin

Joanna F. Kamara, Columbus
Yuvraj Kapoor, Columbus
Zachary Keener, Dublin
Meghan Ann Keller, Mansfield

Caroline Renee Kelly, Ontario
Rachel Claire Kelly, Maineville
Emma Marie Kemp, New Albany
Kaitlyn Marie King, Bellville

Scott Jeffrey Klosterman, Columbus
Tyler M. Knapp, Reynoldsburg
Ashley Elizabeth Kohler, Massillon
Tony Raymond La Torre, Columbus

Adam Benjamin Lachey, Dayton
Amy E. Laine, Wapakoneta

Salamata Lam, Columbus
Jessica Marie Laman, Wapakoneta
Peyton Elizabeth Lauck, Lima
Grace Catherine Laughlin, Centerburg

Jack Ronald Lauttamus, Westerville
Charles Andrew Lawson, Westerville
Amanda Jane Leach, Reynoldsburg
Magna Cum Laude

Jacob Han LeBlanc, Seoul, South Korea
Danielle Shae Leeper, Marysville
Czarina Marie Legitimas, Cleveland
Alexander Lee Lemons, Newark
Alexander Donald Lenc, Wadsworth
Summa Cum Laude

Allyson Paige Lewis, Delaware
Victoria Libby Liberman, Columbus
Cum Laude

Meagan Celes Lilley, Fremont
Khari Osahar Renard Lindsay, Columbus
Danielle Shae Litt, Mansfield
Maddison Alexandria Littick, Zanesville

Leslie Anne Locke, Columbus
Andrew Louis Loiczly, Willoughby Hills
Nikhita Loka, Powell
Jenna Mae Lotz, Marysville
Lucas Michael Lumbr, Columbus
Melissa Anne Maag, Newark

Laki Omar Mahamad, Columbus
Morgan Lynn Mann, Newark
Claudia Marion Manter, Baltimore
Cum Laude

Danielle Marie Marriott, Fredericktown
Katelyn Ann Marshall, Lima
Magna Cum Laude

Michael Alexander Martin, Westerville
Thomas Joseph Martino, Columbus
William Andrew Mason, Upper Arlington
Megan Maurer, Columbus
Timothy Travis Maynard, Pataskala

Colleen Marie Mazik, Columbus
Allyson Dawn McCurdy, Marion
Elizabeth Katherine McDaniel, Westerville
Kimberly S. McGee, Nashport
Joseph Mechling, Worthington

Krista Dawn Mereand, Heath
Sam Miller, Worthington
Bradley Scott Minamy, Dublin
Pheona Minkah, Bronx, NY
Jordan Ross Mohler, Pickerington

Paige Nicole Montgomery, Marion
Sydney A. Moore, Blacklick
Victoria Grace Morell, Avoon Lake
Joshua Mott-Goodman, Newark
Jacob Ryan Muzek, Waterville

Simon Brice Murdoch, Thornville
Mason Cameron Myers, Centerburg
Magna Cum Laude

Aminata Ndiaye, Columbus
Patricia A. Neel, Richwood
Magna Cum Laude

Caleb Newkirk, Columbus
Addison M. Newsome, Whiteshoe
Alex Nguyen, Powell
Peter Le Nguyen, Columbus
Magna Cum Laude

Jessica Ni, Richfield
Cum Laude

Leticia Flora Njojep, Canal Winchester

Gabrielle Christine Noorkah, Dublin
 Bethany Kierre Norman, Columbus
 Nelly Ntim, Pickerington
 Cayla-Nicole Giles Ong, Elida

Cum Laude

Abby Nalani Orellana, Dover
 Daniel Paul Painter, Cairo

Magna Cum Laude

Tabitha Donna Pangalangan, Westerville
 Emma Susan Park, Medina
 Kelsey Parsell, Findlay
 Dylan Parsels, Grove City
 Dharti D. Patel, Columbus

Tyler Edward Payne, New Richmond
 Brennan Tyler Perion, Reynoldsburg
 Aaliyah Nicole Perry, Mansfield
 Heavin Nicole Perry, Lancaster

Bryant Keith Phares II, Columbus
 Chelsea Gabrielle Phelps, Cardington
 Austin Piergallini, Rayland
 Jennifer Pietrusik, Dublin

Christian Viade Popovski, Pickerington
 Aaron Michael Powers, Caldwell
 Emily Erin Preston, Huntsville
 Allison Nicole Prise, Ashland

Logan Lee Pruett, Lima
 Paige Josephine Purdy, Minster
 Michael Bradford Raicevich, Avon
 Joshua Ramirez, Avon Lake

Trent Solomon Ramsey, Marion
 Jonathon Tyler Rank, Mansfield

Magna Cum Laude

Jason Daniel Ratterman, Loveland
 Sneha Ravi, Columbus
 Zachary Vincent Ravine, Dover

Cum Laude

Caroline Rose Raymond, Westerville

Magna Cum Laude

Adam Reed, Plymouth
 Nicholas Allen Rehm, Pickerington
 Julie Elise Reminder, Cleveland
 Dustin Michael Rethman, Maria Stein
 Sopheaveak Rey, Blacklick

Tika Rizal, Columbus

Cum Laude

Julio Cesar Romero, Marion
 Erika Nicole Rosario, Upper Sandusky
 Katie Lynn Roth, Baltimore
 Alissa Marie Rowe, Johnstown
 Daniel Alan Rump, Upper Arlington
 Maxwell Atam Sahni, Gahanna

Magna Cum Laude

Deena Said, Blacklick
 Justine Marie Savage, West Mansfield

Cum Laude

Rachael Marie Scarmack, Pataskala

Magna Cum Laude

Eve Elizabeth Scarpone, Tiltonsville
 Brandon David Schilling, Marietta
 David Michael Schrader, Lewis Center
 Tyler Samuel Schultz, Rittman
 John Scott, Columbus
 Joshua Erin Scruggs, Bellville

Derrick Thomas Sellitto, Reynoldsburg
 Gwynne Laurel Shepherd, Columbus
 Isabel Rachel Sheridan-Runyon, Waverly
 Taylor Susan Shirk, Defiance
 Alena Shouman, New Albany

Alexis Leigh Shull, Mansfield
 John Richard Siebert, Pickerington
 Emily Irene Siemer, Westerville
 Noah Alexander Silverman, Cincinnati
 Tavian Victor Sim, Galloway

Noura J. Simoui, Groveport
 Jade Mackenzie Simmons, Rushsylvania

Magna Cum Laude
 Conner Joseph Smith, Powell
 Dani Sierra Smith, Johnstown
 Georgina Afua Smith, Westerville
 Myana Jasmirae Smith, Columbus
 Zachery Smith, Powell

Magna Cum Laude
 Haley Michelle Snyder, Elida
 Saaja Salah Soboh, Westerville
 Aaron A. Spencer, Wooster

Magna Cum Laude
 Kenzie Ann Spires, Reynoldsburg
 Email Elizabeth Sroufe, Lima
 Kidron Eric Paul Stamper, Mansfield
 Casey Alexandra Stanislaw, Canfield
 Brooke Lee Stewart, Thornville

Keegan R. Strohm, Sunbury
 Jessica Mae Stronschein, Johnstown

Summa Cum Laude
 Mattie Elaine Stuckert, Bucyrus
 Victoria Marie Sullivan, Lima

Magna Cum Laude
 Cole Susac, Beallsville
 Joseph Aaron Thompson, Newark
 Brooks Antonio Tiberi, Columbus
 Devin Hugo Torre, Columbus

Zoe Anna Tracy, Continental
 Matthew Trieu Vi Tran, Gahanna
 Allyson Joyce Truex, Butler
 Kayla Leigh Tubbs, Cincinnati
 Emily Michele Underwood, Brunswick

Lauren Mikayla Urse, Hilliard
 Kyle Thomas Usner, Orient
 Nicholas Robert Villiers, Granville
 Cynthia Hayley Jean Wagner, Elida

Cum Laude
 Miranda Jane Wagner, Mount Vernon
 Evan Robert Walters, Dublin
 Jack Walton, Perrysburg
 Kelsey Anne Ward, Westerville
 Ashten Elizabeth Warner, Elida

Cole Wasson, McComb
 Nichole Watkins, Bellefontaine
 Caitlyn Dawn Webber, Mansfield
 Scott Alan Weber, Pickerington
 Emily Nicole Weis, Lima

Madison Lee Wells, Leroy
 Olivia Grace Wessel, Cleves
 Mitchell Robert Westerkamp, Cincinnati
 Hayden John Wetmore, Pickerington
 Adam Jeffrey Wheelbarger, Plain City

Summa Cum Laude
 Spencer Blaine Whetsel, Bellefontaine
 Ayreon Janae' Wilkinson, Dayton
 Taylor N. Williams, New London
 Nicole Rebekah Wills, Etna

Cameron Richard Vrt, Lewis Center
 Madison Coreen Victoria Wones, Newark

Cum Laude
 Mathan Yogeswaran, Dublin
 Cheyenne Marie Younger, Columbus
 Joshua Zentkovich, Pickerington

The Max M. Fisher College of Business

Dean: Anil K. Makhija

Bachelor of Science in Business Administration

Corey Logan Abbott, Anna
 Morgan Marie Abbruzzese, Columbus

Magna Cum Laude

Yang Amira Abdul Razak, Ipoh, Malaysia
 Jason Patrick Achenbach, Pembroke Pines, FL
 Kyle Griffin Adams, Willoughby
 Hari Om Adhikari, Columbus
 Gabrielle P. Adrian, Hilliard
 Isak Adam Ahlqvist, Worthington
 SomtoChukwu Emmanuel Akaeze,

Mbaise, Nigeria

Blair Benjamin Alexandersen, Shaker Heights
 Grace Alguire, Columbus

Cum Laude

Caleb Robert Allen, Newark
 John Allen, Erie, PA
 Anthony Andrews, Medina

Cum Laude

Cole Alan Andromalos, Columbus

Cum Laude

Alexander William Angle, Akron
 Alexandra Macy Ankrim, Gahanna
 Brett Michael Annis, Hilliard
 Nicholas John Arder, South Barrington, IL
 Alexander Habib Aschi, Lebanon

Magna Cum Laude

Daniel Edward Axner, Solon

Cum Laude

Muhammad Danial Azham, Kulim, Malaysia
 Ahmad Asyraf Azmin,
 Seremban, Negeri Sembilan, Malaysia
 Sebastian Baafi, Westerville
 William Alexander Backenstoe, Hilliard
 Daniel Lawrence Baer, Salem

Julien Banexy, Ithaca, NY
 Parth Banugariya, North Olmsted
 Yimeng Bao, Beijing, China

Magna Cum Laude

Matthew Edward Barket, Mansfield
 Brody Michael Barlow, Springboro

Cum Laude

John Joseph Barone III, Perrysburg
 Ryan Jackson Barry, Beaver Creek
 Taylor Rose Basinger, Ottawa
 Kaylee Christine Bastien, Sandusky
 Elizabeth Hannah Bates, Powell
 Austin Charles Baun, Powell

Magna Cum Laude

Ryan Matthew Beachy, Blacklick
 Zoryana R. Bedeshko, Galloway

Magna Cum Laude

Garrett Thomas Berelsman, Fort Jennings
 Tyler Brian Berg, Canton

Cum Laude

Beserat Berhane, Columbus
 Michael Lawrence Berthold, Twinsburg
 Alyssa Diann Bey, Cleveland

Cum Laude

Katherine Blackburn, Chagrin Falls

Cum Laude

Nicholas Allen Blaine, New Bremen

Magna Cum Laude

Kaylyn Victoria Blancett, Gahanna
 Adam Kevin Blatt, Tallmadge

Cum Laude

Ashlie Kayla Bobb, Powell
 Thomas Edward Bogden, Huron
 Cole Austin Bolin, Grove City
 Olivia Mae Book, Marysville
 Alexander James Bouterse, Frisco, TX

Summa Cum Laude

James Erick Bowman, Columbus

Cum Laude

Erika Taylor Boyd, Hilliard
 Luka Brkijac, Belgrade, Serbia

Magna Cum Laude

Samuel Taylor Broderick, Springboro
 Addae Logan Brooks, Columbus
 Audra Lee Brown, Brookville

Summa Cum Laude

Griffin Peters Brown, Naperville, IL

Magna Cum Laude

Quantin Alexander Brown, Brecksville
 William Allan Brown, Reynoldsburg

Cum Laude

Brett Andrew Brunswick, Beaver Creek
 Brendan Michael Burdett, Hudson

Summa Cum Laude

with Honors in Accounting
 Victoria Faye Burgess, Loudonville
 Cassidy Blend Burt, Westerville
 David Patrick Butcher, Yellow Springs
 Andreanna Butler, Toledo

Mohamed Camara, Conakry, Guinea
 Xinge Cao, Zhangjiakou, China
 Michael Anthony Cardozo, Dublin
 Michael Paul Carroll, Bucyrus

Summa Cum Laude

Gavin Carson, Cincinnati
 Kelsy Sep Centeno, Strongsville
 Youngseok Cha, Seoul, South Korea
 Gabrielle Chaccour, Brecksville
 Christina Ann Chahine, Canfield

Summa Cum Laude

Abhishek Chaudhary,
 Mathura, Uttar Pradesh, India

Magna Cum Laude

Jiaying Chen, Hangzhou City, China
 Xinyi Chen, Yixing, Jiangsu, China

Magna Cum Laude

Lang Cheng, Cranston, RI

Magna Cum Laude

with Honors Research Distinction in Finance
 Isaac Cheuk Yin Cheung, Hong Kong
 Jihyun Chung, Dublin
 Devin Michael Clark, Milton, MA
 David Charles Clements, Cincinnati
 Andrew Justin Coddling, Bowling Green
 Max David Cohen, Beachwood
 Amanda Taylor Conaway, Lancaster, NY

Cum Laude

Lauren Elizabeth Conaway, Lancaster, NY
 MaKayla Nicole Corsi, Glenford

Cum Laude

November 16, 2018, Board of Trustees Meeting

Jonathan Andrew Davis, Wintersville
 Thomas Richard Dawson, Powell
 Jawad Anas Deifallah, Hilliard
 Xingming Deng, Chong Qing, China
Magna Cum Laude
 Spencer Charles Dennis, Cincinnati
Cum Laude
 Ahmadou Saikou Diallo, Canal Winchester
 Michael Dichlian, Copley
 Emily Marie Dinger, Ontario
 Jonathon DiSalle, Toledo
 Michael Andrew Dobronos, Brecksville
 Samantha Lynn Doerner, Blacklick
 Kevin Michael Donatini, Maineville
 Ethan Shamare Douglas, Marion
 Jayson Peter Dragonette, Reynoldsburg
 Tony Michael Dunlap, Moatsville, WV
Cum Laude
 Joseph Hunter Durr, Silver Lake
 Jacob Matthew Duska, Erie, PA
Magna Cum Laude
 Michael Anthony Eaton, St. Clairsville
 Tyler Martin Eckstein, Cincinnati
 Samuel Benjamin Ehrlich, Bexley
Cum Laude
 Brianna Nicole Ellis, Westerville
Cum Laude
 Amanda Marie English, Johnstown
 Karen Stephanie Escobar, Dublin
Cum Laude
 Ryan Matthew Fastzkie, Eastlake
 Kellie Audrey Feehan, Pickerington
 Amber Nicole Felger, Youngstown
Cum Laude
 John Henry Fischer III, New Knoxville
 Carson Suzanne Fisher, Upper Arlington
Magna Cum Laude
 Dustin Jay Freer, Powell
Magna Cum Laude
 Marc Andrew Fricker, Clayton
 Vincent James Fritsch, Westerville
Cum Laude
 Austin Kotin Fu, Columbus
 Zhouyi Fu, Jinhua, China
 Kathryn Emily Fyffe, Cincinnati
 Robert John Gaul, Novi, MI
 Haylie Rae Gazda, Bellbrook
Summa Cum Laude
 Charles A. Gebensleben, Sunbury
Cum Laude
 Jinglue Geng, Jiaocheng, China
 Nicolette Francesca Genter, Sandusky
Cum Laude
 Kevin James Gilligan, North Royalton
Magna Cum Laude
 Colleen Jeannette Gilmore, Newark
 Zachary Ian Ginis, Solon
 Cecelia Alease Glackin-Hunt, Dublin
 Benjamin Amiel Gnage, Sandusky
Cum Laude
 Grace Nicole Goldenberg, Fairlawn
 Marc David Goldstein, Plainview, NY
 Mitchell Duane Gooslin, Laura
 Alexander Morgan Grabe, Granville
 Zachary Dean Graber, Liberty Center
Magna Cum Laude
 with Research Distinction in Operations Management
 Aaron Mathew Grimes, Mansfield
 Erin Elizabeth Groves, Powell
 Brooke Megan Grozenski, Dublin
Magna Cum Laude

Alexander Joseph Gruber, Cincinnati
Magna Cum Laude
 Nicholas Joseph Hachem, Cleveland
Cum Laude
 Luke Daniel Hackman, Cleveland Heights
Cum Laude
 Kevin Jinsoo Hah, Columbus
 Ariel Whitthorne Haimoff, Miamisburg
Cum Laude
 Nicholas John Hallett, Zeeland, MI
 Jacob J. Hamel, Medina
 Qingyang Han, Beijing, China
 Xinle Han, Jinan, China
 Ahmed Handulle, Columbus
 William M. Haney, Portsmouth
 Danning Hao, Baotou, China
Cum Laude
 Gabriel Allen Hardy, Westerville
 Jesse Alexander Harlow, Norwood
 Liam Harrod, Cincinnati
 John Michael Heflin, Cincinnati
Cum Laude
 Hannah Heimberger, Lancaster
 Andrew Steven Heinrich, Wixom, MI
Magna Cum Laude
 Owen Gene Heldman, Cincinnati
 Rachel Kathryn Hellwarth, Chicago, IL
Cum Laude
 William Herriman, Dublin
 Ryan Hershey, Pataskala
Cum Laude
 Owen Douglas Hester, Chesterland
 Gabrielle Marie Hodge, Cincinnati
Cum Laude
 Gabriel C. Hodosh, Newbury Park, CA
Magna Cum Laude
 with Honors in Accounting
 Katherine Ann Hoffman, Lima
 Jessica Holcomb, Cleveland
 Abigail Elise Holleran, Avon Lake
 Shannon Patricia Hollis, Bay Village
 Zhaoyang Hong, Wenzhou, China
Magna Cum Laude
 Zachary Daniel Hopkins, Shaker Heights
 Hanna Alexandra Howard,
 Canal Winchester
 Xiaoyu Hu, Kunming, China
Magna Cum Laude
 Yihan Hu, Jiangshan City, China
 Huiwen Huang, Cleveland
 Jian Huang, Rongchang County, China
Cum Laude
 Zhaolong Huang, Guangzhou, China
Magna Cum Laude
 Paul Martin Hufnagel, Centerville
 Shannon Elizabeth Hughes, Huron
Cum Laude
 Jacob Douglas Hulbert, Huntsville
 Brock Hurd, Perry
Magna Cum Laude
 Sarah Husk, Cincinnati
 Hui Hwang, Busan, South Korea
 Benjamin Patrick Hyde, Massillon
 Cory Michael Hyman, Columbus
Cum Laude
 Michael Anthony Innamorato, Hudson
 Hailey Marie Jackson, Marengo
Cum Laude
 Tyler Dalton Jenkins, Columbus
 Zhe Ji, Qingdao, China
Magna Cum Laude

Han Jiao, Chang Zhou, China
Magna Cum Laude
 Alexandra Marie Johnson, Powell
 Autumn Leah Johnson, Chelsea, MI
 Jacob Adrian Johnson, Newark
 William Marvin Johnson III, Urbana
 Jason Paul Joliff, Marion
Cum Laude
 Zachary Gerald Joseph, Oakwood
 Alexander Charles Kadlec, Chagrin Falls
 August Thomas Kahle, Kettering
Cum Laude
 Dana O. Kanaan, Dublin
Magna Cum Laude
 Emily Anne Kapp, Warren
 Alex Gregory Keefer, Norwalk
 Brian Patrick Kelly, Avon
 Hunter John Kelly, Eden Prairie, MN
Cum Laude
 Douglas Warren Kendall, Columbus
 James Gregory Kennedy, Amelia
 Kevin Y. Kim, Seoul, South Korea
 Moo Sung Kim, Columbus
 Alex Andrea Kleczewski, Germantown, WI
Magna Cum Laude
 Sang Beom Ko, Seoul, South Korea
 Tingfong Ko, Jiangyin, China
Magna Cum Laude
 Frederik Johannes Koch, Dormagen, Germany
 Courtney Sue Kohler, Wapakoneta
Cum Laude
 Brittany Emma Kohls, Leipsic
 Kaleb Yong Kok, Lewis Center
 Allison Olivia Kraft, Cincinnati
 John Patrick Kropf, Macedonia
 Thomas James Kyner, Akron
 Chi Un Lam, Macau, Macau
Cum Laude
 Trevor J. Lambert, New Albany
 Hadif Idlan Latep, Selangor, Malaysia
 Daniel Law, Cincinnati
 John Kelly Lawler, Mayfield Village
 Thomas Gallagher Lear, Medina
 Sung-Whan Lee, Dublin
Cum Laude
 Modian Li, Shanghai, China
Cum Laude
 Peiyun Li, Chongqing, China
 Rui Li, Dezhou, Shandong, China
Summa Cum Laude
 Yue Li, Qingdao, China
Magna Cum Laude
 Denise Tse Mun Liew, Mason
 Zheng Da Lim, Dublin
 Troy Michael Link, St. Henry
 Blake Ellis Liss, Potomac, MD
 Junhui Liu, Hangzhou, China
 Xiaochen Liu, Shenyang, China
Magna Cum Laude
 Jackson Alexander Long, Cincinnati
 Cecylia Eden Luckenbach, Columbus
Cum Laude
 Xiaoyun Ma, Ningbo, China
Summa Cum Laude
 Joshua Ryan Mace, Highland Heights
Cum Laude
 Peter MacKay, Boston Heights
Magna Cum Laude
 Miles Ulysses Price Magalang, Dublin
 Lauren Elizabeth Makowski, New Albany
Magna Cum Laude

Runhua Mao, Urumqi, China
 Yuelun Mao, Nanjing, China
 Andrew Michael Markowski, Akron
 Christopher Charles Mart, Lima
 Alex Daniel Martin, Hilliard
 Adrian Hartanto Martoseno,
 Surabaya, Indonesia
 Alysha Michelle Mashchak, Dublin
Cum Laude
 Michael Mathews, Westlake
Magna Cum Laude
 Brooke Anne Mathias, New Riegel
Summa Cum Laude
 Ben Vincent McCormack, Loveland
 David Scott McCormack, Westerville
 Austin Shawn McDonald, Heath
 Drew Mykel McDonald, Bellville
 Michael Ryan McDonald, Cincinnati
 Brian Thomas McEeven, Loveland
 Demetrius Shyree McGhee, Akron
 Peter James McGrath, Cincinnati
Cum Laude
 Samuel Vincent McKinley, Avon Lake
 Matthew Barnhart McVey, Lyndhurst
 Megat Asyrul Idzham Megat Muhammad Amir,
 Columbus
 Nicole Faye Mercer, Newark
Cum Laude
 Nicholas David Micheli, Columbia Station
 Quinn William Mickelson, Marysville
 Kaleb Anthony Miller, Wapakoneta
 Logan Reid Miller, Millersburg
 Sawyer Del Miller, Bryan
Cum Laude
 Ilya A. Mindlin, Dublin
 Vitor Benigno Modes,
 Curitiba, Parana, Brazil
 Ryan Samuel Moran, Park Ridge, IL
 Michaela Victoria Morelli, Georgetown, TX
 Katherine Mourzine, Twinsburg
 Kyle Nachele Muchow, Bucyrus
 Blake Matthew Mullen, Steubenville
 Mitchell Alan Mullins II, Newark
Cum Laude
 Byungchan Mun, Busan, South Korea
Magna Cum Laude
 Lindsey Helen Murphy, Lake in the Hills, IL
 Michelle Gladys Muskal, Cincinnati
 Brett Alexander Myers, Miamisburg
 Nicole Ann Myers, Pioneer
Summa Cum Laude
 John Bailey Nader, Warren
 Armon Karim Namazi, Columbus
Magna Cum Laude
 Michael John Natalizio, La Cresenta, CA
Magna Cum Laude
 Baylee Nicole Neate, Van Wert
Cum Laude
 Oumar Souleymane Ngaide, Cincinnati
 Trevor Michael Nizich, South Hempstead, NY
 Tyler Alexander Norris, Lewis Center
 Dianna Grace Norwood, Grove City
 Andrew Gallagher O'Hea, La Grange Park, IL
 Slade Cameron Oen, Wapakoneta
 Andrew Olinger, Cincinnati
 Teng Hong Ong, Seremban, Malaysia
Cum Laude
 Natalie Orr, Whitehall
 Connor Richard Osborn, Mason
 Huizhong Ouyang, Xi'an, China
Magna Cum Laude

November 16, 2018, Board of Trustees Meeting

Sophie Lynn Owens, Norwalk

Cum Laude

Elliot Robert Painter, Cincinnati

Cara Renee Paolucci, Cincinnati

Andrea Marie Parent, Lebanon

Summa Cum Laude

Mason Grant Parks, Xenia

Megan Ashley Partin, Powell

Cameron Alexander Partrick, Sandy Hook, CT

Deep A. Patel, Twinsburg

Magna Cum Laude

Meshva Patel, Newark

Devan Marie Patterson, Columbus

Summa Cum Laude

Nicholas Williams Payiatis, Cincinnati

Julie Ann Peck, New Riegel

Matthew Charles Pellegrino, Webster, NY

Summa Cum Laude

Marcus Paulo Kerner Pereira, Pataskala

Candace Marie Pettiford, Dayton

Aryn McKenzie Pickard, Johnstown

Kiel Matthew Pitzer, Bellbrook

Joseph W. Platko, Brecksville

Sarah Hannah Prill, Chatham, NJ

Cum Laude

Gregory James Proulx, Stratham, NH

Evan Harrison Pugh, Cincinnati

Magna Cum Laude

Sean Matthew Purdy, Twinsburg

Summa Cum Laude

Wendi Qian, Ningbo, China

Li Qiu, Kunming, China

Qarina Raissa-Vashti, Cleveland

Benjamin Gary Randall, Mason

Cum Laude

Rhys John Ratino, Avon

Magna Cum Laude

Paige Ratterman, Loveland

Ahmad Haziq Razali, Johor Bahru, Malaysia

Zhengyu Ren, Ningbo, China

Cum Laude

Meghan Daneen Rice, Vincent

Magna Cum Laude

Ryan Todd Rice, Hilliard

Patrick James Riley, Cleveland

Jack Charles Ringer, Canton

Cum Laude

Fredrick James Ritenaue, Lorain

John Alan Robbins, Mason

Magna Cum Laude

Caleb Daniel Robinson, Cleveland

Luke Anthony Rode, Lewistown

Carmen Elizabeth Rodriguez, Bexley

Emily Kathryn Rodriguez, Columbus

Cum Laude

Brett Mercier Rolf, Annapolis, MD

Jaxson Ray Romano, Twinsburg

Jessica Alejandra Rosas Torres, Worthington

Jesse Tyler Rosen, Woodbury, NY

Ashley Rose Rothstein, New Albany

Michael James Rudibaugh, Cleveland

Kearstin Breamne Saffell, Westerville

Paul Christopher Sambor, Seven Hills

Curtis Mitchell Sandy, New Philadelphia

Carolina Sara Gonzalez, Medellin, Columbia

Amit Sathe, Mason

Cum Laude

Timothy Edward Schiller, Cincinnati

Brynn Schlemitz, Dublin

Cum Laude

Lauren Ryan Schmelzle, Naples, FL

Sydney Elizabeth Schmidt, Minster

Anthony John Schuh, Wapakoneta

Bradley Louis Schwaner, Lawrenceville, GA

Abigail Lee Segel, Hinsdale, IL

Cum Laude

Chase Rubelli Segreti, Galloway

Karen Sabrina Selva, Hilliard

Lindsey Mae Shaffner, West Chester

Summa Cum Laude

Aatur Tushar Shah, Cincinnati

Summa Cum Laude

Alexander David Shapiro, Wilmette, IL

Mikhail Sergeyevich Shatokhin, Aurora

Kevin Keenan Shea, Copley

Muyang Shen, Changzhou, China

Ying Sheng, Qingdao, China

Lucy Marie Sheridan, Upper Arlington

Jason Lars Shirey, Powell

Clayton David Shook, Perrysburg

Magna Cum Laude

Jack Keegan Shough, Dublin

Cum Laude

Brandon Scott Simon, Powell

Maggie Ellen Simon, Norwalk

Tessa Rae Simpson, Bluffton

Aidan Smith, Springfield

James Donald Smith, Aurora

Cum Laude

Christopher John Solomonides, Powell

Mackenzie Soneson, North Olmsted

Cum Laude

Anderson Lerinzo Spearman, Millington, TN

Abigail Paige Spittler, Sandusky

Cum Laude

Bailey Spittler, Upper Sandusky

Matthew Christian Stark, Chardon

Uri Jonathan Starr, Ashland, MA

Tyler Douglas Stauffer, Wapakoneta

Jacob Wesley Steed, Wheeling, WV

Cum Laude

Adam Matthew Steinkirchner,

Huntington Beach, CA

Dylan S. Stephens, Hilliard

Magna Cum Laude

David Alan Storer, Columbus

Carl Lee Stover II, Ostrander

Summa Cum Laude

Heidi Anne Strevell, Piqua

Jason Robert Strine, Dublin

Magna Cum Laude

Michael Howard Stuckart, Jr., Amherst

Shan Su, Jinan City, China

Cum Laude

Yifan Sun, Nanjing, China

Magna Cum Laude

Mary Lu Swartz, Richwood

Magna Cum Laude

Max William Swartz, Cary, NC

Nicholas Sweeney, Canal Winchester

Nuvjote Singh Takhar, Bellbrook

Nigeria Ashana Talley, Dayton

Gefeai Tan, Changsha, China

Magna Cum Laude

Rushi Sanjay Thakkar, West Chicago, IL

Andrew Gordon Thomas, Cincinnati

Cum Laude

Katherine Elizabeth Thomas, Medina

Aleksandar Tomic, North Royalton

Cum Laude

Jack William Triscari, Mooresville, NC

Cansu Tugul, Istanbul, Turkey

Alexander Luke Turner, Wapakoneta

Jeremy David Tyman, Washington, PA

Magna Cum Laude

Andrew Richard Uhler, Cincinnati

David Michael Urse, Broadview Heights

Ricardo Valle Maldonado,

Guadalajara, Mexico

Nadia Rocha Volpini, Powell

Taylor LevonKenneth Walker, Toledo

Ge Wang, Tianjin, China

Summa Cum Laude

Huizhong Wang, Chicago, IL

Cum Laude

Jonathan Wang, Pickerington

Cum Laude

Patrick Wang, Perrysburg

Magna Cum Laude

with Honors in Accounting

Steven H. Wang, Fremont, CA

Yixin Wang, Ningbo, China

Summa Cum Laude

Allison Ann Washington, New Albany

Shontese Jaaz Washington, Shaker Heights

Erika Kay Watts, Canal Winchester

Doyle Francis Webb, Frankencmuth, MI

Lai Wei, Chibi, China

Alexander Levi Weiker, Middleton, WI

Cum Laude

Jordan Michael White, Alliance

Magna Cum Laude

Kylia Janelle White, New Albany

Nicholas Andrew Whitmore, Northwood

Jesse Rab Wildman, Coral Springs, FL

Magna Cum Laude

Cole Michael Williams, Fostoria

Jacob Christopher Williamson, Pomona, CA

Dylan Michael Wilson, Hilliard

Tyler Wilson, Mansfield

Keaton Wineman, Norwalk

Brooke Marie Winner, Yorkshire

Cum Laude

Paul Wesley Wright III, Medina

He Xu, Changsha City, China

Zengyi Xu, Chongqing, China

Magna Cum Laude

Jiayin Yang, Shenzhen, China

Lingxuan Yang, Chengdu, China

Adrian Elizabeth Young, Orange Village

Cum Laude

Julia Marie Young, Rocky River

Kaylynn Amber Young, West Milton

Summa Cum Laude

Sarah Elizabeth Young, Payne

Ann Hanya Yu, Mason

Magna Cum Laude

Jiamin Yu, Huzhou City, China

Summa Cum Laude

Jianing Yu, Jinzhou, Liaoning, China

Summa Cum Laude

Zhihan Yuan, Chengdu, China

Noah Jonathan Zeitlin, Reisterstown, MD

Cum Laude

Chen Zhang, Dalian City, China

Cum Laude

Mengmeng Zhang, Beijing, China

Magna Cum Laude

Tong Zhang, Beijing, China

Magna Cum Laude

Wei Zhang, Shanghai, China

Yifan Zhang, Beijing, China

Magna Cum Laude

Yixin Zhang, Taiyuan, China

Meina Zhou, Zhejiang, China

Summa Cum Laude

Runxing Zhou, Taizhou, Jiangsu, China

Magna Cum Laude

Ke Xin Zhu, Ningbo, China

Magna Cum Laude

Yiwen Zhu, Xi'an, China

Brian Zovko, Jefferson Hills, PA

College of Dentistry

Dean: Patrick M. Lloyd

Doctor of Dental Surgery

Thomas O. Adjan, Barberton

*Kwi Hyun Cho, North Royalton

B.S.

M.S. (Cleveland State University)

College of Education and Human Ecology

Dean: Donald B. Pope-Davis

Bachelor of Science in Health Promotion, Nutrition, and Exercise Science

Chet Naylor Backiewicz, Centerburg

Mallory Ann Reynolds, Tipp City

Cum Laude

Robert Lee Thompson, Columbus

Bachelor of Science in Human Development and Family Science

Brooke Nicole Albers, Loveland

Magna Cum Laude

Javier Armando Alvarez, Columbus

Noor Bibi, Islamabad, Pakistan

Daniel Evan Carter, Hilliard

Douglas Arthur Collins, New Albany

Sarah Rose Cronin, Westerville

Meghan Katherine Cunningham, Lyndhurst

Najee Storm Davis, Columbus

Allison Christa Dorr, Hilliard

Meghan Kate Falior, Marysville

Cum Laude

Erin Lee Flavin, Grove City

Summa Cum Laude

Skylar Alexis Fox, Pickerington

Kassidy Hays Harper, West Jefferson

Summa Cum Laude

Carynne Nicole Hawkins, Milford

Cum Laude

Brooke Elizabeth Hobbs, Dayton

Sierra Jason Hoskins, Trabuco Canyon, CA

Cum Laude

Oladade Abigail Ilesanmi, Columbus

Airreana Johnson, Columbus

*awarded posthumously

November 16, 2018, Board of Trustees Meeting

Skyler Lenae Johnson, Columbus
Sarina Anne Keane, Loveland

Cum Laude

Sydney Marie King, Westerville
Cum Laude

Celia Renee Leonard, Mount Vernon
Nicole Danielle Lewis, Newark
Richard Patrick Long II, Wadsworth
Sarah Marie Lozier, Westerville

Summa Cum Laude

Kelly Nicole McCallum, Columbus
Shelby Dawn McCombs, Newark
Jessie M. McCoy, Lewis Center

Summa Cum Laude

Donovan Michael McGuire, Lewis Center
Harshit D. Patel, Columbus
Corie Marie Pfister, Johnstown
Arrica Lynn Philebaum, Grove City
Ta'Presha Pickens, Sandusky
Malcolm Pridgeon, Columbus
Kieran Elizabeth Ryan, Columbus
Anthony Ry Sam, Columbus
Jeremiah Roland Smith, Columbus
Taylor Ann Stover, Cuyahoga Falls
Nathan Patrick Tighe, Beavercreek
Betsy Ottilie Trace, Upper Arlington
Emily Ann Ulliman, Centerville
Ayaka Jasmine Vonli, Okinawa, Japan
Zachary William Wellman, Hilliard

Bachelor of Science in Human Ecology

Bradley David Allinder, Sunbury
Kiley A. Baldwin, Bucyrus
Christine Michelle Behrent, Hilliard
Adelaide Virginia Boyles, Worthington
Steven Michael Camp, Toledo
Samantha Lynn Carter, Columbus
Trent Ciecchowski, St. Clairsville
Cole Christian Cox, Westerville
Nicole Elizabeth Dawson, New Albany
Nicholas Elswick, Chardon
Mitchell Ross Escott, Beachwood
Darius Isaac Evans, Pickerington
Hayley Rachelle Gillum, Jackson
Heather Nicole Gooch, Grove City
Nicholas Walter Hall, Westerville
Keilee Brooke Harkins, Reynoldsburg
Wesley Aaron Harvin, Buffalo, NY
Madison Marie Hilsen, New Albany

Magna Cum Laude

Sarah Husk, Cincinnati

Kayla Renee Jones, Columbus
Allison Marie Kobosky, Mentor

Magna Cum Laude

Edward Kongor, Columbus
Clayton Michael Kreuz, Metamora
Monica Marie Lapp, Avon
Amanda Lee Little, Dublin
Megan Marie Lusk, Lewis Center
Alex Elaine Markovitch, Westerville
Connor Wait Miles, Upper Arlington
Allison N. Miller, Miamisburg
Julia Nicolette Montella, Commack, NY
Matthew Elliott Nakasian, Powell
Jaycen Clay Newsome, Fairborn
Demantis Obidiegwu Okafor, Pickerington
Wendy Orozco, Managua, Nicaragua

Rachel Jeessoo Park, South Korea
Danielle Marie Pennza, Upper Arlington
Aubrey Lee Pipes, Butler
Taylor Pitzer, Lewis Center

Magna Cum Laude

Sierra Nicole Ridenour, Hilliard
Cum Laude
Carolina Sara Gonzalez, Medellin, Columbia
Samantha Elizabeth Schoff, Cincinnati
Pawan Deep Singh, Basking Ridge, NJ
Paul Jackson Staten, Pickerington
Thomas Langford Sueiro, Rockville Centre, NY
Daniel Miezah Toffey, Jr., Pataskala
Elizabeth Ann Wallace, Youngstown
Sheraton Edward Welch, Springboro

Bachelor of Science in Hospitality Management

Emily Nicole Downing, Columbus
Kaitlyn Olivia Francis, Raleigh, NC

Cum Laude

Frank Fazio Grk III, Highland Heights
Joseph Heath, Dublin
Dingjia Li, China
Elliot Raymond Meizlish, Gahanna
Georgiana Leigh Murdock, Dayton
Connor William Noel, Gahanna
Sierra Nicole Ridenour, Hilliard

Cum Laude

Irtaza Sarwar, Blacklick
John Brady Taylor, Columbus
*William A. Wickes, Dublin
Yingdi Yang, Chongqing, China

Summa Cum Laude

Xinrui Zhang, Nanjin, China

Bachelor of Science in Nutrition

Martha G. Aguila, Guadalajara, Mexico
Cum Laude
Jayna Marie Davis, Fredericktown
Ishan Dhankani, Dublin

Magna Cum Laude

Tina Marie Graves, Lancaster
Corbin Lee Jasper, Cincinnati

Madelyn Victoria Joviak, Grafton

with Research Distinction in Nutrition

Danielle A. Roberts, North Royalton

Summa Cum Laude

Bachelor of Science in Education

Carly Rae Andrews, Thornville
Samantha Lee Baldini, Chagrin Falls
Allison Nicole Bates, Fremont

Cum Laude

Kayla Mercedes Bell, Shaker Heights

Cum Laude

Kevin Michael Bell, Columbus

Jillian Berning, Pickerington

Magna Cum Laude

Brady John Blackwell, Columbus
Nicole Elizabeth Blevins, Upper Arlington

Magna Cum Laude

Emily Jane Bonar, Springfield

**awarded posthumously*

D'Ondrey Bowden, Akron
Erika Taylor Boyd, Hilliard
McKenzie Kathleen Brinkman, Glandorf

Magna Cum Laude

Alexander Joseph Burger, Mentor

Magna Cum Laude

Danajha Ajee Latrice Clemons, Piqua
Meagan Rachelle Conkle, Johnstown

Cum Laude

Sarah Abigail Cotterman, Newark
Tyler Chandler Cowles, Rocky River
Sidney Crecelius, Mason

Cum Laude

Joshua Cremer, Commack, NY
Trenice Nichole Davidson, Reynoldsburg

Summa Cum Laude

Kelly Francis Delaney, Hilliard
Alexandria Delikat-Hinze, Toledo
Nicholas Scott Demaline, Swanton
Stephanie Diane Dennard, Greensboro, AL
Angela M. Devaney, Bucyrus

Cum Laude

Alison Marie Ebel, Mason
Sierra Jordan Elliott, Mount Gilead
Jasmine Renae English, Columbus

Richard Allen Flowers III, Lorain
Hannah Marie Fuller, LaRue

Summa Cum Laude

with Honors Research Distinction in Middle

Childhood Education

Spencer Jay Garrison, Columbus
Amelia Louise Gearheart, Columbus
Grant James Gilligan, Cincinnati

Brienna Lora Goodyear, Coshocton
Olivia Nichole Grapo, Cleveland

Magna Cum Laude

Jacob Tyler Grugen, Loveland

Cum Laude

Stephanie Nicole Guay, Galloway

Magna Cum Laude

Erin Raneae Gyurke, Oregon

Summa Cum Laude

Sarah Megan Hakim, Dublin
Joseph Reid Hamlett, Columbus

Zachary Lee Hammonds, Newark
Emmalee Grace Harding, Gahanna

Grace Hash, Grove City

Magna Cum Laude

Brittany N. Hatfield, Sunbury

Magna Cum Laude

Evan S. Hatton, Pittsburgh
Christopher Kevin Howell, Columbus

Alyssa Corinne Hoying, Columbus

Magna Cum Laude

Nicholas David Hull, Syracuse, NY
Jessica Miranda Hutchinson, Alexandria

Cum Laude

Cassandra Kay Huvler, Butler
Kathryn Ann Jira, Cincinnati

Summa Cum Laude

with Research Distinction in Health Sciences

Jihye Kang, Pasadena, CA

Cum Laude

Zachary James Kaylor, Pickerington
Jake Ryan Kemelhar, Pepper Pike

Magna Cum Laude

Benjamin F. Kerns, Apalachin, NY
Devon Angela Kerr, Ontario, Canada
Jeremy Lawrence Kovacs, Vandalia

John David Labardee, Waterville
Brett Lange, Mason
Wang Liao, Columbus

Magna Cum Laude

Katherine Rose Mack, Waynesville
Magna Cum Laude

Nicholas Andrew Manno, Lyndhurst
Allison Martins, Poway, CA

Cum Laude

Hannah Lynn Matheny, Galloway
Cameron Mazzone, Plano, TX
Cottrell Noah McGowan, Houston, TX
Alexandra Elaine Miller, Saratoga, CA
Katelynn Joy Mitchell, Beavercreek
Sean O'Connor, Boston, MA
Sheridan Brooke Oliver, Cambridge

Magna Cum Laude

Gregory Scott Oman, Columbus
Matthew Michael Paternoster, Westerville
Bobby Tavon Perry, Hamilton

Joanne Marie Plescia, Cleveland
Allison Nicole Price, Ashland

John J. Rinaldi, Columbus

Amy Song Ritschel, Lakewood

Cum Laude

Sarah Roberts, Aliso Viejo, CA
Theodora Marie Roush, Kirkersville

Magna Cum Laude

Michael James Rudibaugh, Cleveland
Deanna Lynn Sanidad, Blacklick
Mohamed Ahmed Sharif, Columbus

Cum Laude

Jessica Ruth Shinn, Leesburg, FL

Summa Cum Laude

Christine Marie Sims, Youngstown
Noel Elizabeth Skaggs, Plain City
Hannah Marie Smith, Powell

Magna Cum Laude

Kaitlyn A. Spaide, Marion

Stephanie Lynn Toombs, Marion
Jordan Ann Studer, Gailon

Summa Cum Laude

Cailyn Laura Sutliff, Granville

Summa Cum Laude

Brandon Tackett, Ludlow Falls
Sarra Amilia Taylor, London
Victoria Michaela Terry, Findlay

Cum Laude

Kathryn Ann Thompson, Columbus
Stephanie Lynn Toombs, Marion
Tanner Paul Tully, Bristol, IN
Nathaniel Gregory Vrona, Grafton
Carsten Weaver, Gahanna

Hannah Elizabeth Wilson, Marysville
Megan Ashley Wittkopf, Lewis Center
Noah Edward Worobetz, Mason
Geddy Matrix Wu, Columbus
Madi Nance Zeigler, Pickerington

Cum Laude

College of Engineering

Dean: David B. Williams

Bachelor of Science in Aeronautical and Astronautical Engineering

Jih Hsin Chen, Zhubei, Taiwan

Bachelor of Science in Architecture
(Austin E. Knowlton School of Architecture)

Juan Carlos Varela, Grove City
Yiyi Wang, Tang Shan, China

Bachelor of Science in Aviation

Joseph William Houk, Negley
Anthony Lamar Jones, Cleveland
Timothy James McLain, Delaware
Nadia Binti Mohamad Hanafiah,
Shah Alam, Malaysia
Mark Allen Striker III, Uhrichsville

Bachelor of Science in Biomedical Engineering

Isabelle Anne Clairmonte, Lexington
Cum Laude
Elena R. Lee, Kuala Lumpur, Malaysia
Cum Laude
Luke Roger Lemmerman, St. Marys
Summa Cum Laude
Frederick Daniel Purdy, Minster
Summa Cum Laude
Cody Ruck, Dublin
Jonathan Zachary Von Stein, Columbus Grove
Cum Laude
Breandan Yeats, Elyria
Cum Laude
Emily Andress Young, Avon Lake
Magna Cum Laude
with Honors in Engineering
with Honors Research Distinction in Biomedical Engineering

Bachelor of Science in Chemical Engineering

Zachary Mario Abraham, Cincinnati
Magna Cum Laude
Roman Amorati, Gahanna
Cum Laude
with Honors in Engineering
Melissa Anne Ardagh, Schaumburg, IL
Magna Cum Laude
with Honors in Engineering
Sundus Karim Assaf, Atlanta, GA
Meredith Rose Bailey, Cincinnati
with Honors in Engineering
Bahjat Basmaji,
Abu Dhabi, United Arab Emirates
Rosanne Bellamy, Charlotte, NC
Kevin Andrew Bergstrasser, New Fairfield, CT
Nicholas David Beutel, Sylvania
Sierra Taylor Boone, Plain City
Lindsay Marie Bundy, Piqua
Nathan Andrew Bur, Farmington Hills, MI
Jody Cambria, Granville
Magna Cum Laude
Samantha Marie Carlin, Beaver Creek
Naman Chamoli, Dublin
Mary Catherine Cramer, Watertown, NY
Emma Grace Curtis, Centerville
Cum Laude

Ngoc Dang, Morgantown, WV
Alexander Clark Downey, Granville
Candisse Kyla Fejer, Cincinnati
Matthew Daniel Ferree, Beaver Creek
Magna Cum Laude
with Honors in Engineering
Noelle Frances Gaboriault-Whitcomb,
Buffalo, NY
Daniel Peter Gardner, Oakwood
Cum Laude
Stephanie Rose Gase, Pickerington
Madison Marie Gilger, Wadsworth
Gabrielle Leonida Grigonis, Sharon, MA
Cum Laude
Sravani Hari, Worthington
Kuihao Ji, Chengdu, China
with Research Distinction in Food Science and Technology
Chase Michael Kayrouz, Jeffersonville, IN
Magna Cum Laude
Joshua Steven Keller, Columbus
Holly Rachel King, Columbus
Madeline Kinkopf, Cleveland
Magna Cum Laude
Emma Elizabeth Landis-Ashbaugh,
Cincinnati
Jong Ho Lee, Buffalo, NY
Cum Laude
Carter Jacob Leffler, Dublin
Matthew Richard Lethander, Cincinnati
Alex Joseph Leveto, Warren
Cum Laude
Xichen Liang, Tianjin, China
Magna Cum Laude
Siwan Liu, Beijing, China
Alexandra Nicole Lowery, Harrison
Owen Thomas Manning, Westlake
Daniel John Meeks, North Lawrence
Raphael Philipos Melke, Columbus
Thomas David Menker, Dublin
Magna Cum Laude
John Michael Minor, Westerville
Alexander Ali Mirza, Columbus
Tyler Robert Mitchell, Columbus
Petryk Robert Moeller, Dublin
Magna Cum Laude
Muhammad Amaluddin Asyraf,
Kuantan, Malaysia
Mohamad Naquib Ismail Bin Nasaruddin,
Columbus
William Kwon Oh, Gainesville, FL
Luisa Marie Parish, Fullerton, CA
Badal Vijay Patel, Northfield
Riyaz Miten Patel, Strongsville
Manasi Reddy Pemmareddy, Dublin
Miguel Eduardo Petrarca,
Maracaibo, Venezuela
Cum Laude
Miranda Helen Poklar, Mount Orab
Ryan Thomas Rebillot, Uniontown
Garrett Jonathan Regula, Canton
David Ritz, Chesterland
Cum Laude
Kaitlyn Jo Margaret Rundle, Brunswick
Daniel Joseph Sawmillier, Lima
Brian Rexford Shawd, Hudson
Chelsea Lilly Shi, Mason
Cum Laude
Nicholas Shirilla, Broadview Heights

Olivia Anne Smith, Worthington
Allison Lynn Staab, Allison Park, PA
Cum Laude
Jacob Scott Voegele, North Canton
Magna Cum Laude
Ethan Josiah Warner, Circleville
Cum Laude
Augustus Dean Wetzel, Tatum, TX
Michael Brant Wise, West Chester
Anthony Michael Wulk, Jr., Strongsville
Alec Michael Wuorinen, Gahanna
Cum Laude
Ahmad Faisal Bin Yaacob,
Bukit Mertajam, Malaysia
Boyu Zhang, Knoxville, TN
Qianxia Zhang, Shanghai, China
Magna Cum Laude
Nabilah Zulkifli, Kajang, Malaysia

Bachelor of Science in City and Regional Planning
(Austin E. Knowlton School of Architecture)

Michael Jonas Allen, Columbus
Riane Eden Federman, Solon
Magna Cum Laude
Carli Alexandria Goode, Dayton
Lok Guragai, Reynoldsburg
Zachary Curtis Hounshell, Greenview
James Metz, West Alexandria
Eric Gavin Miller, St. Joseph, MI
Smit D. Patel, Norwalk
Chase Jordan Ridge, Delaware
Allison Lee Rowland, Cincinnati
Cum Laude
Safa Mohsen Saleh, Powell
Cum Laude
Terrick Christopher Terry, Columbus
Alex Wheeler, Coshocton

Bachelor of Science in Civil Engineering

Muhammad Nsir Abdallah, Gathersburg, MD
Abdlaziz Ahmed, Dublin
Cum Laude
Julia Emma Anhofer, West Chester
Mathew Timothy Beck, Coshocton
Zachary Tyler Blaha, Lebanon
Alyssa Kari Boecker, Bryan
Samuel Edward Bollinger, Tipp City
Joshua Evan Bradford, Bethel
Nathan Christopher Brickner, Ottawa
Trent Andrew Burchett, Hilliard
Wooseung Chang, Ulsan, South Korea
Kevin Allan Chonko, Northfield
Robert Dunay, Lakewood
Alex Dundore, Sycamore
Summa Cum Laude
Hayley Anne Estes, New Carlisle
Charles Nicholas Fallara, Columbus
Jared Garrison Forbes, Cincinnati
Tyler Anthony Freeman, Glandorf
Michael Richard French, Jr., North Canton
Gabe Wayne Gerstner, Austin, MN
Justin Gregory Kish, Painesville
Joshua Andrew Kloenne, Liberty Township

Jarrett Lange, Lima
Kirill Lebedev, Rostov, Russia
Jeffrey Andrew Light, Cincinnati
Maxwell Bryan Liska, Powell
Kyle James Martin, Sidney
Kirsten Rose Miller, Lancaster
Cum Laude
John Takuma Moody, New York City, NY
Cum Laude
Chandler Richard Morgan, Uniontown
Clarke E. Ortega, Columbus
Anthony Domenic Pelino, Columbus
Griffen Pine, Uniontown
Jonathan Pyles, Celina
Shaopeng Qi, Shijiazhuang, China
Cum Laude
Keith Andrew Raymond, Marion
Angela Michelle Sage, Columbus
Kyle Andrew Sage, Westerville
Paulina Frances Stefano, Brecksville
Sonja Anne Summer, Rocky River
Shawn P. Sutton, Columbus
Michael Steven Talarico, Parma
Brian Le Trinh, Lewis Center
Aran Richard Whisler, Johnstown
Aaron Avery Willis, Dublin
Peilong Zheng, Shenzhen, China
Magna Cum Laude

Bachelor of Science in Computer Science and Engineering

Evan Connor Adamic, Wickliffe
Michael Cameron Ahlbeck, Columbus
Muhammad Najeeb Akbar, Youngstown
Magna Cum Laude
Yazen Sahim Alzaghameem, Columbus
James Manuel Amann, Nashville, TN
Timothy John Aris, Elyria
Cum Laude
Anthony James Bauer, Clevess
Shaun Andrew Bolan, Massillon
Ian Wesley Burgan, Marion
Matthew Ka-him Chan, East Lyme, CT
Hayden Conley, London
William Mahon Conlon, Greenville
Samuel Henry Coyle, Mason
Cum Laude
Elliott G. Dehnpostel, Cincinnati
Kumar Kaushika Dhitai, Columbus
James Patrick Dickson, Granville
Micah Joel Diemler, Cincinnati
Cum Laude
Nicholas Dorgan, Hilliard
Christopher Jordan Ellis, Chicago, IL
Magna Cum Laude
Zachary Charles Fackler, Ayersville
Chuhan Feng, Harbin, China
Cum Laude
Jacob Michael Ferrara, Grove City
Michael Victor Gary, Folsom, CA
Isaac Goldthwaite, Dublin
Andrew Henry Halvorson, Cincinnati
Michael James Hauser, Springboro
Cum Laude
David Huang, Lewis Center
Cum Laude
Jesse Michael Jordan, Columbus

Matthew Ankiro Kaplan, Mason
Tanzim F. Khan, Hilliard
Thomas Jeffrey Kiener, Columbus

Magna Cum Laude

Steve Kwon, Lawrence, KS
Timothy Lake, Perrysburg
Tianyuan Li, Shenyang, China
Zhenyu Liu, Zibo, China
Alexander Keith Losego, Centerburg

Cum Laude

Lane Robert Lucas, Jamestown

Cum Laude

Kaixin Luo, Nanchang, China

Cum Laude

Daichi Mae, Osaka, Japan

Magna Cum Laude

with Honors in Engineering

Blaise Joseph Marchetti, Stow
Rachel Marie Marks, Powell
Zachary Marshall McGohan, Dayton
Laura Christine Mobley, Houston, PA

Magna Cum Laude

Emmet Hall Murray, Tower Lakes, IL
Swarup Nayak, New Delhi, India
David Matthew O'Mullan, Hinsdale, IL
Gregory Ochs, North Royalton
Brannon James Oiler, Columbus
Steven Sungju Park, Powell
Neel Rajanikant Patel, Grove City
Annette Marie Petty, Hilliard

Cum Laude

Adam Gregory Prater, Cincinnati
Nathan Edward Pratt, Garrettsville

Cum Laude

Alberto Andrés Románach-Santiago, Mason

Cum Laude

George Tufic Saadi, West Hills, CA
Eric Salberg, Rocky River
Nicholas Robert Schriml, West Chester
Zachary Jordan Schroeder, West Chester

Magna Cum Laude

with Honors in Engineering

Alexander Nathan Schwartz, London
Aakash Singh, Beavercreek

Magna Cum Laude

Zachary Ryan Sliger, Lewis Center
John Ryan Sparks, Eaton

Andrew Joseph Stretch, Downingtown, PA
Ryan Taylor Stutzman, Wooster
Zhen Tian, Yinchuan, China

Summa Cum Laude

Andrew Gunner Vetovitz, Highland Heights

Cum Laude

Antonia von Oepen, Columbus

Magna Cum Laude

Stephen Wan, Centerville

Cum Laude

Ziheng Wei, Changchun, China
Steven Robert Wessinger, Cincinnati
Michael Alexander White, Monroeville, PA
Ryan Daniel Whitney, Hilliard

Magna Cum Laude

Timothy Isaac Williams, Columbus

Cum Laude

Val Yevtyeyev, Powell

Jintao Zhang, Mason

Cum Laude

Shaocheng Zhang, Shanghai, China

David Charles Zucco, Broadview Heights

Bachelor of Science in Electrical and Computer Engineering

Phillip Opoku Amo, Columbus
Matthew Nicholas Anthony, Dublin
Michael Anthony Antoniadis, Cincinnati

Shahin Badiie, Columbus
Noah Hilmi Bayindirli, Encinitas, CA
Andrew Christopher Beach, Wapakoneta
Mahmoud Benouissa, Columbus

Cum Laude

Luke Manuel Brantingham, Cortland

Summa Cum Laude

Daniel Vinh Bui, Hamilton

Shreyas Chaudhari, North Canton

Summa Cum Laude

with Honors Research Distinction in Electrical and

Computer Engineering

Brandon Alan Christler, Wapakoneta
Anthony Michael Corbett, Columbus
Ashok Vedantum Dheenan, Cincinnati

Magna Cum Laude

Michael Jeffrey Doran, Hilliard

Brandi Nicole Downs, Evansville, IN

Magna Cum Laude

Brendan William Eal, Galloway

Kevin Paul Everson, Liberty Township

Cum Laude

with Honors in Engineering

with Honors Research Distinction in Electrical and

Computer Engineering

Kion Fallah, Dublin

Summa Cum Laude

Keaton Patrick Figurski, Novi, MI

Yixiong Gao, Xi'an, China

Magna Cum Laude

David Wallace Giffin, Bellbrook

Magna Cum Laude

Yong Kang Goh, Muar, Malaysia
Christian Geoffrey Hamm, Beavercreek
Michael Jay Hamilton, Cincinnati

Eric Jonathan Hansen, North Ridgeville

Bilal Hejase, Columbus

Summa Cum Laude

Nicholas Todd Heydinger, Bellefontaine

Michael J. Hitchcock, Dover

Benjamin James Hogan, Cincinnati

Alexander James Horstman, Cloverdale

Cum Laude

Jiacheng Hu, Shanghai, China

Cum Laude

Jingong Huang, Zhoukou, China

Cum Laude

with Honors Research Distinction in Electrical and

Computer Engineering

Richard Charles Johnson, Cincinnati
Derek Justin Kahle, Cincinnati

Morgan Charlotte Ketchum, Cincinnati

Astha Khetawat, Bangalore, India

Tengisbold Khurelbaatar, Columbus

Michael Thomas Klunk, Cincinnati

Mitchel Kromer, Dublin

Mary Therese Lavelle, North Olmsted

with Honors in Engineering

Chen Li, Columbus

Taylor Andrew Marsilio, Rocky River

Iwan B. Martin, Liverpool, England

Cum Laude

with Honors Research Distinction in Physics

Kyle David Martin, Springfield

Cum Laude

Dominic Mikrut, Riverwoods, IL
Garrett Monast, Columbus
Matthew Glen Myers, Orient
Patricia Nantume, Washington, DC
Aneesh Natarajan, Naperville, IL
Grant Niedzwiedski, Dublin
Sarah Naomi Norris, Cincinnati
Conor Patrick O'Rourke, Westerville
Christopher Jaden Osborn, Westerville
Trevor Scott Osborne, West Chester

Megan Victoria Pearson, Fairfax, VA

Heath Orion Phillibert, Nordonia

Timothy David Plank, Wakeman

Cum Laude

Kenneth Aidan Plunkitt, Naples, FL

Cum Laude

Darren James Reed, Cleveland

Maranda Kianna-Rae Reed, Columbus

Magna Cum Laude

Ezekiel Rhamy, Apple Creek

Gustavo Gantois Rocha, Springboro

Evan James Rochowiak, Maumee

Justin Anthony Schabel, Strongsville

Michael Patrick Schnelzer, Cincinnati

Alexander Morris Skinner, Reynoldsburg

Carl Edwin Spaetzal, Avon

Joshua John Sweitzer, Columbus

Cum Laude

Shivam Tickoo, Grand Rapids, MI

Brian Wayne Toothman, Glenford

Jackie Tung, Pickerington

Thomas Kurt Unger, Cincinnati

Cum Laude

with Honors in Engineering

Asad Vakil, Shrewsbury, MA

Nicholas Connor Vallo, Broadview Heights

Summa Cum Laude

Kaylyn Marie Verhoff, Kalida

Cum Laude

Mingxiao Wang, Chengdu, China

Alexander David Wigal, Poland

Abigail Elizabeth Wise, Montgomery

Noah James Wood, Columbus

Kai Ye, Hangzhou, China

Cum Laude

Jiawen Zhen, Columbus

Bachelor of Science in Engineering Physics

Jonathan Alexander Lewis, Clyde

Magna Cum Laude

Jon-Christian Thomas Simmel, Chapin, SC

Bachelor of Science in Environmental Engineering

Brock William Bogan, Warren

Pearl Chen, Powell

with Honors in Engineering

with Honors Research Distinction in Environmental

Engineering

Adam John Grachek, Amelia

Frances Sheahan Kaler, Chicago, IL

Claire Anna Metka, Worthington

Cum Laude

Joshua David Miller, Perrysburg

Cum Laude

Nicholas A. Nastasi, Jamesburg, NJ

Cum Laude

with Honors Research Distinction in Environmental Engineering

Alex Raymond Robinson, Mount Vernon
Christine Therese Samanich, Rocky River
Lisa Marie Sartin, Columbus
Tasnim Kamal Uddin, Dublin

Bachelor of Science in Food, Agricultural, and Biological Engineering

Eun Woo Bae, Norristown, PA

Maxwell Thomas Baldwin, Delaware

Nicholas Jordan Behnke, Grove City

Ashley Taylor Bertocci, Venetia, PA

Affan Ahmed Bhutta, Columbus

Phong T. Bui, Columbus

Bryce Nicholas Campbell, Van Wert

Blaire William Cline, Richmond

Caleb Anthony Costilla, Fremont

Muhamet Dervisholli, Dayton

Samuel Maurice Diamond, Beachwood

Ellen Elizabeth Dolle, Cincinnati

Sydney Marie Dull, Ohio City

Summa Cum Laude

Geoffrey Alan Early, Satellite Beach, FL

Joelle Renee Hemmelgarn, Coldwater

Magna Cum Laude

with Honors in Engineering

Nicholas Hixenbaugh, Apple Creek

Joshua Alexander Hurwitz, Solon

Cum Laude

Matthew Clark Inniger, Arlington

Magna Cum Laude

Nathan A. Jenkins, Elida

Nicholas Kruse, Broadview Heights

Alexander Joseph Mack, Sandusky

Amanda Emily Manko, Jefferson Hills, PA

Nik Nurazhara Suhada Nik Suhaimi,

Bandar Baru Bangi, Malaysia

Daniel William Orr, Dublin

Andrew Lloyd Ott, Dayton

Elina Panteleyeva, Cincinnati

Giovanni Alessandro Papio, Beavercreek

Madeline Marie Peters, Cincinnati

Cody Michael Pizzola, Kidron

Elizabeth Marie Pospisil, Cortland

Brooke Powell Robinson, Enon

Kelly Marie Rusin, Naperville, IL

Matthew Jordan Schlegel, Shreve

Neven Telavolic, Chicago, IL

Kathy Tuong Truong, Cleveland

Mitchel Reed Wiles, Valparaiso, IN

Rachel Marie Windbigler, Oviedo, FL

Bachelor of Science in Industrial and Systems Engineering

Christopher Will Acus, Akron

Austin Christopher Albers, Osgood

Corey Alexander Antinone, Warren

Elizabeth Marie Bateman, Westerville

Kayla Marie Boggess, Cincinnati

November 16, 2018, Board of Trustees Meeting

Suzanne Maria Brown, Springboro
Manuara Santos Costa, Mansfield
Nathan Lucas Crum, Laurel, DE
Cum Laude

Zachary A. Douglas, Sunbury
Everett James Dutton, North Olmsted
Cum Laude

Conner William Eckles,
Washington Court House
Magna Cum Laude

Bradley James Eckstein, Coldwater
Magna Cum Laude

Michael Eisner, Pittsburgh, PA
Cum Laude

Wyatt Walker Fox, Galion
Alex Joseph Hildebrandt, Rocky River
Kaitlyn Alexia Hill, Reynoldsburg
Cum Laude

Andrew Steven Horvitz, Pittsburgh, PA
Cum Laude

Mudassir Hussain, Strongsville
Lyndsay Dawn Jozsa, Fredericksburg, VA
Cum Laude

Jonathon Robert Jung, Cincinnati
Jenna Marie Kline, Akron
Cum Laude
with Honors in Integrated Business and Engineering

Christian J. Lampasso, Amherst, NY
Antonio Roberto Leiva, San Jose, Costa Rica
Cum Laude

Trevor Lewis, Copley
Stephanie Li, Mason
Cum Laude

Georgia Claire Lindner, Hudson
Cum Laude

Junyan Liu, Lanzhou City, China
Cum Laude

Ransika Imal Liyanage, West Chester
Cum Laude
with Honors in Integrated Business and Engineering

Tian Lu, Columbus
Claire Rose Lyon, Ashland, KY
Summa Cum Laude

Robyn Lynn Marowitz, New Albany
Jackson Tyler McCord, Grove City
Thomas David Millea, Cincinnati
Zachary Walter Moran, Lakewood
Dane Anthony Morey, Mason
Summa Cum Laude
with Honors in Engineering

Scott Mougey, Hudson
Cum Laude
with Honors in Engineering

Jonathan Michael Neague, Hilliard
Cum Laude

Dounia Melody Ogle, Gahanna
Magna Cum Laude

Per Malcolm Petersen, Chillicothe
Elizabeth Hope Peyton, Powell
Cum Laude

Bohdan Adam Rakowsky, Granville
Michael Ryan Rodi, Lisle, IL
Cum Laude

Zachary Alex Rumora, North Ridgeville
Zachary Jacob Samuelson, Cincinnati
Cum Laude

Nicholas Matthew Sas, Homerville
Cum Laude

Jared Thomas Schafer, Cincinnati
Cum Laude

Matthew Lee Schneider, Solon
Cum Laude

Nicholas Schneider, Logan
Christopher Joseph Schultheis, Loveland
Matthew Edward Slaven, Poland
Magna Cum Laude

with Honors in Engineering
Wesley Peicheng Tsou, Columbus
Joseph Paul Weger, Rocky River
Cum Laude

Tze Sheng Yap, Malacca City, Malaysia
Summa Cum Laude

Kaide Zhai, Gainesville, FL
Hannah Elisa Zonker, Pittsburgh, PA
Magna Cum Laude

Bachelor of Science in Landscape Architecture (Austin E. Knowlton School of Architecture)

Ryan David McKee, Columbus

Bachelor of Science in Materials Science and Engineering

Clair Nicole Bechie, Chillicothe
Samantha Genevieve-Keys Binion,
Columbus

Rohan Casukhela, Lima
Magna Cum Laude
Ashley Renee Dukes, Cincinnati
Stacy Marie Gibson, Upper Arlington
Paul Stephen Lacher, Centerville
Magna Cum Laude

with Honors in Engineering
Chenyu Liu, Shenzhen, China
Cum Laude

Nayan Mandan, Cincinnati
David Vincent Marshall, New Philadelphia
Cum Laude

Kenneth Cayman Meeks, Mentor
Alexander Kyle Reynolds, Westerville
Akshara Sreedhar, Naperville, IL
Zachary Taylor Sroka, Amherst
Mitchell Anthony Tirabassi, Painesville
Jacqueline Sara Walters, Bloomington, IL

Bachelor of Science in Mechanical Engineering

Jason Jay Alfredo, Kota Kinabalu, Malaysia
Cum Laude

Muhammad Nevin Anandika, Dublin
Magna Cum Laude
*with Honors Research Distinction in Mechanical
Engineering*

Dustin Lawrence Anthony, Wapakoneta
Cum Laude

Ryan Patrick Bailey, Worthington
Magna Cum Laude
Jonathan Robert Balhorn, Brecksville
Cum Laude

Andrew David Beitzel, Bittering, MD

Kishan Vipul Bhungalia, Powell
Anna Christine Bialosky, Seven Hills
Magna Cum Laude

Erik Joseph Biberstein, Novi, MI
Vincent J. Boffa, Columbus
Simon Howard Bogason, Columbus
with Research Distinction in Mechanical Engineering

Alexander Richard Bon, North Royalton
Brad Anthony Bruns, Tipp City
Summa Cum Laude

Adam Joseph Caresani, Mentor
Cum Laude

Aaron Joseph Carpenter, Marysville
Cum Laude

Juntai Chen, Columbus
Sean Patrick Conway, Cincinnati
Derrick Cosmas, Pekanbaru, Indonesia
Cum Laude

Phillip Dalke, Madison
Magna Cum Laude
*with Honors Research Distinction in Mechanical
Engineering*

Jetuwr M. Davis, Toledo
Nathan Z. Donaldson, Green
Maxwell Esposito, Canton
Anthony Figliola, Cleveland
Jack Saxon Ford, Springboro
Cum Laude

Ronan Joseph Forrester, Cleveland
Cum Laude

Tyler Scott Forry, Morral
Andrew Joseph Granata, Springboro
Cum Laude

Elliott Steele Harrod, Sidney
with Research Distinction in Mechanical Engineering

Matthew Joseph Hokky, Troy
Anthony Huang, San Jose, CA
Jared Peter Jesionek, Hudson
Roger Dale Kassouf, Jr., Brecksville
Cum Laude

*with Honors Research Distinction in Mechanical
Engineering*

Scott Allen Kevern, Stow
Magna Cum Laude

Zawwar Mohammad Khan, McLean, VA
Cum Laude

Melissa Ann Krausnick, Perrysburg
Magna Cum Laude

Geneva Liljestrand, Hudson
Zihao Lu, Suzhou, China
Cum Laude

Joseph Bardwell Luke, Cincinnati
Jeremy Yan Kit Mak, Hilliard
Timothy James Malkus, Hiram
Cum Laude

Jordan Alexander Mangels, Loveland
Magna Cum Laude

with Honors in Engineering
Adam Steven Merk, Cincinnati
Cum Laude

Logan Joseph Miller, Springfield, IL
Grant Wood Nair, Kamuela, HI
Cum Laude

Brice Kenton Newton, Columbus
Cum Laude

Jerrell Yen Shern Ong,
Georgetown, Malaysia
Summa Cum Laude

Zachary Ludwig Orme, Columbus
Summa Cum Laude

Christopher George Pietrow, Brecksville
Daniel Frank Pushpak, Broadview Heights
Mike Reinold, Nuremberg, Germany
Summa Cum Laude

Matthew Christopher Rowland, Amelia
Magna Cum Laude

Muhammad Mujtaba Shao, Columbus
Magna Cum Laude

Nathan Jordan Silverman, Cincinnati
Cum Laude

Matthew Allen Steves, Austin, TX
Magna Cum Laude

Noel Stute, Oakwood
Peter Samuel Vuyk, Loveland
Magna Cum Laude
*with Honors Research Distinction in Mechanical
Engineering*

Luyang Wang, Shiyun, China
Summa Cum Laude
*with Honors Research Distinction in Mechanical
Engineering*

Jaxon Taylor Wilkerson, Beavercreek
Summa Cum Laude

Sanket Kanubhai Yadav, Reynoldsburg
Lichen Ye, Wenshou, China
Cum Laude

Hyeong Sang Yu, Seoul, South Korea
Dingyi Zhang, Beijing, China
Chenming Zhao, Changchun, China
Qizhi Zhu, Changshu, China
Robert James Ziebarth, Bay Village
Magna Cum Laude

Bachelor of Science in Welding Engineering

Eric Thomas Brizes, Willoughby
Magna Cum Laude

Padreic Ian Chaney, Jupiter, FL
Benjamin Neil Day, Marysville
Emily Ann Filtrcraft, Columbus
Austin David Gordon, Sugar Grove
Magna Cum Laude

Kyle Patrick Gradert, Mooresville, NC
Michael Joseph Hayes, Bexley
Scott Patrick Hunter, Upper Arlington
Kyle Stephen Joy, Chicago Ridge, IL
Daniel R. Keffler, Warren

Jerry Lee Kovacich, Howland
Takuya Kusunoki, Shijuku, Japan
Dean Thomas Langenkamp, Russia
Bryan E. Lara, Santa Ana, CA

Caleb Matthew Llaneza, Westerville
Salman Matan, Blacklick
Sameh Hesham Nageb, Columbus
Daniel Adam Randlett, Columbus

Tanner Jacob Sereno, Massillon
Haitham Fouad Shibliq, Haifa, Palestine
Logan Donley Smith, Dublin
Mike Stotts, Zanesville
with Research Distinction in Welding Engineering

Yuxiang Zhang, Taiyuan, China
David Aaron Zielinski, Pickerington

College of Food, Agricultural, and Environmental Sciences

Dean: Cathann A. Kress

Bachelor of Science in Agriculture

Imran Abukari, Westerville
 Grace Allwein, Columbus
with Research Distinction in Animal Sciences
 Kirsten Lee Ameling, Bradner
 Ross Christopher Andre, Wauseon
 Paige Marie Andrews, Sherrodsville
 Tate Stephen Arters, Spencer
 Zachary Bazile, Teaneck, NJ
 John Bouic, Milford Center
 Kerstin Jill Braumiller, Westerville
 Austin John Brown, Laura
 Benjamin Anthony Brown, Edon
 Nathan Richard Bundy, Findlay
 Shiyu Chen, Shanghai, China
 Cole Charles Clark, Circleville
 Justin Tyler Cluxton, Ripley
 Amanda Bradley Collins, Ironton
 Bradley Allen Collins, Coolville
 Seth Foster Comisford, Granville
 Autumn Rose Converse, Woodville
 Felton Conway, Cleveland
 Mariah Joy Cotton, Grafton
 DeVaughn Marcel Davis, Atlanta, GA
 Laura K. Davis, Stockport
 Gerrett Hunter Davison, London
 Caitlyn Nicole Deeter, Wooster
 Julia Nicole Dettore, Columbus
 Murphy Tyler Deutsch, Kent
Cum Laude
 Michael John Devine, Columbus
 Megan Joyce Doran, New Albany
Cum Laude
 Demi Dovin, Wellington
 Ashley Corinne Erich, Columbus
 Jonathan Phillip Fausey, Minster
 MacKenzie Firth, Hanoverton
 Jacob Stephen Geiger, Waynesburg
 Paul Francis Gerdeman, Leipsic
 Anna S. Gerten, Leipsic
 Peter Joseph Grantham, Akron
Cum Laude
 Breanna Lynn Gyeszdt, Litchfield
 Zachary Scott Hagans, Warsaw
Cum Laude
 Courtney Lynne Hale, Delaware
 Nicholas Christopher Haynes, Hamilton
 Meghan Colleen Hensel, Ostrander
 Maureen Elyse Hirzel, Ottawa
 Tsung-Hsuan Huang, Tainan, Taiwan
 Shawn Biju John, Columbus
 Amanda Lynne Jones, Bloomdale
 Joshua Michael Keller, Minster
 Lane Kemner, Pemberville
 Tyler Jordan Kimball, Xenia
 Mickayla Renee King, West Liberty
 Haley Jo Kinney, Carrollton
Cum Laude
 Sarah Helen Kolacz, Chardon

Joanna D. Liningor, Sycamore
 Ellie Sue Logan, Mansfield
 Levi Jacob Lynch, Cambridge
 Vincent James Manter, Columbus
 Philip Neilson Mather, Worthington
 Tyler James McCaula, Sunbury
Cum Laude
 Zachary Kahler McConnell, Marysville
Magna Cum Laude
 Grant Mills Mohar, Galena
 Eric Daniel Moore, Painesville
 Rachel Renee Moore, Eton
 Rachel Anne Murdock, Marysville
 Brandon Micheal Nixon, New Albany
 James Nathaniel Oney, London
Magna Cum Laude
 Yiping Ouyang, Anshan, China
 Jake Thomas Parkinson, Heath
 Sawyer Dean Parrott, Marysville
 Chaney Nicole Pavelka, Englewood
 Monica Gayle Pennewitt, Wilmington
 Natalie Ann Prischack, Erie, PA
Summa Cum Laude
with Honors Research Distinction in Animal Sciences
 Vernon James Prowant, Cloverdale
 Adreonna Markie Radcliffe, Mount Victory
 Cynthia Lynnette Rawls, Dublin
 Kaylee Jo Reed, Lancaster
 Megan Renee Retailick, Columbus
Cum Laude
 Hudson Eric Burdette Rich, Arcanum
 Charles Hunter Riepenhoff, Jackson
 Saraimichel Rodriguez, Columbus
 Matthew Aaron Roesch, Galion
 Tyler James Rogers, Dublin
 Taylor Nichole Romine, Circleville
 Joshua David Ryan, Dublin
 Matthew Walter Schimmoller, Springfield
 Hannah Marie Schloemer, Willard
 Aaron D. Schwartz, Farmdale
 Jill Anne Schwendenmann, Grove City
 Amanda Lynn Seger, Minster
 Jessica L. Skidmore, Rushsylvania
 Treg Mathis Snowden, Wayne
Magna Cum Laude
 Mariah Noelle Starr, Lancaster
 Nicholas Lucas Stewart, Wintersville
 Shauna LeeAnn Thompson, Harpster
 Garrett Wayne Tuck, Bowling Green
 Nathan Lee Vandecar, Columbus
 Ryan Anthony Vaughn, Whitehouse
 Justin David Viers, Lewis Center
 Adam Ray Vonderhaar, Camden
 Samuel Mautz Wagner, Findlay
Magna Cum Laude
 Madison Alexis Walters, Valparaiso, IN
Cum Laude
 Yuanhong Wang, Wuxi, China
Cum Laude
 River Michael Wicker, Edon
 Andrew Cy Wilson, East Palestine
 Keith L. Wilson, Pickerington
 Drew A. Wiseley, Perry, NY
 Allison Christine Zawisa, Columbus
 Adam Robert Zevchik, Gahanna
 Haylee Ann Zwick, Clinton
Summa Cum Laude

Bachelor of Science in Construction Systems Management

Abdallah Nader Aljaksy, Columbus
 Nathaniel Charles Assenheimer, Bucyrus
 Michael Lee Baker, Dayton
 John Benjamin Baumer, Minster
 Mitch Stephen Benner, Columbus
 Nicholas Brodie, Waterville
 Garrison Randolph Brown, Columbus
Magna Cum Laude
 Reno John Colaianni, Adena
 David Coutellier, Columbus
 Brendan Keith Crowley, San Diego, CA
 Jason Eric Donley, Columbus
 Levi Daniel Driggs, Frankfurt
 Marcel Christian Haring, Columbus
 Garrett Lee Hill, Reynoldsburg
 Mackenzie Chester Hilliard, Columbus
 Muhammad Amad Khan, Reynoldsburg
 Cole Matthew Linnabary, Centerburg
Cum Laude
 Ryan Scott Madden, Worthington
 Nick Marvin, Columbus
 Garrett Arthur Mong, Columbus
 Tyler Mark Plaughter, Pataskala
 Christopher Lee Scherzer, Cardington
Cum Laude
 Daniel Robert Sitzwohl, Moreland Hills
 Jacob Stabilia, Kent
 Brett Michael Teare, Independence
Cum Laude
 Yihao Yu, Dublin

Bachelor of Science in Food Science

Kaitlyn Yuk-Ting Nicole Loh, Columbus
Cum Laude
 Kristine Mai, Batavia
 Jessica Miao, Gahanna
Cum Laude
 Andrew Todd Moore, Powell
 Manda Lynn Galloway, Galloway
 Jonathan M. Wagner, Galloway

Bachelor of Science in Nutrition

Paige Mary Fomich, Louisville
 Lorna Ann Parks, North Lawrence
 Kathryn Victoria Whinnery, Adena

School of Environment and Natural Resources

Bachelor of Science in Environment and Natural Resources

Alaina Chelsea Adams, Hamilton
Magna Cum Laude
 Keyana Aghamirzadeh, Issaquah, WA
Cum Laude
 Levon Bajakian, Ringwood, NJ
Magna Cum Laude
with Honors Research Distinction in Environmental Science

Jesse Rea Beery, Columbus
Cum Laude
 Joseph Daniel Bevan, Upper Arlington
 Brooke Elizabeth Bloom, Delaware
 Timothy Patrick Buban, Palatine, IL
 Jessica Lynn Burns, Oxford
 Keith William Cameron, Horsham
Cum Laude
 Jude Christopher Carstensen, Circleville
 Reel Rehman Chaudhri, Columbus
 Alan Michael Coburn, Green
with Research Distinction in Environmental Science
 Amanda Dee Cole, Bellefontaine
 Nathan Reed Dalton, Columbus
 Charles Drew Davis, Chillicothe
 Brynne D. Drohan, Hudson
 Myles Anthony Jordan Everett, Columbus
 Mark William Fisher, Columbus
 Nathan David Frelka, Northfield, IL
 Ryan William Gallagher, Trappe, PA
 Scott Thomas Glassmeyer, Cincinnati
 Adam John Hagebarger, Sandusky
 Jordan Frank Hampshire, Amanda
 Sean Glenn Harris, Simsbury, CT
 Jordan Thomas Hartman, Temecula, CA
Cum Laude
 Haley Belle Henderson, Columbus
 Arden Holden, Las Vegas, NV
 Tayler Noel Holiga, Springboro
 Jeffrey Imbrogno, Ashtabula
 Anthony Eric Jackson, Independence
 Misti Nichole Jackson, Hilliard
 Jacob Michael Jesionek, Hudson
 Mekaela Knight, Columbus
 Zachary Alan Knisley, North Canton
 Peter Douglas Kraner, Wyoming
 Rachel L. Leggett, New Philadelphia
Magna Cum Laude
 Christian Oscar Lui, Dublin
 Amanda G. Mahaffey, Worthington
 Liam Fisher Martin, Worthington
 Jacob Miller, Thornville
 Brett Alexander Monty, Madison
 Megan Jane Nafziger, Chagrin Falls
 Colette Joy Naples, Powell
Cum Laude
 Richard Anthony Nazario, Westerville
 Phillip James Parker, Clarksville
 Stephen William Perrine, Jr., Ashtabula
Cum Laude
 Francesco Joseph Platania, Pickerington
 Brianna Renee Reading, Worthington
Cum Laude
 Robert Franklin Reed, Bexley
 Robert Newton Rountree, Jr., Dallas, TX
Cum Laude
 Jordan Mackenzie Schumacher, Hilliard
 Connor William Schwepe, Lewis Center
 Nikita Segalchik, Cleveland
 Andrew Michael Shea, Medina
Summa Cum Laude
with Honors Research Distinction in Environment, Economy, Development and Sustainability
 Zack S. Shier, Marysville
 Ethan Francis Shillington, Worthington
Cum Laude

Stacey Marie Silverii, Kettering
Aaron Jordan Starcher, Ashtabula
Jordan Amos Stoltzfus, Leon, IA

Summa Cum Laude

Paurav Thakore, Bellbrook
James Christopher Umland, Chardon
Jonathan Scott Walters, Bellville
Nathan M. Watson, Marion
Jordan Eric Wells, Lexington
Andrew Wilk, Tallmadge

Magna Cum Laude

*with Research Distinction in Forestry, Fisheries
and Wildlife*

Amelia Claire Williams, Elyria
Julia Qiuyu Wolf, Columbus

Magna Cum Laude

Jiahe Yu, China

Agricultural Technical Institute - Wooster

Associate in Applied Science

Jeremiah Alan Adams, Plymouth
Mara Anderson, Canton
Elizabeth Elaine Bossler, Massillon
Austin Paul Brehun, Aurora

Cum Laude

Luke Matthew Durbin, New Philadelphia
Evan Wayne Ray Ferguson, Carrollton
Emily Faith Flinn, Burbank
Matthew Gregory Glick, Arlington

Cum Laude

Makenzie Nicole Kelly, Canton
Joel David Martin, Smithville

Magna Cum Laude

Daniel Frederick Maurer, Granville
Corey James Musselman, Wooster
Alexandria Delene Shane, Dalton
Sawyer Graham Shipman, Edison
Luke McCord Standley, Springfield
Grace Elizabeth Stober, Sycamore
Bradley Joseph Weber, New London

Associate of Science

Gabriel Kenneth Armstrong, Millersburg
Rachel Justine Bell, North Canton
Ashley Nicole Brown, Massillon
Hannah Antoinette Burns, Wooster
Manuel Gonzalez Carrillo IV, Portage
Joshua Clark Caudill, Mansfield
Nathaniel Joseph Cotterill, Norwalk
Jessica L. Crook, Bowling Green
Adam Nicholas Cutlip, Wooster
Gerrett Hunter Davison, London
Ambria N. Didion, Castalia
Demi Dovin, Wellington
Collin Michael Dunaway, Felicity
Katie Lynne Fath, Amherst
Sarah Beth Galavich, Bethesda
Noah Landon Haines, Wilmington
Dalton Raymond Huhn, Cumberland

34

Trenten Justys Hunt, Brookville
Drew Anthony Kaser, North Royalton

Magna Cum Laude

Reannen Abigail Kiley, Winchester
Klayton Paul Kilzer, Amesville
Lucas Brennan Kuehn, Thompson
Jessi Marcos Martinez Guerra, Toledo
Emma Mathews, New Vienna
Johnathon Wesley McCandlish, Bremen
Isaiah Henry Miller, Cloverdale
Cody Allen Myers, Jamestown
James Leon Whitt Odel, Chillicothe
James Nathaniel Oney, London

Magna Cum Laude

Noah HeeSung Porter, Wooster

Magna Cum Laude

Vernon James Prowant, Cloverdale
Shania Nicole Reed, Loudonville
Derek Marshfield Ridder, London
Dakota Richard Sayre, Senecaville

Cum Laude

Lincoln Gavin Shaw, Newcomerstown
Jessica L. Skidmore, Rushsylvania
Kadey Brooke Starkey, Homeworth
Lauren Taylor Tench, Lakewood
Amber Lynn Tinney, Wadsworth
Andrew Michael Waymire, Yellow Springs
Whitney Louise Welker, Venedocia
Rachel Ann Woodruff, Bluffton

Magna Cum Laude

Michael E. Moritz College of Law

Dean: Alan C. Michaels

Juris Doctor

Ian M. Johnston, Westerville
B.A. (University of Akron)

Kaile M. Sepnafski, Columbus
B.A. (University of Minnesota)

Sonora I. Vanderberg-Jones, Columbus
B.S.Env.Nat.Res.

Cum Laude

Master of Laws

Azeez Olakunle Abdulakadir, Ilorin, Nigeria
B.Laws (University of Ilorin)

Hanan Mohammed I Almousa,
Alriyadh, Saudi Arabia
Bachelor's (Imam Muhammad ibn Saud
Islamic University)

Tapkili Chepkorir Rop, Columbus
B.Laws (University of Brighton)

Jie Zhang, Weihai, China
B.Laws (University of Jinan)
M.Laws (Beijing Jiaotong University)

College of Medicine

Dean: K. Craig Kent

School of Health and Rehabilitation Sciences

Bachelor of Science in Health and Rehabilitation Sciences

Malin Suzan Adams, Bryan

Magna Cum Laude

Nana Afriyie, Triangle, VA
Grace Ackah Amoako, Columbus
Kari A. Anderson, Springfield
Bailey Christine Armstrong, Sunbury

Cum Laude

Grant Marcus Balancio, Birmingham, MI
Angela Marie Barca, Grove City
Grace Alexandra Bollas, Aurora

Magna Cum Laude

Jacob Matthew Burgett, Geneva
Madison Alexa Burris, Caldwell

Magna Cum Laude

Austin Robert Candea, North Canton
Deanna Nichole Clark, Henderson, NV
Brandon Lamont Collins, Jr., Barnesville
Jordyn Paige Corcoran, Piketon
Carson Sherrod Dentinger, Klamath Falls, OR
Kaitlyn Elizabeth Ellerhorst, Cincinnati

Cum Laude

Eric Morton Goldstein, Concord
Cum Laude

McKayla Shawn Goodwin, Mansfield
Madison Muret Graham, Strongsville
Wiatt Edward Hanlin, St. Paris
Ashleyjo Marie Hanuscin, Shelby
Maria Catherine Hastreiter, St. Marys
Natalie Lois Horriagan, Medina

Cum Laude

Kristin Faith Hoying, Delaware
Rhoda Efe Johnson, Columbus
Laura Jurewicz, Solon

Magna Cum Laude

with Honors in Health and Rehabilitation Sciences

Madison Leigh Klavan, Houston, TX
Allison Marie Koch, Mentor
Adrian Vaughn Largent, Zanesville
Stephany Jakelyn Leal-Lopez, Rosamond, CA
G. Tanner Liggett, Bellbrook
Riley James Maloney, Worthington
Michael Mayo McCarthy, Youngstown
Connor Andrew McDonald, Lake Oswego, OR
Paige Elizabeth McLaughlin, Pickerington

Cum Laude

Myles Christopher Monday, Arcadia
Emily Kate Munoz, Bellevue
Katie Nelms, Pickerington
Heather Allison Noriega, Tucson, AZ
Sydney Lynn O'Shaughnessy, Powell

Cum Laude

Katelyn Marie Owens, Columbus
Summa Cum Laude

Nomi Poprish, Beachwood
Cum Laude

Courtney Marie Rikk, Blacklick
Magna Cum Laude

Marissa Janel Rizzo, St. Clairsville
Shelby Makara Roether, Findlay

Michael Sanchez, Avon
Marsha Amanda Scanlon, Akron
Jacqueline Alexandra Schade,
Rochester Hills, MI

Cum Laude

with Honors in Health and Rehabilitation Sciences

Susannah Nicole Smith, Wadsworth
Hannah Therese Spanski, Powell
Nathan Stenson, Marion

Cum Laude

Robyn Leigh Thomas, Mesa, AZ
Makenzie Kirsten Thorpe, Centerburg

Magna Cum Laude

Andrew Walter Trenkamp, Ottawa
Gabrielle Tunney, Dayton
Austin Joseph Viers, Gahanna
Emily Marie Wagner, Cincinnati
Natalie Elizabeth Webb, Grandview Heights
Emma Wells, Homersville

Magna Cum Laude

Joel Robert Windle, Sunbury
Jieyun Zhan, Hubei Province, China
Lauren Ashley Zukowitz, Springboro

Magna Cum Laude

College of Nursing

Dean: Bernadette M. Melnyk

Bachelor of Science in Nursing

Haneen Jamil Ahmed, Columbus
Melanie Lynn Bellemann, Centerville
Jaclyn Nicole Campbell, Newport News, VA
William H. Carson II, Heath
Gretchen Farthing, Columbus
Shannon Lynn Francis, Newark
Brittany Elaine R Frangella, Norwalk
Rosaura Frias, Rockville Centre, NY
Lennon Hughes Duro Garcia, Hilliard
Mayra Leticia Georgi, Houston, TX
Michael S. Gilmore, Rushsylvania
Leah Ann Guthrie, Xenia
Natalie Hartman, Alexandria
Taylor Anne Leeds, Plainfield, IL

Cum Laude

Elizabeth Ann Maddern, Newark
Jessica Lynn McCann, Chillicothe
Jessica Marie McGeehan, Delaware
Lindsey Michelle McGiff, Wilmington
David Patrick McNamara, Lima

Summa Cum Laude

Monica Nora Sky Montgomery, Dallas, TX
Malinda Marie Raine Mowrey, Granville
Matthew Theodore Murphy, Columbus
Sara-Elizabeth Ashley Murray, Columbus
Ashlee Renee Reddy, Elyria
Andrea Nicole Russell, Circleville
Megan Marie Santiago, Orlando, FL
Harley Severt, Springfield
Malinda Ann Short, Columbus
Katelyn Amber Smithberger, Cincinnati

Cum Laude

with Honors Research Distinction in Nursing

Jack Avery Sweeda, New Albany
Natalie Corinne Sybo, Orlando
Antoinette Marie White, Columbus
Wol cha White, Lewis Center
Bridgett C. Wurm, Bucyrus

College of Pharmacy

Dean: Henry J. Mann

Bachelor of Science in Pharmaceutical Sciences

Kendall Noelle Bennett, Louisville, KY

Stellar Jin Chong, Lewis Center

Cum Laude

with Honors in Pharmaceutical Sciences

Samantha Curnow, Northfield

Magna Cum Laude

Benjamin Dickerhoof, Homeworth

Magna Cum Laude

Marie Caroline Fairchild, Canal Winchester

Magna Cum Laude

Hodan Abdi Farah, Caabudwaaq, Somalia

Jordan Leigh Fleenor, Canton

Summa Cum Laude

with Honors in Pharmaceutical Sciences

Ifeanyi Michael Igboaka, Cleveland

Christelle Arlette Kapnang Senze,

Douala, Cameroon

Molly Jane Moreman, Lake Orion, MI

Magna Cum Laude

Morgan Ashlyn Ywe Ouellette, Bristol, CT

Julia A. Saleh, Westerville

Magna Cum Laude

Matthew Sean Schubert, Libertyville, IL

Brenda Shen, Cincinnati

Summa Cum Laude

with Honors in Pharmaceutical Sciences

Mohammad Mustafa Siddiqui, Columbus

Kelly Maegan Struher, Aurora

Tyler Daniel Virgil, Trenton, NJ

John Glenn College of Public Affairs

Dean: Trevor L. Brown

Bachelor of Arts

Sara Ali Mohamed Matar Alblooshi,

Dubai, United Arab Emirates

Magna Cum Laude

Azia A'illee Baldauf, Columbus

Jake Ronald Bloom, Green Brook, NJ

Natalie Ann Cripe, Dublin

Jake Russell Davis, Columbus

Benjamin Scott Deedrick, New Philadelphia

Emily Jane Dilloway, Toledo

Joseph Tedrow Draus, Lombard, IL

Magna Cum Laude

with Honors in Public Affairs

Gabriel Joseph Gary, Mount Sterling

Brayden Daniel Gruber, Loveland

Samantha Alexis Hawley, Galloway

Carly R. Hooker, Bexley

Cum Laude

Eleanor Kathryn MacDonald, Granville

Cum Laude

Alissa Kristine Mauter, Toledo

Elizabeth Macy Paparone, Grove City, PA

Summa Cum Laude

with Honors in Public Affairs

Allissa Kate Riebel, New Albany

Sydney Pearl Rubin, Robbinsville, NJ

Cum Laude

Emmanuel Dotson Thomas, Columbus

Michael Matthew Watson, Dublin

Vanessa Margaret Young, Columbus

Magna Cum Laude

Bachelor of Science

Geoffrey Barrett Dickhaut, Columbus

George Nicholas Mikalis, Darnestown, MD

College of Public Health

Dean: William J. Martin II

Bachelor of Science in Public Health

Frank Kusi Agyei Kyem, Gahanna

Summa Cum Laude

Amelia Claire Akers, Columbus

Summa Cum Laude

Mariah Jean Bazile, Pewaukee, WI

Magna Cum Laude

Brett Erich Bieniak, Waukegan, IL

Bethany Boyd, Beaver Creek

Margaret Nicole Fragapane, Avon

Jordan K. Fulton, Columbus

Cum Laude

Natalie Kay Gaines, Cincinnati

Summa Cum Laude

Liam Robert Garven, Middleburg Heights

Magna Cum Laude

with Honors in Public Health

David R. Harris, Grove City

Magna Cum Laude

Catherine Elise Johnson, Medina

Cum Laude

Lauren Marie McHenry, Batavia

Cum Laude

Elizabeth Caitlyn Page, Akron

Cum Laude

Dylan Justin Pollack, South Euclid

Carolina De La Caridad Reinoso, Columbus

Emily Rae Sekerak, Brunswick

Katherine Cecelia Seldenright,

New Philadelphia

Magna Cum Laude

Sahana Sundaram, Blacklick

Alexa Michelle Tovanche, Cleveland

Magna Cum Laude

Ana Gabriela Walch, Pewaukee, WI

Magna Cum Laude

College of Social Work

Dean: Thomas K. Gregoire

Bachelor of Science in Social Work

Fatimah Abdurahim Abu, Columbus

Abigail Leigh Clark, New Albany

Summa Cum Laude

Bryanne Christine Johnson, Johnstown

Tashia Nicole Lowe, Mansfield

Maria A. Mata, Bucyrus

Mika Summer Rae Newell, Marion

Nicole Lin Raftery, Newark

Cum Laude

Morgan Marie Schlosser, Powell

Hayaley Sanyette Wooding, Columbus

Shamso Ali Yusuf, Columbus

Candidates to be Commissioned in the Armed Forces

United States Army

Second Lieutenant

United States Army National Guard

Corps of Engineers

Taylor Andrew Marsilio

Field Artillery

Cameron Tyler Brooks

Signal Corps

Kodi Michael Mercurio

United State Navy

Ensign

United States Navy

Joseph William Houk

Lyndsay Dawn Jozsa

Nicholas David Lippert

Zachary Walter Moran

David Matthew O'Mullan

Second Lieutenant

United States Marine Corps

Terryn Kyle Thompson

Graduates with Honors

Criteria for graduating with honors are listed below. Grade-point averages (GPA) are based on the student's penultimate semester.

Summa Cum Laude designates those who earned a 3.9 GPA or better.

Magna Cum Laude designates those who earned a 3.7 GPA or better.

Cum Laude designates those who earned a 3.5 GPA or better.

With Honors in the Arts and Sciences requires successful completion of the Arts and Sciences Honors Contract and graduation with a 3.4 GPA or better.

With Honors in Business/Accounting requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Education and Human Ecology requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Engineering requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Medicine denotes successful fulfillment of the College of Medicine Honors Program tenets and a 3.4 cumulative GPA or better.

With Honors in Public Affairs requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Public Health requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Distinction requires successful completion of an undergraduate thesis and a 3.4 GPA or better.

Summary of Degrees and Certificates

Autumn Semester Commencement — 2018

| College | Degree/Certificate | Degree/Cert. Total | Autumn Semester 2018 College Total |
|---|---------------------|--------------------|------------------------------------|
| Graduate School | D.M.A. | 1 | |
| | Ph.D. | 220 | 221 |
| | Ed.D. | 2 | Doctoral |
| | M.Study.Law | 1 | |
| | M.A.C.P.R. | 16 | |
| | M.Appl.Econ. | 3 | |
| | M.Appl.Stat. | 2 | 2 |
| | M.A. | 64 | Professional |
| | M.B.A. | 18 | |
| | M.Bus.Log.Eng. | 26 | |
| | M.Bus.Op.Excel | 25 | |
| | M.C.R.P. | 1 | |
| | M.Dent.Hyg | 1 | |
| | M.E.N.R. | 2 | |
| | M.F.A. | 1 | 415 |
| | M.Hum.Res.Mgt. | 2 | Masters |
| | M.Learn.Tech. | 2 | |
| | M.Mus. | 1 | |
| | M.P.H.M. | 3 | |
| M.P.A. | 9 | | |
| M.Public Hlth. | 15 | | |
| M.S. | 216 | | |
| M.S.W. | 7 | 638 | |
| Arts and Sciences, College of | B.A. | 627 | |
| | B.A. Jour. | 5 | |
| | B.F.A. | 20 | |
| | B.Mus. | 2 | |
| | B.Mus.Ed. | 4 | |
| | B.S. Atmos.Sci. | 1 | |
| | B.S. Geog.Info.Sci. | 12 | |
| | B.S. | 302 | |
| | A.A. | 390 | 1363 |
| Business, Fisher College of | B.S.Bus.Adm. | 462 | 462 |
| Dentistry | D.D.S. | 2 | 2 |
| Education and Human Ecology | B.S.H.P.N.E.S. | 3 | |
| | B.S.H.D.F.S. | 43 | |
| | B.S. Human Ec. | 48 | |
| | B.S.Hsply.Mgt. | 14 | |
| | B.S.Nutrition | 7 | |
| | B.S.Ed. | 103 | 218 |
| | | | |
| Engineering | B.S.A.A.E. | 1 | |
| | B.S.Arch. | 2 | |
| | B.S.Aviation | 5 | |
| | B.S.Biomed.E. | 8 | |
| | B.S.Ch.E. | 77 | |
| | B.S.C.R.P. | 13 | |
| | B.S.C.E. | 46 | |
| | B.S.C.S.E. | 77 | |
| | B.S.E.C.E. | 81 | |
| | B.S.E.P. | 2 | |
| | B.S.Env.Eng. | 11 | |
| | B.S.F.A.B.E. | 37 | |
| | B.S.I.S.E. | 55 | |
| | B.S.Land.Arch. | 1 | |
| | B.S.Mat.Sc.Eng. | 15 | |
| | B.S.M.E. | 65 | |
| B.S.W.E. | 24 | 520 | |
| Food, Agricultural, and Environmental Sciences | B.S.Agr. | 117 | |
| | B.S.C.S.M. | 28 | |
| | B.S. Food Sc. | 6 | |
| | B.S.Nutrition | 3 | |
| Environment and Natural Resources, School of Agricultural Technical Institute | B.S.E.N.R. | 73 | |
| | A.A.S. | 17 | |
| | A.Science | 42 | 202 |
| Law, Michael E. Moritz College of | J.D. | 3 | |
| | LL.M. | 4 | 7 |
| Medicine Health and Rehabilitation Sciences, School of | B.S.Hlth.Rehab.Sci. | 62 | 62 |
| Nursing | B.S.Nurs. | 34 | 34 |
| Pharmacy | B.S.Pharm.Sci. | 17 | 17 |
| Public Affairs, Glenn College of | B.A. | 20 | |
| | B.S. | 2 | 22 |
| Public Health | B.S.P.H. | 20 | 20 |
| Social Work | B.S.Soc.Work | 10 | 10 |
| Total Degrees and Certificates | | 3,577 | 3,577 |

| | | |
|---|------------------------------|----------------|
| Total Degrees this Semester | (not including certificates) | 3,577 |
| Total Degrees since 1878 | (not including certificates) | 767,845 |
| Total Degrees during Last Decade | (not including certificates) | 134,899 |

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THE ACADEMIC COSTUME

The colorful ceremonies of The Ohio State University commencements derive from practices originating in the Middle Ages. When European universities were taking form in the 12th and 13th centuries, the scholars were usually clerics, and consequently they adopted costumes similar to those of their monastic orders. Cold halls and drafty buildings called for caps and floor-length capes with attached hoods, and the sobering influence of the church probably influenced the staid character of the caps and gowns.

As the control of the universities gradually passed from the church, some

aspects of the costumes took on brighter hues. Old prints and engravings, however, reveal a strong similarity between the regalia worn in early universities and that of the present day.

In light of our nation's English heritage, academic costume has been in use in the United States since colonial times. To establish a standard of uniformity in regard to the practice, an intercollegiate commission was formed to prepare a code for caps, gowns and hoods that has since been adopted by all academic institutions.

Originally round, the shape of the cap is now the familiar mortarboard square —

a shape which, according to ballad folklore, resembles a scholar's book. Legend also has it that the privilege of wearing a cap was the initial right of a freed Roman slave; the academic cap, therefore, has become a sign of the freedom of scholarship. The flowing gown has become symbolic of the democracy of scholarship, for it covers any dress that might indicate rank or social status. The hood, reserved at The Ohio State University for those receiving doctoral and master's degrees, not only indicates the type of degree, but also is lined with the official colors of the university.

The Gown

Bachelor: The bachelor gown is black, full cut with long pointed sleeves.

Master: The master gown is black, long or short sleeves, with an arc-shaped panel extended for each sleeve.

Doctor: The Ohio State University Doctor of Philosophy gown is scarlet with gray velvet panels on the front and three velvet bars on each sleeve. Other doctor gowns are black with velvet panels and bars, the color of which is distinctive of the field of study.

Honors Emblem

The Ohio State University honors emblem is a scarlet and gray tasseled braid worn over the gown. Students eligible for this curricular honor are those graduating *summa cum laude*, *magna cum laude*, *cum laude*, *with distinction* and *with honors*.

The Hood

Bachelor: Three feet long with a two-inch-wide velvet edging.*

Master: Three and one-half feet long with a three-inch-wide velvet edging.

Doctor: Four feet in length with a five-inch-wide velvet edging and panel at the sides.

The lining of all hoods, which is folded out, bears the official colors of the institution granting the degree. The color of the velvet indicates the field of study.

* Not usually worn by candidates for a degree.

Cap and Tassel

Candidates for degrees at The Ohio State University wear the black mortarboard with a tassel whose color is distinctive of the degree being received. The tassel colors are as follows:

| | |
|---|---------------|
| Graduate School (PhD) | Gray |
| (Others) | Black |
| College of Arts and Sciences | |
| BA | White |
| BA Journalism | Crimson |
| BAE, BFA | Brown |
| BM, BME | Pink |
| BS, BS Design, BS Atmos.Sci., BS Geog.Info.Sci. ... | White |
| Fisher College of Business | Drab |
| College of Dentistry | Lilac |
| College of Education and Human Ecology | |
| Education | Light Blue |
| Human Ecology | Maroon |
| College of Engineering | Orange |
| Knowlton School of Architecture | Blue-Violet |
| College of Food, Agricultural and | |
| Environmental Sciences | Maize |
| School of Environment and | |
| Natural Resources | Blue-Green |
| Moritz College of Law | Purple |
| College of Medicine | Green |
| School of Health and Rehabilitation Sciences | Green |
| College of Nursing | Apricot |
| College of Optometry | Seafoam Green |
| College of Pharmacy | Olive Green |
| John Glenn College of Public Affairs | Peacock Blue |
| College of Public Health | Salmon |
| College of Social Work | Citron |
| College of Veterinary Medicine | Gray |

The gold tassel is worn frequently by those holding the doctoral degree and by college and university administrative officers.



Photography

Photographs may be taken from the stands at any time during the ceremony. However, only press photographers are permitted on the arena floor. Guests are asked to be courteous and respectful of all those wishing to take photographs.

Complimentary Programs

A limited number of programs are available on a first-come, first-served basis. Requests should be sent to the Office of Commencement and Special Events, 1060 Blankenship Hall, 901 Woody Hayes Drive, Columbus, OH 43210-4016

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POMP, CIRCUMSTANCE, AND OTHER SONGS OF A LIFETIME

(continued from inside front cover)

I say, rather, the richness of us,
precious difference, the grand multiplicity
of selves that balance this globe
and enable it to spin true. Grandson
of peasant immigrants, I was given

the opportunity to earn a doctorate
in English literature from Ohio State—
because my family labored long nights
around the kitchen table trying to learn
this arduous English. I sat where

you're sitting twenty-six years ago.
Bob Dylan and Smokey Robinson got me
through. Yes, it took a prophet and Miracles!
My son earned an OSU Ph.D. in history.
Now you, graduates, are being honored—

by degrees. We've all come together
around the kitchen table of Ohio State.
Ohio, Round on the ends and high
in the middle. For the years to come
we'll sing together, Beautiful Ohio,

in dreams again I see, Visions of what
used to be. These psalms, sacred thoughts
of our tribes, 78's and 33's, tapes,
CD's—they take up space in shelves
of our skulls, our hearts. They remind us

we want a song beyond the run-
of-the-mill thrill, the moment throbbing
with pleasure or bathed in the blues.
We ache for something grander than
pure selfishness. Songs sung for one

alone are not true music. Arias shared
are music of the spheres, ways of saying
to another something from the soul.
Of course the Buckeye Battle Cry
is there. Drive, drive on down the field,

Men (and women!) of the Scarlet
and Gray. Well, you drove on down
the field, and you drove up and down
the streets, around and around
crowded lots, looking for a place to park,

and you searched our dark, ancient library
for a decent place to study. My wife,
Mary's, father marched in the first
"Script Ohio," in 1936. He's here today
with us, blowing his horn, I can't help

but feel, as is the sweet mother
I lost last year, the one who gave me
the stars. Today's music makes us think
of the debts we owe, and never can repay.
So many of us would not be here

were it not for the lullabies and songs
of dear parents, their parents, theirs.
Some are here today in the flesh.
Many are not. We mourn them with cadences
of our hearts. Think how many people

sang before us, gave us a name, a voice,
taught us the right words. We must
cherish them by remembering every song.
When we sing to others, we honor
our fathers and mothers, thank them

for this day of profound scarlet and gray
pomp and circumstance. O, come
let's sing Ohio's praise, And songs to
Alma Mater raise. Alma mater.
Ohio State is our sweet, nurturing mother.

We came of age here, with her help.
Well, Mother, we love you, but, like,
it's time we moved out, got a place
of our own. You're standing there,
Mom, gray hair, eyes scarlet

from crying. We won't forget you.
Now, even though this ceremony
means we're being weaned, taken off
the nipple, let's take care to cherish her
all our days. Let's remember

the words to the songs she taught us,
and pass them on. We'll remember
always, Graduation Day, Summer's heat,
and winter's cold, The seasons pass,
the years will roll, Time and change

will surely show How firm thy friendship,
O-hi-O. We call that little number
Carmen Ohio. Carmen means song
in Latin. You've worked hard; she
is your reward; today is your reward.

You're filled to overflowing with
the notes, the poems we've written
together. You know the score.
Continue to work hard for yourselves,
and one another. Find the ones who need

you to sing to, for them, in the world.
Graduates, this joyful litany, this hymn
our ancestors collaborated on with us,
the calling of your name today is music
to our ears. Sing that name proudly

all your days, as if your life depended
on it. It does, you know. It has been
an honor for me to speak—and sing—
to you today. Thank you, graduates,
and, again, Congratulations.